



ENOCH PRATT
free LIBRARY

Strategic Plan

FY 2020-2024

Approved by the Enoch Pratt Free Library

Boards of Trustees and Directors

December 11, 2019

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Institutional Statements

Mission

To empower, enrich, and enhance the quality of life for all through equitable access to information, services, and opportunity

For all, rich and poor, without distinction of race or color (Enoch Pratt, 1882)

Values

- Collaboration
- Diversity
- Empowerment
- Equity
- Excellent customer service
- High ethical standards
- Inclusion
- Innovation
- Intellectual freedom
- Stewardship
- Trust

Equity Statement

The Enoch Pratt Free Library is committed to advancing equity, diversity, and inclusion. Transformation must occur on the individual, collective, and institutional levels, and the Pratt Library can help achieve true and sustained equity through intentional and systemic library-community partnerships.

The Library will work to achieve equity in the communities we serve by:

1. Eliminating racial and social equity barriers in library programs, services, policies and practices, staffing, salaries, and leadership structures
2. Creating and maintaining an environment of diversity, inclusion, and respect, both in the Library system and in the Library's community role
3. Serving as a convener and facilitating conversations and partnerships to address community challenges, and being forthright on tough issues that are important to communities the Library services

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Goals and Objectives

Goal 1: Financial Sustainability

The Enoch Pratt Free Library (the “Library”) will work to strengthen existing funding structures, both public and private, to ensure a sound financial basis for the Library today and in the future.

Objectives

1. Identify operational and capital requirements for the next five years and assess gaps in funding.
2. Identify opportunities for additional budget efficiencies and improved stewardship.
3. Grow annual giving, endowment, and capital support to meet current and future needs.
4. Develop new capital funding possibilities for branch locations, both new and existing.
5. Continue advocacy for sustaining public funding.

Goal 2: Strategic Partnerships

The Library will nurture existing partnerships and create new partnerships to deliver programs and services, both within library facilities and in communities.

Objectives

1. Establish (a) partnership policy and criteria and (b) planning and evaluation tools to assess current and future partnerships and opportunities.
2. Assess existing partners and partnerships and, where necessary, refine or clarify shared outcomes and goals.
3. Evaluate current program, service, and collection offerings to ensure that the Library meets current needs while reducing duplication of community services.
4. Identify new partnerships where needed to meet or strengthen programmatic and outreach goals, particularly around literacy, equity, workforce development, trauma-informed services, arts and culture, and family and youth services.
5. Make equity and inclusivity, as defined in the equity statement in this Plan, major factors in the creation and strengthening of partnerships.

Goal 3: Expanded Community Engagement and Communications

Through community engagement, the Library will involve staff and other stakeholders to increase library usage. The Library will use new and existing tools and methods to increase public awareness in Baltimore about the collections, programs, services, and resources available.

Objectives

1. Continue to move toward data-driven, action-oriented approaches to communicating with customers.
2. Create deeper engagement with existing library cardholders and encourage greater library usage, including collection use, and increase retention rates.
3. Work to engage non-users through data, partnerships, and other qualitative and quantitative means to identify and respond to community needs and aspirations.
4. Use prattlibrary.org more fully to provide needed services and communication through this virtual setting, recognizing that many customers are solely digital users.
5. Educate and encourage library leadership, board members, staff, community leaders, customers, and donors to serve as ambassadors and advocates for the Library.

Goal 4: Equitable and Responsive Programs and Outreach

The Library will use community-based knowledge and an equity lens to evaluate and strengthen collection and program offerings. The Library will be present throughout the City, beyond the four walls of its buildings, through active and ongoing outreach to schools, senior centers, neighborhood and major city events, parks, and other places where people congregate. The vision behind programs and outreach will be unified and focused, furthering the Library as a community anchor and valued resource.

Objectives

1. Adopt a program evaluation and measurement system to assess whether programmatic offerings are meeting desired outcomes, have a reasonable return on investment, and serve the Library's main priority areas, keeping community responsiveness, impact, and equity at the forefront in these evaluations.
2. Focus programming on key areas: equity, literacy, workforce development, trauma-informed services, arts and culture, and family, children and teen services.
3. Identify current services and programs that need to be strengthened or eliminated. Simultaneously determine what can be adapted for delivery outside of the Library. Identify criteria to measure the success of community events, programs, and services, and determine how the Library's outreach can strengthen the fabric of Baltimore's neighborhoods.
4. Regularly evaluate the collection to ensure it is responsive to community needs.

Goal 5: Positive, Responsive, and Equitable Staff Development and Organizational Culture

The Library will provide ongoing staff and leadership development programs, particularly related to equity and inclusion for both staff and customers. This will create an internal culture of equitable and excellent service to Baltimore City, and prepare the Library's workforce for future growth and opportunities.

Objectives

1. Create an internal structure that helps all employees address equity and inclusion issues and that works to foster positive relationships, trust, and understanding among leadership and all staff.
2. Renew an organizational focus on customer service through training that addresses the needs of all residents in Baltimore City. This training may range from trauma-informed practices to more traditional customer service skills.
3. Provide ongoing and continuous training that focuses on equity and inclusion.
4. Evaluate job descriptions, roles, and classifications within each unit to identify new competencies the Library will need in the future, and develop methods to obtain those skill sets that reach beyond traditional educational pathways and requirements.
5. Provide avenues for professional growth and development and for continuous learning and support for all staff of the Library.

Goal 6: Literacy

The Library will strengthen its focus on literacy, recognizing the need in Baltimore City. As a community learning hub, the Library will foster literacy by providing access to resources within a safe learning space.

Objectives

1. Improve literacy levels in Baltimore by continuing and strengthening focus on early childhood literacy education. Re-examine current partnerships and build new collaboration with literacy organizations serving this age.
2. Build upon the current partnership with Baltimore City Public Schools, education-focused partners, and non-public schools, to ensure support of the literacy needs of Baltimore's students.
3. Partner with organizations that focus on adult literacy to provide needed tutoring and other assistance.
4. Provide other forms of literacy programming – digital literacy, language, numeracy, health and financial literacy – in library locations as well as further embed these programs out into communities.
5. Ensure collections are developed to support all age levels.