

# Strategic Plan

2023- 2025



Prepared by

**Jess Koscher**

Write Connections |  
strategy + design

[makethewriteconnections.com](http://makethewriteconnections.com)



**PEABODY**  
PUBLIC LIBRARY

*Experience. Connect. Grow.*

# INTRODUCTION



The Peabody Library (PPL) was established in 1901 in Whitley County. In 1999, at the current location, a new 27,500-square-foot facility was established on a 14-acre wetland in Columbia City. Out of the nine Whitley County townships, only Columbia and Thorncreek townships pay the library tax to PPL. Currently, four townships within the county do not have library services. Individuals in these counties must pay for a non-residence library card to check out materials. The three remaining townships have service through either South Whitley Community Public Library or Churubusco Public Library.

As a tax supported entity, the Peabody Public Library Board of Trustees and staff adhere to the Uniform Internal Control Standards for Indiana Political Subdivisions by the State Board of Accounts and IC 5-11-1-27(g). The Director and Board of Trustees will continue to use resources wisely and transparently. The Library receives disbursements from the following tax funds: property tax, financial institution tax, license tax, commercial vehicle excise tax and local income tax.

Although the Library is a tax supported entity, private funds are needed to add a new service or provide program supplies. The Friends of the Library have consistently used book sale money to pay for Summer Reading Program expenses. The Library will continue to investigate avenues for private funding options like Amazon, Kroger Rewards Program, and Discover Books.

The library holds two endowment funds at the Community Foundation of Whitley County. The Simon J. Peabody Fund is used for capital projects. The Peabody Public Library Fund is accessed to pay for special projects or programs. The library has received funding from the Dekko Foundation, LSTA grants, and Indiana Humanities grants. Book donations from the community are used to fund our Friends of the Library book sales and may be used to augment our materials collection. Memorial donations have long sustained the library's ability to enlarge the collection, purchase equipment, furniture, and program supplies.

The most recent PPL strategic plan was in effect from 2020 through 2022. That plan focused on exploring and acquiring revenue sources and continuously improving personnel training, technology equipment, and facility infrastructure. They also focused on a broader marketing reach and expanded library services.

# INTRODUCTION



The Peabody Public Library requires that the Director, Supervisors, Department Heads, and Professional Assistants hold LEU certifications. The Library will provide opportunities for training. This will enable the staff to acquire the appropriate level of certification. All staff are allotted the time to keep up with their certification through state-approved trainings and webinars; independent training, vendor webinars, and utilizing staff expertise.

In the Fall of 2019, a countywide survey focused on understanding residents' opinions, experiences, and attitudes regarding PPL and libraries in general. Questions focused on cardholder usage, facilities/material, services, and technology. Results from that survey indicated that many respondents believe Whitley County townships should have access to a public library. Most respondents also said they would choose PPL as their home library.

In 2021, a Supervisor Retreat and a staff survey conducted by the Continuous Improvement Committee yielded feedback from the staff. These documents show the toll that the pandemic has taken on the library and its staff. These challenges included not being able to perform their duties as before and handling intolerant and impatient patrons. The supervisors were also invited to offer ideas, including curbside service, new partnerships/collaborations, and serving more people.

PPL Executive Director Mary Colcord and the Board of Trustees decided to build a strategic plan for 2023-2025 that would be "by the people and for the people." They wish to create a plan owned by the Board of Trustees, the staff, and the community. Every effort has been made to engage the community, the Board of Trustees, and the PPL staff in creating a strategic plan for their future.

**This strategic plan is set to begin in 2023 and be in effect through 2025.**

# MISSION/VISION

## MISSION

Building community. Encouraging exploration. Connecting with the world.

## VISION

The Peabody Public Library will participate fully in promoting the vitality and growth of a community of readers, learners, doers and dreamers by providing access to ever evolving technology, resources and educational opportunities.

## COMMUNITY NEEDS/GOALS

The following plan was created through community feedback from the surveys/studies already mentioned and a county-wide SWOT survey. This feedback's culmination reflects the Whitley County community's needs and organizational goals, and aspirations to address those needs.





# STRATEGIC PROCESS



## RECAP

- A public SWOT survey was launched in March 2022. Patrons, staff, Board of Trustees, community partners, funders, and volunteers were invited to participate.
- A SWOT analysis was created from the feedback of the survey in May 2022.
- An all-day strategic retreat was conducted in June 2022. Participants included the Board of Trustees members and the Continuous Improvement Committee. During this session, a focal point for the next three years was established and broad goals were established.
- After much discussion, it was determined a focus on increasing how residents of the county utilized all that PPL offered would be the focus of the new plan. This focus allows for the ability to address the wide variety of ways the community could engage with PPL.

