



## Strategic Focus: People

### OBJECTIVE #1: Create Training Opportunities for Staff and Board members

#### Strategy #1: Develop and implement a training program for library staff.

Action	Lead	Cost	Start Year	Status
Follow up on previous training programs, reinforcing what has been taught and updating with new procedures when applicable.	Management Team	INHS	Annual	In process
Provide all staff training sessions.	Administration	INHS	Annual	In process
Hold monthly all staff update meetings.	Asst. Director	INHS	Annual	In process
Complete City of Janesville Training Program activities.	Administration/HR	INHS	Annual	In process
Use Weekly Windup, emails, staff meetings, trainings to keep staff informed.	Management Team	INHS	Annual	In process
Create opportunities for staff to develop expertise in assigned areas. (NEW)	Management Team	INHS	2023	In process

#### Strategy #2: Develop and implement a training and communication plan for the library board.

Action	Lead	Cost	Start Year	Status
Send the Library Board the Weekly Windup, Volunteer Vibes newsletters.	Library Director	INHS	Annual	In process
Send invitation emails for library programs to Board members.	Comm Engagement Manager	INHS	Annual	In process
Create/Implement On-Boarding process for Library Board members.	Library Director	INHS	Annual	In process
Hold a Library Board retreat annually.	HPL Board	INHS	Annual	Fall 2023
Participate in Wisconsin Trustee Training Week.	HPL Board	INHS	Annual	In process

#### Strategy #3: Host training sessions here at HPL and at other libraries (for HPL and COJ staff, school and Prairie Lakes libraries)

Action	Lead	Cost	Start Year	Status
HPL staff offer training programs	Management Team	INHS	Annual	In process
Host specific training programs	Management Team	INHS	Annual	In process

### OBJECTIVE #2: Promote library services through strategic marketing and communication efforts.

#### Strategy #1: Create a comprehensive marketing plan to prioritize promotion of programs and services.

Action	Lead	Cost	Start Year	Status
Create an annual marketing plan to define process, clarify expectations and identify target audiences.	Marketing Manager	INHS	Annual	In process.
Hold quarterly meetings to discuss and share organizational Community Engagement priorities.	Comm Engagement Manager	INHS	Annual	In process.

#### Strategy #2: Create a responsive, updated website and increase leverage of social media avenues.

Action	Lead	Cost	Start Year	Status
Move website to a platform that allows a content management system (CMS)	Marketing Manager	\$\$	2023	In process

Create a monthly social media plan to focus on target audiences and specific services.	Marketing Manager	INHS	Annual	In process
Publish more 'strategic' real-life stories to promote our programs, services, value.	Marketing Manager	INHS	Annual	In process
Publish real life stories from donors to the HPL Foundation.	Library Director	INHS	2023	In process

Strategy #3: Integrate JATV into the library marketing plan.

Action	Lead	Cost	Start Year	Status
Create slides for JATV to run on their station.	Marketing Manager	INHS	2023	In process
Share JATV YouTube videos on HPL social media	Marketing Manager	INHS	Annual	In process
Revive "Meet the Artist" program.	JATV/Art Committee/Comm Engagement	INHS	2023	Not Yet Started

Strategy #4: Define and promote relationship with JM4C.

Action	Lead	Cost	Start Year	Status
Include JM4C programs in marketing materials.	Marketing Manager/JM4C	INHS	Annual	In process
Share JM4C posts on social media.	Marketing Manager	INHS	Annual	In process
Coordinate activities that match library initiatives	Comm Engagement Manager/JM4C	INHS	Annual	In process
JM4C will provide lockboxes to HPL for distribution.	JM4C	INHS	Annual	In process

OBJECTIVE #3: Build effective partnerships.

Strategy #1: Continue to develop partnerships with the City of Janesville, the School District of Janesville and other educational establishments.

Action	Lead	Cost	Start Year	Status
Explore additional resource sharing with these partners.	Management Team	INHS	Annual	In process
Pursue community engagement partnerships with these groups.	Comm Engagement Manager	INHS	Annual	In process
Join committees and work groups to ensure library representation, including DEIB Committee and other city committees.	Management Team	INHS	Annual	In process
Continue to pursue Social Worker student with UW-Whitewater.	Library Director	INHS	TBD	Not Yet Started
Involvement in Early Literacy Task Force w/Janesville School District	Youth Services	INHS	Annual	In process

Strategy #2: Build relationships with local business and service groups.

