

2025–2027 STRATEGIC PLAN

EQUITTABLE ACCESS



The
INDIANAPOLIS PUBLIC
Library



Mission The Indianapolis Public Library enriches and supports communities by inspiring lifelong learning through stewardship and engaging service.

Vision To be a premier urban public library that delivers world-class service and champions equitable access to knowledge and resources for all.

Values We are



The Indianapolis Public Library.



A

We Provide Equitable Access.

Offer free, open access to our resources, regardless of format or delivery method, to create a more vibrant community with greater opportunity and participation.

C

We Listen and Share to Encourage Respectful and Inviting Communication.

Communicate with integrity and seek understanding by being clear, consistent, and honest.

C

We **Champion Diversity, Equity, Inclusion, and Accessibility.**

Commit to leadership in advancing Diversity, Equity, Inclusion, and Accessibility (DEIA) in all we do.

E

We Deliver **Exceptional Experiences.**

Collaborate to deliver hospitable service and welcoming experiences.

S

We **Support Intellectual Freedom.**

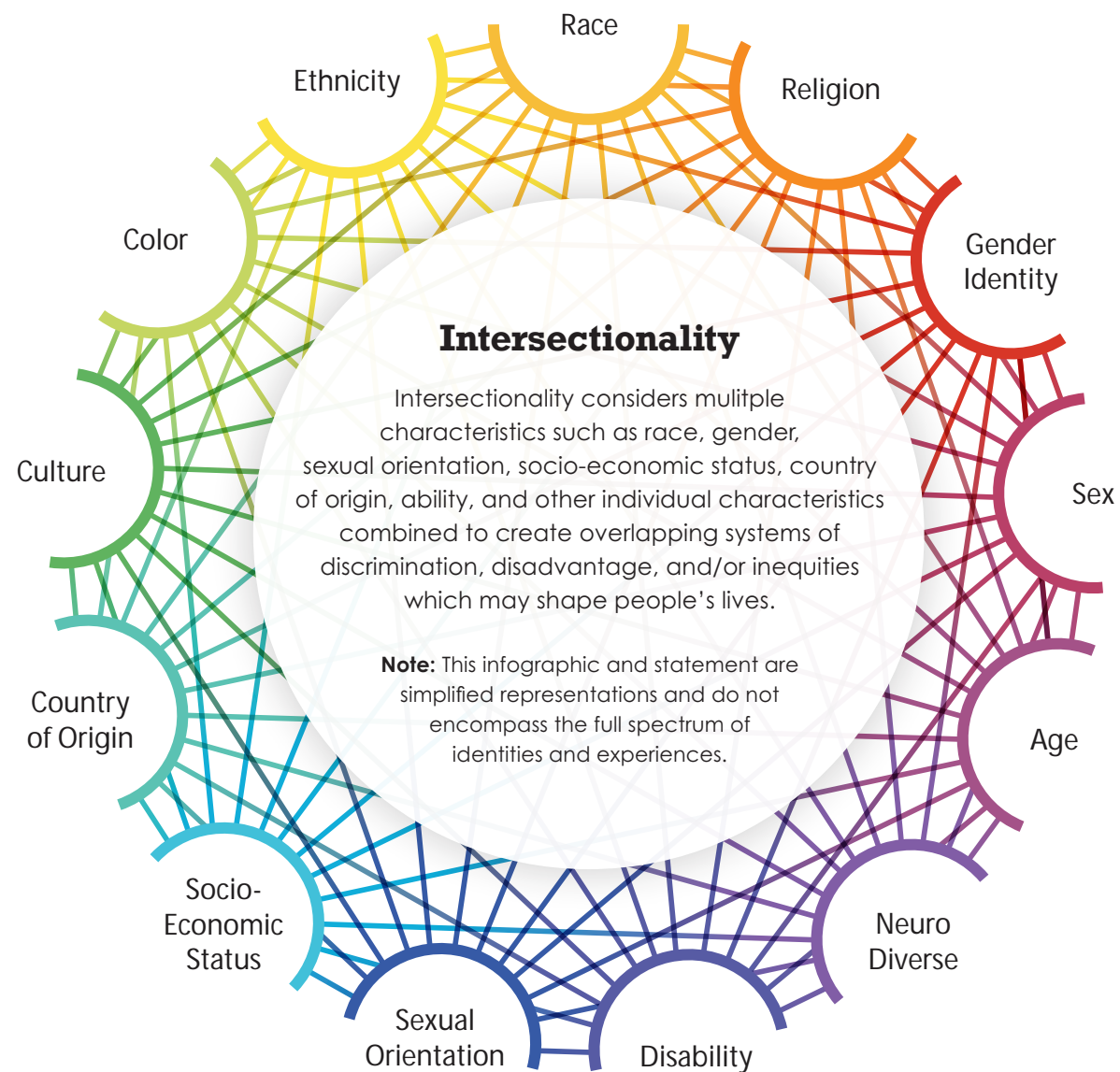
Cultivate and protect resources to support independence to choose materials and make informed decisions, while respecting each individual's dignity.

