



# Hudson Area Public Library 2019-2021 Strategic Plan

## *A World of Possibilities*

Adopted by the Hudson Area Joint Library Board of Trustees on December 18, 2018

December 11, 2018

### Letter from the Library Director

In 2015, the Hudson Area Joint Library Board of Trustees, Hudson Area Library Foundation, and the Friends of the Hudson Library, guided by Library Strategies, embarked on a journey to strategically improve the Hudson Area Public Library by developing and implementing a Strategic Plan. The Strategic Plan: 2015-2019 outlined five strategic focus areas:

1. Increase Private Support
2. Expand Advocacy Efforts to Increase Public Support
3. Increase Public Awareness of Services to Build Support for the Library
4. Enhance and Improve Library Services and Resources
5. Plan for Future Staffing Needs to Better Serve the Community

I became the Library Director in October 2015, and I have had the honor of leading this library forward. We have successfully achieved the goals of this ambitious plan, and it serves as a foundation to build upon as we move forward. The success of the Hudson Area Library Foundation in increasing private support for the Library has provided us with the opportunity to provide enhanced programming, develop a makerspace, and build awareness of the library. The hard work and dedication of the library's staff, and the support of the community have been fundamental to the successes. Thank you to all who have been a part of the achievements over the past three years.

As we move forward, the Hudson Area Public Library, and its support organizations will continue to build on the achievements of the past few years. We will strive to position the library as a responsive, dynamic, and relevant public service organization that is essential to success of our community, because we believe no matter where you are in life—regardless of age, income, learning ability, or political persuasion—the Library transforms and enriches lives. ***The Hudson Area Public Library offers a world of possibilities to everyone in our community.***

Thank you to the Library staff for all you do, each and every day, to make the library a success. You are an amazing team and I appreciate you!

With gratitude and respect,

Tina L. Norris, Director  
Hudson Area Public Library

**MISSION** | *Our mission statement reflects our commitment to the community.*

The Hudson Area Public Library strengthens the community by providing information, inspiration, ideas, and a world of possibilities.

**VISION** | *Our vision communicates what a successful future will look like.*

The Hudson Area Public Library....

- Is a thriving community center for information, inspiration, and ideas that empower personal growth and provides a warm welcome gathering space that improves lives and connects the community;
- Is recognized as a leading resource for educational support, self-directed, lifelong learning opportunities and 21<sup>st</sup> century literacies;
- Is a cornerstone of family, cultural, and civic life in the community;
- Is a forward-thinking organization that believes in the potential of each employee and inspires and empowers them to succeed professionally.

**WHY STATEMENT** | *Our why statement articulates why we exist.*

We believe no matter where you are in life—regardless of age, income, learning ability, or political persuasion—the Library transforms and enriches lives.

**GUIDING PRINCIPLES** | *To fulfill our mission and attain our vision of success we adhere to these principles.*

**Accountability:** *To our stakeholders, community partners, and library users by serving as responsible stewards of the public's resources and trust.*

**Collaboration:** *We work with our community partners and support organizations to serve the community.*

**Community:** *We serve the Hudson Area community and provide a warm, welcome gathering space for all.*

**Excellence:** *We excel at providing excellent service at all times in all circumstances.*

**Freedom:** *We provide open and free access to information and resources for all.*

**Honesty, Trust, Integrity, and Respect:** *We embrace these virtues in all aspects of service to the community, in stewardship of public and private funding, in customer service, and in our treatment of each other, our patrons, and our community stakeholders.*

**Innovative and Future-Focused:** *We strive to focus on the future, and we embrace change and emerging technologies, explore new ideas, and initiate changes to enhance our service to the community.*

**Lifelong Learning:** *We promote lifelong learning and literacy in all forms by providing dynamic opportunities for all.*

## CORE VALUES

*These ideals direct us in our service the community and interactions with one another.*

<u>Teamwork:</u>	We work together to strengthen our community.
<u>Integrity:</u>	We embrace ethical behavior.
<u>Innovation:</u>	We are forward thinking and continuously improving.
<u>Professionalism:</u>	We are committed to providing knowledgeable, skilled, and professional service to all.