Action	Lead	Cost	Start Year	Status
Continue to partner with local organizations to develop communications that reflect our diverse community.	Comm Engagement Manager	INHS	Annual	In process
Create library advocacy opportunities for the business community.	Public Service Librarians	INHS	Annual	In process
Join committees and work groups to ensure library representation.	Public Service Librarians	INHS	Annual	In process
Continue to support relationships with local service agencies providing work experiences for individuals with disadvantages (Kandu, CESA, etc). (NEW)	Access Services Manager	INHS	Annual	In process
Continue to look for ways to involve the Friends of HPL and the HPL Foundation in library activities. (NEW)	Library Director/Comm Engagement	INHS	Annual	In process

OBJECTIVE #4: Use personnel effectively.

Strategy #1: Identify areas where the library can reallocate/redefine staff and better utilize City of Janesville resources.

Action	Lead	Cost	Start Year	Status
Review scheduling plan to ensure we meet service needs.	Administration	INHS	Annual	In process
Cross-train Public Services staff on desk, phone, roving, basic security and customer service interview.	Public Services	INHS	Annual	In process
Continue to develop mentoring relationships between PSA2 staff and librarians.	Public Services	INHS	Annual	In process
Cross-train Public Services and Young Adult Services staff to ensure optimal coverage of both Teen Central and Public Service Desks.	Public Services & Young Adult Services	INHS	Annual	In process

Strategy #2: Utilize internship and practicum programs.

Action	Lead	Cost	Start Year	Status
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Recruit interns from WAICU, BTC and other institutions.	Management Team	INHS	Annual	In process
Work with SDJ and other educational institutions to identify possible JATV interns.	JATV	INHS	Annual	In process
Explore opportunities to recruit Youth Services, Public Service interns from UW System.	Youth and Public Services	INHS	Annual	In process

Strategy #3: Utilize volunteer resources when possible.

Action	Lead	Cost	Start Year	Status
Recruit Hedberg@Home volunteers.	Volunteer Coordinator/H@H	INHS	Annual	In process
Recruit teens (9th grade and up) to volunteer as Mosi and for other tasks through community engagement efforts.	Young Adult Librarian	INHS	Annual	In process
Actively recruit new volunteers through community engagement events, in-house programs, speaking engagements, etc.	All Staff	INHS	Annual	In process



## 2023 STRATEGIC INITIATIVES

### Strategic Focus: Place

#### OBJECTIVE #1: Continue ongoing facility maintenance and capital improvement planning.

##### Strategy #1: Identify building maintenance, furniture and technology needs (Operational Budget items)

Action	Lead	Cost	Start Year	Status
Evaluate current security camera locations, determine needs.	Computer Services Manager	\$	Annual	In process
Replace technology on a rotational basis, 5-yr plan for update.	Computer Services Manager	\$\$	Annual	In process
Yearly rotation of carpet replacement in work areas	Facility Manager	\$\$	Annual	In process
Replace materials sorter.(Lyngsoes replacement offer)	Library Director	\$\$\$	2023	In process
Update furniture on a regular basis utilizing the Foundation/GHEF.	Facility Manager/Administration	\$\$	Annual	In process
Work with Friends of HPL to maintain Library Park	Facility Manager/Library Director/Friends	\$\$	2023/Annual	In process

##### Strategy #2: Identify and plan for facility maintenance, and larger capital items (Capital Replacement items)

Action	Lead	Cost	Start Year	Status
Update ceiling and lighting in Youth Services.	Library Director	\$\$\$\$	2023	In process
Consider and investigate locations for library services (southside branch)	Library Director	INHS	2025	Not yet started
Replace chiller unit.	Library Director	\$\$\$	2025	Not yet started

#### OBJECTIVE #2: Maintain a safe and secure facility.

##### Strategy #1: Work with Janesville Police Department and Fire Department to maintain a safe and secure facility.

Action	Lead	Cost	Start Year	Status
Maintain schedule of drills and inspections. Conduct annual C.R.A.S.E training, annual tornado and semi-annual fire drills.	Access Services Manager	INHS	Annual	In process
Quarterly review of safety and security issues.	Library Director	INHS	Annual	In process
Partner with JPD to intervene in unsafe or illegal activities at the library.	Admin/Access Services Manager	INHS	Annual	In process
Maintain awareness that all staff have a role in keeping the building safe.	Access Services Manager	INHS	Annual	In process
Address any issues identified by Janesville Fire Department inspections or CVMIC Building inspections.	Facility Manager	INHS	Annual	In process

#### OBJECTIVE #3: Maintain a Virtual Place.

##### Strategy #1: Provide electronic resources for patrons to access.

Action	Lead	Cost	Start Year	Status
Create/Maintain a 'virtual branch' section of the website to highlight digital services	Marketing Manager	INHS	Annual	In process
Increase digital resources to meet demand and to compensate for reduction in use of physical resources.	Asst. Director	INHS	Annual	In process
Work with Prairie Lakes Library System and SHARE Directors' Council to research, identify, and make available potential digital subscription costs.	Asst. Director	INHS	Annual	In process



