



Hodgkins
**PUBLIC
LIBRARY
DISTRICT**

STRATEGIC PLAN

2016 to 2019

“Our mission is to foster growth and community through information and creative experience.”

■ Samantha Millsap, Director

Acknowledgements

The Hodgkins Public Library wishes to acknowledge the contributions of the following groups and individuals who provided input and insight for the development of the Library's Strategic Plan:

- Members of the community (stakeholders) group,
- Hodgkins Public Library Trustees,
- Members of the Strategic Plan Committee, and other members of the library.

Thank you to all for supporting the Library's efforts to create a new strategic plan for programming and services that is relevant to the current needs and wishes of Hodgkins residents.

The Process

In late 2015, Lynn Elam Consulting (Consultant) was hired to facilitate the creation of the strategic plan. The planning process for the 2016-2019 plan is based on the Public Library Association's manual for public libraries, *Strategic Planning for Results* (Nelson, 2008).¹

The planning process is designed to produce:

- Service Responses -- the links between the community's needs, interests, and priorities and the programs and services a library offers.
- Goals -- the outcomes the community will receive as a result of Library programs and services.
- Objectives -- the means by which the progress towards the goals are measured.
- Activities -- actions to achieve the goals and objectives.
- Organizational Competencies and Initiatives.

Through the use of interviews, focus groups and SWOT analysis, key service responses were identified that articulated the goals, objectives, and activities for the Library.

Steps in the Planning Process

In late 2015, The Strategic Planning Committee met with the consultant to discuss the planning process and anticipated outcomes and to set a schedule of activities necessary for the formulation of the plan.

- 1) Focus Groups -- The consultant and library director created a series of questions for community stakeholders that focused on perceptions of the Library, current usage and desired usage of services and programs. A main focus of the interview session was to identify community service gaps that the Library could fill. The community stakeholders' interview session was held over two days in January of 2016. The separate groups

¹ Nelson, S. S., & Public Library Association. (2008). *Strategic planning for results*. Chicago: American Library Association.

consisted of: Senior Citizens, Parents, Young Adults, and Latinos. Generally, all participants spoke highly of the Library, its connections to the community and the value that it provides to residents. There was a high level of willingness to cooperate in joint services and partnerships. Some areas of need were noted centering on current space configuration, additional hours, communication, and needs of specific user groups. A summary of comments was submitted to the Library.

- 2) SWOT Analysis -- The consultant conducted two SWOT (strengths, weaknesses, opportunities, threats) analyses with the Board of Trustees and the Staff. Both groups identified the staff's expertise, customer service and willingness to provide extra effort as the number one strength of the Library.
- 3) Committee Meetings -- Subsequent to the SWOT analysis and community interview, the consultant met with the Planning Committee to review and incorporate these findings into the extended strategic plan. In their first planning meeting the committee reviewed the library's past Vision and Mission statements and elected to use this synthesized version for the new strategic plan:

Our mission is to foster growth and community through information and creative experience.

Subsequently, the following Service Responses were chosen:

- Create Young Readers and Thinkers
 - Make Career Choices: Job and Career Development
 - Be an Informed Citizen / Know Your Community
 - Comfortable and Effective Library Spaces for the Community
- 4) Review of Organizational Competencies – The library director and consultant reviewed internal organizational competencies in the following areas: external partnerships, finance, fund-raising, governance, marketing and public relations, measurement and evaluation, operational efficiencies, organizational structure, policies and training and staff development. The review focused on the efficiencies of the library and its ability to deliver effective services within the selected service responses.
 - 5) Creation of Organizational Initiatives – Based on the competencies review, the library director and consultant drafted initiatives to improve organizational efficiencies needed to meet the plan's goals and objectives. Those initiatives focus on the library's internal processes needed to complete the plan's activities.

This plan should serve as a guide to library trustees and staff. It is intended to have enough flexibility to meet the changing needs and desires of the community for the next three years. The plan will also be used as a framework for budgeting and allocation of resources. Regular review of progress in achieving the goals and objectives of the plan will be conducted by staff and reported to the Board of Trustees.



Strategic Plan 2016 to 2019

Service Response: Create Young Readers and Thinkers

Goal 1: Parents and caregivers will have access to high quality materials in print and digital form that will empower them to meet their children's early learning goals and prepare their children for success in school.

Objective

End of FY18: Parents and caregivers will rate the parenting and early education collections as very good or excellent.

Possible Activities

1. Weed outdated parenting and early education materials.
2. Allocated funds from the children's and adult materials budgets for parenting and education materials.
3. Create a plan for promoting and highlighting our revamped collection.
4. Survey parents/caregivers about the quality of the collection.



Strategic Plan 2016 to 2019

Service Response: Create Young Readers and Thinkers

Goal 2: Youth of Hodgkins will have access to programs and materials to enhance their recreational, educational and creative pursuits.

Objectives

FY18: 75% of surveyed Hodgkins residents will indicate they are knowledgeable about the Library's youth programs and resources.

FY18: Mobile circulation of physical items at outreach events for families and children will increase by 10% from FY17.