S

We Make **Sustainable Choices.**

Make choices that are mindful about the environment, preserve the Library's resources, and treat everyone equitably.

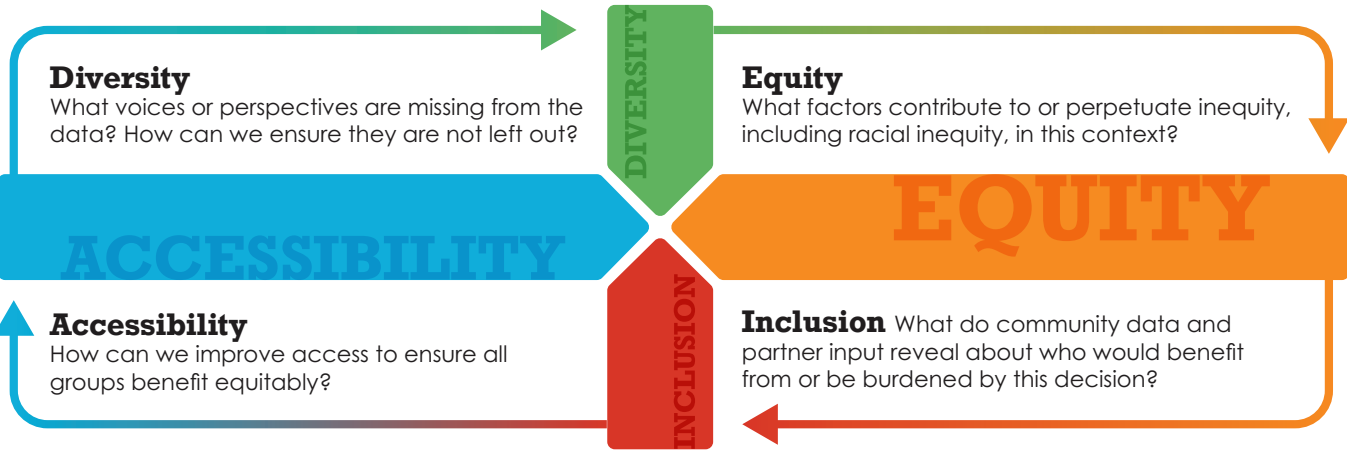




Strategic Filter: Diversity, Equity, Inclusion, Accessibility

In our 2021–2024 Strategic Plan, the Library adopted the Government Alliance on Race and Equity (GARE) framework. Today, we are using a Diversity, Equity, Inclusion, and Accessibility (DEIA) Strategic Filter to guide implementation of this plan and access to library resources. We define library resources as including library materials, library

programs, library public spaces, library information services, and general library services. This framework includes key questions to guide the development of objectives and actions. An abbreviated version is provided here, while the full version can be found in our organizational Values: ACCESS Toolkit.



Partnerships

Establishing robust partnerships with community organizations and public libraries is crucial to The Indianapolis Public Library's mission and vision, and long-term success. We are committed to enhancing our community by nurturing current partnerships while forging new, strategically aligned partnerships for each strategic priority that are sustainable and mutually beneficial. Our partnership relationships prioritize aligning with community needs, enhancing our capacity, and ensuring equity is at the forefront.



L1: Reading and Writing

Offer opportunities for people of all ages and abilities, including pre-readers and non-English readers, to connect with resources and staff that nurture a love of reading and writing for enjoyment. The Library will connect families and individuals with resources to help them achieve their reading and writing literacy goals.

L2: Learning Languages Spoken in the Community

Build the Library's capacity to support learning the languages spoken in the community to support access to the Library's resources offered in those languages.

L3: Digital Resiliency

Support digital equity by providing access to the technology needed to live, work, and learn. Help develop digital resiliency with resources that encourage safe and effective technology use. Explore emerging technologies and understand the impact and potential innovation technologies offer.

L4: STEAM and Emerging Needs of Learners

Deliver resources that encourage STEAM (Science, Technology, Engineering, Art, and Mathematics) learning. Stay responsive to learners' emerging needs, embracing opportunities to support learning acceleration with resources that help families and the community achieve literacy goals.

L5: Educator Support

Connect educators with library resources that support their needs and strengthen their students' connection to the Library. Continue to deepen the impact of the Shared System.

L6: Nonprofits

Provide access to resources for nonprofits that support the multiple stages of their growth, from determining if you should start a nonprofit, enhancing effectiveness, to sustainability for existing nonprofits.