## Executive Summary

The Hudson Area Public Library Strategic Plan provides a unified vision and creates a strategic road map for the Library over the next three years and into the future. The Strategic plan is built on the foundation and success of the 2015 – 2018 Strategic Plan. This plan establishes a framework for fulfilling the Library’s mission, achieving the Library’s vision, and for providing customer-focused service, access to enhanced technologies, 21<sup>st</sup> century facilities, and position the library as a relevant, dynamic, and successful public service organization.

The Strategic Plan strives to strengthen and expand the library’s role in promoting educational achievement and providing lifelong learning opportunities, supporting workforce and economic development, fostering community engagement, connecting the community with information and enhanced technology, and creating an organizational culture that is committed to accountability and trustworthiness.

The Hudson Area Joint Library is a unique department within the City of Hudson, and is funded by the four joint municipal partners. The Library is governed by an eight-member board of trustees, who are responsible for the oversight of the Library. To that end, the strategic plan seeks to create successful working relationships between the Library, its Board of Trustees and support organizations by ensuring accountability and guarantee a unified focus on Library goals. With defined roles, responsibilities, and improved relationships, the Library Board and the Library support organizations can maximize their potential in supporting the mission and vision of the Library, coordinate advocacy efforts, and appropriately deliver resources to the Library to achieve goals of the Library.

The Strategic Plan 2019-2021 outlines six areas of strategic focus which are highlighted below. The six strategic focus areas that have emerged are:

- Strategic Priority One: Promote Educational Achievement, Literacy, and Lifelong Learning
- Strategic Priority Two: Support Workforce and Economic Development
- Strategic Priority Three: Create Innovative Library Spaces and Develop Dynamic Collections, Resources, and Enhanced Technology
- Strategic Priority Four: Foster Community Engagement and Raise Public Awareness
- Strategic Priority Five: Strengthen and Improve Organizational Health
- Strategic Priority Six: Define Roles of Library Board and Support Organization and Facilitate Strong Working Relationships

Specific strategic initiatives and tactics for achieving success are detailed in the full plan section.

