

Huntsville-Madison County Public Library
Board of Directors Meeting
MINUTES
March 15, 2023

The meeting was called to order by the Chairperson.

Present: Melissa Thompson, Chair
Kevin Gray, Member
Doug Martinson, Member
Ranae Bartlett, Member
Dr. Jan Harris, Member
Carla Clift, Member
Cindy Hewitt, Executive Director
Connie Chow, Deputy Director
Christina Tabereaux, Huntsville Madison County Library Foundation
Jeanetta Wilson, Madison Friends of the Library
Dorothe Linton, Recorder

Approval of Agenda

Ms. Thompson asked for additions or corrections to the Agenda and hearing none declared the agenda approved as presented.

Approval of Minutes

Ms. Thompson called for additions or corrections to the Minutes. Ms. Bartlett motioned to approve the minutes as revised, Mr. Martinson seconded, and the motion carried.

Friends of the Library Report

Ms. Wilson presented the Board with information about the Friends of the Madison Library. The Madison Friends of the Library currently has 153 members and operates a bookstore to raise funds to support the Madison Library. The bookstore routinely operates at capacity and has been very successful in using an honor system for purchases. The Madison FOL has conducted three larger scale book sales to date with the second welcoming approximately 1,000 people in one day. The bookstore has also begun offering an Art Box for visitors to pick up free art and art supplies. This allows for a tremendous connection to the local art community as well as a great outreach opportunity for patrons.

The Madison FOL regularly gives monetary gifts to the library and supports numerous annual events and programs such as staff lunches in the summer, an outdoor movie license allowing the library to host regular movie screenings, as well as various Pre-K readiness and summer reading programs. The FOL is constantly looking for new ways to help support and advance the library's

visibility in the community including the potential purchase of an electronic sign as well as improvements to the reading garden and the children's area.

Library Foundation Report

Ms. Tabereaux reported that the Foundation has received a \$25,000 grant from Meta that will provide funds to support the addition of a Makerspace at the Downtown Huntsville Library. The annual Love Your Library campaign raised \$16,527 and the Foundation has begun preparing to solicit sponsorships for the upcoming Vive le Livre event which will take place in September at the Jackson Center.

Governmental Relations Report

Dr. Jan Harris will be resigning from the Library Board effective at the end of the month due to relocating and external demands on her time. She expresses gratitude for her time on the Board and looks forward to continuing to support the Library as a patron.

Governance Committee Report

Ms. Thompson presented to the Board the nominated officers for Chair and Vice-Chair positions. Kevin Gray was nominated as the Board Chair and G. W. Boon was nominated as the Board Vice-Chair. Mr. Martinson seconded the nominations and with no dissent, the members were elected to begin their terms at the next meeting.

The committee recommended the following changes in Board committee membership:

Ms. Bartlett and Mr. Martinson were recommended to serve on the Governmental Relations committee. Ms. Thompson was recommended to serve on the Governance Committee with existing member Mr. Boon. The new appointee selected to fill Dr. Harris' outgoing position was recommended to serve on the Finance Committee with existing member Ms. Clift. Ms. Bartlett seconded the recommendations from the committee as presented and the motion carried.

Finance Committee Report

Ms. Bartlett reported that the committee was very pleased with the work completed by the new audit firm. The audit report itself was very good with an overall clean audit which showed steady increases in revenue over 2021 and is recommended for approval. Mr. Gray seconded the recommendation and the motion carried.

Ms. Bartlett reported that the committee has reviewed the Library's investment policy and is recommending no changes at this time. Dr. Harris seconded the recommendation and the motion carried.

Executive Director's Report

Activity Report

Ms. Hewitt reported that all recorded statistics including circulation and visits continue to increase and are well above numbers from last year. In particular, library visits are up 12,000 and visits to the library website are up over 500,000 in comparison to last year.

Financial Report

Ms. Hewitt reported that some expenses related to gift monies from FY 2022 are still being processed but overall the Library is in great financial shape.

Strategic Plan Update

The work sessions to create the Library's 2024-2026 strategic plan continue, with three out of seven planning sessions completed. The planning team has identified three main areas of focus for the upcoming three year plan which include Staff Training and Development, Community Partnerships and Programming Expansions, and Infrastructure Improvements and Planning. The finalized plan will be completed for review and approval at the next Board meeting.

The Library is partnering with the City of Huntsville to host the Smithsonian Institution's travelling exhibit 'The Bias Inside Us'. The exhibit explores the social science and psychology of implicit bias, the impact of this bias and what people can do about it through a variety of in-person and online exhibits. The exhibit will be available at the Downtown Huntsville Library from April 22 through May 21 and HMCPL will be offering a diverse group of programs throughout the system to complement the exhibit's content.

Downtown Library Update

Ms. Hewitt reported that there is a large amount of cracked and buckling tile flooring on the third floor of the Downtown Huntsville Library. While the library has performed minor tile patch repairs in the past, the current damaged section is large and impacting an unused service desk area leading to a recommendation of replacing the entire floor. Estimates for the replacement of the entire floor and the removal of the unused service desk are \$95,000. After brief discussion on the scope of the work and potential need for future repairs in other parts of the building, Mr. Gray motioned to approve the use of up to \$100,000 of Rainy Day Funds less any funds contributed by the City of Huntsville towards the desk removal and flooring replacement. Mr. Martinson seconded, and the motion carried.

