

2016-2020 Strategic Plan

Created: November 2015

Board Approved: December 14, 2015

| GOAL | OBJECTIVE/ACTIVITIES | STATUS | | | MEASURES | | |
|---|---|---------------|---------|--------|----------|---|-----------|
| | | Completed/NLA | Ongoing | Future | | | |
| | | | | | | = | objective |
| 1. Hubbard Public Library will be an anchor in the community and provide welcoming and meaningful experiences to all who enter. The Library will offer services that integrate physical space, in-person interaction and digital presence in order to achieve an intuitive, user-centered experience. | | | | | | | |
| | 1A. Library Administration will allocate at least 8% of the annual budget to protect and preserve the library building and grounds to provide the community with a safe and inviting environment. | | | | | | |
| | MUST: Continue planned and routine maintenance programs which will extend the useful life of the building and equipment and prevent premature capital outlay for replacement. | | | | | | |
| | Conduct monthly safety inspections to evaluate the building and grounds for potential safety hazards. | | | | | | |
| | SHOULD: Research cost and use feasibility and consider purchasing AEDs (automated external defibrillator) | | | | | | |

| GOAL (1 continued) | OBJECTIVE/ACTIVITIES | STATUS | | | MEASURES | | 4 |
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| | | Completed/NLA | Ongoing | Future | | | |
| | 1D. Library webpage, online catalog, mobile applications, and social networking functions will be continuously monitored and updated as needed to improve members' ability to find and use library materials and services as measured by website visits and monthly statistical reports. | | | | | | |
| | MUST: Allocate funds to maintain a Coordinator of Virtual Services to monitor and upgrade the library's online presence. | | | | | | |
| | Daily utilize the Outdoor sign, social networking, the library website, the Circulation flatscreen, and the Library Events kiosk to promote library programs and services. | | | | | | |
| | Maintain membership in the CLEVNET Library Consortium in order to offer a contemporary, interactive library catalog and convenient mobile library apps to our members. | | | | | | |
| | SHOULD: Install 6 endcap OPACS throughout stacks for convenient accessibility by December 2016. | | | | | | |

| GOAL 2 | OBJECTIVE/ACTIVITIES | STATUS | | | MEASURES | | 6 |
|---|---|---------------|---------|--------|----------|--|---|
| | | Completed/NLA | Ongoing | Future | | | |
| 2: Hubbard Public Library will stay abreast of the changing ways that information is packaged and delivered and stories are created and shared. The Library will be a recognized, trusted and relevant resource , ensuring that individuals have access to what they need. | | | | | | | |
| | 2A. HPL members of all ages will continue to have reliable access to information and services in a variety of the most current formats available. | | | | | | |
| | MUST: Maintain membership in the CLEVNET Library Consortium to provide the community with access to materials not owned locally and also to a broad range of authoritative databases, mobile applications and emedia purchased at a group discounted rate. | | | | | | |
| | Allocate at least 12% of the annual budget for the purchase of materials in a variety of formats for all ages. If budget permits, increase to 15% | | | | | | |
| | Conduct a rolling monthly inventory of materials to ensure that the online catalog is an accurate reflection of the materials currently available at HPL. | | | | | | |
| | Weed at least 10% of the collection annually to maintain currency and contain CLEVNET membership costs. | | | | | | |
| | Feature new databases and other digital resources in the monthly email newsletter and provide links for easy access. | | | | | | |
| | At least one time per year provide a library-wide themed "How-To" event with each department providing 2 or more scheduled presentations or programs to engage the community in learning and all forms of literacy. To be held during regular library hours. Knowledgeable outside presenters on a variety of topics should be considered. | | | | | | |
| | Offer at least six educational programs suitable for adults each year. | | | | | | |
| | SHOULD: Provide one day of offsite training annually for each staff member who provides reference service. | | | | | | |

