

LONG-RANGE PLAN

2021 - 2025



**APPROVED BY THE
GOSHEN PUBLIC LIBRARY
BOARD ON FEBRUARY 16,
2021**

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**LONG-RANGE PLAN PREPARED AND SUBMITTED BY
GOSHEN PUBLIC LIBRARY
IN PARTNERSHIP WITH ENFOCUS INC
AND WITH PARTIAL FUNDING SUPPORT
FROM THE COMMUNITY FOUNDATION OF ELKHART COUNTY.**

Introduction

LONG-RANGE PLAN

Throughout 2020, our patrons have experienced pandemic, protest, and political unrest. In the midst of this transition year, we paused to listen to the needs of diverse populations living in and around our Elkhart Township service area.

Our community spoke clearly throughout the planning process: strengthen relationships with community organizations and connect patrons with first-class resources by equitably expanding accessibility and leaning into lifelong learning.

Goshen Public Library is a key community institution for catalyzing Elkhart Township's vision to become a more vibrant, welcoming, informed community. To these ends, this long-range plan sets forth the Library's objectives from 2021 - 2025.

While strategically aligning our service responses, resources, partners, and personnel to meet each objective, we have also devoted space and creative capacity to flexibly respond to new needs and community developments as they arise.

Our library is a space, collection, and community that is at its best when meeting the unique needs of all residents. We belong to the communities we serve.

Myriad stakeholders were engaged in the long-range planning process. This plan reflects the input and feedback of service organizations, government agencies, families, faith groups, educational institutions, individuals, and businesses. This document also centers the aspirations of groups diverse in race, age, and socioeconomic status among other facets of identity.

To meet the full array of our community's needs, we envision delivering the highest quality library services.

Ann-Margaret Rice

Director, Goshen Public Library





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Mission Statement

GOSHEN PUBLIC LIBRARY

We enrich lives, create connections, provide equitable accessibility, cultivate community partnerships, nurture reading, and champion education and lifelong learning.

Vision Statement

We kindle educational curiosities, spark connections in the community, and ignite a lifelong love of learning.



Core Values

GOSHEN PUBLIC LIBRARY

Community: We serve everyone in our service area, mirroring the values of our community through public service, social responsibility, and sustainability.

Learning: We connect our community of learners and readers to ideas through diverse creative works, robust programming, essential services, and high-quality information.

Dynamic Space: We offer a safe and welcoming space for all to connect.

Inclusion: We strive to provide equitable access to resources and information for all citizens of our community so that they may reach their full potential.

Engagement: We seek to strengthen our identity as a trusted institution for public good by building community relationships to support our core values.





Community Needs

PLANNING TO PLAN

A 78-question **community survey** was made digitally and physically available to residents of Elkhart Township. The survey was provided in both English and Spanish and distributed to diverse groups, families, and individuals, as well as across public and private sectors. A total of 215 survey responses were received. While efforts were made to capture demographic diversity, white women are overrepresented among respondents. Data were statistically analyzed and thematically coded. Please see Appendix A for complete survey results.

Additionally, 14 community **focus groups** and 4 general inquiry **meetings** were held to solicit community feedback, critique, and aspirations for Goshen Public Library. Of the 89 focus group and meeting participants, all were residents of either Elkhart Township or immediately surrounding townships. As with the community survey, diverse groups of residents were invited to participate in these focus groups. Data were thematically coded. Please see Appendix B for complete focus group and general inquiry meeting results.

A 15-member **long-range planning committee** oversaw the planning process and offered guiding input. This committee was divided into two groups, each meeting three times over the span of three months. The composition of the committee reflected the diversity of Elkhart Township across racial, ethnic, gender, political, religious, and income- and age-based groups. For a detailed demographic description of our community and service area, please reference Appendix C.

Goshen Public Library staff and board members, as well as long-range planning committee members, reviewed the data collected and preliminary analyses before providing feedback to ensure integrity and reliability of data collection and interpretation.

The mission and vision statements herein, in addition to the objectives and service responses included, reflect the community feedback, critique, and aspirations offered throughout the course of the 2020 planning process.



Responding to Community Needs

AN OVERVIEW

To meet the community needs identified during the planning process, six library service responses are presented below in the form of goals. An elaborated description of each goal is then offered in detail. During the years 2021 - 2025, the Goshen Public Library Board of Trustees will evaluate progress toward these goals on an annual basis. Beginning in the first quarter of 2022, the director will report to the board regarding progress. During this yearly review, trustees will assess whether or how changes might be made to the long-range plan.

GOALS

- #1: Strengthen organizational and operational policies and procedures which will poise the Library to adopt a 21st century library mindset
- #2: Become a dynamic community third place by providing a safe and welcoming space that ignites collaboration and fosters lifelong learning
- #3: Expand cultural and age-based accessibility for all community members to include relevance in collections, communications, programming, and staffing
- #4: Embrace our role as a trusted public institution for producing and consuming information
- #5: Build and deepen public and private partnerships across the community
- #6: Storytell services through compelling, modern media



Responding to Community Needs

GOAL #1

STRENGTHEN ORGANIZATIONAL AND OPERATIONAL POLICIES AND PROCEDURES WHICH WILL POISE THE LIBRARY TO ADOPT A 21ST CENTURY LIBRARY MINDSET

OBJECTIVE #1

Develop a mission and vision statement for each department and create departmental procedures and policies while engaging staff in participatory visioning

Lead: Department Heads
Target Audience: Staff
Timeline: 2021

Measurements & Evaluation Methods:

- Engage staff in developing mission and vision statements
- Finalize departmental mission and vision statements
- Ensure operations are grounded in respective mission and vision
- Update job descriptions

OBJECTIVE #2

Create modern professional development plans to ensure outstanding patron engagement and continued career-related learning

Lead: Director, Staff
Target Audience: Staff
Timeline: 2021

Measurements & Evaluation Methods:

- Assemble a staff development team
- Solicit staff input on services, technologies, methodologies, and professional development
- Implement staff development and in-service opportunities to explore 21st century library service models



Responding to Community Needs

GOAL #1

STRENGTHEN ORGANIZATIONAL AND OPERATIONAL POLICIES AND PROCEDURES WHICH WILL POISE THE LIBRARY TO ADOPT A 21ST CENTURY LIBRARY MINDSET

OBJECTIVE #3

Establish uniform hiring, onboarding, and performance evaluation processes and procedures

Lead: Director, Management Team

Target Audience: Staff

Timeline: 2021 - 2022

Measurements & Evaluation Methods:

- Ensure job openings are posted and advertised broadly and equitably
- Standardize all steps of the hiring process
- Update onboarding materials
- Conduct best practice research on staff performance evaluations
- Create internal evaluation criteria and review approach (top-down, 360°, peer-to-peer, hybrid)
- Instate biannual evaluation processes



Responding to Community Needs

GOAL #2

BECOME A DYNAMIC COMMUNITY THIRD PLACE BY PROVIDING A SAFE AND WELCOMING SPACE THAT IGNITES COLLABORATION AND FOSTERS LIFELONG LEARNING

OBJECTIVE #1

Complete a detailed physical space assessment to include open spaces for community social engagement, outdoor programming, private study, and flexible collaboration

Lead: Board, Director, Management
Target Audience: Staff, Community
Timeline: 2021

Measurements & Evaluation Methods:

- Identify architect to lead the assessment
- Undertake a formal space assessment
- Determine priority remodel or renovation expenditures
- Evaluate shelving and other items to create open spaces

OBJECTIVE #2

Evaluate all collections to identify and apply updated standards for collection development and maintenance

Lead: Collection Development Manager, Selectors, Director
Target Audience: Community, Staff
Timeline: 2021 - 2022

Measurements & Evaluation Methods:

- Create and implement collection development and maintenance standards
- Review and update all collection development policies
- Review and update "request for reconsideration" procedures
- Convene regular collection development meetings



Responding to Community Needs

GOAL #2

**BECOME A DYNAMIC COMMUNITY THIRD PLACE BY PROVIDING A SAFE AND WELCOMING SPACE THAT
IGNITES COLLABORATION AND FOSTERS LIFELONG LEARNING**

