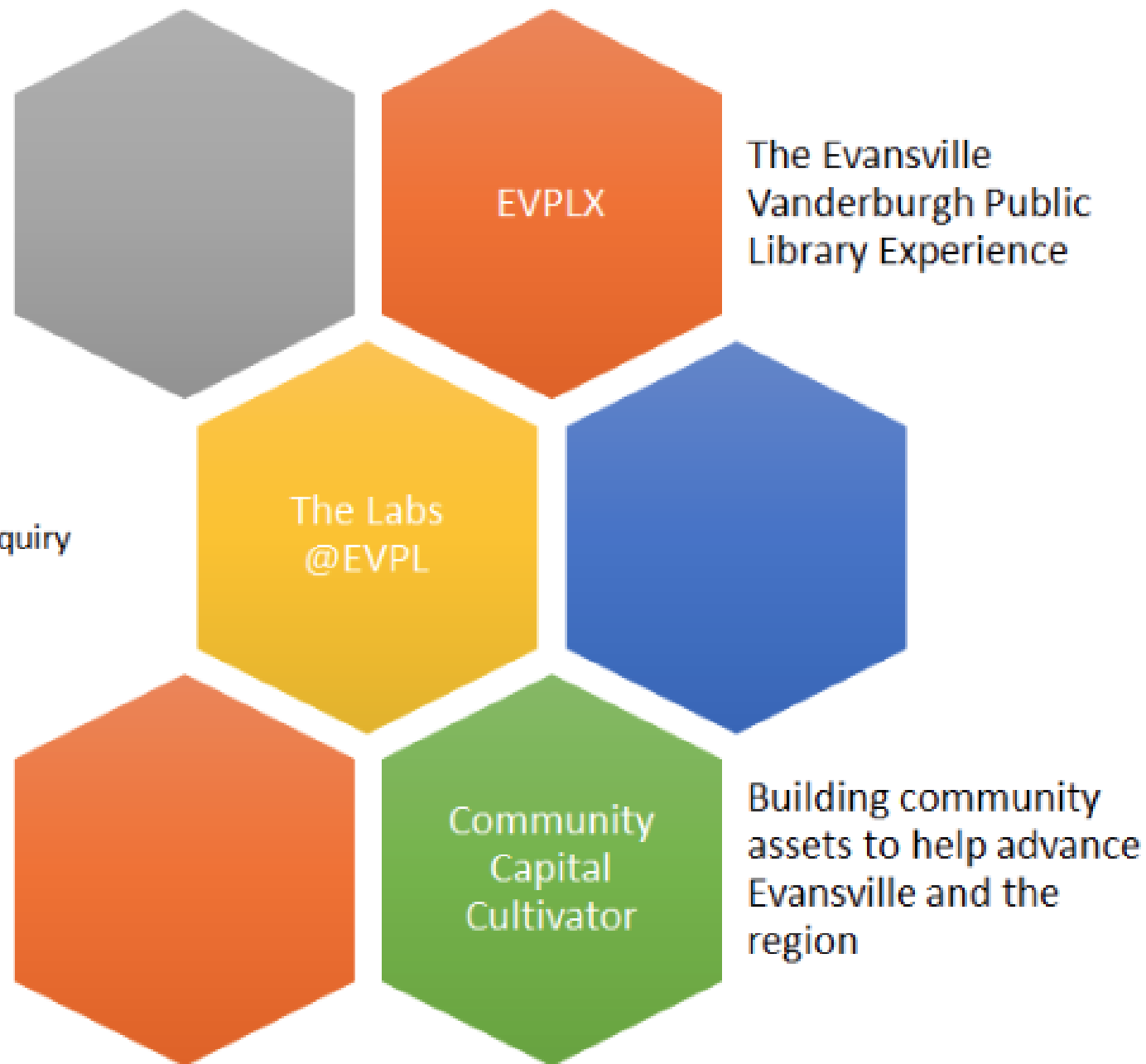


17/20 BLUEPRINT

Community Inquiry



Why: Strategic Blueprint NOT Strategic Plan

A traditional strategic plan locks Evansville Vanderburgh Public Library into a set of granular goals and objectives for a set period of time. As a result, a traditional strategic plan does not lend itself to the level of flexibility required in a community undergoing dynamic change, like Evansville, Vanderburgh County and the Southwest region.