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| | Schedule 2 hours per month of training for each staff member who provides reference service . | | | | | | 7 |
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| | Allocate additional funding to provide locally purchased databases to meet the specific needs of the Hubbard Public Library community. | | | | | | |
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| GOAL (2 continued) | OBJECTIVE/ACTIVITIES | STATUS | | | MEASURES | | 8 |
|---------------------|--|---------------|---------|--------|----------|--|---|
| | | Completed/NLA | Ongoing | Future | | | |
| | 2B. The library will ensure access to print resources. | | | | | | |
| MUST: | Process high demand titles in one day or less with a maximum of five business days for lesser demand items. | | | | | | |
| | Maintain a turn-around rate of fewer than 4 hours for reshelving library materials. | | | | | | |
| | Feature new print materials in the monthly email newsletter and provide links to the online catalog to provide easy access. | | | | | | |
| | Promote email registration for monthly library newsletters to every new member who registers for a card, at library programs and during reference transactions. | | | | | | |

| GOAL (2 continued) | OBJECTIVE/ACTIVITIES | STATUS | | | MEASURES | | 9 |
|--------------------|--|---------------|---------|--------|----------|--|---|
| | | Completed/NLA | Ongoing | Future | | | |
| | 2C Procedures for charging and discharging library materials will be followed carefully to monitor the number of member-reported faulty circulation desk transactions and see that it decreases each month. | | | | | | |
| MUST: | All member reports of inaccurate circulation desk transactions will be conveyed to the Assistant Director who will work with the Head of Circulation to create new procedures as needed to improve workflow and eliminate errors. | | | | | | |
| | Director and appropriate staff will attend CLEVNET Director's and Circulation SIG meetings to keep abreast of latest developments and to encourage continual improvement in library automation. | | | | | | |

| GOAL (2 continued) | OBJECTIVE/ACTIVITIES | STATUS | | | MEASURES | | 12 |
|---------------------|--|---------------|---------|--------|----------|--|----|
| | | Completed/NLA | Ongoing | Future | | | |
| | 2F Library Administration will update the Technology plan every two years in order to monitor emerging technologies and employ them to efficiently meet the changing needs of the people we serve. | | | | | | |
| MUST: | Budget to maintain a Technology Administrator to manage and provide technical support for the library network, network security, servers, desktops, laptops, peripheral equipment and other technology required for library operations. | | | | | | |
| | Technology Administrator will monitor changing technology and attend professional meetings to remain abreast of emerging technologies and respond to new opportunities through membership in the consortium. | | | | | | |

| GOAL 3 (continued) | OBJECTIVE/ACTIVITIES | STATUS | | | MEASURES | | 14 |
|--------------------|---|---------------|---------|--------|----------|--|----|
| | | Completed/NLA | Ongoing | Future | | | |
| | 3B Expand library's function as a community anchor by increasing use of the Library's meeting spaces and mobile services by 5% each year. | | | | | | |
| MUST: | Improve the procedures for booking meeting room space. | | | | | | |
| | Continue to serve the community during a crisis by maintaining agreement to provide evacuation space for Hubbard Schools. | | | | | | |

| GOAL 3 (continued) | OBJECTIVE/ACTIVITIES | STATUS | | | MEASURES | | 16 |
|--------------------|--|---------------|---------|--------|----------|--|----|
| | | Completed/NLA | Ongoing | Future | | | |
| | 3D A Library representative will continue contact and cooperation with Hubbard schools to promote literacy. | | | | | | |
| | MUST: Work with the schools to create and present one collaborative program. | | | | | | |
| | Maintain contact with local school district teachers at least once per year to explain the physical and digital resources and programs available to them from the Hubbard Public Library. | | | | | | |
| | Maintain contact with Hubbard teachers throughout the school year to validate reading lists and to ensure access through Hubbard Public Library to the materials on assigned reading lists and to the resources needed to complete homework assignments. | | | | | | |
| | Meet with school librarian(s) at least twice during the school year -target beginning of school year and midway point | | | | | | |
| | Publicize the library's resources for homework help and success in school. | | | | | | |