## STRATEGIC VISION:

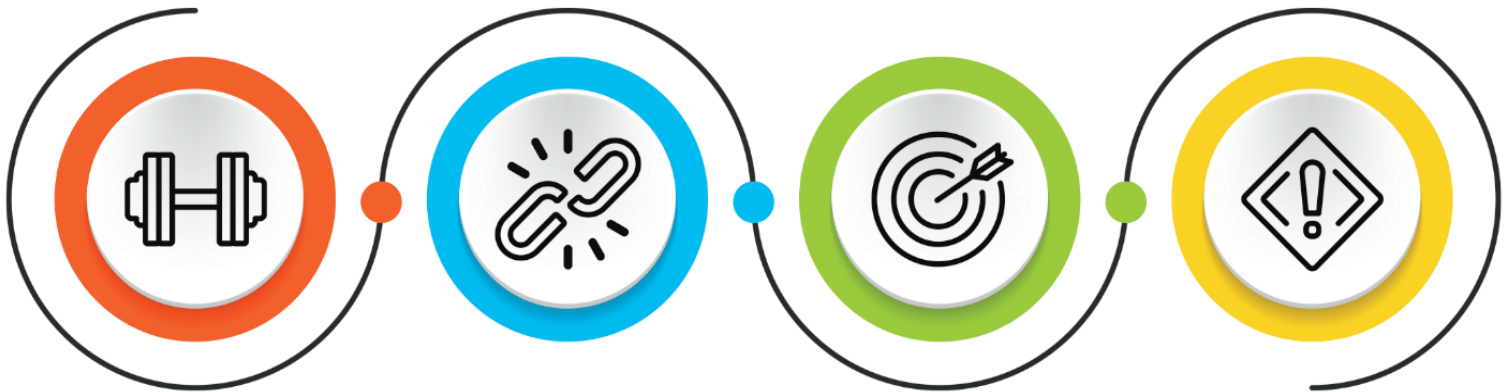
**By 2026, 20% of Whitley County will utilize the Peabody Public Library in some way.**

# Peabody Public Library SWOT Analysis

## Spring 2022

SAMPLE:

35 Respondents | staff (16), board (5), Patrons (10), volunteers (1), community partners (3),



### STRENGTHS

- 14 acres of wetlands
- Community rooms (low cost/fully equipped)
- Children's Programming (take-home tubs, STEAM)
- IT assistance
- Customer service and quality staff
- Collection of books and historical documents
- Library of Things
- Something/programming for everyone

### WEAKNESSES

- Cannot provide library access to the entire county
- Some staff are unapproachable/unkind
- Limited staff (could use more IT staff, community liaison)
- Limited marketing/social media/website
- Underutilized

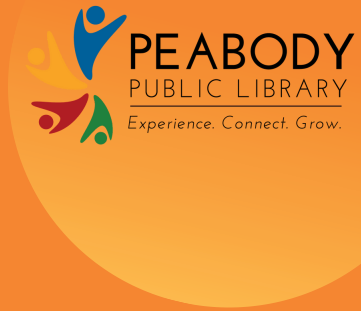
### OPPORTUNITIES

- More access/promotion of wetlands
- Snacks/Beverage area
- Additional study/workspace
- Marketing/social media
- Expand the library to be seen as a community gathering place/outside speakers/classes/community partnerships
- Adult/children book clubs
- Membership accessibility (free to teachers, mobile library, senior living)
- Partnerships with community (parks department, events)

### THREATS

- Political climate around censorship
- Relevancy
- Retiring Staff
- Local Tax Funding
- Not everyone in Whitley County can access
- Tense relationship with local school corporations
- Late Fees
- Online access to books/e-books
- Other community groups providing family programming
- Loss of patrons/limited patrons

**By 2026, 20% of Whitley County will utilize the Peabody Public Library in some way.**



## **GOAL 1- Expanded Access**

Of the available patrons within PPL's service area, 20% have library cards (approximately 3,000 card-holding patrons). Of the entire county (population 33,899) only 9% of the county are card-holding patrons. PPL would like to create strategies to increase the number of card-holding patrons within the service area and beyond.