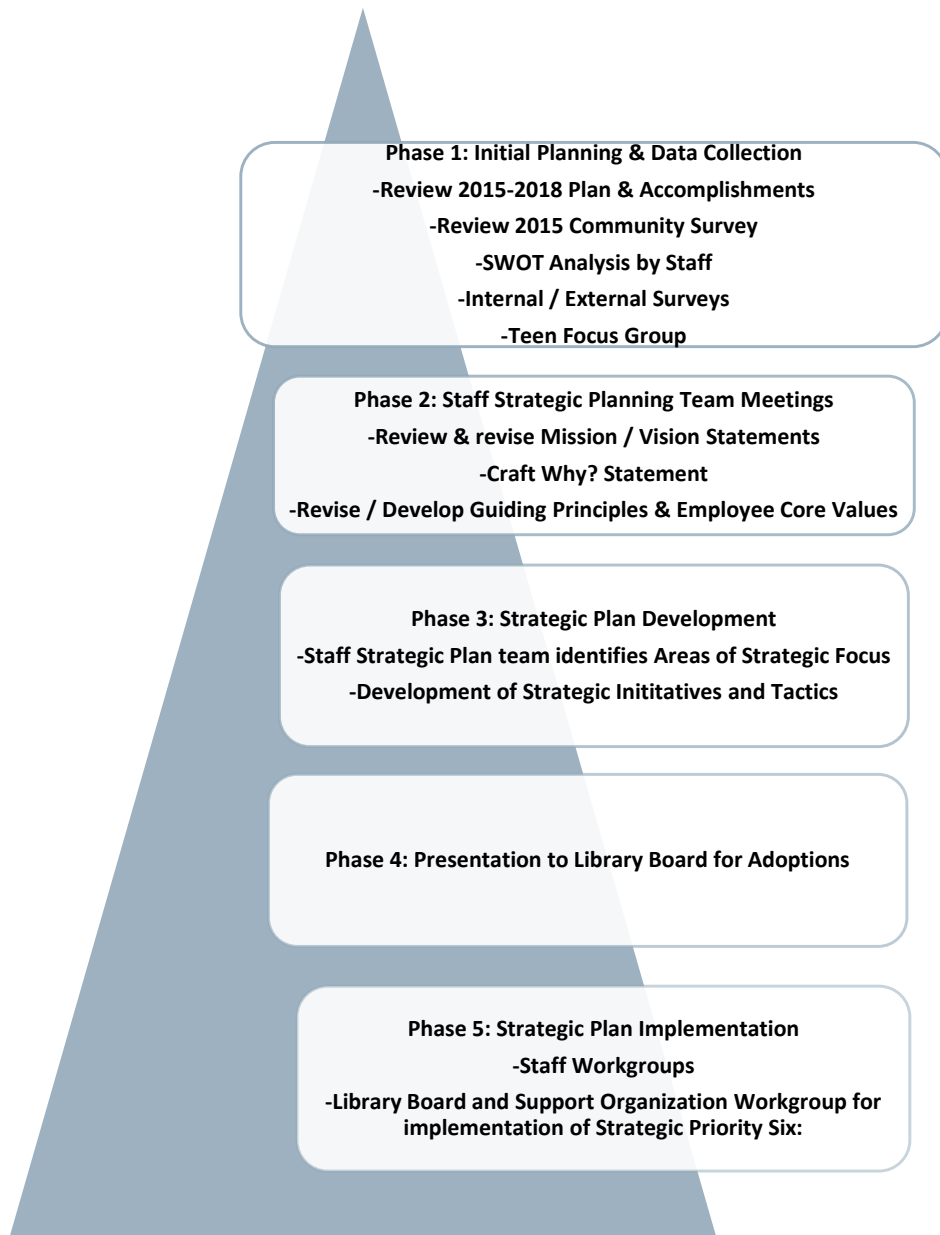
## Methodology

With the community as the main focus of this strategic plan, the Library Director selected a Strategic Planning Committee to develop this Strategic Plan. This plan builds on the foundation and success of the Library’s 2015 – 2018 Strategic Plan. Information was gathered from key audiences via surveys and

focus groups. These audiences included the community-at-large, community stakeholders, members of the library's two support organization, Library Board trustees, City of Hudson department heads, joint municipal partner leadership, community partners, and personnel from the Hudson Area School District.

The data collected has been analyzed to evaluate the success of the 2015-2018 Strategic Plan and to determine the library's future direction. Surveys provided vital information for planning. The community survey was completed by 207 individuals; the stakeholder survey was completed by 33 individuals; and, 18 staff completed the staff survey. Additionally, 15 teens participated in the teen focus group. Total participation was 273 individuals. A snapshot of the information gathered is shown in the next section.

### **The Planning Process**



## **Data Collected**

### ***Community Survey***

- 95.17% use the Hudson Area Public Library (HAPL)
- 4.83% do not use HAPL—of those not using the HAPL 21% feel the library’s hours are not convenient; 16% prefer to buy their own books; 11% feel the location is not convenient; and, 5.26% do not have transportation to the library.
- 86% of survey participants use only HAPL; 14% use other St. Croix County Libraries;
- 95% of participants feel welcome and comfortable at the Library; 5% do not
- 99% feel that the library is an important place for the community to gather;
- 94% value the library’s programming; 3.5% strongly disagree; and 1.5% have no opinion;
- 95% feel the library is essential to the quality of life in the community, 3.45% disagree.
- 98.62% plan to check out materials in the next 3 -5 years;
- 63.45% anticipate using digital materials;
- 57.24% anticipate using meeting rooms or study spaces;
- 97% anticipate attending a library program in the future;
- Top 3 improvements: 1.) More books (38%); 2.) Improved open hours (32%); and, 3.) More adult programming (31%).
- Recommended improvements:
  - More Parking
  - Homeschool programming
  - Elimination of late fees
  - Organization of picture books by subject, similar to other libraries
  - Hold some adult programs during the day
  - Open earlier; open on Sundays
  - Better selection of books
  - Larger meeting spaces / more study spaces
  - Better seating, tables for studying, computers throughout library
  - Open the history room daily
  - Technology programs using iLab equipment; Adobe Creative Cloud in the iLab; Coding classes;
  - More author visits.