OBJECTIVE #3

Promote library spaces to local organizations
to encourage use for regularly occurring and
special events

Lead: Director, Development & Community
Engagement Manager, Meeting Room
Facilitator

Target Audience: Community

Timeline: 2021 - 2022

Measurements & Evaluation Methods:

- Review and update public meeting space policy to include new mission, vision, and considerations for private use and fees
- Invite organizations to use library spaces for meetings and events
- Determine priority remodel or renovation expenditures
- Ensure at least three external meetings per month occur at the library



Responding to Community Needs

GOAL #3

EXPAND CULTURAL AND AGE-BASED ACCESSIBILITY FOR ALL COMMUNITY MEMBERS TO INCLUDE RELEVANCE IN COLLECTIONS, COMMUNICATIONS, PROGRAMMING, AND STAFFING

OBJECTIVE #1

Standardize hours where fiscally possible to encourage community visits and create after hours service opportunities (e.g., bill paying, digital content access, card renewal, PIN reset)

Lead: Management Team, Reference Manager, Circulation Manager
Target Audience: Community
Timeline: 2022

Measurements & Evaluation Methods:

- Prioritize opening on weekday and weekend afternoons and evenings
- Standardize hours to reflect uniformity across the week
- Evaluate the impact of adjusted hours on library programming
- Communicate hours to community

OBJECTIVE #2

Hire bilingual staff for patron-facing positions

Lead: Director, Management Team
Target Audience: Staff
Timeline: 2021 - 2025

Measurements & Evaluation Methods:

- Hire at least two bilingual staff members
- Explore opportunities to create a Latinx Outreach Specialist position
- Intentionally and equitably post job openings
- Promote job openings in Spanish language newspapers, radio stations, and organizations



Responding to Community Needs

GOAL #3

EXPAND CULTURAL AND AGE-BASED ACCESSIBILITY FOR ALL COMMUNITY MEMBERS TO INCLUDE RELEVANCE IN COLLECTIONS, COMMUNICATIONS, PROGRAMMING, AND STAFFING

OBJECTIVE #3

Expand multicultural programs & collections

Lead: Selectors, Programmers, Management Team

Target Audience: Community

Timeline: 2021 - 2025

Measurements & Evaluation Methods:

- Broaden themed, Spanish language programming across all age groups
- Design and host at least three programs with Latinx or Hispanic community members each year
- Acquire at least 30 new books for all age groups written by native Spanish speakers each year
- Acquire at least 20 new Spanish language media items each year

OBJECTIVE #4

Develop a communication strategy and action plan for neighborhood and community engagement

Lead: Management Team

Target Audience: Staff, Community

Timeline: 2023 - 2025

Measurements & Evaluation Methods:

- Print common English and Spanish language on interior library signs placed in high-traffic areas
- Facilitate at least five community conversations to identify how to best communicate library information
- Develop and execute marketing plans through population-specific communications channels to promote services and programs



Responding to Community Needs

GOAL #4

EMBRACE OUR ROLE AS A TRUSTED PUBLIC INSTITUTION FOR PRODUCING AND CONSUMING INFORMATION

OBJECTIVE #1

Integrate virtual programming for all ages and cultures

Lead: Programmers, Selectors, Development & Community Engagement Manager

Target Audience: Community

Timeline: 2021 - 2025

Measurements & Evaluation Methods:

- Host virtual, bilingual book clubs via videoconferencing solution
- Organize and facilitate virtual, bilingual readalongs for young children and parents
- Invite and host authors for virtual book readings



OBJECTIVE #2

Organize digital and information literacy workshops, civic labs, life skills experiences, and lifelong learning series for all ages

Lead: Children's, Young Adult, and Reference Services

Target Audience: Community

Timeline: Pilot series in 2022

Measurements & Evaluation Methods:

- Provide in-person, FAQ document, and video tutorials for accessing and navigating digital library services
- Advertise and host at least three lifelong learning events across all age groups each year beginning in 2022 (at least one event will be bilingual)



Responding to Community Needs

GOAL #5

BUILD AND DEEPEN PUBLIC AND PRIVATE PARTNERSHIPS ACROSS THE COMMUNITY

OBJECTIVE #1

Identify and promote opportunities for staff to volunteer or "embed" in the community for community service

Lead: Director

Target Audience: Staff, Organizations

Timeline: 2022

Measurements & Evaluation Methods:

- Strengthen already assembled community service committee
- Continue to identify local opportunities for staff to serve our community for six-to-twelve hours annually
- Seek opportunities for collective all-staff service project
- Reward staff annually for community service successes

OBJECTIVE #2

Explore creating satellite libraries, programs, and services at different community locations

Lead: Development & Community Engagement Manager

Target Audience: Community

Timeline: 2021 - 2025

Measurements & Evaluation Methods:

- Survey neighborhood or downtown locations for "little free library," storybook trails, or satellite libraries
- Ensure appropriate branding, promotional materials, and calls to action accompany any satellite library projects, programs, and services



Responding to Community Needs

GOAL #5

BUILD AND DEEPEN PUBLIC AND PRIVATE PARTNERSHIPS ACROSS THE COMMUNITY

OBJECTIVE #3

Partner with and promote at public and private early childhood education, primary, secondary, and tertiary schools

Lead: Staff

Target Audience: Students

Timeline: 2022

Measurements & Evaluation Methods:

- Identify school parent liaisons, faculty/staff partners, and other relationships to leverage
- Negotiate yearly schedule of school visits with teachers, school librarians, and/or administrators
- Evaluate eResource Card program for continuation and/or expansion
- Develop and launch A+ Partners in Education project to strengthen relationship with local educational institutions and to ensure full-service library card distribution to all students

OBJECTIVE #4

Partner with local government institutions, nonprofit organizations, and key for-profit institutions

Lead: Management, Leadership Team

Target Audience: Community Organizations

Timeline: 2021 - 2025

Measurements & Evaluation Methods:

- Define Library capabilities in a menu of services for potential partner organizations
- Present programming and services information at at least two community events (e.g., First Fridays)
- Collaborate with at least two new entities each year through programming, services, and/or selection of materials



Responding to Community Needs

GOAL #5

BUILD AND DEEPEN PUBLIC AND PRIVATE PARTNERSHIPS ACROSS THE COMMUNITY

OBJECTIVE #5

Create book delivery system from library to senior living communities and schools

Lead: Circulation Manager, Teen Services Librarian, Children's Services Librarian

Target Audience: Community

Timeline: Pilot program in 2022

Measurements & Evaluation Methods:

- Communicate with Greencroft, Waterford Crossing, Maple Leaf Commons, and at least two school systems to identify delivery preferences
- Coordinate checkout and delivery logistics for each location
- Pilot a book delivery program and solicit staff and applicable patron feedback



Responding to Community Needs

GOAL #6

STORYTELL SERVICES THROUGH COMPELLING, MODERN MEDIA

OBJECTIVE #1

Create and distribute content across social and digital channels to advertise library offerings

Lead: Development & Community Engagement Manager, Staff

Target Audience: Community

Timeline: 2021 - 2025

Measurements & Evaluation Methods:

- Determine medium-specific advertising approaches for email, library website, and social media
- Consistently produce visually engaging content that succinctly communicates library offerings
- Monitor and evaluate patron engagement to determine more effective methods of promotion

OBJECTIVE #2

Engage in a modern rebranding

Lead: Director, Development & Community Engagement Manager

Target Audience: Staff, Community

Timeline: 2021 - 2022

Measurements & Evaluation Methods:

- Seek outside support to develop a comprehensive rebranding strategy
- Design new logo and style guide
- Update external and internal resources and materials to reflect branding changes



Responding to Community Needs

GOAL #6

STORYTELL SERVICES THROUGH COMPELLING, MODERN MEDIA

OBJECTIVE #3

Promote stories of library patrons, staff,
and programs

Lead: Development & Community
Engagement Manager, Staff

Target Audience: Community

Timeline: 2022

Measurements & Evaluation Methods:

- Create and share social media stories of community members engaging with Goshen Public Library
- Create regular communications campaigns that celebrate education, learning, and themed topics
- Develop a "meet your librarian" communications campaign highlighting staff, staff backgrounds, and staff favorites



Evaluation Process

ONGOING ANNUAL EVALUATION PROCEDURE

The Long-Range Plan 2021 - 2025, adopted by the Goshen Public Library Board of Trustees on February 16, 2021, will be reviewed annually by the board during the first quarter of years 2022 - 2025. As a part of the annual budget process, each year the Treasurer will present to the Board a cost assessment specific to the following year's Long-Range Plan activities to allow the Board to continue monitoring the library's financial stability. The library director and others from the management team will provide progress reports, suggestions for revisions, and updates to be implemented regarding specified objectives and goals.