## **STRATEGIES**

- Increase the percentage of cardholders within the service area by 10%
- Increase the percentage of cardholders outside service area by 5%

## **ACTION STEPS**

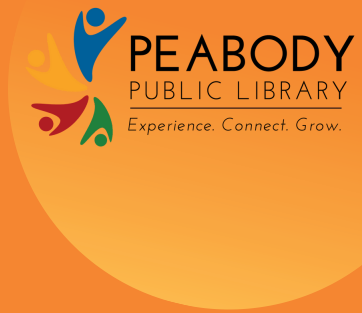
### **Within Service Area**

- Explore getting rid of late fees
- Explore meeting people where they are
  - Partnerships to provide materials and services at other locations
  - Mobile Library opportunities

### **Outside Service Area**

- Explore a scholarship fund to assist in the library card fee
- Create partnerships focused on resource development (fundraising) to sustain memberships outside of the service area.
- The Peabody Public Library will create a community partnership plan by evaluating current partnerships, determine community needs to develop other collaborative efforts, speak to groups promoting library services, and continue materials sharing through Evergreen Indiana and SRCS. We will collaborate with other Whitley County library systems in resource sharing, program promotion, and staff training. Peabody Public Library will continue their relationships with northern Indiana Library Consortia including NICCL and LSC.

**By 2026, 20% of Whitley County will utilize the Peabody Public Library in some way.**



## **GOAL 1- Expanded Access**

Of the available patrons within PPL's service area, 20% have library cards (approximately 3,000 card-holding patrons). Of the entire county (population 33,899) only 9% of the county are card-holding patrons. PPL would like to create strategies to increase the number of card-holding patrons within the service area and beyond.

## **OUTCOME**

**Short-term (by the end of the plan)**

- Increase of card-holding patrons

**Long-Term**

- Townships without library services see the value in having a tax-supported public library for their residents
- Lowered barriers for individuals in surrounding townships to access materials at PPL
  - Through corporate/private scholarships
  - Townships pay the library tax and allow service to their residents.



**By 2026, 20% of Whitley County will utilize the Peabody Public Library in some way.**

## **GOAL 2- Creative/Educational Programing**

PPL's programming took a hit during the pandemic. A renewed focus on offering creative/educational programming for the entire county includes content selection and creation.

### **STRATEGIES**

- Create content that is attractive to a variety of populations in our community regardless of township.

### **ACTION STEPS**

#### **Program Creation**

- Create advisory groups to help make suggestions for the most popular content (i.e. youth advisors and adult advisors)
- Partner with others (including other public libraries) to determine if there is content they can provide or the creation of programming they need. (i.e. corporate partners needing training or community experts who can provide training)
- Utilize new technology/apps to create engaging programs for all ages (i.e. video gaming, code school, etc.)

### **OUTCOME**

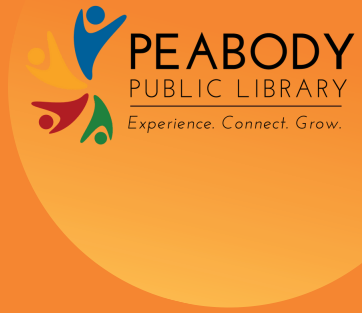
#### **Short-term (by the end of the plan)**

- Increased participation for new programming county-wide as a result of partnerships with other public libraries and community partners

#### **Long-Term**

- PPL is viewed as a community resource for knowledge

**By 2026, 20% of Whitley County will utilize the Peabody Public Library in some way.**



## **GOAL 3- Marketing/Communications**

Developing a broader marketing reach was on the previous plan. This helped PPL focus on marketing initiatives. For this plan, PPL will focus on building awareness and creating marketing practices with direct impact to their strategic focus.

### **STRATEGIES**

- Create messaging to inform the community about special (unique) offerings at PPL that are open to the entire community.
- Attend community events where a target audience will be present and offer a specific message for that audience.

### **ACTION STEPS**

#### **Messaging**

- Social media messaging (with advertising) targeting specific segments of the community with particular interests. (i.e. the library of things in spring for DIY projects).
- Provide events and promote to the entire community emphasizing these are open to anyone (even non-card-holders)

#### **Public Outreach**

- Participate in community events that make sense. Provide information/resources for that audience. (i.e. Show books on growing plants, library of things, classes on planting at the Farmers Market in spring).