### ***Stakeholder Survey:***

- Composition of respondents: 9% Library Board Trustees; 45% Friends of the Library; 25% Foundation; 3% City of Hudson Partners; 3% Town of St. Joseph partner; 6% Town of Hudson; 3% Community Partners; and, 6% City of Hudson Employees.
  - Top 5 services: Books & Magazines 69.70%; Community Programming 54.55%; School-age programming / Access to MORE 51.52% tied; Early Literacy Story Times 48.48%
  - Why is the library important to the community? Lifelong learning; information resources; open to all; gathering place.
  - What do you like about your library? Library Staff, books, location and design of building; materials.

- What physical changes would you like to see? Larger meeting rooms, children's section, more casual sitting areas and study tables; added weight capacity
- How important is the library to the community? 97% feel it is important and 3% say it is not very important.
- 90% have used the library in the past month; 9% have not used the library in the past month;
- How can the library be more relevant to the community?
  - Better teen/ tween programming;
  - More books;
  - More open hours;
  - Better parking;
  - Collaboration with the school district;
  - Physical location and parking not convenient
- Over the past three years what has the library done well?
  - Increased / improved programming for all ages;
  - Raising the library's profile in the community;
  - Improved programming and customer service;
  - Improved selection of books;

**Staff Survey:**

- 100% of staff are committed to the concept that the customer comes first;
- 77% of staff believe that patrons are informed of upcoming events; 23% believe that patrons are not always informed of upcoming events;
- 100% of library staff believe: the library is a core community asset; contributes to the quality of life in the community; and, provides services and resources that meet the needs of the community.
- Library staff believe the following are 3 service populations whose needs are not being met: 1.) Non-English speakers; 2.) illiteracy, and; 3.) Special needs.
- Library staff believe the following are the most important services that need to be expanded or enhanced: 1.) Public Access computers; 2.) Digital materials; 3.) Community meeting spaces; 4.) Databases;
- Programming #1; Library Collections #2; and Computers / Wi-Fi access #3 are the top three resources used from the staff viewpoint;
- 83% of staff are proud of the job they do; 17% have no opinion
- 83% have a positive outlook about the library's future; 17% have no opinion
- 89% of staff are committed to doing the right thing; 11% have no opinion
- Opportunities?
  - More community involvement and visibility
  - Outreach to target audiences: seniors, etc.
  - More databases
  - Relationship with schools and other community partnerships
- What do you feel are the library's greatest strengths?
  - Staff
  - Variety of programming

- Director's vision; supportive Foundation; enthusiasm and creative staff; continued improvements
- How could your job satisfaction be improved?
  - More leaning opportunities;
  - Higher pay and more hours
  - Better library budget

### ***Teen Focus Group***

The group talked about the deficiencies of the current library, specifically the teen area. Key points:

- The section is too small
- There is no separation from the adults
- The library feels like it has only two priorities: really young kids and adults
- The teen collection is too small
- There's not enough diversity (LGBT)
- There's far too much romance
- There's far too much manga/graphic novels, but especially manga
- There's no technology set aside for them.
- It doesn't feel like a social space but it also doesn't feel like a study space
- TAB hasn't been a leadership group

They talked about the ideal teen space/involvement in the ideal library:

- Teens should be able to suggest items for the collection - TAB should have a role
- Teens should be able to check out things they need. Examples: headphones, earbuds, noise-canceling headphones, an iPad that actually does things (vs. the restrictions on the one in the teen area), scientific calculators, computer graphics card
- In terms of security, they wondered if they could scan their library card to use an iPad so websites visited would be tracked to the card, which would make sure users didn't go to inappropriate sites. They wondered about posting a security camera in the area to control behavior (even if it didn't actually work - it would be a deterrent.)
- They would like to have their own small study rooms/spaces.
- They would like to have social spaces with games (board and card), Wii stations
- They'd like cool furniture like bungee cord chairs, small study tables and comfy lounging chairs
- They'd like, at a minimum, to know about adult books that might be enjoyed by teens, if not in their section, then a list or display of some kind.
- They want TAB to have leadership opportunities: a shelf with their personal book recommendations, do a monthly podcast about books and other areas of teen interest, have input into what materials are in the collection.
- Some events they'd like to see: karaoke night after hours for specific genres (50s week, Hamilton singalong after hours, swing dancing); cooking programs; competitive cooking programs; theme events like Star Trek, Star Wars, "Emo" day; movie marathons; read-alongs; open mike for reading their personal work/poetry.

