# 2016-2020 Strategic Plan

**Created: November 2015** **Board Approved: December 14, 2015**



| GOAL | OBJECTIVE/ACTIVITIES | STATUS | | | MEASURES |
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| | | 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) | | | | |

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| **GOAL (1 continued)** | **OBJECTIVE/ACTIVITIES** | **STATUS** | | | **MEASURES** | | | | 2 |
| | | **Completed/NLA** | **Ongoing** | **Future** | | | | | |
| | 1B. Continue to evaluate current use of internal space through observation and member feedback. As suggestions are made, discuss options with administration to determine priorities and budgetary needs. | | | | | | | | |
| MUST: | By June 2016, update **interior signage** to include new Teen, Computer Check In, Music, and Movies, as well as make repairs to current signage as necessary | | | | | | | | |
| | Continue evaluating and upgrading **main entrance lobby area** to provide a unique welcome that brightens the area and draws attention to Book Drop and other patron accessility features. | | | | | | | | |
| SHOULD: | By December 2017 have research completed to determine feasibility and cost of replacing main **entrance doors** with lighter, more welcoming doors. | | | | | | | | |
| | Refresh interior space with new **carpeting by 2020.** | | | | | | | | |
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| GOAL (1 continued) | OBJECTIVE/ACTIVITIES | STATUS | | | MEASURES | | | | |
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| | | Completed/NLA | Ongoing | Future | | | | | 3 |
| | 1C The library grounds will be landscaped to improve accessibility and security and to provide additional usable, engaging space | | | | | | | | |
| SHOULD: | Continue evaluating and upgrading **main entrance landscaping** to provide a unique welcome that features materials, statuary or other elements of design that have local significance. | | | | | | | | |
| | Consider landscaping minipark with **discovery trails, story posts, life-sized board games, mini amphitheater, etc.** to engage members in interactive learning and movement and to promote health literacy | | | | | | | | |
| | Add **security lighting** on property adjoining entrance driveway to ensure safer foot traffic after dark | | | | | | | | |
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| GOAL (1 continued) | OBJECTIVE/ACTIVITIES | STATUS | | | MEASURES | | | | |
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| | | Completed/NLA | Ongoing | Future | | | | | 4 |
| | 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 (1 continued) | OBJECTIVE/ACTIVITIES | STATUS | | | MEASURES | | | | |
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| | | Completed/NLA | Ongoing | Future | | | | | 5 |
| | 1E. Library Administration will study barriers to library use and modify or eliminate at least one of these annually. | | | | | | | | |
| MUST: | Continue to explore **no-fine options** for children's (print) materials creating an executable and financially sustainable plan by June 2017. | | | | | | | | |
| | Throughout 2016, investigate and experiment with **creative fundraising options** to replace children's print fine revenue. Possibilites include coffee and canvas painting classes ,wine tasting, junk in your trunk parking lot sale, Circle K Pottery on-site classes, waffle truck, Handel's truck | | | | | | | | |
| SHOULD: | **Survey community** regarding library services at least once per year using a variety of methods including website, paper, social media, phone, and any other options available. | | | | | | | | |
| MAY: | Consider a **grace period** for late fees. | | | | | | | | |
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| GOAL 2 | OBJECTIVE/ACTIVITIES | STATUS | | | MEASURES | | | | |
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| | | 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 budge**t 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. Knowledgable 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**. | | | | | | | | |
| | Schedule **2 hours per month** of **training** for each staff member who provides **reference service**. | | | | | | | | |
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| | Allocate additional funding to provide **locally purchased databases** to meet the specific needs of the Hubbard Public Library community. | | | | | | | | |