### **OUTCOME**

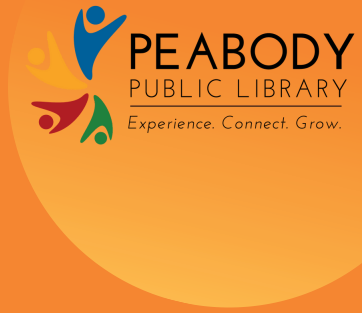
#### **Short-term (by the end of the plan)**

- Increased engagement for all marketing campaigns/activities

#### **Long-Term**

- Increased use/attendance at PPL events/activities

**By 2026, 20% of Whitley County will utilize the Peabody Public Library in some way.**



## **GOAL 4- Wetland Development**

PPL rests on 14 acres of wetlands. This has been viewed as an untapped resource. While the development will be a substantial investment, the impact on the economic development of the county is insurmountable. Land use can include nature walks, educational programming, live music/theatre venue, etc.

### **STRATEGIES**

- Develop PPL's wetland area into a usable community asset

### **ACTION STEPS**

#### **Planning**

- Land use study to explore all the possibilities of the wetlands including walking paths, outdoor amphitheater, picnic area, educational programming, etc.
- Create a fundraising/funding plan with corporate partnerships, individual donors, and grants/foundation support outside of the tax base.

### **OUTCOME**

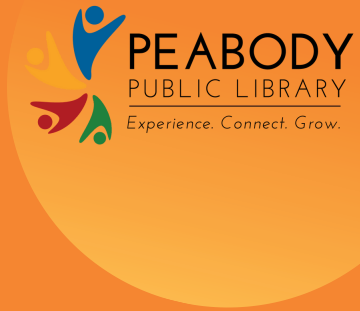
#### **Short-term (by the end of the plan)**

- Feasibility study completed to support the development of the wetlands and a scheduled groundbreaking

#### **Long-Term**

- PPL's wetlands are seen as a community asset providing a Quality Place for Whitley County.

**By 2026, 20% of Whitley County will utilize the Peabody Public Library in some way.**



## **GOAL 5- Administration/Infrastructure**

PPL has an incredible asset in both their current building and the wetlands. In order to maintain and develop further opportunities, PPL must carve out time and space to support a healthy administration and infrastructure.

### **STRATEGIES**

- Organizational Administration - Provide an open environment where communication and vision are shared between staff, the executive director, and the Board of Trustees.
- Organizational Infrastructure - Maintain PPL's physical assets (facilities, services, technology and operations)
- Organizational Maintenance- Ongoing assessment and review of assets, programs, and staffing.
- Organizational Staff Competency- Staff members must meet all competency standards as part of the employee's performance.

### **ACTION STEPS**

#### **Organizational Administration**

- Hire an Executive Director who fits the culture of PPL and supports the current strategic plan.
- Develop a system that supports Board/staff engagement allowing for all levels of staff and board to work together on common goals.

#### **Organizational Infrastructure**

- Conduct a facility study and implement preventative maintenance measures outlined in the facility study
- Maintain an equipment replacement schedule

#### **Organizational Maintenance**

- Provide an annual budget to support professional development for staff.
- Annually assess services, technology, and operational functions to ensure they are meeting the needs of the community.
- Maintain an equipment replacement schedule with allotted resources needed to sustain equipment and library services.
- Provide funding/resources for the maintenance and development of PPL's assets, including the property's current building and future development.

#### **Organizational Staff Competency**

- All staff must meet competency standards
- All staff will be provided with scheduled training time