All employees of Goshen Public Library will receive a copy of the 2021 - 2025 Long-Range Plan upon which the director and members of the management team will engage in a full review of the processes employed and the desired outcomes identified. Feedback will be solicited toward reaching objectives and goals. Management and staff will refer to the document when considering new and/or continuation of services, programs, and resources to ensure alignment with library mission, core values, and objectives identified by the plan. An annual review will take place with management and staff to highlight progress and identify revisions and updates of objectives and goals.

Digital and print copies of both a summary of and full 2021 - 2025 Long-Range Plan will be made available to the public.



Financial Resources

FUNDING SOURCES & BUDGET REALLOCATION

The Library's budget is derived primarily from property and local income tax revenue. Ahead of 2021, there was a 4.2% increase in the local property tax levy. Given the contemporary economic circumstances surrounding COVID-19, this increase seemed robust. Indeed, up until the onset of COVID-19 in 2020, the local economy had been fairly robust. Goshen Public Library cautiously expects its budget to be strong throughout 2021. In 2022 and beyond, however, the Library expects to experience slower growth due to the way that Indiana libraries are funded and the lagging tax impact of COVID-19.

Several important replacements and additions will occur in 2021 and 2022. Priorities include hiring for a new full-time outreach specialist position emphasizing the Latinx community and conducting an assessment for an evaluation of past staff attrition and resources for future positions. To embody the findings from the long-range planning process, the Library will seek guidance from a marketing firm before engaging in a rebranding process. In addition, the Library will focus on modernizing the elevator and contracting a firm to perform a feasibility study in preparation for a total building renovation. Priorities for 2023 through 2025 will be determined as part of the feasibility study.

Goshen Public Library anticipates spending conservatively during the first half of 2021 until receiving its spring property tax disbursement. This precautionary measure is a result of the still capricious nature of the COVID-19 impact on our economy. Some objectives outlined in the long-range plan will not require significant outlay. Other objectives, however, will require larger expenditures. To secure required funding for significant expenses, the Library anticipates pursuing grants from its countywide community foundation and other organizations where possible. The Library will also evaluate the use of some gift funds to meet the outlay for identified objectives and goals where needed.



Equipment & Facilities Plan

ASSESSMENT & MAINTENANCE

The current library building, located at 601 South 5th Street, Goshen, IN, was originally constructed in 1968. The building underwent an expansion and extensive renovation in 1994. Today, the 45,000-square-foot facility houses collections and offers services and programs on both a main floor and lower level. In 2004, a space for teens was created. In 2009, the closing of Purl Street in front of the building and a much-expanded public parking lot project were completed. The year 2018 saw a major renovation for the children's room featuring a forest and treehouse theme. A year later, the library's shingled roof was replaced with new decking and aluminum roofing.

The library building continues to require major attention and the list of capital projects is numerous. This is due, in part, to the length of time between 2021 and the previous renovation. Other areas for attention are the result of poor handiwork during the 1995 expansion. In 2021, the Library expects to modernize or replace the hydraulic lift elevator. Also in 2021 an EV charging station, made possible through a grant partnership with the Michiana Area Council of Governments and the Indiana Department of Environmental Management, will be installed in the library public parking lot. Other emergent facility demands will be met as needed while preparations are made for the next major renovation to take place in three to five years. The first step toward undertaking the next renovation will be completing a feasibility study in late 2021.

With the feasibility study, interior spaces will be reimagined to meet the needs of the Goshen community as outlined by this plan. Additional considerations for the study include ensuring the structural integrity of the building and various mechanical systems, restoring the staff and public parking lots, and improving landscaping to allow for interactive outdoor spaces for studying, reading, and library programming.



Services & Operations Plans

ASSESSMENT & MAINTENANCE

During 2014, Goshen Public Library entered into a consortium relationship with the Elkhart Public Library system. The relationship afforded Goshen Public Library and its patrons the benefits of a shared integrated library system (ILS), catalog, and other resources including databases and digital content. Goshen Public Library values and will continue to emphasize high-quality information, diverse creative works, programming for all ages, and essential community services. The Library enjoys strong relationships with Goshen Community Schools and looks to strengthen partnerships with other educational institutions. In particular, the Library will prioritize ensuring that all students have full-access library cards free from overdue fines. Special attention is and will continue to be given to increasing community outreach and engagement efforts as evidenced by the recent hiring for the Development & Community Engagement Manager position and the anticipated creation of a new Latinx Outreach Specialist position in late 2021.

While Goshen Public Library maintains several general operational and administrative policies and procedures, one intent of this long-range plan is to ensure that these policies and procedures are expanded, updated, and reviewed regularly as needed in order to strengthen the foundation and health of the organization.



Technology Plan

ASSESSMENT & MAINTENANCE

Goshen Public Library meets or exceeds Indiana public library standards for technology and public access. In 2011, Goshen Public Library installed a complete radio-frequency identification system to streamline circulation processes for staff, increase security for materials, and offer patrons autonomy during the checkout experience. The Library offers digital content, shared databases, and inside and outside wireless Internet. Goshen Public Library continuously seeks to explore new and emerging technology offerings, including online fee payments and card registrations. As of 2021, Goshen Public Library will offer 11 wireless hotspots for public use. Please see Appendix D for an assessment of technology services, hardware, and an equipment replacement schedule.



Professional Development

STRATEGY & SUMMARY

The Goshen Public Library is committed to developing and instituting professional development plans to ensure exceptional librarian responsiveness, outstanding patron engagement, and continued career-related learning. Best practices will be consulted to inform the scope and content of professional development plans. Considerations include, but are not limited to, an annual budget for learning and development and conference expenses.

Upon approval of development plans, library leadership will perform quarterly or biannual check-ins with staff to monitor and promote continued development. A component of continued professional development monitoring will include internal staff competency or development assessments. A procedure for conducting these assessments will be created in consultation with library staff.

In early 2020, the director of Goshen Public Library organized a professional development and in-service committee to create policy and procedure for professional development. Due to the COVID-19 pandemic and other extenuating circumstances, the work of this committee was paused. As such, a similar committee will be convened in 2021 to address professional development. This committee will also communicate the availability of development opportunities to all staff at both free and fee-for-service levels.

To better communicate development opportunities and to encourage staff participation, a tracking system will be implemented. Staff members who attend a conference, for instance, will be required to submit a written follow-up summary of the event attended and value provided.



Professional Development

STRATEGY & SUMMARY

Approaches to ensuring staff success and growth may include:

- Identifying and empowering a committee to determine or create relevant development opportunities. This committee may then also be responsible for promoting the opportunities, monitoring participation, and soliciting feedback regarding the value or lack thereof from each development experience
- Facilitating a forum(s) in which staff members share expertise and offer instruction on particular services, technologies, or methodologies relevant to library operations
- Consulting staff before determining development needs and preferences as opposed to prescribing professional development activities

Current and future examples of professional development opportunities include the following:

- American Library Association and Divisions conferences and events
- Indiana State Library conferences and events
- Creating one or more Goshen Public Library all-staff development sessions/days
- New industry tools for staff quick/minute-style training
- Indiana State Library and other industry-based free and fee-for-service webinars



Community Partners

COLLABORATION & PARTNERSHIP PLAN

COMMUNITY PARTNERS

At the nexus of Elkhart Township residents and first-class digital and physical resources, Goshen Public Library plays a key role in connecting patrons with community resources, partners, and opportunities. To best serve patrons of all ages, cultures, abilities, and financial backgrounds, the Library will actively identify new opportunities for collaboration and partnership with community organizations across all sectors: business, government, nonprofit, recreational, and religious. Please see Appendix E for an excerpted list of community partners with whom the Library either has partnered with or is actively engaging toward partnership.