FY18: Average attendance at outreach events will increase by 25% from FY17.

Possible Activities:

1. Identify community events that would provide valuable engagement opportunities, establish contact with relevant personnel.
 - a. Select four events to participate in annually.
2. Make copies of quarterly newsletter and promotional materials in Spanish available to the Lenzi Avenue neighborhood.
3. Develop a "First Library Card" program that will promote Library programs and include a survey of programming interest/availability.
4. Survey parents and caregivers to determine awareness levels of youth programming.
5. Evaluate potential new sites for outreach and mobile circulation to families.
6. Visit Hodgkins Elementary School in fall and spring to promote programs and resources.



Strategic Plan 2016 to 2019

Service Response: Make Career Choices / Job and Career Development

Goal 1: Adults and teens will have sufficient resources to further their career goals.

Objectives

FY17-19: Networking opportunities with area businesses and hiring managers will increase by 100% by FY19.

FY17-19: Opportunities for patron digital literacy and workplace skills will improve by 50% by FY19.

Possible Activities

1. Job fairs for adults, teens, and seniors (bring in managers from the areas patrons are looking for jobs) on a semi-annual basis.
2. Quarterly workshops and classes on topics including resumes, job interviews, and general work skills classes.
3. Increase hours to better accommodate patrons with changing schedules.
4. One-on-one online job application help on drop-in or appointment basis.



Strategic Plan 2016 to 2019

Service Response: Make Career Choices / Job and Career Development

Goal 2: Adolescents will have support during the college application process.

Objectives

FY18: 75% of all young adult patrons will express high levels of satisfaction with career and education resources in the library.

FY17-19: Attendance at college related programming will reflect 50% of the college-bound young adults and their parents by FY19.

Possible Activities

1. Expand teen section of website to have career and college resource pages.
2. Highlight print resources by breaking out section.
3. Shelf talkers in non-fiction section.
4. Acquire/create scholarship guides to hand out to teens.
5. Create paper guides/pamphlets.
6. Collaborate with LT advisors, teachers, and staff.
7. Create marketing plan to maximize reach and attendance.
8. Interview panel of local young adults on their college application experience.
9. Resources on MAP grants, FAFSA worksheets in English and Spanish.
10. Investigate hosting ACT/SAT prep course.
11. Resources and programs on how to pay for college/ student loans and debt.



Strategic Plan 2016 to 2019

Service Response: Be an Informed Citizen Know Your Community

Goal 1: Residents of Hodgkins will be well informed about their government and community, including local, state and federal agencies and organizations.

Objectives

FY18: Traffic to the Library's webpage will increase by 25% as compared to FY16.

FY 17-18: An average of 50 questions a week will be answered at a dedicated reference station.

Possible Activities:

1. Evaluate and update the "community links" page and establish a maintenance schedule.
2. Develop an "*En Español*" tab.
3. Provide staff updates and training on website links and resources.
4. Update reference services policy.
5. Create a physical station for reference and computer help.
6. Curate a selection of physical and digital materials for quick reference.
7. Training on databases relevant to providing reference help and reader's advisory to patrons.
8. Track reference questions and responses for use in staff training.
9. Quantitative tracking of reference questions to assess reference station success.



Strategic Plan 2016 to 2019

Service Response: Be an Informed Citizen Know Your Community

Goal 2: Hodgkins residents who are recent immigrants and/or have limited English proficiency (LEP) will have the information they need to participate successfully in American life while maintaining connections to their language and culture of origin.

Objectives

FY17: The Library will allocate 8% of the designated adult collection budget to Spanish language materials.

FY17: Build the Spanish language book club attendance by 50%

FY18: Increase the Spanish language book club attendance by 50% over FY17.

FY18: Total attendance at programs designed to be of interest to LEP participants will increase by 25% from FY17.

FY18: Circulation of Spanish language materials will increase by 15% as compared to FY16.

Possible Activities

1. Investigate inviting a representative from the Mexican Consulate to meet with residents at library.
2. Contact programs such as the Community Nurse Health Center for information and possible presentations.
3. Schedule two open-house/meet-and-greet programs to introduce residents to local organizations.
4. Develop a weekly program for English conversation practice.
5. Celebrate holidays such as *El Día de los Muertos* and *Cinco De Mayo* with multi-generational programming.
6. Track and evaluate FY16 circulation of Spanish language materials to set circulation goals for FY17-19.



Strategic Plan 2016 to 2019

Service Response: Comfortable and Effective Library Spaces for the Community

Goal 1: Patrons will have physical space and facilities configurations to meet their education, entertainment, and enrichment needs.

Objectives

FY18: 50% of library users will express understanding of the physical needs of the library.

FY19: Community residents will support plans to improve the physical spaces of the library.

Possible Activities

1. Hire consultant(s) by FY18 to assist with:
 - a. Space needs analysis
 - b. User experience study
2. Work with architect on drawings and cost estimates.
3. Conduct Board tour of nearby libraries of different and similar sizes.
4. Conduct staff tour of nearby libraries of different and similar sizes.
5. Hold 2-3 public forums and conduct 1-2 survey(s) on library space by FY19.
6. Contract a firm to assist with survey process.