New Business

Library Journal Design Institute

Ms. Hewitt requested one Board representative and one Library Leadership representative attend the Library Journal Design Institute taking place in Durham, NC on June 1. The Institute will provide opportunity for the Library to meet with consultants and library industry professionals as they gather to discuss and recommend the needs and future of library building designs. This information will be tremendously helpful as HMCPL begins to process of identifying necessary plans for future library building updates. Ms. Bartlett motioned to approve the request, Mr. Martinson seconded, and the motioned carried.

Next Meeting Date

The next meeting will be held May 17, 2023 at the Downtown Huntsville Library.

There being no further business the meeting adjourned.

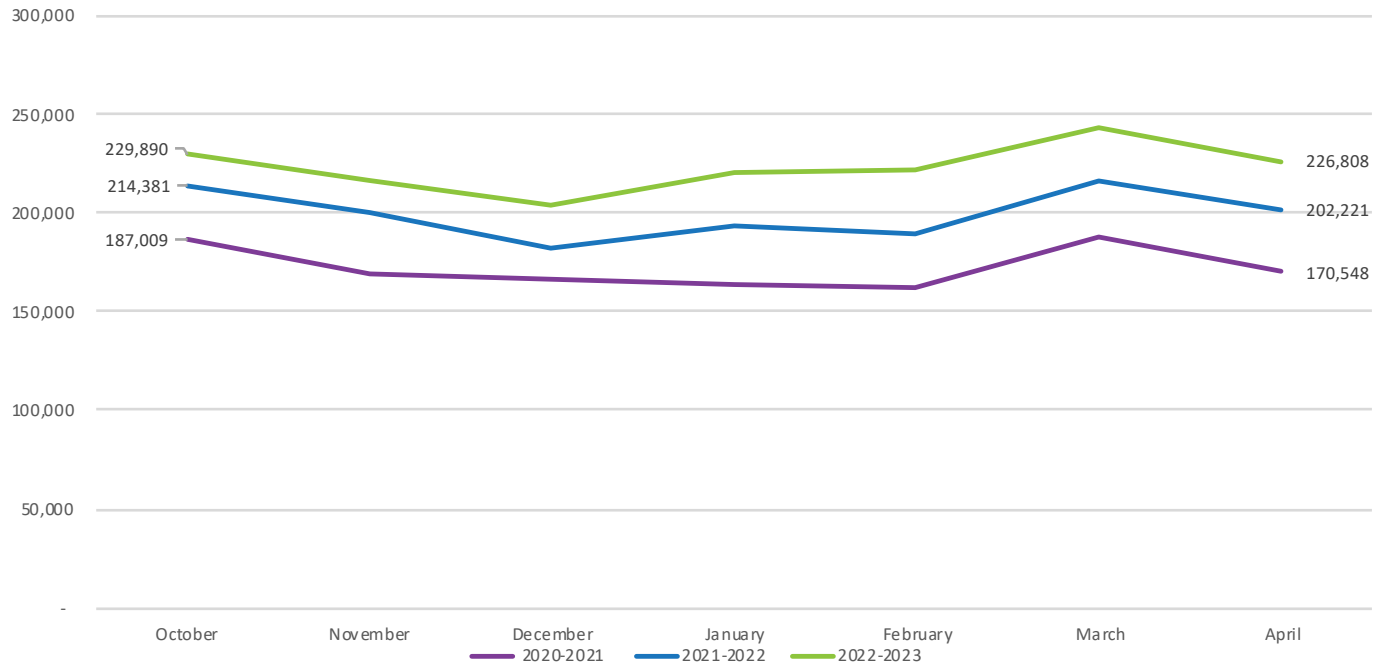
Submitted by:

Approved:

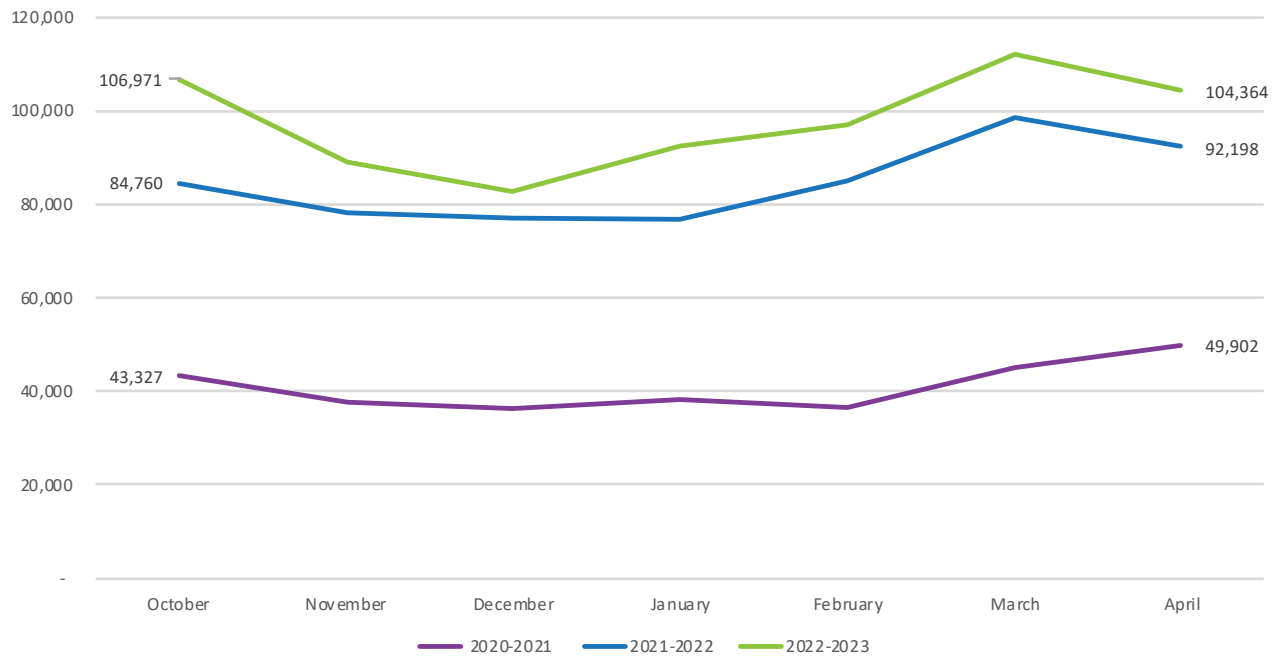
Dorothie Linton

Melissa Thompson, Chair

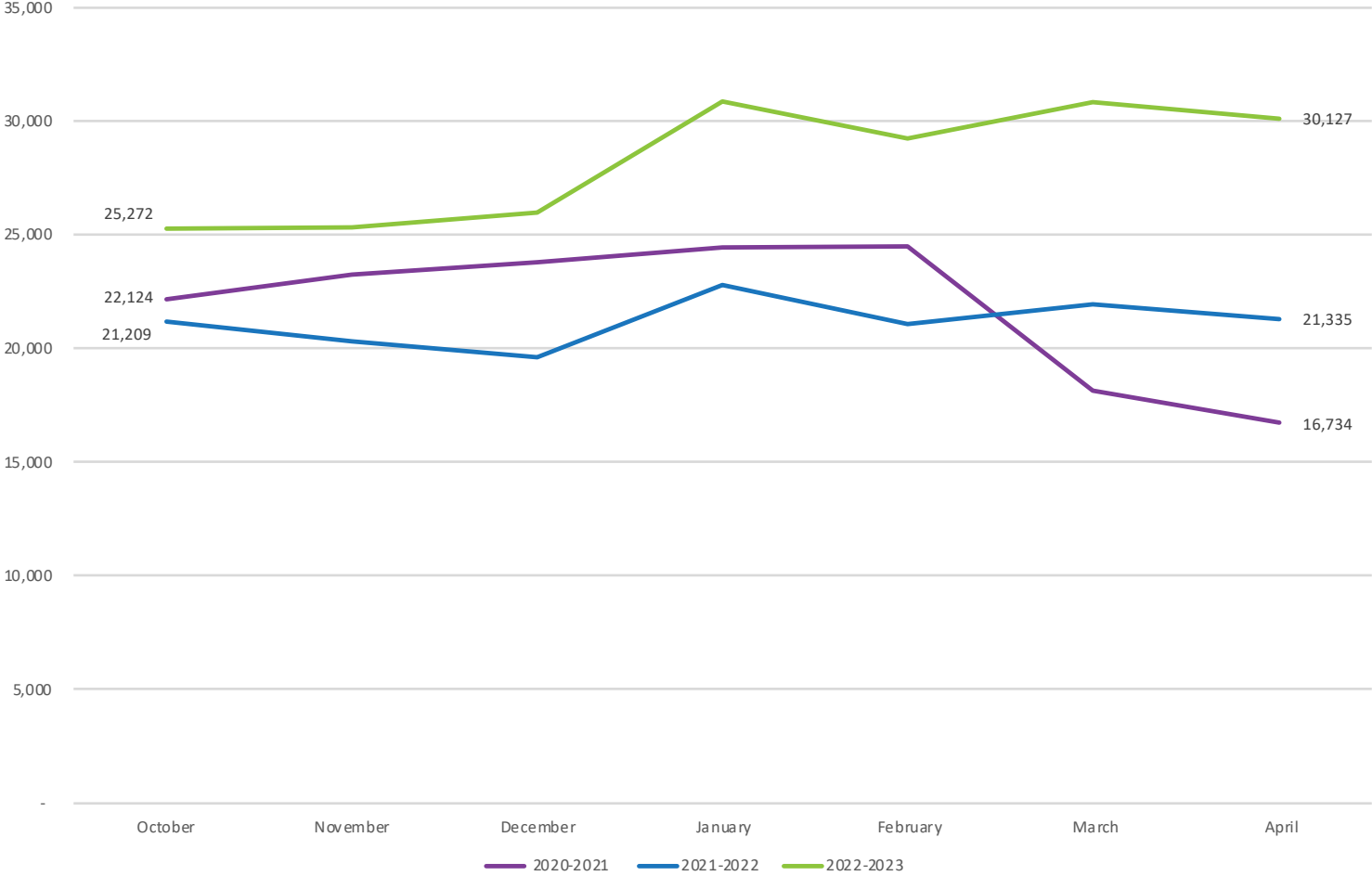
Systemwide Circulation - FY 2021-2023



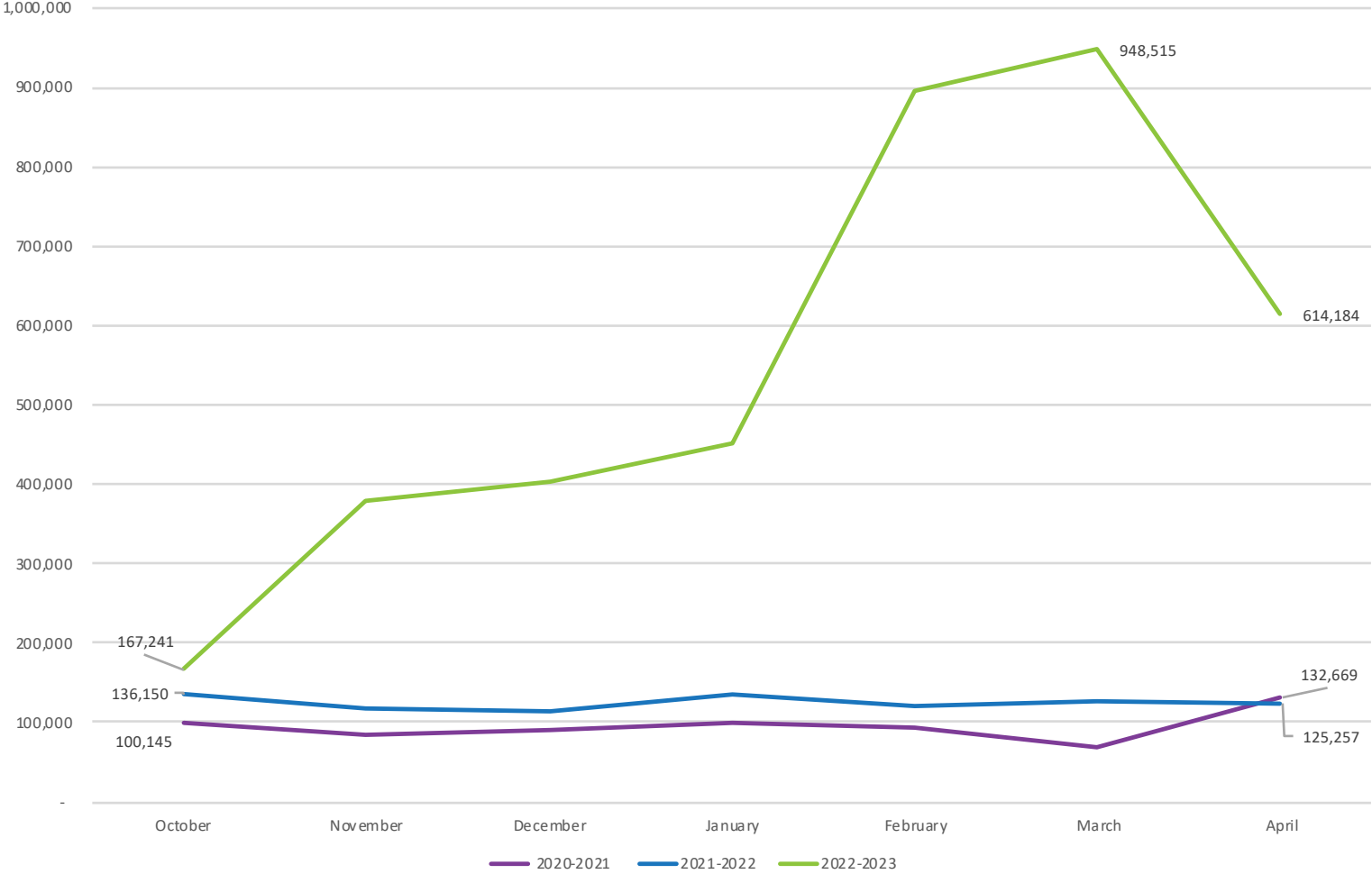
Systemwide Library Visits FY 2021- 2023



Downloadables - FY 2021-2023



HMCPL.org Visits - FY 2021-2023



April 2023 HMCPL Statistics

Systemwide Circulation				
	FY2021	FY2022	FY2023	% +/-
October	187,009	214,381	229,890	7.23%
November	169,056	200,100	216,726	8.31%
December	166,677	182,521	204,267	11.91%
January	164,800	194,484	221,404	13.84%
February	162,561	189,633	222,813	17.50%
March	188,251	216,632	243,603	12.45%
April	170,748	202,221	226,808	12.16%
May	177,034	213,161		
June	212,220	249,986		
July	211,705	260,475		
August	185,968	253,170		
September	195,892	231,817		
Year	2,191,921	2,608,581		

Systemwide totals include downloadables.

hmcpl.org				
	FY2021	FY2022	FY2023	% +/-
October	100,145	136,150	167,241	22.84%
November	85,104	120,147	378,277	214.85%
December	91,747	115,166	402,487	249.48%
January	100,380	136,458	452,723	231.77%
February	94,860	122,427	896,224	632.05%
March	69,871	128,900	948,515	635.85%
April	132,669	125,257	614,184	390.34%
May	152,925	131,567		
June	134,248	135,165		
July	136,236	138,450		
August	136,580	139,402		
September	131,500	128,289		
Year	1,366,265	1,557,378		

Number of visits to hmcpl.org website including our public catalog .