In addition to identifying and strengthening relationships with key community stakeholders, Goshen Public Library has hired a Development & Community Engagement Manager to advance and implement a framework for fostering dynamic partnerships with local organizations to promote programming, services, and collections.

FRIENDS OF THE GOSHEN PUBLIC LIBRARY

We greatly appreciate the work of the Friends of the Goshen Public Library. This volunteer group commits energy and fundraising efforts that make possible many of the Library's services and programs.

PUBLIC LIBRARY PARTNERS

Goshen Public Library is a member of the Elkhart Public Library & Goshen Public Library ILS/Resource-Sharing Consortium. In addition to materials and collection items, resources and opportunities are shared among all consortium partners for the benefit of patrons. We also participate in a reciprocal borrowing agreement with all libraries in Elkhart County.

Goshen Public Library holds institutional memberships with the Indiana Library Federation and the American Library Association allowing for participation in various events and offerings.



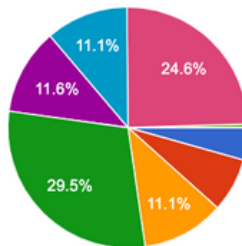
Appendix A

COMMUNITY SURVEY (2020)

A community survey available in English and Spanish was digitally and physically distributed to residents of Elkhart Township. In total, 215 responses were collected. Survey results are presented below.

What is your age group?

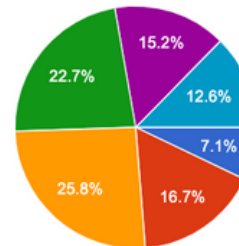
207 responses



- Under 18
- 18-24
- 25-34
- 35-44
- 45-54
- 55-64
- 65+
- Prefer not to say

What is your estimate of your household income?

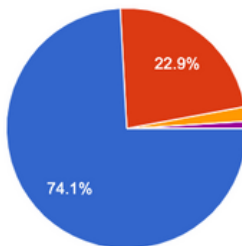
198 responses



- \$0 - \$29,999
- \$30,000 - \$49,999
- \$50,000 - \$69,999
- \$70,000 - \$89,999
- \$90,000+
- Prefer not to say

Gender - How do you identify?

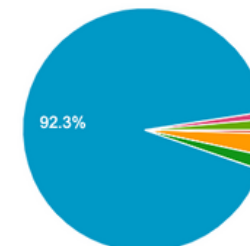
205 responses



- Woman
- Man
- Non-Binary or Genderqueer
- Prefer to Self-Describe
- Prefer not to say

Race - How do you identify?

207 responses



- American Indian or Alaskan Native
- Black or African American
- Hispanic or Latin
- Multiracial
- Native Hawaiian or Other Pacific Islander
- White
- Prefer to Self-Describe
- Prefer not to say

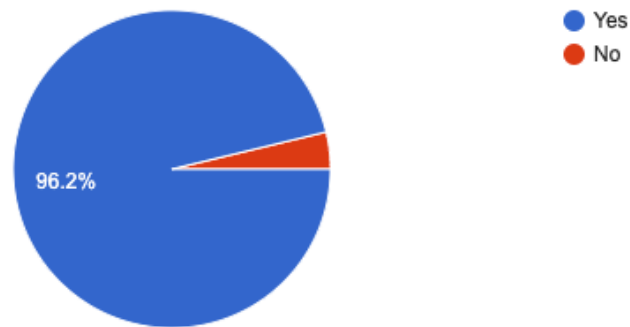


Appendix A

COMMUNITY SURVEY (2020)

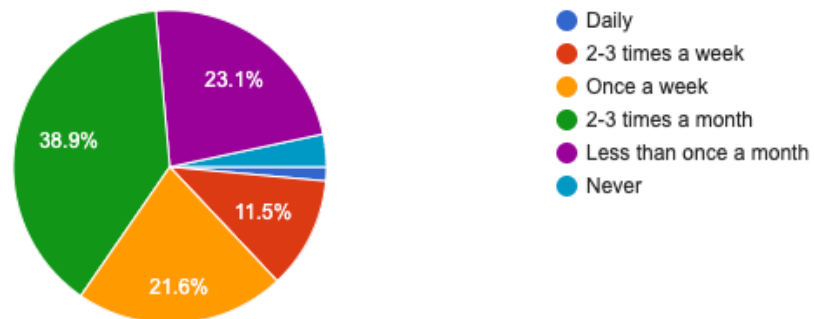
Do you have a Goshen Public Library library card?

186 responses



In 2019, about how often did you visit Goshen Public Library in person?

208 responses



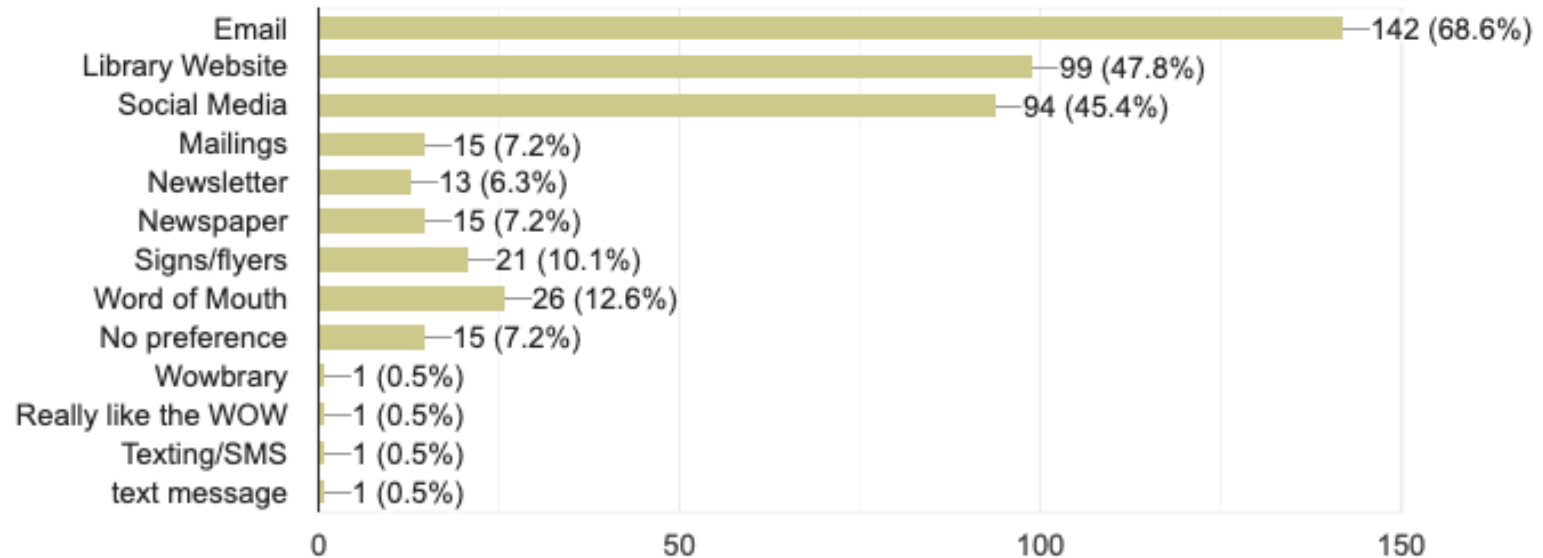


Appendix A

COMMUNITY SURVEY (2020)

How do you prefer to stay informed about library services and events? (Select all that apply.)