Strategic Plan 2016 to 2019

Service Response: Comfortable and Effective Library Spaces for the Community

Goal 2: Library taxpayers will have necessary funds needed to improve the physical space through a combination of public and private funding.

Objectives

FY 17-19: Create a 100% increase in private revenues through fundraising activities by FY18; 50% from that figure in FY19.

FY18: Cement partnerships with 6 area businesses with the purpose of gaining their regular support for events and causes in the form of donations, marketing, and volunteers.

Possible Activities

1. Meet local business owners face-to-face.
2. Develop long-term timeline for fundraising activities.
3. Host workshops/classes for employers and small businesses on timely topics like ransomware.
4. Re-join West Suburban Chamber of Commerce and Industry.
5. Promote policy allowing library cards for commercial property owners.

HODGKINS PUBLIC LIBRARY ORGANIZATIONAL COMPETENCIES AND INITIATIVES

1. FUND RAISING

The Hodgkins Public Library will develop and manage a gift and donation program through various fund raising activities

- Initiative 1.1: By FY17 the library will create a fund-raising plan that is tied to the priorities of the strategic plan
- Initiative 1.2: By FY18 library staff will receive training through webinars, classes, workshops and other means to understand and perform assigned fund-raising tasks
- Initiative 1.3: By FY18 All fund-raising efforts will be directed toward priorities established in the strategic plan
- Initiative 1.4: By FY19 all donors will be promptly and appropriately acknowledged and recognized through book-plates, thank you letters, naming opportunities and other means designated in the fund-raising plan
- Initiative 1.5: By FY19 the library will develop a robust record keeping system to use as a donor database

2. MARKETING AND PUBLIC RELATIONS

The Hodgkins Public Library will promote the library using print, video, audio and online means to increase community awareness of programs and services

- Initiative 2.1: By FY17 the library will formulate a consistent branding and promotional plan to be used for programming and services
- Initiative 2.2: By FY17 the library will review and evaluate where print promotional materials are posted throughout the community
- Initiative 2.3: By FY18 the library will develop a comprehensive plan for placement of print promotional materials including size, style, location, length of posting and an evaluative system to determine whether placement has had impact on attendance or service
- Initiative 2.4: By FY19 the library will develop video clips for its website and e-newsletter to promote programs and services
- Initiative 2.5: By FY19 the library will establish criteria used to evaluate the effectiveness of the overall marketing and public relations activities.

3. OPERATIONAL EFFECIENCIES

The Hodgkins Public Library will have the appropriate internal processes and procedures necessary to allow the organization to be as cost effective as possible.

- Initiative 3.1: By FY17 the library will review each service unit's processes and procedures to ensure effectiveness and efficiency.
- Initiative 3.2: By FY17 the library will adopt an industry standard best practices modality of process development during review of operations.
- Initiative 3.3: By FY18 the library will provide staff training needed to adopt chosen processes and procedures through classes, workshops, online seminars or other means as appropriate.
- Initiative 3.4: By FY19 the library will review and modify the operational guide for all designated departmental processes and procedures
- Initiative 3.5: By FY19 the library will evaluate the effectiveness of process and procedure change by comparing how quickly materials are ready for circulation, attendance at programs, satisfaction of users at the public desks and other criteria as agreed upon.

4. POLICIES

The Hodgkins Public Library will have the policies and guidelines needed to effectively address priorities of the strategic plan

- Initiative 4.1: By FY17 the library will review and update the current policies to reflect priorities of the strategic plan and compliance with local, state and federal laws and regulations.
- Initiative 4.2: By FY17 the library will re-format the policy manual and accompanying documents for ease of access by staff and trustees.
- Initiative 4.3: By FY18 the library will ensure that all units are uniformly applying the policies of the library.
- Initiative 4.4: By FY18 the library will present a recommendation to trustees with accompanying policies for creating a stand-alone reference desk.
- Initiative 4.5: By FY19 the library staff and trustees will review and revise the policy manual as appropriate.

5. TRAINING AND STAFF DEVELOPMENT

The Hodgkins Public Library will provide internal and external training for staff, trustees and volunteers as is necessary and appropriate to meet the goals and objectives of the strategic plan.

- Initiative 5.1: By FY17 the library will review and update its new employee orientation and handbook materials. These materials will incorporate the library's priorities and strategic plan.
- Initiative 5.2: By FY17 all staff, trustees and volunteers will be introduced to the strategic plan, given opportunity for discussion and feedback to library administration.
- Initiative 5.3: By FY17 the library will assess satisfaction levels of library users through internal surveys, informal feedback and program assessments to determine needed customer service skills training.
- Initiative 5.4: By FY17 All staff, trustees and volunteers will have the training needed to accomplish the goals and objectives of the strategic plan.
- Initiative 5.5: By FY18 the library will encourage and provide funding within budget constraints for staff, trustees and volunteers to attend state and national level education and professional activities.
- Initiative 5.6: By FY19 the library will create a comprehensive continuing education plan that addresses the needs of all staff, trustees and volunteers.