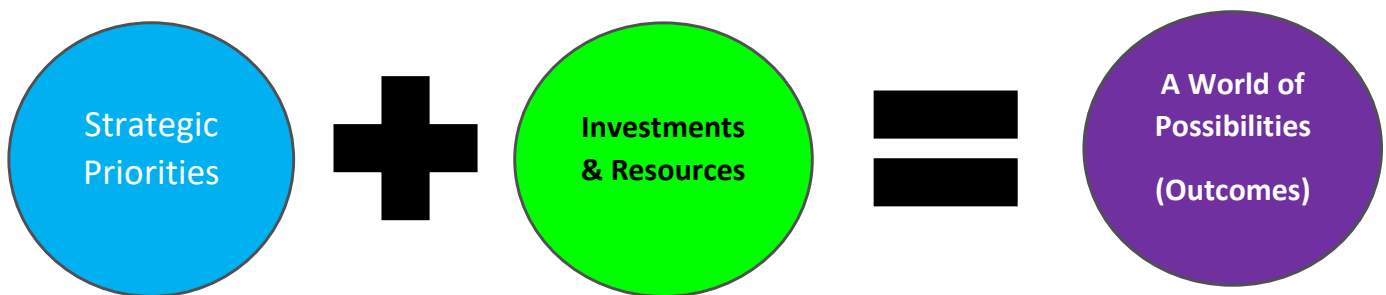


There's a significant communication gap between the library and teens, which is no surprise to library staff. Even members of TAB didn't know we have a game day once a month. They wondered why they don't hear about any library events at school and why library staff doesn't inform their teachers or put up posters in the schools. They suggested we work directly with the student councils in the middle school and high school. They asked if there could be a TAB Instagram Account so they could communicate about TAB and teen events at the library via social media that they and their friends actually use. They are not on Facebook, which they perceive as outdated. We discussed whether larger teen events could be a joint program between the library and organizations with more space, like the Y.

All of the data collected has provided vital information for developing the strategic plan. Data collection and compilation has resulted in a strategic plan that outlines six areas of strategic focus with target strategic initiatives.

### **THE PLAN: STRATEGIC PRIORITIES, INITIATIVES, TACTICS, and PERFORMANCE MEASURES**

All of the data collected has provided vital information for developing the strategic plan. Data collection and compilation has resulted in a strategic plan that outlines six areas of strategic focus with target strategic initiatives and tactics for successfully achieving the library's mission and vision. Our strategic priorities plus investments and resource will result in a world of possibilities for our community.



#### **Strategic Priority 1: Promote Education, Literacy, and Lifelong Learning**

*Strategic Initiative: Expand the libraries early literacy efforts to promote early literacy and school readiness.*

- Tactic 1: With key staff, assess current early literacy efforts, including story-times, and develop strategies for improving programs and reaching more families throughout the Hudson area.
- Tactic 2: Create literacy events that foster early literacy development and education for children, families, and caregivers. Programs should support the concept of parent as first teacher.
- Tactic 3: Provide early literacy information to parents and caregivers, collaborating with HeadStart and other community organizations to promote early literacy.

- Tactic 4: Ensure all staff working with early learners and families are trained in *Every Child Ready to Read* principles, as well as the *Developmental Assets* principles.
- Tactic 5: Make early literacy kits available for checkout.

***Performance Measures:***

- 1. Literacy programs will meet or exceed basic standards for early literacy programs.**
- 2. Increase story-time attendance- Year 1 (5%) Year 2 (5%) Year 3 (5%)**
- 3. Youth Services staff trained on *Every Child Ready to Read* and the *Developmental Assets*.**

*Strategic Initiative: Encourage learning and growth in school-age children (K-12) and support educational achievement.*

- Tactic 1: Provide STREAM (science, technology, reading, engineering, art, math) focused programming for school-age and homeschool families in the Hudson area.
- Tactic 2: Research and develop a plan for technology aimed at serving the school-age and young adult audiences.
- Tactic 3: Cultivate and enhance the role of the Library's Teen Advisory Board.
- Tactic 4: Continue and expand programming for teens and 'tweens and integrate STREAM and "maker" programming, as well as programs that promote the developmental assets.
- Tactic 5: Develop and foster a partnership with the Hudson Area School District and other nonprofit organizations to promote academic achievement and community engagement for all children.

