

ELANCO Library Strategic Plan 2023-2025

A Background

1. 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 local 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 1997, and at about that time the name was changed to the Eastern Lancaster County (ELANCO) Library to better represent the nature of the institution. The intervening 22 years have seen a dramatic increase in collection, programming, community engagement, community usage, and service offerings.

2. Service Area

The official service area of ELANCO Library includes the Lancaster County municipalities of Caernarvon Township, Earl Township, East Earl Township, New Holland Borough, and Terre Hill Borough with a total population of 25,552 per the 2020 census. Since the closing of the local public library in nearby Leola in 2020, there has been a significant increase in Upper Leacock Township residents using the ELANCO Library. Upper Leacock Township has a total population of 8,921 per the 2020 census.

3. Hours of Operation

As of January 2023, the library is typically 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.

4. Staffing

The 2023 Budget supports two full-time staff members (the Library Director and the Assistant Library Director), nine part-time Library Assistants, and a part-time Controller.

5. Governance

- a. The library is a 501(c)(3) tax-exempt non-profit public benefit corporation.
- b. The library is governed by a nine-member Board of Trustees in accordance with the ELANCO Library By-Laws and Policies.
- c. Pennsylvania public libraries are regulated by the PA Department of Education's Office of Commonwealth Libraries.
- d. The library is part of the Library System of Lancaster County (LSLC) which is a federated system with 14 member libraries. 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.

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B Strategic Planning Team

1. Mark Dilts (Board Member, President)
2. Hallie Martyniuk (Board Member, Vice President)
3. Lino Vesovich (Board Member, Secretary)
4. Lori Kier (Board Member)
5. Anna D'Agostino (Director)

C Mission and Vision Statement

1. The mission of the ELANCO Library is to educate, empower, enlighten, enrich and entertain.
2. The vision of the ELANCO Library is to be a highly valued, inclusive community resource for education, empowerment, enlightenment, enrichment, and entertainment.

D Strategic Plan Issues and Objectives

1. Issue 1: Evaluate and adapt the materials, programs and services offered for the benefit of current and potential patrons.
 - a. Objective 1a: Meet or exceed state minimum spending on collection development.
 - b. Objective 1b: Plan programs and services around the five literacies described in the PA Forward initiative. The five literacies are:
 - (1) Basic Literacy – Developing foundational competency including reading, writing, math, job application assistance, and overall life-skill development. Also includes STEM (Science Technology, Engineering, and Mathematics) knowledge building on basic skills and concepts.
 - (2) Information Literacy – Having the ability to express, connect with and understand knowledge and communication through comprehensive and innovative formats; the ability to distinguish between credible and non-credible sources; recognizing when information is needed to further oneself, an objective or a project.
 - (3) Civic and Social Literacy – Engaging in discourse while remaining respectful of other individuals of varying opinions; understanding the importance of community engagement which allows individuals to interact with one another, in a participatory manner; invoking societal change.
 - (4) Health Literacy – Having the ability to make informed decisions in relation to an individual's physical, mental, emotional, or spiritual health; Also applies to caregivers understanding the health information of a loved one.
 - (5) Financial Literacy – Having the knowledge and understanding necessary to make informed fiscal/economic decisions for personal life planning and business interests including responsible budgeting, spending and saving skills.
 - c. Objective 1c. Initiate the application and certification process to become a PA Forward Bronze Star, then Silver Star, then Gold Star Library.
 - d. Objective 1d: Identify barriers to access to library resources and services. Research and investigate potential solutions. Implement solutions where possible and seek funding for solutions which require financial support.

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2. Issue 2: Increase Community Awareness of the Library and what we offer.
 - a. Objective 2a: Endeavor to increase net number of library cards by 300 per year.
 - b. Objective 2b: Community outreach that builds awareness.
 - c. Objective 2c: Empower employees to be ambassadors for the Library.

3. Issue 3: Ensure the overall sustainability of the Library as a community resource.
 - a. Objective 3a: With the closing of the Leola Library, express interest in having Upper Leacock Township added to the ELANCO Library service area.
 - b. Objective 3b: Encourage municipality support of the Library.
 - c. Objective 3c: Collaborate with ELANCO School District, and with the preschools/early learning centers, private/parochial schools, and homeschool co-ops in our service area.
 - d. Objective 3d: Develop plan to balance the budget such that expected annual income is sufficient to cover expected annual expenses (excluding large special projects).
 - e. Objective 3e: Build the endowment fund.
 - f. Objective 3f: Seek grants to expand funding sources.
 - g. Objective 3g: Continue to develop and execute effective fundraising events.
 - h. Objective 3h: Continue to ensure building components and systems are maintained and replaced as necessary.
 - i. Objective 3i: Endeavor to improve Board participation, diversity of skills among Board members, and training of Board members.

4. Issue 4: Improve the Customer Experience, ensuring the Library is a friendly, welcoming, and community-centered organization.
 - a. Objective 4a: Renovate the Library Basement to improve its atmosphere, functionality, attractiveness, and safety, with a view to creating a child and family friendly environment conducive to early childhood learning.
 - b. Objective 4b: Evaluate the physical layout of the library building to identify potential changes that would make the space more appealing to library users.
 - c. Objective 4c: Continue working responsively with current community partners and partner organizations and develop relationships with additional new partners and organizations.
 - d. Objective 4d: Continue to train staff on current issues in 21st-century librarianship and emerging technologies.

5. Issue 5: Improve Library Employee Satisfaction
 - a. Objective 5a: Promote a workplace culture that values all forms of diversity (including but not limited to diversity of viewpoints and talents) among library staff, as well as the input and needs of part-time and full-time library staff.

E Strategic Plan Achievement

1. Create an ELANCO Library Operational Plan 2023-2025 containing Action Steps toward achieving each ELANCO Library Strategic Plan 2023-2025 Objective.