207 responses

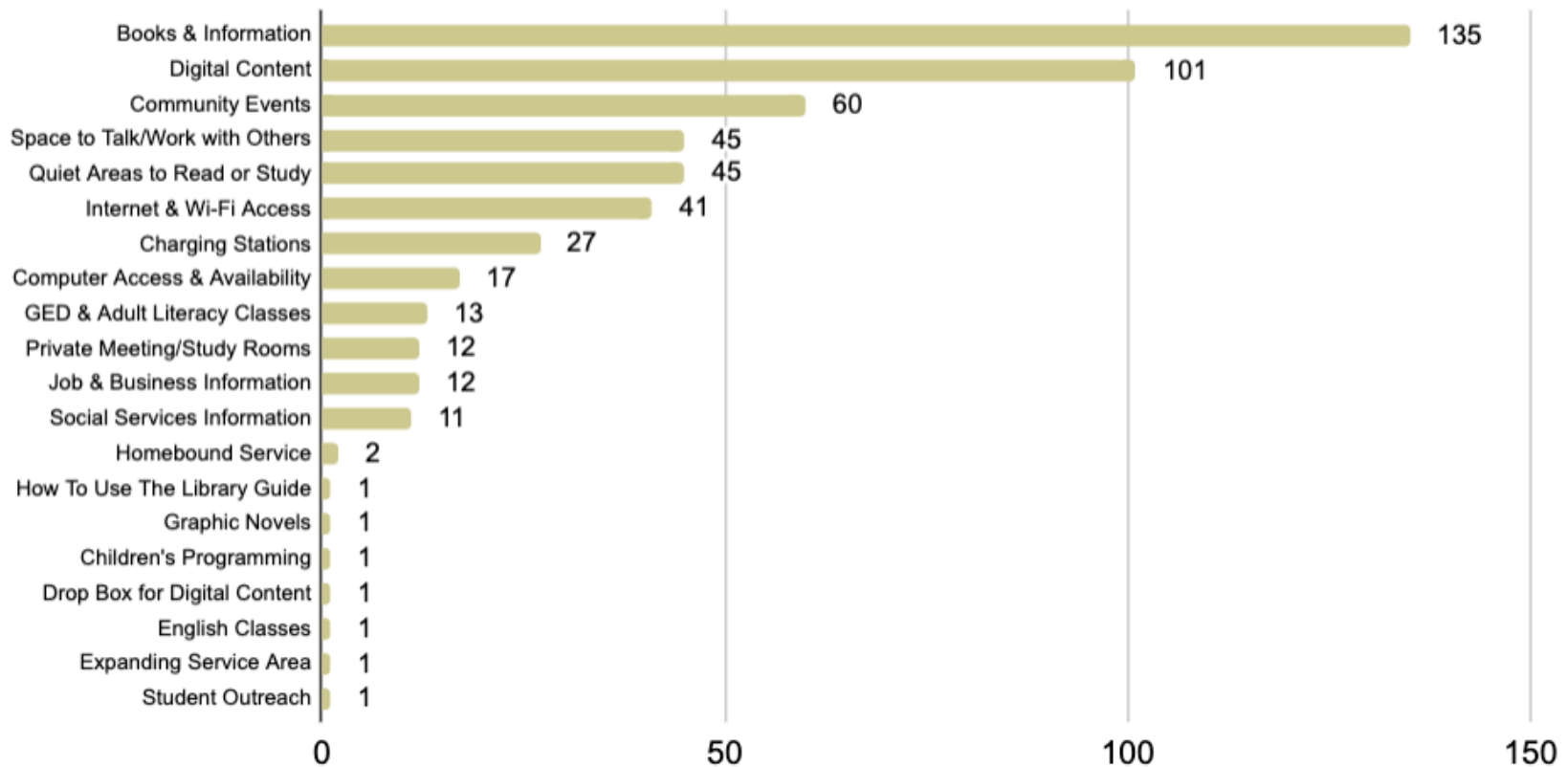




Appendix A

COMMUNITY SURVEY (2020)

Please check three (3) of the following services that you most want Goshen Public Library to focus on during the next five years.



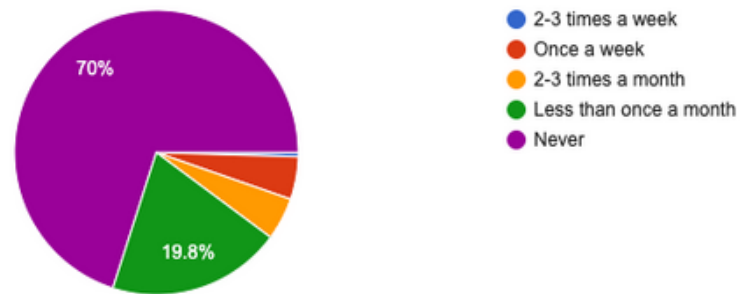


Appendix A

COMMUNITY SURVEY (2020)

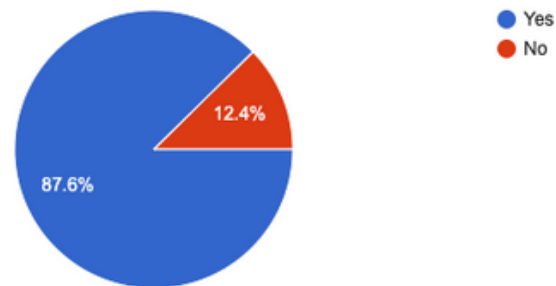
In 2019, about how often did you participate in library programming (Book Clubs, Ukulele Classes, Baby & Me Lapsit, etc.)?

207 responses



Have you accessed your Goshen Public Library card account online (requesting materials, paying fees, etc.)?

186 responses



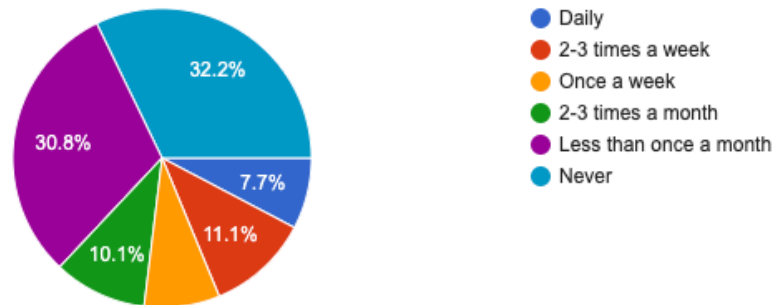


Appendix A

COMMUNITY SURVEY (2020)

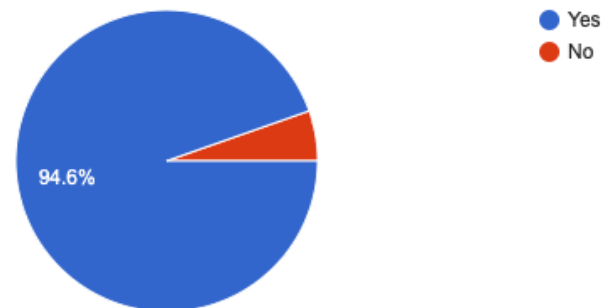
About how often do you use Goshen Public Library digital material (Hoopla, Overdrive/Libby, etc.)?

208 responses



Have you used Goshen Public Library's website?