*Debuted new catalog on October 25, 2022

Downloadables				
	FY2021	FY2022	FY2023	% +/-
October	22,124	21,209	25,272	19.16%
November	23,235	20,272	25,337	24.99%
December	23,760	19,619	26,010	32.58%
January	24,500	22,805	30,848	35.27%
February	24,503	21,095	29,241	38.62%
March	18,179	21,899	30,849	40.87%
April	16,734	21,335	30,127	41.21%
May	17,997	25,533		
June	17,739	24,279		
July	18,790	25,084		
August	21,112	25,641		
September	22,326	23,865		
Year	250,999	272,636		

*Downloadables include digital media from Hoopla, Freegal, Overdrive, Freading, Blast, Kanopy, & Gutenberg

*Freegal Music was discontinued at the end of February 2021

*Blast went live on August 31, 2021

*Kanopy went live on October 1, 2021

*Freading was discontinued at the end of May 2022

Music Downloadables				
	FY2021	FY2022	FY2023	% +/-
October	6,206	1,210	594	-50.91%
November	7,391	664	680	2.41%
December	7,939	666	1,235	85.44%
January	7,237	1,023	786	-23.17%
February	7,560	958	1,042	8.77%
March	157	760	694	-8.68%
April	121	830	712	-14.22%
May	95	2,455		
June	98	1,170		
July	103	703		
August	2,009	753		
September	4,108	710		
Year	43,024	11,902		

*Music Downloadables includes Freegal, Blast, and Hoopla (music)

*Freegal Music was discontinued at the end of February 2021

*Blast went live on August 31, 2021

Wi-Fi # of Logins				
	FY2021	FY2022	FY2023	% +/-
October	9,793	18,969	17,940	-5.42%
November	6,983	15,534	15,806	1.75%
December	7,101	14,112	13,375	-5.22%
January	6,575	13,786	16,035	16.31%
February	5,726	14,857	17,271	16.25%
March	7,506	16,421	19,318	17.64%
April	7,250	18,013	18,157	0.80%
May	6,090	17,528		
June	12,601	17,109		
July	13,865	17,639		
August	13,407	18,755		
September	14,202	18,365		
Year	111,099	201,088		

*In May 2021, wireless access points were upgraded, with different statistical reporting.

IT adjusted reporting measures in order to accurately capture statistics.

Public Computer Use				
	FY2021	FY2022	FY2023	% +/-
October	2,822	4,472	5,959	33.25%
November	2,330	4,280	4,629	8.15%
December	2,221	4,143	4,577	10.48%
January	2,467	4,572	5,948	30.10%
February	2,274	4,859	6,058	24.68%
March	3,008	5,340	6,717	25.79%
April	3,065	5,168	5,931	14.76%
May	3,592	5,152		
June	4,584	5,695		
July	4,817	6,109		
August	4,965	6,292		
September	4,528	5,730		
Year	40,673	61,812		

Reference Questions				
	FY2021	FY2022	FY2023	% +/-
October	24,821	10,544	7,974	-24.37%
November	21,789	11,271	7,668	-31.97%
December	22,369	12,256	7,981	-34.88%
January	23,555	14,577	9,748	-33.13%
February	21,252	14,685	8,667	-40.98%
March	18,208	19,154	10,167	-46.92%
April	14,897	15,091	9,934	-34.17%
May	17,388	17,420		
June	16,362	15,365		
July	14,648	12,546		
August	12,150	10,919		
September	10,757	9,180		
Year	218,196	163,008		

Online Database Use				
	FY2021	FY2022	FY2023	% +/-
October	77,038	54,881	29,776	-45.74%
November	21,573	53,773	23,160	-56.93%
December	23,231	46,401	25,602	-44.82%
January	19,763	79,623	45,512	-42.84%
February	35,627	55,259	70,713	27.97%
March	175,379	97,819	37,509	-61.65%
April	56,558	35,184	13,023	-62.99%
May	43,480	34,773		
June	83,585	31,045		
July	23,626	20,064		
August	22,406	28,991		
September	35,283	50,014		
Year	617,549	587,827		

*Statistical definitions were adjusted to be more accurate in FY2021.

*April 2023 missing numbers from EBSCO and Britannica.

Curbside Transactions				
	FY2021	FY2022	FY2023	% +/-
October	-	228	89	-60.96%
November	-	206	87	-57.77%
December	-	173	60	-65.32%
January	502	301	63	-79.07%
February	1,485	201	35	-82.59%
March	1,260	136	31	-77.21%
April	990	131	20	-84.73%
May	638	140		
June	468	123		
July	393	125		
August	498	83		
September	393	93		
Year	6,627	1,940		

*HMCPL started formally tracking curbside interactions mid-January 2021.
The Curbside Service began in May 2020

Program Attendance				
	FY2021	FY2022	FY2023	% +/-
October	7,182	6,891	6,030	-12.49%
November	2,937	5,061	5,712	12.86%
December	3,300	4,321	4,762	10.21%
January	3,427	3,787	7,691	103.09%
February	3,557	5,465	8,344	52.68%
March	4,168	8,045	10,947	36.07%
April	5,448	7,101	8,363	17.77%
May	3,917	4,005		
June	7,121	11,893		
July	3,245	8,053		
August	2,211	7,962		
September	2,145	6,201		
Year	48,658	78,785		

*New reporting parameters from APLS affect June 2021 forward. The new numbers do not include passive programs.
*October 2022 attendance is incomplete due to software errors.

