

HOOVER LIBRARY

The logo icon for Hoover Library, featuring a stylized blue building with a triangular roof and two vertical lines representing windows. Below the text "LIBRARY" is a horizontal row of small, multi-colored squares in pink, yellow, green, and orange.

**Strategic Plan
FY2018 - FY2022**

BLAH BLAH BLAH BLAH
IDEAS IDEAS IDEAS
BLAH BLAH BLAH
HVTB
IDEAS IDEAS IDEAS
BLAH BLAH BLAH
HVTB
IDEAS IDEAS IDEAS

Hold that thought

THE YIN YANG
TIGER'S TAIL
THE GREEN PINE CONFECTION
JANET LEIGH
BARBARIANS AT THE GATE
THE YIN YANG
MODERN ART
A CHILDREN'S TREASURY OF MYTHOLOGY
WISDOM & WISDOMS
THE SPIRIT OF COURAGE
Driving Home
CENTURY
A GUIDE TO MADNESS
EAST SIDE WEST SIDE

From the Director



Dear Hoover Community,

When I accepted the position of Director eight months ago, I inherited one of the best libraries in the nation. Hoover Public Library is fortunate to have strong city support, a talented and passionate staff and engaged citizens. I was tempted to ride that wave of excellence, but I believe that if we are not improving, we are declining. Developing a strategic plan based on community input became my first goal.

Thanks to Assistant Director Patricia Guarino and her extraordinary leadership in this process, that plan is now a reality. Over the last six months, we held multiple planning meetings with management, staff, community leaders, the Library Board and City leadership. We evaluated our statistics, gathered community data and conducted three surveys, the most important one being our patron survey.

Two thousand patrons responded and we heard you loud and clear. You are overwhelmingly happy with the Hoover Public Library and love the variety of resources and programs we offer. Families especially adore our children's programs and even those that don't use the library that much are proud to have one of our caliber in the community. You value our staff and rank our customer service very highly. We're not going to change any of that.

But we also heard ways that we could improve. Our plan hopefully addresses some of those things. Convenience seems to be an area where we need drastic improvement. Many of you want to see branch libraries closer to your home or a convenient book drop that doesn't require navigating our parking lot. Some of you find our technology difficult to use and a whole bunch of you want longer hours. Nearly everyone said they'd love text notifications from us. You'll find that we address all of these things in our plan.

We also found that we need to do a better job of communicating our message to you. Time and time again, we were given suggestions for great programs—that we already do. We are going to develop a marketing plan that will make sure you know what's happening at the library.

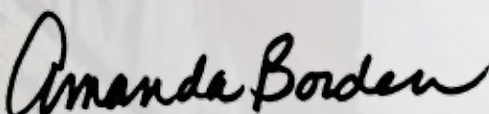
You use the library for studying, meeting, working and collaborating. We know we need more tables with electric power, as well as private study rooms. It may take a few years, but we hope to be able to offer such spaces in the future, along with a creative makerspace lab. And yes, our state-of-the-art Theater is too small for our children's and theater programs. We look forward to the day we can offer them in a larger venue.

Though most of you gave our customer service the highest ranks, a few did indicate concerns. That's not good enough for us. Every single person who walks through our door should receive remarkable service and we're going to make that happen through an intensive training program.

This plan is by no means exhaustive. We'll update as new technology and trends emerge. We think constant innovation is imperative to remaining relevant. Our Library Board intends to vote on the adoption of this plan at the September 12, 2017, Board meeting. If you would like to provide any feedback or share any concerns with us before that date, please email hplplan@bham.lib.al.us.

Thank you for your input! I look forward to many years of working together to better our community.

Sincerely,



Amanda Borden
Director, Hoover Public Library

Our Mission and Values

What is our mission?

The Hoover Public Library seeks to reinvent the way communities view libraries. As the heart and soul of the Hoover community, we are more than just a library. We're the place you come to meet your friends, experience live theater, peruse art, listen to music, entertain your children, learn about new technology, seek job searching assistance, explore your interests, find good book recommendations and much, much more. We seek to grow our patronage by offering an unparalleled customer experience. When you have a question, we want the library to be the first thing that comes to mind.

What are our values?