186 responses



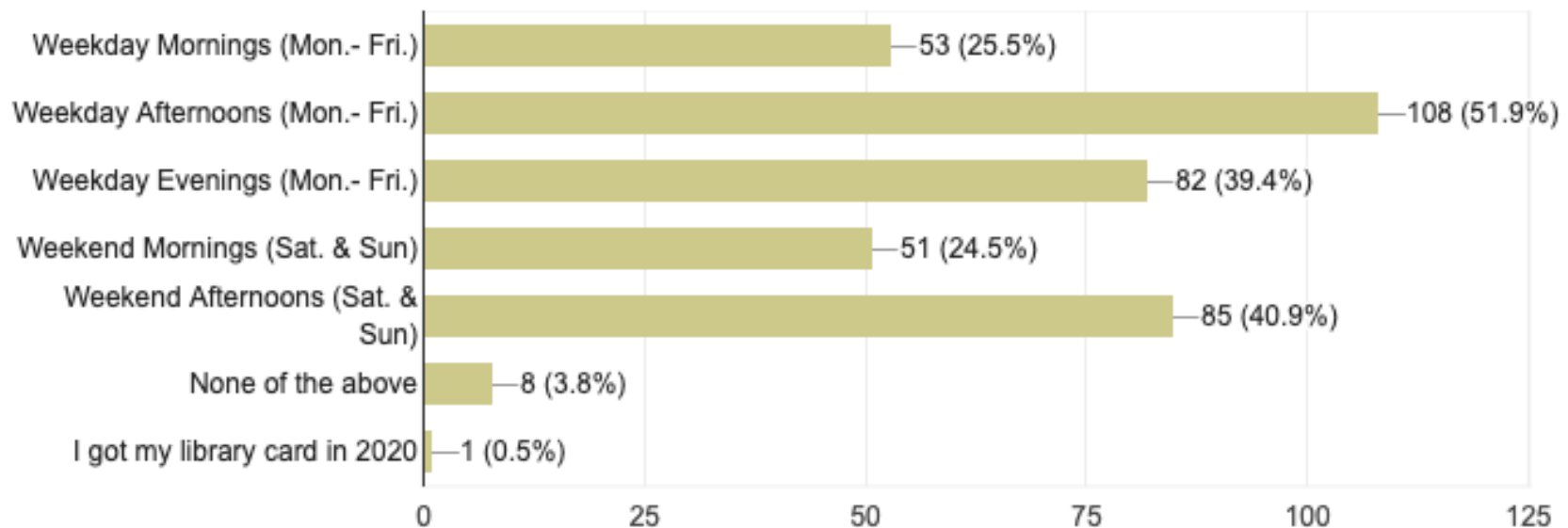


Appendix A

COMMUNITY SURVEY (2020)

In 2019, when were you most likely to visit Goshen Public Library? (Select all that apply.)

208 responses





Appendix B

FOCUS GROUPS & COMMITTEE MEETINGS (2020)

Focus groups were conducted with the following eight groups: community leaders, educators, Hispanic and Latinx communities, library staff, parents of young children, senior citizens, young professionals, and youth. Focus group and committee meeting data were thematically coded and sorted by frequency. Results are presented below.

Focus Group (n=4)		FREQ	Focus Group (n=5)		FREQ
Community Leaders Focus Group #1		51	Community Leaders Focus Group #2		38
Communications & Community Engagement		23	Communications & Community Engagement		24
Physical Space		1	Physical Space		0
Programming & Services		17	Programming & Services		2
Hours & Operations		0	Hours & Operations		3
Spanish Language & Cultural Accessibility		1	Spanish Language & Cultural Accessibility		1
Expanding & Organizing Collections		0	Expanding & Organizing Collections		0
Patron Favorites		9	Patron Favorites		8



Appendix B

FOCUS GROUPS & COMMITTEE MEETINGS (2020)

Focus Group (n=7)		Focus Group (n=4)	
Educators Focus Group	FREQ	Hispanic Communities Focus Group	FREQ
Communications & Community Engagement	34	Communications & Community Engagement	27
Physical Space	0	Physical Space	3
Programming & Services	0	Programming & Services	0
Hours & Operations	0	Hours & Operations	0
Spanish Language & Cultural Accessibility	1	Spanish Language & Cultural Accessibility	5
Expanding & Organizing Collections	16	Expanding & Organizing Collections	1
Patron Favorites	6	Patron Favorites	8



Appendix B

FOCUS GROUPS & COMMITTEE MEETINGS (2020)

Focus Group (n=13)		Focus Group (n=14)	
Staff Focus Group #1	FREQ	Staff Focus Group #2	FREQ
Communications & Community Engagement	19	Communications & Community Engagement	32
Physical Space	28	Physical Space	15
Programming & Services	4	Programming & Services	9
Hours & Operations	1	Hours & Operations	8
Spanish Language & Cultural Accessibility	1	Spanish Language & Cultural Accessibility	3
Expanding & Organizing Collections	0	Expanding & Organizing Collections	0
*(Staff) Favorites	0	*(Staff) Favorites	2



Appendix B

FOCUS GROUPS & COMMITTEE MEETINGS (2020)

Focus Group (n=10)		FREQ	Focus Group (n=4)		FREQ
Parents of Young Children Focus Group		102	Senior Citizens Focus Group		47
Communications & Community Engagement	11		Communications & Community Engagement	11	
Physical Space	13		Physical Space	4	
Programming & Services	3		Programming & Services	12	
Hours & Operations	1		Hours & Operations	0	
Spanish Language & Cultural Accessibility	1		Spanish Language & Cultural Accessibility	0	
Expanding & Organizing Collections	9		Expanding & Organizing Collections	0	
Patron Favorites	64		Patron Favorites	20	



Appendix B

FOCUS GROUPS & COMMITTEE MEETINGS (2020)

Focus Group (n=3)	FREQ
Young Professionals Focus Group	47
Communications & Community Engagement	20
Physical Space	6
Programming & Services	8
Hours & Operations	5
Spanish Language & Cultural Accessibility	1
Expanding & Organizing Collections	3
Patron Favorites	4

Focus Group (n=3)	FREQ
Youth Focus Group	64
Communications & Community Engagement	20
Physical Space	24
Programming & Services	2
Hours & Operations	0
Spanish Language & Cultural Accessibility	0
Expanding & Organizing Collections	5
Patron Favorites	13



Appendix B

FOCUS GROUPS & COMMITTEE MEETINGS (2020)

Committee Meeting (n=7)		Committee Meeting (n=7)	
LRP Monday Committee Meeting #1		LRP Wednesday Committee Meeting #1	
	FREQ		FREQ
	45		37
Communications & Community Engagement	5	Communications & Community Engagement	6
Physical Space	30	Physical Space	27
Programming & Services	7	Programming & Services	2
Hours & Operations	0	Hours & Operations	0
Spanish Language & Cultural Accessibility	2	Spanish Language & Cultural Accessibility	1
Expanding & Organizing Collections	1	Expanding & Organizing Collections	1
Patron Favorites	0	Patron Favorites	0



Appendix B

FOCUS GROUPS & COMMITTEE MEETINGS (2020)

Committee Meeting (n=5)		Committee Meeting (n=6)	
LRP Monday Committee Meeting #2	FREQ	LRP Wednesday Committee Meeting #2	FREQ
Communications & Community Engagement	18	Communications & Community Engagement	33
Physical Space	18	Physical Space	5
Programming & Services	8	Programming & Services	11
Hours & Operations	7	Hours & Operations	16
Spanish Language & Cultural Accessibility	10	Spanish Language & Cultural Accessibility	2
Expanding & Organizing Collections	1	Expanding & Organizing Collections	0
Patron Favorites	20	Patron Favorites	48



Appendix B

FOCUS GROUPS & COMMITTEE MEETINGS (2020)

Committee Meeting (n=6)	FREQ
LRP Monday Committee Meeting #3	53
Communications & Community Engagement	24
Physical Space	2
Programming & Services	15
Hours & Operations	2
Spanish Language & Cultural Accessibility	4
Expanding & Organizing Collections	2
Patron Favorites	4

Committee Meeting (n=6)	FREQ
LRP Wednesday Committee Meeting #3	41
Communications & Community Engagement	21
Physical Space	14
Programming & Services	2
Hours & Operations	1
Spanish Language & Cultural Accessibility	1
Expanding & Organizing Collections	1
Patron Favorites	1



Appendix B

FOCUS GROUPS & COMMITTEE MEETINGS (2020)

Meeting (n=7)	FREQ
GPL Board Meeting	11
Communications & Community Engagement	9
Physical Space	0
Programming & Services	2
Hours & Operations	0
Spanish Language & Cultural Accessibility	0
Expanding & Organizing Collections	0
Patron Favorites	0



Appendix C

COMMUNITY DEMOGRAPHIC DESCRIPTION

The service area of Goshen Public Library (GPL) is Elkhart Township. Elkhart Township encompasses the vast majority of the City of Goshen. Home to roughly 38,000 residents, Elkhart Township spans 35 square miles and is a subdivision of Elkhart County, Indiana.