| GOAL (2 continued ) | OBJECTIVE/ACTIVITIES | STATUS | | | MEASURES | | | | |
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| | | 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 | | | | |
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| | | 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 a**ttend 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 | | | | |
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| | | Completed/NLA | Ongoing | Future | | | | | |
| | 2D Library will maintain an environment to foster curiosity and stimulate individuals to think creatively and to use the library's resources to enhance their lives. | | | | | | | | |
| MUST: | Provide a safe and accepting environment for members to pursue their own interests in **building things, using library resources (physical or virtual) and connecting** with one another. | | | | | | | | |
| | By December 2016 **reconstruct physical area of technology office** into usable public STEM/3-D/technology education space (Maker Space) | | | | | | | | |
| | By December 2017 procure equipment and materials for the **Maker space** with 3-D printing and other technology to encourage communities of learning, sharing, and creation. | | | | | | | | |
| | **Partner with community groups and /or government** agencies to present **at least one instructional program for adults** per year. | | | | | | | | |
| SHOULD: | Continue investigating methods to establish a **mobile computer lab** featuring ten tablets or laptops | | | | | | | | |
| | As volunteer time permits, continue to **digitize and catalog local pictures and documents** to allow online access to these materials | | | | | | | | |
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| GOAL (2 continued ) | OBJECTIVE/ACTIVITIES | STATUS | | | MEASURES | | | | |
|---|---|---|---|---|---|---|---|---|---|
| | | Completed/NLA | Ongoing | Future | | | | | |
| | 2E The Library will act as a community technology center and educator to ensure community access to e-government services and information in a variety of formats. | | | | | | | | |
| MUST: | With the 2016 computer upgrade cycle, **assess adult public computer** use and reduce station count if possible. | | | | | | | | |
| | Through NEO, Tech Educator, and Virtual Services Coordinator, provide opportunities for all reference staff to attend at least five hours of **continuing education in technology each year.** | | | | | | | | |
| | **Coordinator of Teen and Patron Technology Services will provide 2 brief (approximately 15 minutes) quarterly training sessions** for staff in the use of digital resources or a related topic. Staff will avail themselves of at least 1 session per quarter. Coordinator will keep record of training offered and a checklist of staff attendees for each session. | | | | | | | | |
| | Continue to collaborate with Girard, Newton Falls and McKinley Libraries to provide a **Technology Educator** to offer computer classes and informational sessions on digital devices, eMedia, databases, internet searches, online safety and online job resources at least five hours per week at each library. | | | | | | | | |
| | Provide **computer and digital resource training for members and staff** in a variety of formats – online tutorials, classes and one-on-one instruction. | | | | | | | | |
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| GOAL (2 continued ) | OBJECTIVE/ACTIVITIES | STATUS | | | MEASURES | | | | |
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| | | 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 | OBJECTIVE/ACTIVITIES | STATUS | | | MEASURES | | | | |
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| | | Completed/NLA | Ongoing | Future | | | | | |
| 3. Library services will **engage and impact people** where they live, work, shop and belong. Library services will become more and more **collaborative** as opportunities for literacy and learning are woven into the fabric of everyday life in the Hubbard community. | | | | | | | | | |
| | 3A The number of active members of all ages will increase by 5% each year. Active members are those who use the library at least once each year as measured by CLEVNET reports. | | | | | | | | |
| MUST: | **Feature library materials, databases and services** during at least two community events each year. | | | | | | | | |
| | **Continue accessing funding** and/or **partnering** resources for all Objective 3A activities as applicable. Ex. Hubbard Schools, YSU, Refuge, GoogleMake | | | | | | | | |
| | Continue publicity efforts with fliers, signs and/or **displays to place throughout the community.** | | | | | | | | |
| | At every library event, **request email addresses** and permission to email library information via the library newsletters. | | | | | | | | |
| | Build the library brand by **publishing at least six articles per department per year** | | | | | | | | |
| | *Continue* including **programming information and other PR on library receipts.** | | | | | | | | |
| SHOULD: | Continue creating a library **display at the City Building** | | | | | | | | |
| | Create and **mail (USPS) an informative newsletter to the community** at least 2 times each year, preferrably quarterly if budget permits. | | | | | | | | |
| | Utilizing ongoing feedback from YSU marketing project and feedback from current marketing activities, **develop an annual marketing strategy by December 2016** | | | | | | | | |
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| GOAL 3 (continued) | OBJECTIVE/ACTIVITIES | STATUS | | | MEASURES | | | | |
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| | | 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 | | | | |
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| | | Completed/NLA | Ongoing | Future | | | | | |
| | 3C The library will collaborate with other organizations to increase our presence & individual access to materials in the community | | | | | | | | |
| MUST: | By mid-2016 build and install in the community at least one additional **"Little Free Library"** where people can share books on the honor system. | | | | | | | | |
| | **Utilize the Senior Citizen van to deliver materials to the Homebound and maintain statistics** on such use. These statistics will be made available to support requests for funding for the van as needed. | | | | | | | | |
| SHOULD: | Feature a **mobile library outlet** in a different location in the community at least six times annually, using the Community Outreach kit where applicable. | | | | | | | | |
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| GOAL 3 (continued) | OBJECTIVE/ACTIVITIES | STATUS | | | MEASURES | | | | |
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| | | 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 c**ontact 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 t**o 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 an**d success in school. | | | | | | | | |

| GOAL 3 (continued) | OBJECTIVE/ACTIVITIES | STATUS | | | MEASURES | | | | |
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| | | 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 month**s 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 Program**s 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 age**s 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. | | | | | | | | |
| | 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. | | | | | | | | |

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| | Create and present in the community **at least two outreach** events each year. | | | | | | | | 18 |
| | Develop at least one promotion each year to **encourage registering for a library card and/or borrowing library materials.** | | | | | | | | |
| | **Promote topical and seasonal material**s 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 minumum of **10 Playaway Launchpads t**o add to the circulating collection. (cost of 1 runs $100-300). Create an appropriate lending policy. | | | | | | | | |

| GOAL 4 | OBJECTIVE/ACTIVITIES | STATUS | | | MEASURES | | | | |
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| | | 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. | | | | | | | | |
| 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 wasy to create an ongoing, sustainable HPL **volunteer recognition program** | | | | | | | | |

| GOAL 5 | OBJECTIVE/ACTIVITIES | STATUS | | | MEASURES | | | | |
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| | | 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 | | | | |
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| | | 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 c**ollaboration 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. | | | | | | | | |