DIVERSITY

Everyone is welcome at the Hoover Public Library.

The Hoover Public Library welcomes everyone, regardless of race, religion, social class, political thought or favorite college football team. The only entrance requirement is curiosity. Just like our community, our collection is rich in diversity and we strive to have something for everyone. If you don't find what you're looking for, let us know! We value suggestions.

PEOPLE

We love books, but we love people more.

Public service is what drives our organization. Everything we do, from purchasing materials to planning programs, is aimed at offering our patrons the ultimate customer experience. Our policies are intended to enhance, not restrict, your experience. We'll sometimes even bend the rules to make sure you leave happy. You're the reason we're here in the first place.

INTEGRITY

You can count on us.

Whatever your need, we are here to assist you. We understand that our help is only valuable if you trust us. We vow to always consult a credible source, never let our bias affect our answers and treat sensitive questions with tact. We'll never insert our personal opinions, unless of course, you ask us to recommend a great book...and then we won't stop.

TEAMWORK

A great employee + A healthy work environment = Happy Patrons

We believe our staff is the secret to our success and we take hiring and training seriously. It's important to us to foster creativity, teamwork, respect and pride in our workplace. We want our employees to be knowledgeable and feel empowered to do their best job possible. Our end goal is to create a positive atmosphere for both patrons and staff. Warning! We genuinely enjoy working together, so sometimes our laughter gets a little too loud. Feel free to "Shhhhhhhush" us anytime!

What do our patrons need?

ENGAGEMENT

Our patrons count on the Hoover Public Library to entertain, enlighten, inform and ignite the community by offering a wide variety of relevant resources and original programs. They value innovation and are proud to have a library that redefines the role of the traditional library. They want to be “WOWED.”

CONVENIENCE

In a convenience-oriented society, our patrons need their library to be easy to use. They desire intuitive technology, longer hours, convenient branches and book drops, as well as policies that provide a frictionless customer experience.

GATHERING SPACES

Our patrons consider the Hoover Public Library their community center. Our patrons need spaces to meet, study, converse, gather, collaborate, work and unwind. They expect the library to be clean, inviting and comfortable and they'd really love more unique spaces throughout the library.

AWARENESS

Our patrons need to know what's happening at their library. Our library offers many programs and services that most people would never expect. Our patrons need us to develop a comprehensive marketing plan that will ensure our citizens are informed.

EXTRAORDINARY CUSTOMER SERVICE

Our patrons expect exceptional customer service from our employees, regardless of their rank in the organization. They want assistance from well-trained, well-informed staff members who are empowered to make decisions. They expect service to be friendly and accurate.

Strategic Plan FY2018 - FY2022

goals, initiatives and activities

goal 1

COMMUNITY ENGAGEMENT

The Hoover Public Library seeks to change the way people view libraries. We will entertain, enlighten, inform and ignite our community by offering a wide array of resources and programs.

We will “WOW” our patrons.

1. We will serve as the community’s **EARLY LITERACY AND CHILDHOOD EDUCATION CENTER.**

The first five years are critical to a child’s success in life. We offer a wide array of programs and materials for very young children and will continue to do so. Activities to improve include:

2018:

- Deliver live streaming of storytimes.
- Evaluate program schedule to meet community’s demand.
- Offer storytimes and programs for children with special needs.
- Investigate offering bilingual storytimes.

2019:

- Investigate offering multi-generational programs.

2022:

- Evaluate need for a large children’s center, such as ImaginOn in North Carolina.

2. We will provide programs, services and collections to support **LIFELONG LEARNING.**

We’ll continue to offer our patrons opportunities to learn, grow and pursue their personal interests and we’ll support formal education pursuits as well. We’ll continue to offer a wide array of business and technology programs, as well as outreach to local schools. We’ll seek new ways to improve our programs, such as:

2018:

- Evaluate all lifelong learning programs and schedules in light of the new plan.
- Through collaboration with the schools, put a library card in every Hoover child’s hand by the time they reach first grade (continue through 2022).
- Increase participation by 10% each year for Hoover school-aged children in the summer reading programs (continue through 2022).
- Offer Kanopy streaming service for documentaries.
- Offer Digital Media Lab training.