L7: Small Business

Provide access to resources that develop skills that support small businesses and entrepreneurs.

The Library supports lifelong learning through equitable access. We awaken curiosity, inspire exploration, and help all ages discover that gaining knowledge is a fun, fulfilling, and meaningful experience. Literacy is knowledge or competence in a subject and by supporting learning we support the various literacy needs our community has identified.

literacy



The Library responds to our community's need for belonging and connection by cultivating inclusive spaces and collections so that everyone feels confident to connect, explore, learn, and thrive. We create a welcoming and caring community that embraces diverse people and perspectives.

Belonging is strengthened through diversity, equity, inclusion, and accessibility (DEIA). As outlined in our DEIA Strategic Filter, we champion equity and develop partnerships with the communities most impacted. We engage their community leaders and our partners to support sustainable equity.

Belonging

B1: Connection

Encourage meaningful engagement with the Library's programs, events, services, collections, and opportunities for volunteering. Ensure community members understand the value that a library card offers them at each stage of life. Deepen community members' understanding of navigating library resources through strengthening their connection to the support offered by staff and volunteers.

B2: Community Space

Enrich everyone through open access to a welcoming third place. Celebrate the unique character of each neighborhood served. Offer spaces that encourage connection and strengthen the communities we serve.

B3: New Cardholders

Develop strategies to increase cardholders by leveraging existing partnerships, community engagement and targeted promotions to new residents and families with children. Provide intentional outreach that communicates cultural context for those unfamiliar with The Indianapolis Public Library.

B4: Civic Literacy and World Cultures

Provide information, space, and a neutral civic forum for discussion that stimulates curiosity and civic involvement. Build understanding and appreciation for the diverse world cultures within our communities and the positive impact and enrichment that immigration brings to our civic life.

B5: Diverse Perspectives and Experiences

Serve as a hub for celebrating the fullness of intersectional identities. Provide resources that encourage the exchange of diverse perspectives and experiences allowing for exploration of multiple dimensions of identity.

B6: Community Legacy

Reflect, connect, and preserve neighborhood and community stories prioritizing expanding our story through inclusion of communities whose histories have been under-documented. Build partnerships with these communities to expand collections in Digital Indy and the Indianapolis Special Collections Room (ISCR), develop new entries in the Encyclopedia of Indianapolis (EOI), and with programs and exhibits that celebrate these collaborations.



Equity

The Library provides access to credible sources and helps with navigating information for the community's identified areas of need: physical health, mental health, and socioeconomic wellbeing. We are connectors to resources, leveraging community events, partnerships, and co-location of services. In response to the advice of the community strategic planning committee, we will prioritize our efforts in areas with high literacy needs.

W1: Social Service Connection

Provide staff, volunteers, and community partners with resources that support connecting to wellbeing services and overcoming access barriers. Leverage existing navigator models in the community and explore the Library's capacity for developing a peer navigator model for social services.

W2: Mental Wellbeing and Physical Wellbeing

Offer access to resources that support mental and physical wellbeing. Support families with social-emotional development resources. Build strategic partnerships centered on physical and mental health information. Promote the Library's commitment to privacy, creating a safer space for exploring sensitive topics and accessing reliable health information.

W3: Socioeconomic Wellbeing

Be a resource hub for those seeking employment opportunities. Connect community members to employment services and resources that meet their diverse needs to support career growth. Provide reliable resources to support informed personal finance decisions. Connect community members to partners that support access to unbiased financial literacy education for all ages.



S1: Be a Workplace of Choice

The Library attracts, retains, and develops talented staff and volunteers who are dedicated to providing exceptional service. We share a commitment to wellbeing, engagement, and professional growth for staff and volunteers so that they feel secure, valued, and supported. We navigate change with data-informed decisions, clear guidance, and strong internal communication plans.

S2: Inclusive and Equitable

The Library supports belonging for our staff and volunteers through implementing our Diversity, Equity, Inclusion, and Accessibility Plan.

The Library provides a workplace culture that encourages collaboration, connection, and continuous learning while valuing diverse perspectives and experiences. We provide our staff with the tools and training to deliver world-class service.

Professional Development

The Talent and Development team, along with the Access, Belonging, and Culture Officer, provides trainings to support our staff professional development and culture at The Indianapolis Public Library. We strive to offer trainings to strengthen learning, leadership, and overall professional development in the areas of technology, DEIA, leadership, mental health, customer service, and related skills-based trainings.