A brief sampling of demographic information characterizing Elkhart Township is provided below. All figures are lifted from the American Community Survey (ACS) 2014 - 2018 Five Year Estimates, Indiana Department of Education data sets, or other United States Census Bureau resources.

DEMOGRAPHIC

Population: 37,579

Median Age: 35.8

Sex: 50% Female, 50% Male

Race: 66% White, 28% Hispanic, 3% Two+, 2% Black, 1% Asian

Number of Households: 13,376

Household Types: 50% Married Couples, 31% Non-Family, 12% Female Householder, 7% Male Householder

Marital Status: 52% Married, 48% Single

National Origin: 83% US-Born Citizen, 12.3% Not Citizen, 3.6% Naturalized Citizen

Languages Spoken at Home, Children: 62% English Only, 37% Spanish

Veteran Status: 5.5%



Appendix C

COMMUNITY DEMOGRAPHIC DESCRIPTION

INCOME

Median Household Income: \$46,600

Per Capita Income: \$22,803

Poverty: 15.6%

Mean Travel Time to Work: 18.2 minutes

Employment Status: 60.7% Employed

Food Stamps: 1,457 Households

Industries: 37.3% Manufacturing, 11.6% Healthcare, 9.9% Education, 9.7% Retail, 5.8% Hospitality, 5.1% Other Services, 4.4% Construction

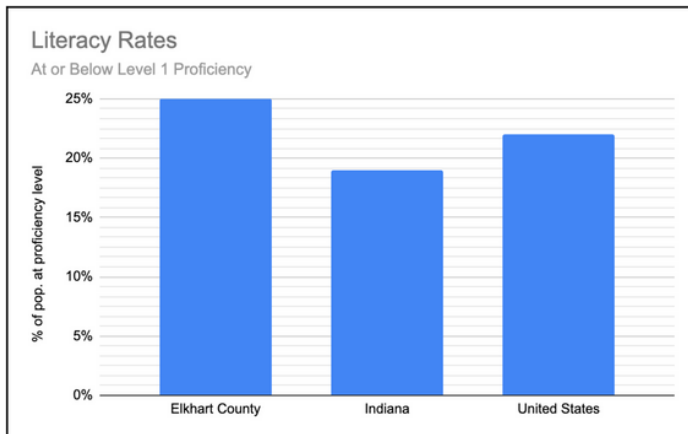


Fig. 1: The percentage of the given population that is at or below level 1 proficiency in literacy.

EDUCATION

Educational Attainment: 79.1% High School or Higher, 22.8% Bachelor Degree or Higher

Literacy Proficiency: 25% at or below Level 1

Numeracy Proficiency: 36% at or below Level 1 Proficiency

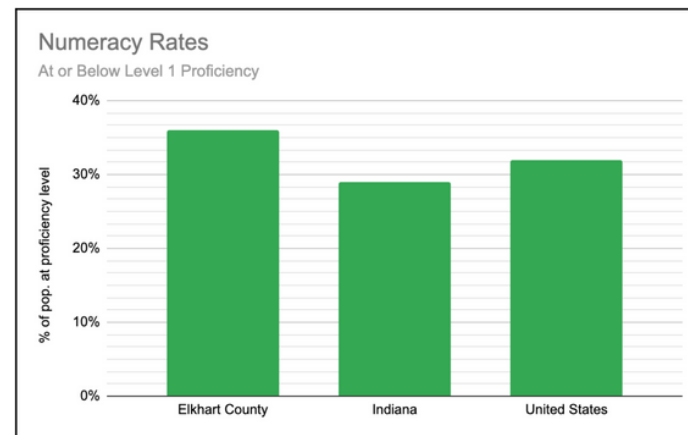


Fig. 2: The percentage of the give population that is at or below level 1 proficiency in numeracy.



Appendix C

COMMUNITY DEMOGRAPHIC DESCRIPTION

AGE

In 2018, the population of Elkhart Township was 37,579. The median age of residents of Elkhart Township was 35.8 years old. Children and teenagers both comprise roughly 15% of the population (30% total). Approximately 43% of the population is identified as adult (ages 20 - 54). Roughly 27% of the population are aged 55 and over.

Over the next ten years, it is projected that the population of Elkhart County will increase by 13,702. All age groups will increase in population except for older adults which is anticipated to see a 3.3% decrease in population. The age group with the largest projected growth from 2020 to 2030 is those aged 65 or more. This age group is expected to grow by nearly 30%, from 32,249 to 41,796.

RACE & ETHNICITY

In 2018, Elkhart Township's population of color (34.6%) was nearly double that of the State of Indiana's (19.8%), and greater than all other surrounding Townships save for Concord (40.5%).

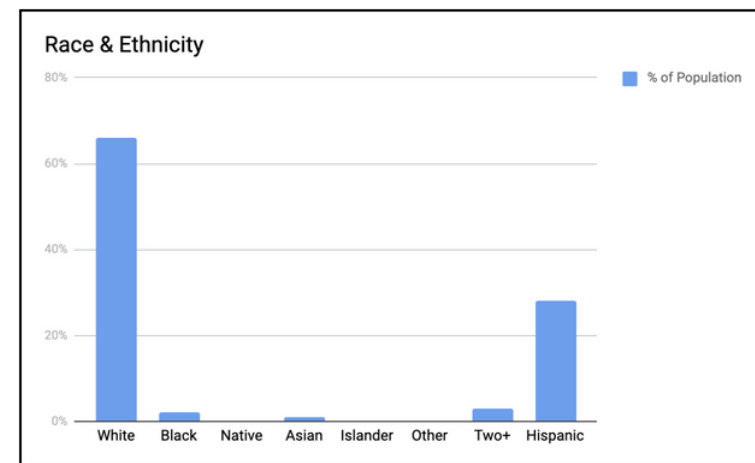


Fig. 3: This graph exhibits racial and ethnic breakdowns of the population of Elkhart Township.



Appendix C

COMMUNITY DEMOGRAPHIC DESCRIPTION

LANGUAGE

In 2018, 62% of children in Elkhart Township spoke “English only” in the home while 37% spoke Spanish. Comparatively, 75% of adults aged 18 and older spoke “English only” whereas 22% spoke Spanish. Roughly 4% of Township residents often spoke a language other than English or Spanish.

NATIONAL ORIGIN

In 2018, the population of Elkhart Township was reported as 83% US-born, 12.3% non-citizen, and 3.6% naturalized citizen. Census data reflects that 13.9% of the population were foreign-born and, of that 13.9%, 84% were born in Latin America.

HOUSEHOLD INCOME

In 2018, census data reflected a median household income of \$46,600 and a per capita income of \$22,803 in Elkhart Township.

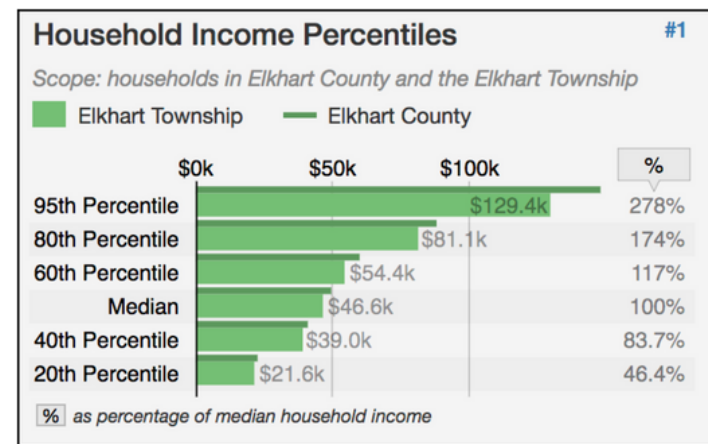


Fig. 4: This graph displays a breakdown of household income percentiles in Elkhart Township.



Appendix C

COMMUNITY DEMOGRAPHIC DESCRIPTION

FORMAL EDUCATIONAL ATTAINMENT

In 2018, the formal educational attainment of Elkhart Township was 79.1% high school or more and 22.8% bachelor degree or more.