***Performance Measures:***

- 1. Programming for homeschool families developed.**
- 2. Expanded role and increased participation in Teen Advisory Board.**
- 3. Increase in teen program attendance of 5% each year.**
- 4. Increase attendance for school-age children's programs-5% each year.**
- 5. Partnership with school district initiated; promotion of library programs through school district.**
- 6. Partnership with school district to put a library card in the hand of every student developed.**
- 7. Partnership with Kiwanis to develop K-Kids community service program at the library implemented.**

*Strategic Initiative: Support self-directed and lifelong learning for all ages.*

- Tactic 1: Develop innovative and interesting programming for adults that encourages self-directed and lifelong learning.
- Tactic 2: Explore homebound library services.
- Tactic 3: Create targeted programming for the 20s-30s age group,
- Tactic 4: Explore partnership opportunities for the Hudson History Room and providing daily access for the community.
- Tactic 5: Continue to develop innovative programming for advanced technology and "maker" equipment.

***Performance Measures:***

- 1. Increase in adult programming attendance.**
- 2. Homebound library services developed and pilot program implemented.**
- 3. Library Assistant II with genealogy and history background hired and Hudson History Room open daily.**
- 4. Increase in “maker” and advance technology programming and attendance.**

**Strategic Priority 2: Support Workforce and Economic Development**

*Strategic Initiative: Small Business & Entrepreneurs*

- Tactic 1: Continue partnership with SCORE to offer small business training workshops.
- Tactic 2: Explore partnership opportunities to provide legal advisory services for entrepreneurs and small business.
- Tactic 3: Investigate opportunities to serve entrepreneurs and small businesses in the community by providing meeting spaces, creative technologies, and other resources.

*Strategic Initiative: Develop Digital Literacy, 21<sup>st</sup> century workforce skills and facilitate partnerships that promote jobs and small business opportunities*

- Tactic 1: Provide ongoing technology training in core computer competencies.
- Tactic 2: Provide resume assistance.
- Tactic 3: Develop partnerships with community organizations to create and connect individuals with workforce training and job opportunities.

*Strategic Initiative: Develop 21<sup>st</sup> century literacies resources and training opportunities*

- Tactic 1: Explore databases and enhanced resources for consideration, and seek grant funding to provide access to databases and enhanced resources.
- Tactic 2: Implement basic life skills programs for adults (financial literacy, health literacy, automotive literacy, etc.)
- Tactic 3: Explore opportunities to provide literacy training, ESL, and GED training.

***Performance Measure:***

- 1. Databases (ReferenceUSA, Lynda.com) added to digital connection for Hudson Area users.**
- 2. Core computer skills workshops developed and offered on a monthly basis.**
- 3. Partnerships developed and workforce / job trainings implemented.**

**Strategic Priority 3: Create Innovative Library Spaces and Develop Dynamic Collections, Resources, and Enhanced Technology**

*Strategic Initiative: Create Innovative Library Spaces*

- Tactic 1: Update Children’s and Teen Area to create more inviting and distinct spaces for families and teens, while increase interactive programming and learning opportunities.
  - Work with a design consultant and / or architect to re-envision the library’s spaces to create dynamic, vibrant spaces for target audiences.

- Consider options for expanding the teen area to allow for a large collection, to create a unique study space, as well as a social space for teens.
- Create a sensory wall in the children's area.
- Tactic 2: Update staff workroom and service desks to improve workflow efficiencies and to better facilitate patron and staff interactions.
  - Reconfigure staff workroom for better workflow and efficiencies.
  - Re-imagine and redesign circulation desk and self-check stations.
- Tactic 3: Redesign kitchen /staff area to create a larger iLab / Creative programming space.
  - Work with key staff to reconfigure space for better use.
- Tactic 4: Evaluate all areas of the library, no sacred cows, to create innovative spaces that serve the community.
  - Work with a design consultant to reimagine library spaces and find dynamic options that would better use the current spaces.