**By 2026, 20% of Whitley County will utilize the Peabody Public Library in some way.**

## **OUTCOME**

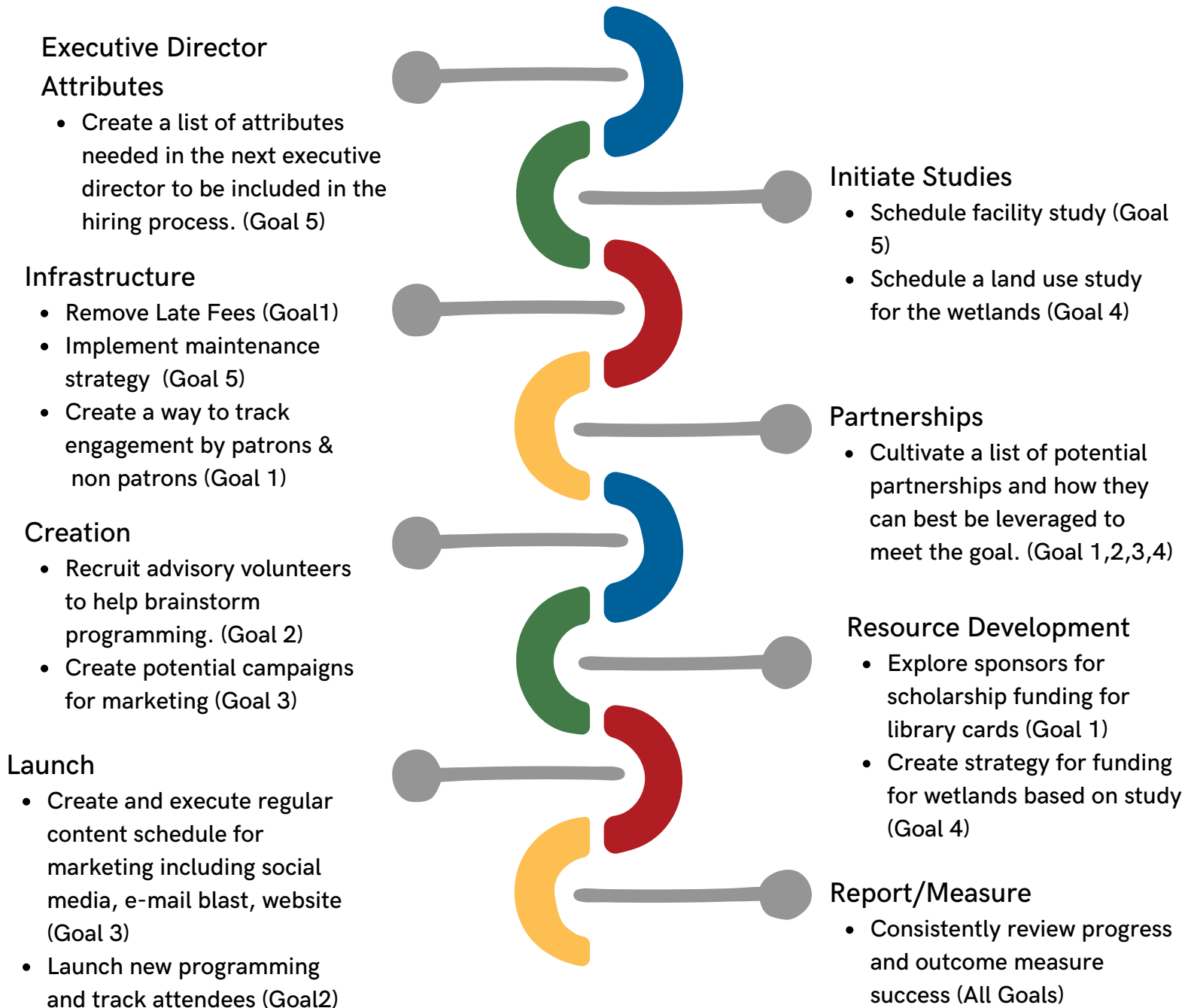
### **Short-term (by the end of the plan)**

- New Executive Director hired
- All levels of the organization are in support of the growth and development of PPL

### **Long-Term**

- Ongoing use of county bond to maintain all physical assets

# TIMELINE



# DETAILED CHECKLIST

This detailed timeline offers a workflow for the items in this strategic plan. Some items may take longer or less time. The intent of this portion is to keep the organization moving forward. Some items may be achieved through the establishment of segmented workgroups consisting of the Board of Trustees, Executive Director, and staff. Each step could/should be associated with a metric.

## 1st Quarter (Year 1)

- Determine how to regularly track active card-holding patrons and non-card-holding patrons to monitor the goal. [Strategic Goal]
- Create a plan to discontinue late fees [Goal 1]
  - Who needs to approve this
- How best do we communicate this to others [Goal 3]
  - Social Media Campaign
  - Email Blast
  - Website Notice
  - Posters/Flyers
  - Media/Press Release
- Explore outside partners, including other libraries and community partners, where services and materials can be accessed. [Goal 1 & 2]
  - Cross promotions with other libraries in the community with messaging of services available to the entire community. [Goal 3]
- Create a fund development plan that addresses partners and resources for:
  - Scholarships for library cards for outside service area with a goal to raise \$500 per township. [Goal 1]
  - Feasibility study for Wet Land development [Goal 4]
  - Staff development opportunities [Goal 5]
  - Reviewing current funding sources/sustainability [Goal 5]
- Recruit a youth and adult advisory committee to assist in new programming ideas to meet quarterly. [Goal 2]
- Create a content calendar with upcoming events and programs to be promoted through a variety of channels including: [Goal 3]
  - Social Media (with small ad budget and event posts)
  - Website
  - Press releases/media
  - Flyers/postcards

# DETAILED CHECKLIST

This detailed timeline offers a workflow for the items in this strategic plan. Some items may take longer or less time. The intent of this portion is to keep the organization moving forward. Some items may be achieved through the establishment of segmented workgroups consisting of the Board of Trustees, Executive Director, and staff. Each step could/should be associated with a metric.