SUPPLEMENTAL NUTRITION ASSISTANT PROGRAM

In 2018, 1,457 households in Elkhart Township received benefits through the Supplemental Nutrition Assistance Program (SNAP). Of these households, 64.9% had children, 55.3% lived below the poverty line, and 50.4% reported one or more resident with at least one disability.

SCHOOL ENROLLMENT

In 2018, 27% of Elkhart Township was enrolled in schooling. Elkhart Township residents attending K-12 schooling totaled 20% of the population.

EMPLOYMENT STATUS

In 2018, 15.6% of individuals in Elkhart Township lived below the poverty line. Moreover, 24% of children under the age of 18 lived in poverty. The mean travel time to work was 18.2 minutes, with 74% of individuals driving to work alone and 18% of individuals carpooling. The unemployment rate was 5.2%.

INDUSTRIES

In 2018, 37.3% of employed individuals in Elkhart Township worked in the manufacturing industry, followed by 11.6% in healthcare, 9.9% in education, 9.7% in retail, 5.8% in hospitality, and 4.4% in construction.



Appendix C

COMMUNITY DEMOGRAPHIC DESCRIPTION

EDUCATIONAL INSTITUTIONS

Elkhart Township contains two nonpublic choice schools: St. John Evangelist School (Pre - 5th) and Bethany Christian Schools (3rd - 12th). The Township is also home to one nonpublic, non-choice school: Powerline School (1st - 8th). In addition, three Level 4 early childhood education programs operate within Township limits including the Campus Center for Young Children, Angels Daycare, and Walnut Hill Early Childhood Center.

Elkhart Township encompasses one public school district: Goshen Community Schools (K - 12th) engages roughly 6,500 students across nine schools.

The Township is home to two colleges: Goshen College is a private, liberal arts college located in Goshen. Ivy Tech Community College, the nation's largest individual accredited statewide community college and the largest public postsecondary institution in Indiana, also has a location in Goshen.

STUDENT STATISTICS (SELECTED)

- **Roughly 88%** of students at Goshen High School and **100%** of high school students at Bethany Christian School graduate within 4 years compared with 87% of high school students in Indiana
- **69.9%** of Goshen High School graduates earn a college or career credential compared with 68.1% of Indiana high school graduates
- **55.8%** of Goshen Community Schools students are identified as Hispanic compared with 13.2% of students in Indiana
- **Over 25%** of Goshen Community Schools students are identified as "English Learners"
- **56.6%** of Goshen Community Schools students are identified as "economically disadvantaged" compared with 45.9% of students in Indiana



Appendix D

TECHNOLOGY ASSESSMENT

Assessment of Technology Services, Hardware, and Other Services		
	Currently Have/Need	Required by Standard
Telecomm. Services		
	11 telephone lines (7 for public use)	A telephone with a publicly published number
	Automated attendant for message after hours	An answering machine, voice mail, or other similar technology to provide operating hours of the library
	2 fax lines (1 for public, 1 for staff use)	Technology available to electronically transmit documents
	50 Mbps fiber internet connection	The library shall provide public access computers and wireless access at an appropriate Internet connection speed to meet the needs of its community
Website		
	General contact form as well as individual email for each department (https://goshenpl.lib.in.us/contact/)	An e-mail address or a means of electronic contact for the library listed on the library's website
	Hours of operation, physical address, and phone number are on our main page (https://goshenpl.lib.in.us/) ; map (https://goshenpl.lib.in.us/map/) ; email see above	Hours of operation, physical address or addresses, a map for each fixed service location, phone number, and e-mail address
	INSPIRE (https://goshenpl.lib.in.us/reference-services/online-resources/)	A link to inspire.in.gov
	Policies -- these are on various pages (e.g., Loans & Fees - https://goshenpl.lib.in.us/library-cards/loans-and-fees/ ; Internet Use - https://goshenpl.lib.in.us/wireless-access-and-internet-use/ ; etc.)	Public service policies including, but not limited to, circulation policies, fees, and Internet use, adopted by the library board
	Online catalog -- available to search from the main page (https://goshenpl.lib.in.us/)	Access to the library's online public access catalog
	Events page (https://goshenpl.lib.in.us/events/)	A calendar or schedule of events and programs, which shall be updated at least monthly, including the dates for the library board meetings
ILS		
	Polaris ILS	The library shall have an ILS including an online public access catalog
Hardware		
	1 staff and 2 public photocopiers (\$0.10 per b/w copy)	The library shall provide the public the ability to print and make copies at each fixed location. A fee may be charged, not to exceed a fee established under IC 5-14-3-8
	1 staff and public fax (\$1.00/pg, International -- \$4/first page)	Technology available to electronically transmit documents
	1 public scanning station	Technology available to electronically transmit documents
	20 public access computers	The library shall provide public access computers and wireless access at an appropriate Internet connection speed to meet the needs of its community
	6 wireless access points	The library shall provide public access computers and wireless access at an appropriate Internet connection speed to meet the needs of its community
	2 microfilm/fiche reader/printers	
	a variety of audio-visual equipment for both in-house usage and check-out	
	3 Early Literacy Stations	
	1 adaptive computer station primarily for the visually impaired (with special software)	
	Wireless printer (for the public to print from their mobile devices)	
Other Services		
	RFID enabled self-checkout	



Appendix D

TECHNOLOGY ASSESSMENT

Financial Resources & Sustainability					
	Currently Have/Need	Funds ("~" means approximately)			
		Operating	LIRF	Rainy Day	eRate
Telecomm. Services					
	11 telephone lines (7 for public use)	~\$7,200*			
	Automated attendant for message after hours				
	2 fax lines (1 for public, 1 for staff use)	*in above			
	50 Mbps fiber internet connection	~\$6,000			~\$24,000
Website					
	Website hosting	~\$360			
ILS					
	Polaris ILS	~\$14,000			
Hardware					
	1 staff and 2 public photocopiers (\$0.10 per b/w copy)				
	1 staff and public fax (\$1.00/pg, International – \$4/first page)				
	1 public scanning station				
	20 public access computers	~\$3000	~\$15,000		
	6 wireless access points				
	1 microfilm/fiche reader/printer				
	a variety of audio-visual equipment for both in-house usage and check-out				
	3 Early Literacy Stations				
	1 adaptive computer station primarily for the visually impaired (with special software)				
	Wireless printer (for the public to print from their mobile devices)				
Other Services					
	RFID enabled self-checkout	~\$5,700			



Appendix D

TECHNOLOGY ASSESSMENT

Equipment Replacement Schedule						
	Assessed Resource	2021	2022	2023	2024	2025
Hardware						
	1 Staff and 2 Public Photocopiers					x
	1 Staff and Public Fax		x			
	1 Public Scanning Station					
	Staff and Public Computers (Replace ~5-10 per Year)	x	x	x	x	x
	6 Wireless Access Points					
	Microfilm/fiche Reader/Printer					
	A Variety of Audio-Visual Equipment for Both In-House Usage and Checkout					
	3 Early Literacy Stations					
	1 Adaptive Computer Station					
	Wireless Printer	x				
Other Services						
	RFID Enabled Self-checkout					



Appendix E

ABRIDGED LIST OF COMMUNITY PARTNERS

Bethany Christian Schools	Goshen Chamber of Commerce	Interfaith Hospitality Network
Big Brothers Big Sisters of Elkhart Co.	Goshen College	La Casa
Boys & Girls Club	Goshen Community Schools	Lifelong Learning Goshen
CAPS	Goshen Downtown, Inc.	Oaklawn
Center for Healing & Hope	Goshen Farmers Market	Radio Horizonte
City of Goshen	Goshen Health	River Bend Film Festival
Elkhart County COAD	Goshen Parks & Recreation	Ryan's Place
Elkhart County Health Department	Greencroft Communities	Shakespeare for Kids
Friends of Goshen Public Library	Harold & Wilma Good Library	St. John Catholic Schools
Goshen Arts Council	Horizon Education Alliance	The Window

Numerous local business and for-profit groups support our programming through donations.