| GOAL 3 (continued) | OBJECTIVE/ACTIVITIES | STATUS | | | MEASURES | | 17 |
|--------------------|---|---------------|---------|--------|----------|--|----|
| | | Completed/NLA | Ongoing | Future | | | |
| | 3E Participation in the library's youth & teen services will increase by at least 3% annually as indicated by program attendance, circulation and borrower registration statistics. | | | | | | |
| | MUST: Offer five six week sessions of programs for children birth through 24 months and their caregivers annually. | | | | | | |
| | Offer four six week sessions of programs annually for children age 2 through 3 ½ and their caregivers. | | | | | | |
| | Offer four six week sessions of programs annually for children age 3 ½ through 5 years . | | | | | | |
| | Present a minimum of eight creative movement programs for children ages 2-5 and their caregivers. | | | | | | |
| | Offer a minimum of 15 sessions of Young Readers' Enrichment Programs annually for children who are enrolled in Kindergarten through grade 4. | | | | | | |
| | conduct at least 24 activity sessions each year for children enrolled in grades 5 & 6 . | | | | | | |
| | Offer one session of literature-based activities each month for families . | | | | | | |
| | Offer a six week series of reading motivational activities each summer for children ages 2 – 12 | | | | | | |
| | Offer a three week activity series in late summer for children ages birth – 12 . | | | | | | |
| | Offer enrichment opportunities in the form of art cart projects , brain teaser contests, and similar programs on a flexible schedule throughout the year. | | | | | | |
| | Offer programming for community groups serving children upon request , as scheduling allows. | | | | | | |
| | Conduct Class visits during the month of May for Kindergarten through fourth grade students attending Hubbard Elementary and St. Patrick schools. | | | | | | |

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| | Offer children in grades Kindergarten and up the opportunity to read to registered therapy dogs through Paws to Read , a cooperative program with community service group K-9s for Compassion. The program will consist of 12 monthly sessions. | | | | | | | 18 |
| | Create and present in the community at least two outreach events each year. | | | | | | | |
| | Develop at least one promotion each year to encourage registering for a library card and/or borrowing library materials. | | | | | | | |
| | Promote topical and seasonal materials with in-house displays. | | | | | | | |
| | Publish children’s program schedules in August and December and make them available in the library, online and in at least two other community outlets. | | | | | | | |
| | Distribute summer reading brochures during class visits and make these available in the library and online. | | | | | | | |
| | Keep library event kiosk stocked with children’s program fliers and informational brochures. | | | | | | | |
| | Advertise all Children’s Room events in local newspapers. | | | | | | | |
| | Feature Children’s Room events on the Library Flatscreen. | | | | | | | |
| | By December 2016, allocate funds, and purchase a minimum of 10 Playaway Launchpads to add to the circulating collection. (cost of 1 runs \$100-300). Create an appropriate lending policy. | | | | | | | |

| GOAL 4 | OBJECTIVE/ACTIVITIES | STATUS | | | MEASURES | | 19 |
|---|---|---------------|---------|--------|----------|--|----|
| | | Completed/NLA | Ongoing | Future | | | |
| 4. Staff at all levels will recognize their mutual responsibility for creating a positive customer experience and will demonstrate confidence and pride in their work by performing their jobs with excellence. The Library will foster the development of all staff and commit to being a competitive workplace that supports career-long development. | | | | | | | |
| | 4A Staff will be formally evaluated one time in April of each year with ongoing quarterly progress reviews to be scheduled with supervisors in June, September, December, and March. | | | | | | |
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| | 4B Library administration will foster the development of staff by incorporating OLC core competencies into yearly performance evaluations for each staff member by April 2016. | | | | | | |
| | MUST: Beginning April 2016, as part of the yearly performance evaluation process, each staff member will include one OLC core competency as a focus for 1 of his/her 3 individual action plan goals. | | | | | | |
| | Staff will be given the opportunity to access necessary training in order to master the chosen core competency. | | | | | | |
| | 4C Library administration and the Personnel Committee will consider options for salary schedule revision and present to the Board by April 2016. | | | | | | |