## 1st Quarter (Year 1) cont.

- Create and review equipment replacement schedule and plan for recycling/discontinuing old equipment. [Goal 5]
- Hire a new Executive Director. [Goal 5]
- Review staff development plans and requirements and implement/schedule training opportunities. [Goal 5]
- Schedule staff/board development activities to increase collaboration and communication. (2 times per year) [Goal 5]
- Create a survey to measure and evaluate community satisfaction with services/programs to be reviewed quarterly. [Goal 5]



# DETAILED CHECKLIST

This detailed timeline offers a workflow for the items in this strategic plan. Some items may take longer or less time. The intent of this portion is to keep the organization moving forward. Some items may be achieved through the establishment of segmented workgroups consisting of the Board of Trustees, Executive Director, and staff. Each step could/should be associated with a metric.

## 2nd Quarter (Year 1)

- Review the % of engagement by Whitley County and PPL to meet the strategic goals.
- Implement the discontinuation of late fees and measure impact. [Goal 1]
- Establish a list of potential corporate friends in townships without library services to partner with on a scholarship fund to provide library cards to their township residents (\$500 per year per township goal). [Goal 1]
- Establish the parameters around a scholarship fund for outside service areas including [Goal 1]
  - Income requirements for scholarship (is it a full scholarship or a tiered one?)
  - The annual goal of 5% increase in nonresident cards.
  - Marketing/communication of the need/desire for library cards by various townships.
- Collaborate with an outside partner (other library or community organization) for two events this quarter in an expanded market. [Goal 1 & 2]
- Review where new cardholders have come from and if there has been an increase in access/use for PPL. [Goal 1]
- Meet with youth and adult advisory committee to review potential programming. [Goal 2]
- Update content calendar and create marketing materials/content as necessary for PPL events and services. [Goal 3]
- Attend 1-2 community events to expand outreach and awareness of what PPL offers. [Goal 3]
- Select a firm to conduct the land-use study. [Goal 4]
- Review and implement maintenance plans and equipment replacement plans. [Goal 5]
- Review community satisfaction with programs and services. [Goal 5]

# DETAILED CHECKLIST

This detailed timeline offers a workflow for the items in this strategic plan. Some items may take longer or less time. The intent of this portion is to keep the organization moving forward. Some items may be achieved through the establishment of segmented workgroups consisting of the Board of Trustees, Executive Director, and staff. Each step could/should be associated with a metric.

## 3rd Quarter (Year 1)

- Review the % of engagement by Whitley County and PPL to meet the strategic goal.
- Review impact of discontinuing library fees on membership. [Goal 1]
- Solicit corporate partners and donors for the scholarship fund for nonresident townships. [Goal 1]
- Collaborate with an outside partner (other library or community organization) for 2 events this quarter in an expanded market. [Goal 1 & 2]
- Review where new cardholders have come from and if there has been an increase in access/use for PPL. [Goal 1]
- Meet with youth and adult advisory committee to review potential programming. [Goal 2]
- Update content calendar and create marketing materials/content as necessary for PPL events and services. [Goal 3]
- Attend 1-2 community events to expand outreach and awareness of what PPL offers. [Goal 3]
- Schedule staff/board development activity. [Goal 5]
- Review and implement maintenance plans and equipment replacement plans. [Goal 5]
- Review community satisfaction with programs and services. [Goal 5]

# DETAILED CHECKLIST

This detailed timeline offers a workflow for the items in this strategic plan. Some items may take longer or less time. The intent of this portion is to keep the organization moving forward. Some items may be achieved through the establishment of segmented workgroups consisting of the Board of Trustees, Executive Director, and staff. Each step could/should be associated with a metric.