Cavalry Hill Circulation				
	FY2021	FY2022	FY2023	% +/-
October	625	798	637	-20.18%
November	549	535	509	-4.86%
December	811	601	558	-7.15%
January	598	534	554	3.75%
February	578	664	525	-20.93%
March	1,277	677	369	-45.49%
April	1,092	484	441	-8.88%
May	728	465		
June	1,044	609		
July	841	798		
August	994	616		
September	932	555		
Year	10,069	7,336		

Cove Holds Locker Circulation				
	FY2021	FY2022	FY2023	% +/-
October	-	-	240	
November	-	-	561	
December	-	-	585	
January	-	-	667	
February	-	-	875	
March	-	-	928	
April	-	-	732	
May	-	-		
June	-	-		
July	-	-		
August	-	-		
September	-	-		
Year	-	-		

*Cove Holds Locker Opened October 7, 2022

Downtown Circulation				
	FY2021	FY2022	FY2023	% +/-
October	43,425	33,272	37,867	13.81%
November	36,606	28,553	34,603	21.19%
December	35,739	28,965	33,024	14.01%
January	33,258	31,067	34,160	9.96%
February	33,084	30,984	34,810	12.35%
March	43,385	38,079	38,446	0.96%
April	36,464	33,131	35,205	6.26%
May	36,440	32,724		
June	43,946	39,592		
July	47,614	42,648		
August	55,073	41,199		
September	54,181	37,093		
Year	499,215	417,307		

*Downtown had a power failure and was closed October 5-13, 2021

Gurley Circulation				
	FY2021	FY2022	FY2023	% +/-
October	4,817	5,006	5,042	0.72%
November	4,018	4,746	5,084	7.12%
December	4,454	4,733	4,348	-8.13%
January	4,603	4,910	3,992	-18.70%
February	4,441	4,519	4,129	-8.63%
March	5,135	5,169	4,520	-12.56%
April	4,642	5,615	3,962	-29.44%
May	4,416	5,099		
June	5,869	5,372		
July	5,677	5,355		
August	5,101	5,236		
September	5,486	5,053		
Year	58,659	60,813		

Hazel Green Circulation				
	FY2021	FY2022	FY2023	% +/-
October	6,072	6,326	7,693	21.61%
November	5,139	5,697	7,366	29.30%
December	5,239	5,319	7,068	32.88%
January	5,326	5,181	8,259	59.41%
February	5,198	5,388	8,735	62.12%
March	7,150	6,447	9,005	39.68%
April	5,821	6,152	8,532	38.69%
May	6,315	5,938		
June	7,622	8,504		
July	7,788	8,359		
August	7,477	7,682		
September	6,449	7,540		
Year	75,596	78,533		

Madison Circulation				
	FY2021	FY2022	FY2023	% +/-
October	55,445	62,070	66,131	6.54%
November	47,155	55,162	60,949	10.49%
December	47,250	51,311	57,371	11.81%
January	47,234	54,755	60,682	10.82%
February	47,344	53,829	61,005	13.33%
March	58,361	61,577	68,389	11.06%
April	53,188	59,357	63,255	6.57%
May	55,159	59,517		
June	69,350	76,272		
July	69,892	77,630		
August	64,453	72,913		
September	58,784	67,241		
Year	673,615	751,634		

Monrovia Circulation				
	FY2021	FY2022	FY2023	% +/-
October	13,918	12,554	14,825	18.09%
November	12,190	11,802	13,458	14.03%
December	12,276	10,845	12,175	12.26%
January	11,744	11,073	13,498	21.90%
February	11,769	10,966	13,647	24.45%
March	13,756	13,371	15,062	12.65%
April	11,827	12,905	14,099	9.25%
May	11,869	12,197		
June	13,719	15,454		
July	13,854	15,544		
August	13,483	15,536		
September	12,990	14,660		
Year	153,395	156,907		

New Hope Circulation				
	FY2021	FY2022	FY2023	% +/-
October	1,926	1,346	-	
November	1,835	146	277	
December	2,458	-	950	
January	2,018	-	1,338	
February	1,643	-	1,594	
March	1,905	-	1,684	
April	2,149	-	1,482	
May	2,374	-		
June	3,111	-		
July	3,007	-		
August	3,483	-		
September	3,073	-		
Year	28,982	1,492		

*New Hope closed to the public September 30, 2021. Statistics following this are renewals.

North Huntsville Circulation				
	FY2021	FY2022	FY2023	% +/-
October	-	12,570	12,175	-3.14%
November	-	10,525	10,583	0.55%
December	-	10,101	9,911	-1.88%
January	-	9,472	10,194	7.62%
February	-	9,080	11,083	22.06%
March	265	10,019	11,718	16.96%
April	5,655	9,639	11,167	15.85%
May	9,522	9,961		
June	12,126	11,953		
July	12,864	12,372		
August	11,988	12,025		
September	11,849	11,502		
Year	64,269	129,219		

North Huntsville opened April 5, 2021. Statistics prior to this are renewals.