By contrast a strategic blueprint is iterative. It provides direction that allows EVPL to adapt with its changing community. It supports experimentation and creativity around defined priorities. The strategic blueprint identifies indicators of success that can create a compelling narrative about the outcomes and impact achieved by Evansville Vanderburgh Public Library overtime.

Blueprint Process

The 17/20 Strategic Blueprint process was informed by 5 key questions that strategy seeks answers:

- What are our **aspirations**?
- Where will we **focus** in the **environment**?
- What will we **achieve**?
- What are our **capabilities**?
- What **systems** are required?

Adapted from the work of Roger Martin of the Rottman School of Management at University of Toronto and Stanford Center for Social Innovation.

Blueprint Process cont.

The 5 questions were answered using a participatory approach that engaged library trustees, staff from across the library system and community members. The following methods, tools and techniques were employed:

- Peer City Library Comparisons
- Harwood "Ask" Exercise
- Mission/Vision/Values Reflection survey
- Then, Now, Future Decade Exercise
- Scenario Planning (Royal Dutch Shell Approach)
- SOAR (Strength Opportunity Aspiration Results)

Evansville-Vanderburgh County-The Southwest Region



- There are approx. 182,000 citizens in Evansville and Vanderburgh County.
- Evansville-Vanderburgh County is located Indiana's Great Southwest Region (pop. Approx. 300,000).
- Population growth of 8-13% is projected in the region over next 30 years. The population in Vanderburgh County is projected to reach 193,000+ by 2025.
- The racial makeup of the county is 86.2% white, 9.1% black or African American, 1.1% Asian, 0.2% American Indian, 0.1% Pacific islander, 1.0% from other races, and 2.3% from two or more races. Those of Hispanic or Latino origin made up 2.2% of the population.
- Of the 74,454 households, 28.9% had children under the age of 18 living with them, 42.9% were married couples living together, 13.1% had a female householder with no husband present, 39.4% were non-families, and 32.3% of all households were made up of individuals. The average household size was 2.31 and the average family size was 2.93. The median age was 37.5 years.

Evansville-Vanderburgh County-The Southwest Region

(cont.)

- The median income for a household in the county was \$47,697 and the median income for a family was \$57,076. Males had a median income of \$42,663 versus \$31,037 for females. The per capita income for the county was \$23,945. About 10.7% of families and 15.6% of the population were below the [poverty line](#), including 22.4% of those under age 18 and 7.7% of those age 65 or over.
- In 2016 Evansville was designated a Promise Zone by the Obama Administration. The Evansville Promise Zone encompasses a geographic area with a population of 22,257 residents. The poverty rate is just over 39%. Unemployment is 12%. Up to 30% of residents 18+ have not obtained a high school diploma.
- The Evansville Vanderburgh School Corporation provides PK-12 education for nearly 23,000 students in 37 schools across the county. Nearly 83% of students graduate from high school with 5 years. Over 50% of students receive free or reduced meals. Over 80% of students passed IREAD 3 in 15-16 school year. Five schools in district are part of the district's Transformation Zone.
- PK-12 education is also provided through a number of private, charter and independent schools and/or federally subsidized programs, such as Head Start.
- Approx. 87% of Vanderburgh County residents 18+ years old have attained a high school diploma. 23.5% of residents have had some college; 29.5% have earned a AA, Bachelors, Graduate/Professional degrees. There are 4 colleges/universities and 5 community colleges/technical schools providing post-secondary education to 20,000+ students in the region.
- Residents in the region are primarily employed in the following industries: Manufacturing, Healthcare, Financial Services, Government
- Residents have access to an array of cultural and entertainment events and venues throughout the county.