***Performance Measures:***

- 1. With assistance of a design consultant, library spaces reimaged for better serving the community.**
- 2. Sensory wall added to Children's area.**
- 3. Staff room redesigned to a creative programming space that serves the community.**
- 4. Main level space reconfigured to better serve the community.**

*Strategic Initiative: Develop Dynamic Collections, Resources, and Enhanced Technology*

- Tactic 1: Continue to revitalize and expand the Children's collection.
  - Complete picture book city project.
  - Create and maintain an ongoing weeding and collection maintenance schedule.
  - Update learning technology for the Children's area.
- Tactic 2: Revitalize the Young Adult collection.
  - Utilize input from TAB to create a YA collection that meets the needs of the YA community.
  - Implement an ongoing weeding plan to maintain the YA collection.
  - Consider databases and digital resources specific to YA community.
- Tactic 3: Re-imagine the organization of the adult collection and audio-visual materials.
  - Develop and implement an ongoing weeding maintenance plan for the adult and audio-visual collections.
  - Consider user friendly organization of materials, for example a biography section.
  - Consider adding databases for the Hudson Area community, such as ReferenceUSA.
  - Work with a design consultant to determine potential opportunities for expanding the collection while adhering to the current load restrictions.
- Tactic 4: Provide access to 21<sup>st</sup> century technology for the community and staff.
  - Reimagine computer lab and iLab spaces to better serve the community.
  - Integrate new, upgraded technology for staff and the community.
  - Continue to implement Technology Plan and 5-year replacement schedule.
  - Provide patrons with online registration opportunity.

- Update technology equipment in meetings and study rooms to enhance the patron experience.
- Provide wireless hotspots to increase community access.
- Tactic 5: Enhance the print and digital collections to offer a wide variety of recreational and learning materials for all ages.
  - Utilize a variety of materials selectors to ensure a broad perspective in selecting materials; materials selected should reflect the wants and needs of the community—patron-driven collections.
  - Explore and consider additional digital content for Hudson area patrons use.

***Performance Measures:***

- 1. Picture Book City complete.**
- 2. Increase in circulation of Children’s materials. (5% annual increase)**
- 3. Ongoing collection maintenance plan developed and implemented.**
- 4. Develop annual patron collection satisfaction survey.**
- 5. Online patron registration successfully implemented.**
- 6. Enhanced and improved technology throughout the library.**
- 7. Wi-Fi Hotspots added to collection for patron use.**

**Strategic Priority 4: Foster Community Engagement and Public Awareness**

*Strategic Initiative: Develop a public awareness plans to continue to raise the Library’s profile in the community and to promote programs and services.*

- Tactic 1: Develop Communications and Marketing Plan and evaluate each year.
- Tactic 2: Develop annual marketing calendar.
- Tactic 3: Continue using social media, monthly newsletter, and weekly newspaper articles to promote the library, adding new promotional opportunities when deemed appropriate.
- Tactic 4: Develop relationship with local school district to allow library attendance at back-to-school night and other events to promote library services.

*Strategic Initiative: Continue to develop key partnerships in the community and strategically pursue opportunities to participate in community events.*

- Tactic 1: Continue participation in RiverFest, Chamber Business Expo, and National Night Out events.
- Tactic 2: Explore opportunities to participate in community events.

*Strategic Initiative: Increase awareness of library programs, services, resources, and opportunities by developing creative campaigns, marketing, and communication strategies.*

- Tactic 1: Increase school visits at local schools both public and private.
- Tactic 2: Partner with local businesses to promote library events and services.
- Tactic 3: Work with municipal partners to promote library events and services to all Hudson Area residents.

**Performance Measures:**

- 1. Increased awareness of and attendance at library events. (5% annual increase)**
- 2. Develop and implement community survey to determine success of communication and marketing efforts.**

*Strategic Initiative: Build relationships with municipal partners to communicate value of library and its service to the community, and to secure funding resources.*

**Strategic Priority 5: Strengthen and Improve Organizational Health**

*Strategic Initiative: Develop and implement Core Competencies and standards for all library positions.*

- Tactic 1: With key library staff, research, develop, and implement core competencies for all library positions.
- Tactic 2: Implement training for core competencies to ensure all current staff have to foundational training required to succeed in their positions.