2019:

- Increase participation by 10% each year for Adult summer reading programs.
- Offer new collections that would be popular with our community, such as traditional games and Business Presentation Kits.
- Expand programs for teens to include life skills, ACT preparation and college information.

- Deliver a series of programs that appeals to patrons ages 21-35, such as mixology classes, trendy trivia or “adulting” classes.
- Increase variety of technology training to include: programs for teens and tweens, online training including YouTube resources, specialized software classes.

2020:

- Expand workforce development programs to include technology training, such as Microsoft Office classes or resume writing classes.
- Look for opportunities to work with the Senior Center, Recreation Center and other city departments in offering classes and cross-promoting city programs.
- Seek partnerships with museums, zoos, attractions and educational centers to offer guest passes and/or discounts to library card holders.
- Investigate hosting a citywide job fair.
- Pursue offering Spanish language classes.
- Cultivate partnerships with organizations such as One Roof and the Literacy Council of Central Alabama to provide library programs, staff training and to share information on their services.

- 3.** We will **ENTERTAIN AND DELIGHT** the Hoover community by providing exceptional programs and services. We’ll continue to offer fun, free programs for kids, adults and families, as well as opportunities to experience live music, theater, art and literary events. We’ll expand our program by doing the following:

2018:

- Expand After Hours Game Nite to a monthly program.
- Offer an afternoon classic movie program geared toward our senior library patrons.
- Review all existing programs in light of the new strategic plan’s initiatives.

2019:

- Cultivate partnerships with arts, venues and organizations to offer unique events at the library.
- Offer Plaza programs that involve patron participation, such as a Karaoke night or a Jammin’ on the Plaza night program.
- Partner with the state of Alabama to provide Jefferson County the Alabama Bicentennial Interactive exhibit.

2020:

- Offer a ticketed Children’s Library Theatre program.

2021:

- Develop a Southern Voices Presents series for the fall.
- Develop a new summer Library Theatre event with a target audience of ages 21-35.

2022:

- Consider hosting a large-scale Cultural Arts event.

- 4.** We will serve as our **COMMUNITY RESOURCE CENTER.** Our citizens count on us for help in their everyday lives and we’ll continue to offer programs such as test proctoring and AARP tax assistance. We hope to expand our role as a resource center by doing the following:

2018:

- Develop a list of tutors by age/grade level/subject.
- Make available a list of technology help resources.
- Provide tourist and commuter information.
- Provide a curated list of digital links to online community information resources.

2019:

- Develop a hub of information and services of interest to community Veterans.
- Offer a Library Speakers Bureau list of topics available to community organizations.

2020:

- Provide notary public services.
- Develop a “Welcome to Hoover” site.

2021:

- Provide passport services.

Strategic Plan FY2018 - FY2022

goals, initiatives and activities

goal 2

CONVENIENCE AND ACCESSIBILITY

Using the Hoover Public Library should be as easy as possible. Through the expansion of services, the use of technology and the adoption of policies that put people first, we will offer our patrons a frictionless library experience.

1. We will improve our **ACCESS TO ADDITIONAL AREAS** of Hoover by:

2018:

- Install two to four book drops for materials throughout the city.

2019:

- Open a full-service library branch in eastern Hoover.

2020:

- Develop a mobile library to extend outreach activities to all areas of Hoover.

2021:

- Install two to four book drops for materials throughout the city.

2022:

- Open a full service library branch at a second Hoover location.

2. We will provide **MORE ACCESS** to key library services by doing the following:

2018:

- Identify ways to minimize wait times for patrons' library material requests.
- Open the library at 1 p.m. on Sundays.

2019:

- Explore expanding extended hours during peak study times.
- Evaluate better ways to utilize existing parking.

2020:

- Investigate self-service options for extended patron access to the library during the early morning and late evening.

3. We will implement **INTUITIVE TECHNOLOGY** that will make library use easy and frictionless.

2018:

- Implement a patron text notification system for holds and overdue notifications.
- Provide a new print and PC management system to simplify access.
- Invest in a new library app that provides easy access to the catalog, library account, fine payment, general information, digital services, program calendar, social media accounts and the library's website.
- Update the library's website to make its use easy, clear and intuitive.
- Upgrade the thin client terminals and replace the servers in order to provide better and faster computer services.