Needs & Opportunities

Over the last 3-5 years Evansville, Vanderburgh County and neighboring municipalities throughout the Southwestern Region of Indiana have engaged in a number of community visioning, assessments, planning and strategy development processes to shape the future of the region.

This has resulted in the following:

- IU Medical School Expansion in downtown Evansville
- Indiana Regional Cities Proposal Award of \$42M
- Downtown Masterplan development
- Federal Promise Zone designation

Needs & Opportunities cont.

Data and statistical information shared through government agencies, governmental planning and local community assessments, strategic partners, as well as data gathered by EVPL by employing Harwood techniques was analyzed and synthesized. This information was presented in the form of scenarios to EVPL staff. Facilitated by 2 collaborative teams of EVPL managerial leaders, 30 EVPL staff representing diverse departments, areas of services and role identified current and future community needs and opportunities which EVPL could address immediately and/or be preparing to address in the future. Identified needs and opportunities were clustered among three comprehensive areas.

Strategic Areas: Overview

The strategic areas organizational priorities. The majority of of the organizational time, talent and treasure will be directed to these areas. Focusing on these areas also allows for the identification of key performance indicators beyond traditional library metrics to demonstrate improvement, success and impact over time. It is important to note that the areas are written comprehensively to allow for expansion or contraction of as new information and insights are gain to inform new iterations of the plan.

Each area of focus will be named, defined and characterized. Proposed outcomes are included to evidence progress towards or achievement of success in the focus area.

Evansville Vanderburgh Public Library Experience (EVPLx)

We design EVPLx for delight by being user-centered, intentional, aspirational and flexible across all library touchpoints.

We will be successful when...

- Policies, procedures, processes and organizational systems are designed to promote the mission, vision, and EVPLx.
- EVPL exceeds users' expectations of what a library is and can be.
- Users' responses to EVPLx demonstrate social, emotional, sensory and tangible connections the library.
- Users become library champions, advocates and activists.
- Staff feel confident and empowered to contribute to users' delight.
- Staff recognizes (and is recognized) for their contributions to EVPLx.

Representative Key Performance Indicators

- Annually Evansville Vanderburgh Public Library users report being delighted or extremely delighted with their overall EVPL Experience as measured by customer satisfaction survey
- Annually Evansville Vanderburgh Public Library users recommend or highly recommend EVPL to others as measured by net promoter score
- Annually Evansville Vanderburgh Public Library users report that their EVPL experience met or exceeded their expectations as measured by a gap analysis score
- Ratio of formal User Compliments to User Complaints
- User engagement via social media
- # incidents reported via the incident reporting system
- Types of incidents reported via incident reporting system
- User collaborations contributing to EVPL Experience
- Annual use (per capita) as measured by:
 - Library gate counts
 - Circulation of physical collections
 - Digital collection use as measured by downloads, streaming sessions, database sessions
 - Program attendance
 - Computer use sessions
 - WiFi Sessions
 - Services transactions (passports, ILL)
- Annual collection productivity rate (Average % of collection in circulation)
- # of new volumes added annually
- # of new titles added annually
- # of user material requests
- % of user material requests added to collection
- # Meeting and study room reservations
- # Active EVPL library cards
- #new EVPL library cards issued annually
- # Improvements or enhancements to library spaces
- Cost analysis of materials, programs and services

The Labs@EVPL

Evansville Vanderburgh Public Library is a central point of coordination and space to convene, facilitate and lead to solve the community's most pressing problems and incubate new ideas. EVPL builds capacity across organizational boundaries by strategically aligning resources and intellectual capital over time.

We will be successful when...

Our extended communities (educators, civic leaders, citizens across city and county) trust us (enough) to engage with the EVPL (as an organization) as sought partner.