Workplace of Choice

Strategic Plan: Key Performance Indicators (KPIs)

LEARNING



Circulation (Physical + E-circ)
per Active Cardholder
e-Resource Usage per Active Cardholder
Learning Program Evaluation – Key Questions

BELONGING



People Count and Web Traffic Per Capita
Active Cardholder Percentage
Belonging Program Evaluation – Key Questions

WELLBEING



Wellbeing Partnership Survey
Wellbeing Program Evaluations – Key Questions


WORKPLACE OF CHOICE



Staff Retention
Staff Engagement Survey – Key Questions
Note: Only delivered bi-annually


Values KPIs

ACCESS




Total Cardholders
per Capita

COMMUNICATION




Key Communication
Objectives
*Adopted Annually

CHAMPION DEI




Collection Diversity

EXCEPTIONAL
EXPERIENCES




Tell Us – Customer
Service Questions

SUPPORT
INTELLECTUAL
FREEDOM



Engagement Goal
for Community
*Adopted Annually

SUSTAINABLE
CHOICES



Energy Use Intensity
(EUI)

Goal KPIs

L1: READING AND WRITING

Print + Audiobook
Circulation (Physical,
e-Circ)
World Language
Collection Use
L1 Program Attendance

L2: LEARNING
LANGUAGES SPOKEN IN
THE COMMUNITY

Language Learning
Collection Use
L2 Programming

L3: DIGITAL RESILIENCY

L3 Program Attendance
Wi-fi Utilization (Unique)
per People Count
Public PC Utilization per
People Count

L4: STEAM AND
EMERGING NEEDS
OF LEARNERS

L4 Program
Attendance

L5: EDUCATOR
SUPPORT

Shared System
Metrics

L6: SMALL
BUSINESS

L6 Program
Attendance

L7: NONPROFITS

L7 Program
Attendance

B1: CONNECTION

Active
Cardholder %

B2: COMMUNITY SPACE

People Count per
Capita

B3: NEW CARDHOLDERS

New
Cardholders

B4: CIVIC LITERACY AND
WORLD CULTURES

B4 Program
Attendance

B5: DIVERSE
PERSPECTIVES

B5 Program
Attendance

B6: COMMUNITY LEGACY

Digital Indy, ISCR, and
EOI Collection Utilization

W1: SOCIAL SERVICE
CONNECTION

Social Service
Reference - Desktracker

W2: MENTAL AND
PHYSICAL WELLBEING

W2 Program
Attendance

W3: SOCIOECONOMIC
WELLBING

W3 Program
Attendance

Recognition

The Indianapolis Public Library Board of Trustees approved this Strategic Plan on December 16, 2024. The Board of Trustees and CEO Gregory A. Hill, Sr. would like to share their gratitude to the following individuals for their invaluable contributions and yearlong dedication in shaping this plan.

Community Committee

Committee Co-Chairs

Christina Arrom Garza, COO,
Immigrant Welcome Center

Ken Clark, Executive Vice President, EmployIndy

Community Members

Brooke Baker, Secondary Schools Regional Media
Center Specialist, MSD Lawrence Township

Barato Britt, President, Edna Martin Christian Center

Morella Dominguez, Chief Marketing and
Development Officer, Shalom Health Care

Mike Heneghan, Teacher Librarian,
Shortridge High School

Andrea Hunley, Indiana State Senator – District 46

Parker Landrum, Indianapolis Public Library Volunteer

Brian Norton, VP Adult Services, Easterseals Crossroads

Gail Thomas Strong, Vice President of Community
Engagement, WFYI Public Media

Board of Trustees Member

Dr. Eugene D. White

Indianapolis Public Library Members and Facilitators

Gregory Hill, CEO

Mary Barr, Chief Communications
and Marketing Officer

Kim Ewers, Access, Belonging, and Culture Officer

John Helling, Chief Public Service Officer

Marianne McKenzie, Strategic Planning Officer

Community Library Champions

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Magee Landrum

Lori Eades

Dafney Lavache

John Finney

Jeni Newswanger-Smith

Sarah Haas

Julie Zing

Staff Committee

Bethany Alison, Manager, Eagle Branch

Kimberly Anderson, Project Manager, Shared System

Montoya Barker, Special Collections Librarian

Andrew Cope, Circulation Supervisor II, Southport

Mark Curlin, Supervisor - Building Systems

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Sakura Fuqua, Program Specialist – Immigrant
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Alvaro Gomez, Formerly Circulation Supervisor,
Haughville Branch

Alex Hampton, Program Specialist – Digital Inclusion

John Helling, CPSO

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Reggie Laratte, HR Generalist

Jess Marie Lawrence, Collection Development
Librarian

Rhonda Oliver, Former Manager, Lawrence Branch

Miguel Ruiz, Project Manager, IT

Kathleen Stewart, Public Services Librarian, Outreach

Felecia Tate, Serials Specialist

Nick Terrio, Public Services Associate II

Peggy Wehr, Area Resource Manager

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