## 4th Quarter (Year 1)

- Review the % of engagement by Whitley County and PPL to meet the strategic goal.
- Solicit corporate partners and donors for the scholarship fund for nonresident townships. [Goal 1]
- Collaborate with an outside partner (other library or community organization) for 2 events this quarter in an expanded market. [Goal 1 & 2]
- Review where new cardholders have come from and if there has been an increase in access/use for PPL. [Goal 1]
- Meet with youth and adult advisory committee to review potential programming. [Goal 2]
- Update content calendar and create marketing materials/content as necessary for PPL events and services. [Goal 3]
- Attend 1-2 community events to expand outreach and awareness of what PPL offers. [Goal 3]
- Review land use study and determine next steps, including:
  - Get proposals for wetland development and pick a contractor
  - Secure any land use permits required for the development of the wetlands
  - Create a fundraising plan for the wetlands project campaign
  - Create messaging packet/plan for the wetland campaign [Goal 3]
- Review and implement maintenance plans and equipment replacement plans. [Goal 5]
- Review community satisfaction with programs and services. [Goal 5]

# DETAILED CHECKLIST

This detailed timeline offers a workflow for the items in this strategic plan. Some items may take longer or less time. The intent of this portion is to keep the organization moving forward. Some items may be achieved through the establishment of segmented workgroups consisting of the Board of Trustees, Executive Director, and staff. Each step could/should be associated with a metric.

## 1st Quarter (Year 2)

- Review the % of engagement by Whitley County and PPL to meet the strategic goal.
- Review data on active card-holding patrons and non-card-holding patrons [Strategic Goal]
- Solicit corporate partners and donors for the scholarship fund for nonresident townships. [Goal 1]
- Collaborate with an outside partner (other library or community organization) for two events this quarter in an expanded market. [Goal 1 & 2]
- Meet with youth and adult advisory committee to review potential programming. [Goal 2]
- Update content calendar and create marketing materials/content as necessary for PPL events and services. [Goal 3]
- Attend 1-2 community events to expand outreach and awareness of what PPL offers. [Goal 3]
- Begin quiet phase of wetland project campaign fundraising. [Goal 4]
- Review and implement maintenance plan and equipment replacement plans. [Goal 5]
- Review community satisfaction with programs and services. [Goal 5]

## 2nd Quarter (Year 2)

- Review the % of engagement by Whitley County and PPL to meet the strategic goal.
- Solicit corporate partners and donors for the scholarship fund for nonresident townships. [Goal 1]
- Collaborate with an outside partner (other library or community organization) for two events this quarter in an expanded market. [Goal 1 & 2]
- Review where new cardholders have come from and if there has been an increase in access/use for PPL. [Goal 1]
- Meet with youth and adult advisory committee to review potential programming. [Goal 2]
- Update content calendar and create marketing materials/content as necessary for PPL events and services. [Goal 3]
- Attend 1-2 community events to expand outreach and awareness of what PPL offers. [Goal 3]
- Continue fundraising in the quiet phase for the wetland project campaign. [Goal 4]
- Review and implement maintenance plans and equipment replacement plans. [Goal 5]
- Review community satisfaction with programs and services. [Goal 5]



# DETAILED CHECKLIST

This detailed timeline offers a workflow for the items in this strategic plan. Some items may take longer or less time. The intent of this portion is to keep the organization moving forward. Some items may be achieved through the establishment of segmented workgroups consisting of the Board of Trustees, Executive Director, and staff. Each step could/should be associated with a metric.

## 3rd Quarter (Year 2)

- Review the % of engagement by Whitley County and PPL to meet the strategic goal.
- Solicit corporate partners and donors for the scholarship fund for nonresident townships. [Goal 1]
- Collaborate with an outside partner (other library or community organization) for two events this quarter in an expanded market. [Goal 1 & 2]
- Review where new cardholders have come from and if there has been an increase in access/use for PPL. [Goal 1]
- Meet with youth and adult advisory committee to review potential programming. [Goal 2]
- Update content calendar and create marketing materials/content as necessary for PPL events and services. [Goal 3]
- Attend 1-2 community events to expand outreach and awareness of what PPL offers. [Goal 3]
- Continue fundraising in the quiet phase for the wetland project campaign and begin considering the public phase. [Goal 4]
- Review and implement maintenance plans and equipment replacement plans. [Goal 5]
- Review community satisfaction with programs and services. [Goal 5]

## 4th Quarter (Year 2)

- Review the % of engagement by Whitley County and PPL to meet the strategic goal.
- Solicit corporate partners and donors for the scholarship fund for nonresident townships. [Goal 1]
- Collaborate with an outside partner (other library or community organization) for two events this quarter in an expanded market. [Goal 1 & 2]
- Review where new cardholders have come from and if there has been an increase in access/use for PPL. [Goal 1]
- Meet with youth and adult advisory committee to review potential programming. [Goal 2]
- Update content calendar and create marketing materials/content as necessary for PPL events and services. [Goal 3]
- Attend 1-2 community events to expand outreach and awareness of what PPL offers. [Goal 3]
- Prepare for the public phase of the wetland project campaign fundraising. [Goal 4]
- Review and implement maintenance plans and equipment replacement plans. [Goal 5]
- Review community satisfaction with programs and services. [Goal 5]

# DETAILED CHECKLIST

This detailed timeline offers a workflow for the items in this strategic plan. Some items may take longer or less time. The intent of this portion is to keep the organization moving forward. Some items may be achieved through the establishment of segmented workgroups consisting of the Board of Trustees, Executive Director, and staff. Each step could/should be associated with a metric.