*Strategic Initiative: Develop evaluation performance standards, compensation plan, succession plans, and review / revise employee handbook for library staff.*

- Tactic 1: With key library staff, develop evaluation standards for all library positions.
- Tactic 2: Communicate new standards to all staff at staff training day.
- Tactic 3: Develop recommended compensation plan and present to Finance Committee.
- Tactic 4: Develop and present recommendation for succession plans to Personnel and Policy Committee.
- Tactic 5: Review City of Hudson Employee Handbook. Create addendum of Library specific personnel policies. Present recommendations to Personnel and Policy Committee for review and recommendations.

*Strategic Initiative: Develop training and professional development programs to increase employee job satisfaction, improve job performance and retention rates.*

- Tactic 1: Continue providing annual Staff Development Day-create a library team to assist in the planning of Staff Day.
- Tactic 2: Develop a variety of virtual training opportunities that are quick and meaningful. Example, short webinars, web-based learn by doing activities, etc.
- Tactic 3: Utilize IFLS training opportunities effectively.
- Tactic 4: Utilize grant funding to provide staff with opportunities to attend Wisconsin Public Library Association and / or Wisconsin Library Association conferences, or other regional training events.

*Strategic Initiative: Promote staff commitment to the Library's mission through effective communication strategies and staff recognition.*

- Tactic 1: Maintain staff website for timely communication with all staff. Provide, at minimum, weekly updates. Strive for daily updates.
- Tactic 2: Create short training activities that can be added to daily blog for staff to complete.

- Tactic 3: Create a staff recognition plan that acknowledges staff milestones, such 1 year, 5 years, etc.

***Performance Measures:***

- 1. Increase total professional development hours completed by 10% annually.**
- 2. Skills and core competencies developed and training opportunities implemented.**
- 3. Annual staff development day provided.**
- 4. Quarterly meetings implemented.**

**Strategic Priority 6: Define Roles of Library Board and Support Organization and Facilitate Strong Working Relationships**

*Strategic Initiative: Ensure accountability of support groups to the Board of Trustees in order to ensure maximum focus on Library goals.*

- Tactic 1: Institute a memorandum of understanding with the Friends of the Library to delineate roles, responsibilities, and expectations regarding use of library spaces (book store, other areas of the library).
- Tactic 2: Work in partnership with support organizations to develop strategic initiatives which create specific advocacy and financial goals for each.
- Tactic 3: Determine ways that each group can collaborate in training leaders and members in fund development, advocacy, and non-profit best practices.

*Strategic Initiative: Improve communication and working relationships among Library Board and support organizations to facilitate information-sharing and unified actions.*

- Tactic 1: Institute an annual joint meeting of the Library Board of Trustees, Friends of the Library Board, and Hudson Area Library Foundation Board to foster healthy working relationships and support communication between groups.

***Performance Measures:***

- 1. Improved working relationship between support organizations.**
- 2. Non-profit best practices implemented.**
- 3. Memorandum of Understanding institute.**
- 4. Joint understanding of roles and focus on Library's mission and vision.**

**Conclusion**

The Strategic Plan is a blueprint guiding the Hudson Area Public Library towards a successful future. The goals are ambitious, but they are attainable. Strategic Plans are dynamic; this is a flexible tool to be used for continuous improvement. This plan builds on the momentum and successes of the 2015-2019 Strategic Plan and will lead the Library forward over the next three years, as the Hudson Area Public Library continues to provide, ***A WORLD of POSSIBILITIES*** for the Hudson Area community.

# Acknowledgments

## Hudson Area Joint Library Board of Trustees

Paul Berning, President  
*City of Hudson*

Rich O'Connor,  
*City of Hudson*

Robert Cizek,  
*North Hudson*

Barbara Peterson,  
*Town of St. Joseph*

Katie Coppenbarger  
*Hudson Area Schools*

Jim Schrock,  
*City of Hudson*

Chris Kilber,  
*Town of Hudson*

Marion Shaw,  
*Town of Hudson*



## Municipal Partners

City of Hudson  
Mayor Rich O'Connor

Town of Hudson  
Jeff Johnson, Chair

Town of St. Joseph

Village of North Hudson  
Stan Wekin, President



## Library Strategic Planning Team

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