2019:

- Implement "Chat with a Librarian" feature on the website.
- Streamline library card renewal to make it as simple as possible for patrons.

2020:

- Offer an automatic renewal service for materials and/or allow more renewals by patrons.
- Expand the access available with e-Cards.

2021:

- Investigate the use of a service like Stackmap that integrates with the online catalog to provide information to patrons on the exact location of library materials.

4. Offer convenience-minded services to library patrons that **WOW** them.

2018:

- Allow patrons to use open meeting room spaces without prior reservations.
- Offer bags to patrons for their library materials at checkout points.

2019:

- Install power charging stations throughout the library.
- Provide office and technology supplies for patrons for purchase.
- Offer a "Perks of Being a Friend" service that includes special library services such as curbside pickup of reserves, special parking spaces, early access to Friends Sales, etc.

2021:

- Investigate a call center service option that will allow staff to assist patrons in the library without interruption and will improve service to patrons calling in.

2022:

- Create community partnerships with organizations that would allow the delivery or pickup of requested library materials.

5. Eliminate barriers to providing **EXTRAORDINARY CUSTOMER SERVICE**.

2018:

- Identify and eliminate policies and procedures that create barriers to an extraordinary customer experience.
- Empower and train staff to answer patrons' questions regardless of the customer service point.

2019:

- Provide roaming staff.

2020:

- Install effective directional signage in the library.

Strategic Plan FY2018 - FY2022

goals, initiatives and activities

goal **3**

GATHERING SPACES

The Hoover Public Library is the heart and soul of Hoover and serves as its community center. Patrons will use the library to meet, study, converse, gather, collaborate, work and unwind in a comfortable, inviting and safe space.

1. We will create **WELCOMING AND VIBRANT SPACES** to meet the constantly changing needs of the library and community.

2018:

- Update the Children's Department with an interactive area in the center of the department to encourage hands-on learning and reduce the noise that travels to the rest of the library.
- Participate in the long-range city planning efforts to address library facility needs, such as a larger main library, library branches and a performing arts center.
- Add an additional exit to the Plaza area that makes it easier for patrons to reach the mini-lobby restrooms.
- Reevaluate meeting room policies and procedures to provide frictionless use of space and associated equipment.
- Provide more access to electric power sources.

2019:

- Update the outdoor Plaza area to make it a more inviting and functional space.
- Reconfigure the Training Center to fully utilize existing space and resources. Investigate ways to make it more available to the public.

2020:

- Provide more dedicated retail-oriented browsing areas for new and popular materials to foster browsing and serendipitous discovery.
- Conduct a space usage study to determine the best way to provide the following spaces (in prioritized order): private study rooms, digital media lab, creative makerspace and dedicated teen space.

2022:

- Work with the city to investigate building a Performing Arts Center to accommodate the overflowing crowds at the Children's Summer Reading programs and other large events.

2. We will keep the library spaces clean, safe and up-to-date to maintain an **EXCEPTIONAL FACILITY**. We will make the following repairs and renovations:

2018:

- Renovate the public restrooms in the mini-lobby.
- Update the public kitchen area used by meeting room groups and the library for programs.
- Add kid-friendly furniture and a design element to the Children's Department.
- Update the library's grounds landscaping.
- Install a power generator for the technology server room.

2019:

- Repair or make plans to replace roof areas to prevent the repetitive and hazardous roof leaks in multiple areas.
- Renovate Administrative level of the library.

2020:

- Replace existing lighting and flooring with more durable and economical materials.

2022:

- Update painting in main library.

goal 4 BUILD AWARENESS

The patrons of The Hoover Public Library need more and better information about all the library has to offer. We will define the library's brand and let our brand drive everything we do.

We will build a marketing program that improves awareness of library programs and resources, attracts new customers and builds library advocates.