Representative Key Performance Indicators and Outcomes

- Requests for participation (on boards, committees, meetings) where we have decision/input authority as experts to inform their strategic and/or mandated services where accountable measurement is needed and valid data sharing moves mutual goals in community forward
- Participatory infrastructure is standardized to allow for systemic , sustained cooperative processes that focus on equity relationships (who is at table, who benefits, in what ways, who decides)
- Inquiry is framed and grounded in the participants' values and priorities
- Outcomes are defined by those who shape the core community inquiry

Community Capital Cultivator (C³)

In cooperation with stakeholders, Evansville Vanderburgh Public Library aligns its expertise, resources, services, and programs with nationally recognized frameworks, state standards, and local priorities, like [Institute for Museum and Library Services \(IMLS\) 21st Century Skills](#), [P21: Partnership for 21st Century Learning](#), [Urban Libraries Council Edge Initiative](#), [Indiana Academic Standards](#), [Evansville Promise Zone Strategic Goals](#), among others, to build capacity for a productive, healthy, sustainable and vital region.

We will be successful when..

- Library (as an organization) nurtures strategic partnerships defined by mutuality across mission, vision and desired outcomes
- EVPL can evidence (through valid and reliable assessment and evaluation methods) that it contributes to outcomes that the community identifies as critical and important
- Evansville Vanderburgh Public Library provides support that contributes to partners advancing their mission, and vision and achieving their goals.
- Evansville Vanderburgh Public Library receives support from its strategic partners that advances EVPL's mission, vision and outcomes

Area of Focus III: Representative Key Performance Indicators and Outcomes

- # of strategic partnerships
- # community Initiatives or outcomes addressed through partnerships
- Types of strategic partners
- Types of initiatives or outcomes addressed through partnerships
- # of services/programs/resources provided with partners
- # of participants/users of services/programs/resources provided with partners
- \$ value of library's contribution to initiative or outcomes through partners
- Partners' valuation of the library's contribution to initiatives or outcomes
- Amount of library support (expressed as monetary value) expended in support of programs, services, projects or initiatives designed within these frameworks
- % of library operating budget expended in support of programs, services...
- Amount external support (expressed as monetary value) received for programs, services, projects or initiatives
- % of total service, program... income from external sources
- % of library programs designed within 21st Century skills.. frameworks
- % of library services designed within 21st Century skills.. framework
- # of participants in programs designed with 21st Century
- # of 21st Century skills collections curated
- Use of 21st Century skills collections expressed per capita circulation, and collection productivity
- Use of services related to areas of emphasis
- Results from Public Library Association Project Outcome that indicate change in knowledge, or skill, attitude, behavior, awareness, or perception
- *Narratives that amplify the voices of EVPL partners with a focus on the community impact of their initiatives and outcomes [of which the library contributes]*
- *Partners' narratives that amplify the voice of the EVPL with a focus on the community impact of EVPL initiatives and outcomes [which the partner contributes]*

Informing Documents

[5 Questions to Build a Strategy](#)

Roger L. Martin

Harvard Business Review

[A Plan Versus a Strategy: Is there a difference](#)

Center for Management and Organizational Effectiveness

[What Strategy Is Not](#)

Freek Vermeulen

Forbes Leadership

[Don't Let Strategy Become Planning](#)

Roger L. Martin

Harvard Business Review

[The Strategic Plan is Dead. Long Live Strategy](#)

Dana O'Donovan & Noah Rimland Flower

Stanford Social Innovation Review

[Strategy is Iterative Prototyping](#)

Roger L. Martin

Harvard Business Review

Indiana Public Library Plans

[Allen County Public Library](#)

[Indianapolis Public Library](#)

[Monroe County Public Library](#)

Peer Library Plans* (Peer libraries were selected based upon peer cities identified in the Regional Cities proposal presented to the State of Indiana)

[Chattanooga Public Library Strategic Planning Initiative](#)

[Davenport Public Library](#)

[Grand Rapids Public Library](#)

Aspirational Library Plans**

[Columbus Metropolitan Library](#)

[Cuyahoga County Public Library](#)

[Free Library of Philadelphia](#)