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| | 4D Library administration will provide a program of continuous staff development to equip and encourage staff to deliver superior service. | | | | | | 20 |
| MUST: | Foster an innovative and collaborative staff culture by conducting daily staff meetings to encourage new ideas and teamwork to provide an accepting, inclusive, barrier free environment for learning. | | | | | | |
| | Encourage professional development by providing a travel/expense budget to cover meeting and conference attendance as well as continuing education. | | | | | | |
| | Provide funding for speakers, materials and lunch for an annual Staff Education Day for Hubbard Public Library employees. | | | | | | |
| | Set aside one half-day (3.5 hours) department inservice training each spring. Training will be organized and facilitated by department supervisors. | | | | | | |
| | Explore ways to implement quarterly safety and emergency training into staff development. By December 2016 have a plan in place to implement training in 2017 and beyond. | | | | | | |
| MAY: | Consider implementing a program of tuition reimbursement for those who choose to further their education in the library field. | | | | | | |

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| | 4E Library administration will provide continuous staff performance evaluation. | | | | | | 21 |
| MUST: | Annually assign at least three specific objectives based on the Strategic Plan and OLC core competencies to each staff member. | | | | | | |
| | Department Supervisors will complete annual performance reviews for each employee in the department. An individual interview will be scheduled with each employee to review the written evaluation by April 30 each year. | | | | | | |
| | Supervisors will keep records on employee performance throughout the year so that at least three specific examples of accomplishments can be included in each evaluation category. | | | | | | |
| | Supervisors will immediately and directly address any performance issues throughout the year. | | | | | | |
| | The Board will determine the amount of budget available for compensation adjustments. | | | | | | |
| | The Director will determine the individual allocation and timing of the compensation adjustment based on: cost of living, performance reviews, and individual achievement of objectives. | | | | | | |
| MAY: | Investigate staff incentives for publishing in professional journals or for presenting at professional conferences and/or continuing education events. | | | | | | |
| | Investigate way to create an ongoing, sustainable HPL volunteer recognition program | | | | | | |

| GOAL 5 | OBJECTIVE/ACTIVITIES | STATUS | | | MEASURES | | 22 |
|---|---|---------------|---------|--------|----------|--|----|
| | | Completed/NLA | Ongoing | Future | | | |
| GOAL 5: The Library will focus on maintaining long-term fiscal health through efficient operations, innovation and by seeking funding from all sources including, but not limited to the Ohio Public Library Fund, gifts, grants, bequests, bond issues and operating levies. | | | | | | | |
| | 5A Library Administration will promote consistent, careful management of the Library's resources by maintaining staff access to current policies and procedures to guide in the daily operation of the Library. | | | | | | |
| | MUST: Update written policies and procedures to reflect changes in operations and in pertinent state and federal laws. | | | | | | |
| | Director will monitor currency and facilitate communication of new policies and procedures through weekly meetings with individual department heads and quarterly meetings with all supervisors. | | | | | | |
| | Access to existing policies and procedures will be provided to staff online and in print. | | | | | | |

| GOAL 5 (continued) | OBJECTIVE/ACTIVITIES | STATUS | | | MEASURES | | 23 |
|--------------------|--|---------------|---------|--------|----------|--|----|
| | | Completed/NLA | Ongoing | Future | | | |
| | 5B Hubbard Public Library will maintain and increase efforts to obtain additional funding through gifts, grants, discounts and bequests. | | | | | | |
| MUST: | Continue to file for the e-rate discount for library telecommunications until phone system is changed to VOIP. | | | | | | |
| | Maintain a positive working relationship with the Hubbard Friends of the Library , which is a group of volunteers, distinct and separate from the Library, who work to promote interest in and appreciation of the Library by raising funds to support specific library projects. | | | | | | |
| SHOULD: | By December 2017 Library Administration will expand the current program to encourage planned giving to the library. (Sustaining the value of the Library sustains the future of our community...) | | | | | | |
| | Continue collaboration with other libraries in Trumbull County to employ and/or train staff to seek grant funding for library projects. | | | | | | |
| | As projects necessitate, Library Board and Administration will conduct a capital campaign for the improvement of the library building and grounds. | | | | | | |
| | 5C To ensure fiscally responsible, community responsive management of the Library, The Library Board and Director will oversee the development of a strategic plan for the library at least every five years. | | | | | | |