## 1st Quarter (Year 3)

- Review the % of engagement by Whitley County and PPL to meet the strategic goal.
- Review data on active card-holding patrons and non-card-holding patrons [Strategic Goal]
- Solicit corporate partners and donors for the scholarship fund for nonresident townships. [Goal 1]
- Collaborate with an outside partner (other library or community organization) for two events this quarter in an expanded market. [Goal 1 & 2]
- Meet with youth and adult advisory committee to review potential programming. [Goal 2]
- Update content calendar and create marketing materials/content as necessary for PPL events and services. [Goal 3]
- Attend 1-2 community events to expand outreach and awareness of what PPL offers. [Goal 3]
- Continue the public phase of fundraising for the wet lands project campaign. [Goal 4]
- Review and implement maintenance plans and equipment replacement plans. [Goal 5]
- Review community satisfaction with programs and services. [Goal 5]
- 

## 2nd Quarter (Year 3)

- Review the % of engagement by Whitley County and PPL to meet the strategic goal.
- Solicit corporate partners and donors for the scholarship fund for nonresident townships. [Goal 1]
- Collaborate with an outside partner (other library or community organization) for two events this quarter in an expanded market. [Goal 1 & 2]
- Review where new card holders have come from and if there has been an increase in access/use for PPL. [Goal 1]
- Meet with youth and adult advisory committee to review potential programming. [Goal 2]
- Update content calendar and create marketing materials/content as necessary for PPL events and services. [Goal 3]
- Attend 1-2 community events to expand outreach and awareness of what PPL offers. [Goal 3]
- Be at 75% of the fundraising for the wet lands project campaign. (This could be the first of several phases). [Goal 4]
- Review and implement maintenance plans and equipment replacement plans. [Goal 5]
- Review community satisfaction with programs and services. [Goal 5]
- Begin planning for the next strategic plan creation.

# DETAILED CHECKLIST

This detailed timeline offers a workflow for the items in this strategic plan. Some items may take longer or less time. The intent of this portion is to keep the organization moving forward. Some items may be achieved through the establishment of segmented workgroups consisting of the Board of Trustees, Executive Director, and staff. Each step could/should be associated with a metric.

## 3rd Quarter (Year 3)

- Review the % of engagement by Whitley County and PPL to meet the strategic goal.
- Solicit corporate partners and donors for the scholarship fund for nonresident townships. [Goal 1]
- Collaborate with an outside partner (other library or community organization) for 2 events this quarter in an expanded market. [Goal 1 & 2]
- Review where new cardholders have come from and if there has been an increase in access/use for PPL. [Goal 1]
- Meet with youth and adult advisory committee to review potential programming. [Goal 2]
- Update content calendar and create marketing materials/content as necessary for PPL events and services. [Goal 3]
- Attend 1-2 community events to expand outreach and awareness of what PPL offers. [Goal 3]
- Plan to wrap up the public phase of the wetlands project campaign. [Goal 4]
- Review and implement maintenance plans and equipment replacement plans. [Goal 5]
- Review community satisfaction with programs and services. [Goal 5]

## 4th Quarter (Year 3)

- Review the % of engagement by Whitley County and PPL to meet the strategic goal.
- Solicit corporate partners and donors for the scholarship fund for nonresident townships. [Goal 1]
- Collaborate with an outside partner (other library or community organization) for two events this quarter in an expanded market. [Goal 1 & 2]
- Review where new cardholders have come from and if there has been an increase in access/use for PPL. [Goal 1]
- Meet with youth and adult advisory committee to review potential programming. [Goal 2]
- Update content calendar and create marketing materials/content as necessary for PPL events and services. [Goal 3]
- Attend 1-2 community events to expand outreach and awareness of what PPL offers. [Goal 3]
- Make plans to break ground on the wetlands project campaign. [Goal 4]
- Review and implement maintenance plans and equipment replacement plans. [Goal 5]
- Review community satisfaction with programs and services. [Goal 5]