[Pima County Public Library](#)

[Santa Monica Public Library](#)

[Waukegan Public Library](#)

Expert Knowledge

[Evansville Downtown Master Plan 2016](#)

[Southwest Indiana Regional Development Plan](#)

[Evansville Promise Zone](#)

Aspen Institute Reports:

[Libraries in the Exponential Age: Moving from the Edge of Innovation to the Center of Community](#)

[Rising to the Challenge: Re-envisioning Public Libraries](#)

[Action Guide for Re-Envisioning Your Library](#)

Pew Research:

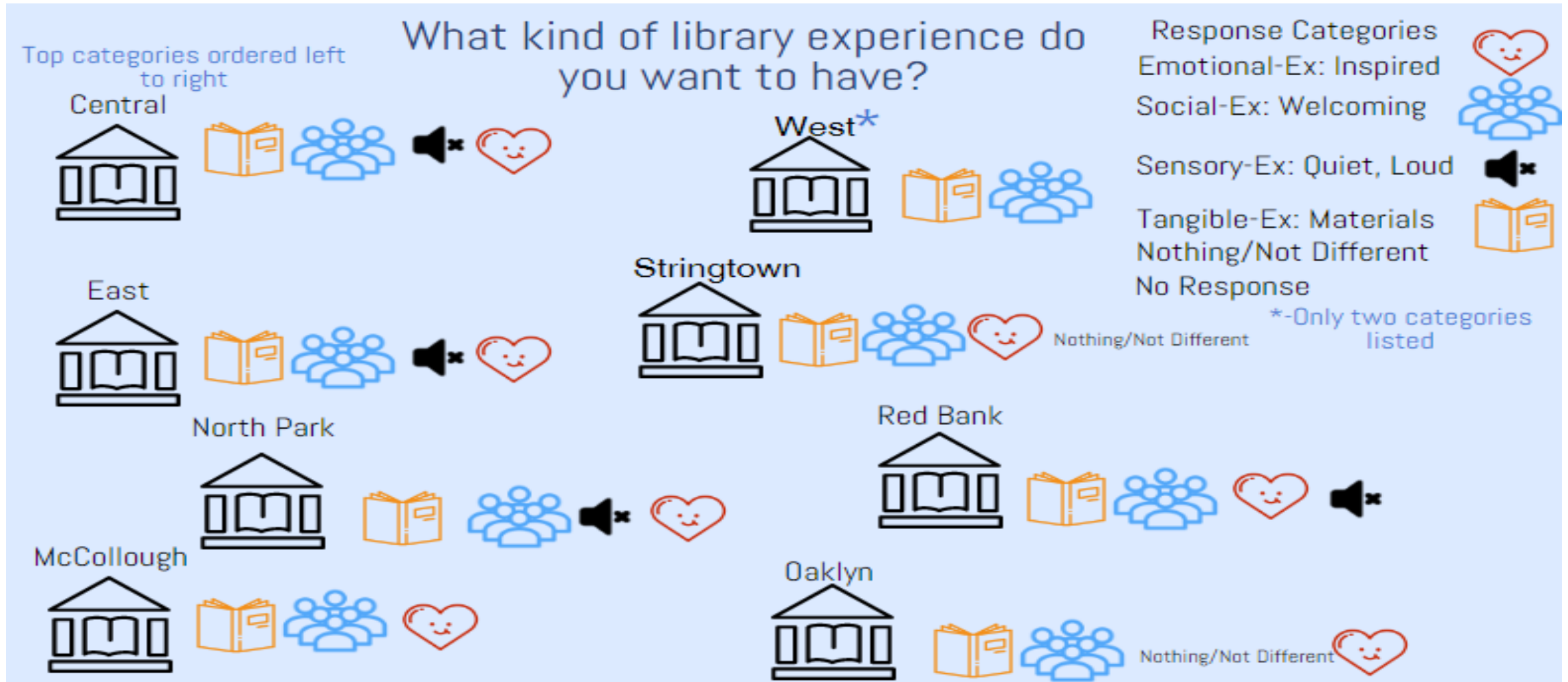
[Libraries at the Crossroads](#)