Outreach Circulation				
	FY2021	FY2022	FY2023	% +/-
October	224	465	1,317	183.23%
November	4,492	4,340	3,120	-28.11%
December	540	693	2,737	294.95%
January	3,031	3,095	4,134	33.57%
February	2,480	1,878	2,120	12.89%
March	1,251	1,480	2,418	63.38%
April	1,181	519	1,499	188.82%
May	1,037	891		
June	1,841	1,294		
July	803	683		
August	1,551	1,667		
September	4,059	3,521		
Year	22,490	20,526		

South Huntsville Circulation				
	FY2021	FY2022	FY2023	% +/-
October	-	57,753	56,999	-1.31%
November	-	57,424	53,535	-6.77%
December	-	49,481	48,412	-2.16%
January	-	50,783	52,037	2.47%
February	-	50,469	53,892	6.78%
March	-	57,360	58,787	2.49%
April	-	52,420	55,093	5.10%
May	-	51,715		
June	-	65,477		
July	-	70,660		
August	-	69,545		
September	6155	59,690		
Year	6155	692,777		

*South Huntsville opened September 28, 2021.

Triana Circulation				
	FY2021	FY2022	FY2023	% +/-
October	523	1,012	1,692	67.19%
November	445	898	1,344	49.67%
December	401	852	1,118	31.22%
January	345	809	1,041	28.68%
February	292	760	1,157	52.24%
March	404	553	1,428	158.23%
April	517	664	1,214	82.83%
May	480	682		
June	879	1,180		
July	1,055	1,342		
August	982	1,110		
September	1,025	1,097		
Year	7,348	10,959		

Number of Library Visitors by Branch									
	Cavalry Hill			Downtown			Gurley		
	FY2021	FY2022	FY2023	FY2021	FY2022	FY2023	FY2021	FY2022	FY2023
October	194	1,083	1,787	17,754	15,955	28,782	1,119	910	1,232
November	271	1,027	1,496	14,517	19,810	21,575	562	697	710
December	249	1,212	1,689	14,375	20,429	20,038	909	329	1,054
January	209	850	1,929	15,498	20,779	23,800	774	1,545	1,034
February	305	1,234	1,660	14,833	22,193	24,645	620	1,003	1,167
March	737	1,638	1,854	19,365	26,435	26,518	980	1,699	1,397
April	592	1,428	1,538	18,643	25,019	24,541	1,118	1,257	1,442
May	764	1,395		18,348	24,979		1,016	1,304	
June	1,438	1,930		25,450	28,151		1,545	1,665	
July	1,319	1,961		27,262	28,698		1,335	1,523	
August	947	1,618		29,461	27,150		1,585	1,466	
September	1,011	1,541		26,208	25,453		1,343	1,246	
Year	8,036	16,917		241,714	285,051		12,906	14,644	

	Hazel Green			Madison			Monrovia		
	FY2021	FY2022	FY2023	FY2021	FY2022	FY2023	FY2021	FY2022	FY2023
October	2,359	2,577	2,806	10,165	18,387	23,514	2,520	3,174	3,322
November	2,018	2,303	2,608	10,011	15,105	19,973	2,281	2,795	3,332
December	2,109	2,348	2,538	7,790	15,027	16,940	2,354	2,943	3,034
January	2,091	1,916	3,039	9,379	15,800	17,214	2,282	3,665	3,809
February	2,126	2,262	2,900	9,096	18,281	18,724	2,255	3,190	3,899
March	2,579	2,863	2,916	10,250	20,140	22,509	2,836	3,538	4,478
April	2,522	2,800	2,606	9,471	19,097	19,933	2,708	3,329	3,927
May	2,128	2,751		11,792	21,855		2,716	3,460	
June	3,084	3,800		20,475	27,736		3,563	4,716	
July	3,101	3,100		19,334	25,470		3,382	4,037	
August	2,681	3,093		19,154	26,934		3,384	4,032	
September	2,573	2,719		17,367	24,495		3,239	2,990	
Year	29,371	32,532		154,284	248,327		33,520	41,869	

*HAZ people counters malfunctioned from 6/15/22 to 7/5/22. June/July 2022 visitor numbers are an estimate.

	New Hope			North Huntsville			South Huntsville		
	FY2021	FY2022	FY2023	FY2021	FY2022	FY2023	FY2021	FY2022	FY2023
October	565	135	-	-	10,091	13,394	-	30,994	29,164
November	569	-	1,097	-	7,890	10,006	-	27,323	25,699
December	586	-	920	-	7,827	8,989	-	25,155	25,740
January	572	-	894	-	6,883	10,902	-	24,300	29,030
February	487	-	995	-	8,193	12,769	-	27,573	30,164
March	606	-	1,189	-	10,009	14,581	-	30,850	33,716
April	671	-	1,166	6,571	9,964	15,264	-	28,006	30,971
May	715	-		6,722	10,458		-	27,792	
June	1,074	-		10,240	11,921		-	33,779	
July	815	-		8,541	10,527		-	33,506	
August	956	-		8,719	12,518		-	35,273	
September	1,051	-		8,349	12,085		2,892	30,069	
Year	8,667	135		49,142	118,366		2,892	354,620	

*South Huntsville branch opened September 28, 2021. People counters began September 29.