## 2023 STRATEGIC INITIATIVES

### Strategic Focus: Platform

#### OBJECTIVE #1: Provide timely and responsive library programming and services

##### Strategy #1: Provide new and innovative programs and services for several targeted audiences.

Action	Lead	Cost	Start Year	Status
Provide services to teens in collaboration with local schools including resource exploration, education collaboration, engagement events and spreading awareness about community resources.	Young Adult Librarian	INHS	Annual	In progress
Investigate developing a "comfort cabinet" service with essential personal items for teens in need.	Young Adult Librarian	\$	2023/24	Not yet started
Research and develop a series of life skills (Adulting 101) programs aimed at HS and college freshmen.	Young Adult Librarian	INHS	2023/24	Not yet started
Maintain focus on Early Childhood Development programs and services.	Youth Services	INHS	Annual	In progress
Continue to develop programs for tweens (ages 9-12) and new adults (ages 18-24) with strategies for transition into and out of Teen Services.	Youth/YA/Public Service Librarians	INHS	Annual	In progress
Continue to look at under-represented groups and identify library programs and services that would provide resources to these groups.	Comm. Engagement Manager/Head of Youth Services/Public Services Lead Librarian	INHS	Annual	In progress
The HPL Foundation will sponsor/support an activity on a quarterly basis.	Library Director	\$	Annual	In progress
Provide survival resource "Homeless Care Kits" and referral information for patrons experiencing homelessness.	Access Services Manager	Donations	Annual	In progress
Coordinate with ECHO and other local agencies to better provide informatin and referral resources to patrons experiencing homelessness.	Comm. Engagement Manager	INHS	Annual	In progress
Reach out to teens for input into programming and services through passive "TACOS" programming and other activities in Teen Central.	Young Adult Librarian	INHS	2023/24	Not yet started

##### Strategy #2: Use community assessments to determine outcomes and plan our library programs and services.

Action	Lead	Cost	Start Year	Status
Start initiatives to gather information from our patrons regarding library services and programs that they enjoy, or would like to see offered.	Comm. Engagement Manager	INHS	Annual	In process
Plan library programs and services that meet the needs of the community as identified in community assessments.	Admin/Comm. Engagement Manager	INHS	Annual	In process
Discuss current events and trends, include programming/services that address these events or trends.	Marketing/Comm. Engagement Manager	INHS	Annual	In process
Discontinue/modify programs that no longer reach intended market.	Comm. Engagement Manager	INHS	Annual	In process

##### Strategy #3: Comprehensive Community Engagement program.

Action	Lead	Cost	Start Year	Status
Pursue opportunities to develop skills and expertise in assigned areas.	Public Service Librarians	INHS	Annual	In process

Provide relevant presentations to local businesses and community groups.	Public Service Librarians/Youth Services/YA Librarian/Community Engagement Manager	INHS	Annual	In process
Strive to be flexible in our regular programming in order to have days and times available for:				
a. Training events for HPL, JM4C, Prairie Lakes library members and City of Janesville staff.	Administration	INHS	Annual	In process
b. Programs done by JM4C, JATV, or the City of Janesville, library staff.	Comm Engagement Manager	INHS	Annual	In process
c. Community service programs such as blood drives.	Admin/Comm. Engagement Manager	INHS	Annual	In process
d. Public Use of Program Room.	Access Services	INHS	2023	In process
Host informational tables at new (and existing) community events.	Comm Engagement Manager	\$	Annual	In process
Identify and develop community engagement programs for underserved communities.	Comm Engagement Manager	INHS	Annual	In process
Identify and implement new Bookmobile service points.	Comm Engagement Manager	INHS	Annual	In process
Create programs and activities to reach new audiences at HPL Express Branch.	HPL Express Branch Manager	INHS	Annual	In process

**OBJECTIVE #2: Build and maintain a responsive collection.**

**Strategy #1: Allocate materials budget to fill high use categories, collection holes and customer requests, provide a balanced collection, and respond to the needs of the community.**

Action	Lead	Cost	Start Year	Status
Use circulation statistics and professional judgment to allocate funds.	Asst. Director	INHS	Annual	In process
Conduct diversity audit of collection: assess current holdings, develop expectations, adjust selection decisions accordingly.	Asst. Director	INHS	Annual	In process

**Strategy #2: Improve Readers' Advisory and promote collection to maximize use.**

Action	Lead	Cost	Start Year	Status
Investigate expanding "Booked!", online readers advisory, to include film suggestions.	Readers' Advisory Committee Leader	INHS	2023	In process
Publicize aspects of the collection in Library Matters, kiosks and displays.	Marketing/Asst Director	INHS	Annual	In process
Continue to shift and arrange collection for ease of use.	Tech Services	INHS	Annual	In process