1. We will define and develop the **LIBRARY'S BRAND**.

2018:

- Define the library's brand and develop a strategy to launch the brand in the community.
- Establish a library marketing position to coordinate and manage the library's marketing efforts.
- Develop a comprehensive marketing plan. Consider the following ideas:
 - Develop new patron packages.
 - Develop an annual report to update the library's stakeholders.
 - Send out library information mailers to new residents.
 - Try innovative marketing ideas, like promotional coasters in local restaurants, movie theatre advertising, social media promotions and web-based advertising.
 - Use targeted demographic-based marketing to promote select events and services.
 - Build partnerships with community-focused online sites such as NextDoor.
 - Highlight one digital service a month with targeted marketing efforts.
- Formalize social media goals, procedures and responsibilities as part of the comprehensive marketing plan, considering the following ideas:
 - Post social media signs at entrance.
 - Offer an incentive for patrons to participate in our social media sites.
 - Distribute business cards to promote engagement on social media sites.

2. We will **RAISE AWARENESS** of library services, programs and collections.

2018:

- Address a re-design of the adult events calendar to provide our patrons with a clearer picture of what we do. Add technology programs and services.
- Provide library spaces to promote all library services, programs and collections.
- Highlight community programs and services via the library's social media accounts (ongoing to 2022).

Strategic Plan FY2018 - FY2022

goals, initiatives and activities

goal 4

BUILD AWARENESS (CONTINUED)

2019:

- Investigate digital signage software that allows staff to easily update information throughout the library and in the community (ongoing to 2022).
- Coordinate library signage and promotional materials (ongoing to 2022).
- Increase outreach efforts to Hoover neighborhoods and festivals.

2020:

- Increase subscriptions to electronic patron newsletters that promote library collections, services and events.
- Explore ways to build Friends of the Library membership.
- Improve the library building signage to be more visible from the roads.

2021:

- Establish a Hoover Library Foundation.



goal 5

GROW ORGANIZATIONAL STRENGTH

The Hoover Public Library will employ dedicated public servants who provide the highest level of customer service. Our work atmosphere will be one of respect, teamwork and trust and we will provide training opportunities that focus on providing exceptional customer service. We believe the success of the library is directly tied to the investment the library makes in the library staff.

1. Provide staff the training they need to deliver **EXCEPTIONAL CUSTOMER SERVICE**.

2018:

- Clearly define the customer service expectations for all jobs.
- Implement a required training program for all existing staff to ensure that basic service questions can be handled at all service points.
- Develop and implement in-depth staff customer service training program.
- Update the Employee Orientation Manual and initial training to include library brand and customer service expectations.

2. Provide staff the training and **PROFESSIONAL DEVELOPMENT** opportunities they need to succeed at their job and keep the Hoover Library on the cutting edge of public library innovation.

2018:

- Provide extensive leadership training for all supervisors (ongoing to 2022).
- Identify core technology and digital services competencies for employees (ongoing to 2022).
- Seek professional development opportunities that will most benefit the library (ongoing to 2022).
- Implement a "shadowing" program in every department to expand departmental cross-training.

2019:

- Provide library pages the opportunity to be trained on public service desks and to receive other departmental training (ongoing to 2022).
- Implement professional cross-training program.

3. Cultivate a work environment that fosters **RESPECT** for each other and a **TEAM SPIRIT** that ignites everything that we do.

2018:

- Establish fair and equitable library policies and procedures that are applied consistently. Instill in all library staff the importance of respect for each other and that fairness and integrity are the basis for all staff interactions.
- Embrace the idea of the library as a team and promote team-building opportunities. Provide the opportunity for staff to work on inter-departmental teams, teams in the community and teams in the countywide library system.

Strategic Plan FY2018 - FY2022

goals, initiatives and activities

goal 5

GROW ORGANIZATIONAL STRENGTH (CONTINUED)

4. Develop the **ORGANIZATIONAL STRUCTURE** necessary to support the library's strategic plan.

2018:

- Identify changes in the organizational structure necessary to accomplish the strategic plan. Define a path for achieving the ideal organizational structure.
- Make customer service potential the most important requirement for all jobs. Identify best practices for identifying this potential in the interviewing and hiring process.
- Leverage staff talents to benefit the library (ongoing to 2022).





HOOVER LIBRARY

A horizontal row of small, multi-colored squares (pink, yellow, green, orange, purple) is positioned below the word 'LIBRARY'.

205.444.7800 | www.hooverlibrary.org

200 Municipal Drive | Hoover, Alabama 35216