[Puzzles Librarians Need to Solve](#)

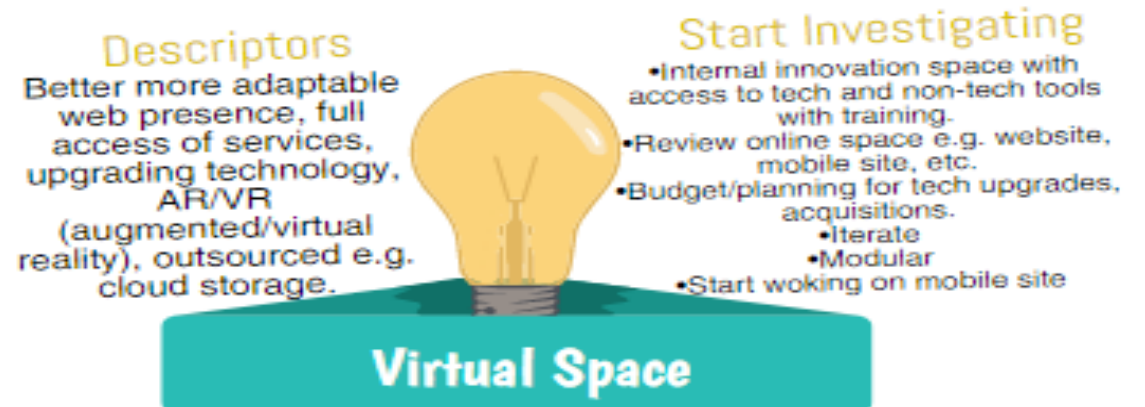
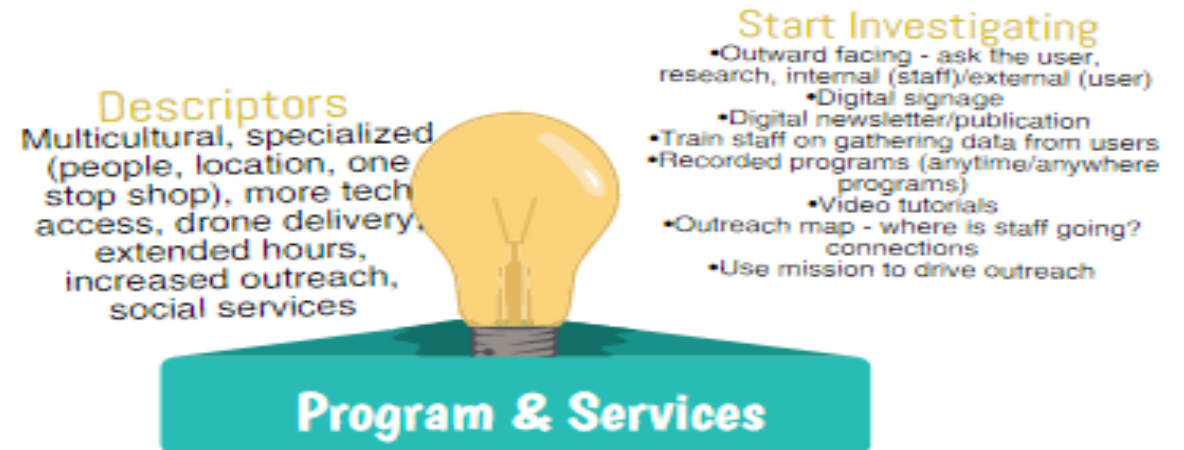
Appendices

Customer & Staff Feedback

Quarter 1-2 Customer Feedback



Quarter 3-4 Staff Feedback



LATIS

Library Assessment-To-Impact Strategy

Learning Road Maps

Professional Development Strategy

Statements of Financial Sustainability & Collaboration

Technology Plan Summary 2017-2020

Capital Asset Study 2017