*New Hope closed September 30, 2021

	Triana		
	FY2021	FY2022	FY2023
October	455	1,454	2,970
November	327	1,024	2,583
December	311	1,312	1,817
January	311	1,082	983
February	399	1,083	186
March	855	1,448	3,001
April	874	1,298	2,976
May	793	1,359	
June	1,299	2,158	
July	1,813	2,810	
August	1,084	2,455	
September	966	2,795	
Year	9,487	20,278	

*Triana's people counter malfunctioned in February 2023

	Total Number of Library Visitors-HMCPL		
	FY2021	FY2022	FY2023
October	43,327	84,760	106,971
November	37,658	77,974	89,079
December	36,374	76,582	82,759
January	38,543	76,820	92,634
February	36,566	85,012	97,109
March	45,412	98,620	112,159
April	49,902	92,198	104,364
May	51,361	95,353	
June	75,442	115,856	
July	68,162	111,632	
August	67,971	114,539	
September	64,999	103,393	
Year	615,717	1,132,739	

Huntsville Public Library
Profit & Loss Budget vs. Actual
 October 2022 through April 2023

		TOTAL				
INCOME AND EXPENSE SHOULD BE AT 58.33%		Oct '22 - Apr 23	Budget	\$ Over Budget	% of Budget	INCOME AND EXPENSE SHOULD BE AT 50.00%
Ordinary Income/Expense						
Income						
	CAPITAL CAMPAIGN INCOME	0.00	0.00	0.00	0.0%	
	GOVERNMENT SUPPORT	5,246,405.44	7,188,410.00	-1,942,004.56	72.98%	
	FRIENDS OF THE LIBRARY SUPPORT	91,219.28	111,800.00	-20,580.72	81.59%	
	FOUNDATION SUPPORT	73,200.00	73,200.00	0.00	100.0%	FOUNDATION SUPPORT-\$73,200
	INVESTMENT INCOME	78,275.43	30,625.00	47,650.43	255.59%	INVESTMENT INCOME-Hawthorne Trust \$16,231.
	FEES	98,071.20	90,055.00	8,016.20	108.9%	FEES-Photocopies \$41,443, L&D \$11,985.
	GIFTS and GRANTS	181,176.61	80,050.00	101,126.61	226.33%	GIFTS and GRANTS-Olin King \$10,000, Dale Strong \$25,000
	MISCELLANEOUS	2,276.59	0.00	2,276.59	100.0%	
	PROGRAM REVENUES	229.00	0.00	229.00	100.0%	
	SUMMER READING PROGRAM	6,000.00	0.00	6,000.00	100.0%	SUMMER READING PROGRAM-Foundation \$3,000
	SALE OF FIXED ASSETS	3,384.00	0.00	3,384.00	100.0%	SALE OF FIXED ASSETS-SOLD 1999 CHEV Van
	Total Income	5,780,270.62	7,574,140.00	-1,793,869.38	76.32%	
	Gross Profit	5,780,270.62	7,574,140.00	-1,793,869.38	76.32%	
Expense						
	CAPITAL CAMPAIGN EXPENSE	2,088.68	0.00	2,088.68	100.0%	
	AUTOMATED SERVICES	104,825.11	222,730.00	-117,904.89	47.06%	
	BUILDING OPERATIONS	621,806.83	1,130,492.00	-508,685.17	55.0%	
	GENERAL OPERATING	166,264.74	287,686.00	-121,421.26	57.79%	
	MATERIALS	415,846.64	601,264.00	-185,417.36	69.16%	
	SALARIES & BENEFITS	2,905,900.59	5,291,468.00	-2,385,567.41	54.92%	
	GRANT EXPENSES	79,530.27	40,100.00	39,430.27	198.33%	GRANT EXPENSES-Daniel Grant complete\$44,105, LSTA/RFID \$12,761, PNC Ready Reader \$4938.
	OTHER GIFT EXPENSES	167,374.58	400.00	166,974.58	41,843.65%	OTHER GIFT EXPENSES-FUQUA \$8,802, HAAR \$3,607, Blast Off Book Festival \$5,000, Kidzspvce Interactive \$3,594, Makers Space \$27,840, Flooring \$12571, NEW HOPE Equipment \$2,730, Book Gifts \$29,933, Holds Locker \$17,416.
	MISCELLANEOUS EXPENSES	-29.89	0.00	-29.89	100.0%	
	Total Expense	4,463,640.62	7,574,140.00	-3,110,499.38	58.93%	
	Net Ordinary Income	1,316,630.00	0.00	1,316,630.00	100.0%	
	Net Income	1,316,630.00	0.00	1,316,630.00	100.0%	

Huntsville Public Library

Balance Sheet

As of April 30, 2023

				Apr 30, 23
ASSETS				
Current Assets				
Checking/Savings				
Cash and cash on hand				
VISA DEBIT CARDS				
			VISA GIFT CARD #9867-TRI	500.00
			VISA GIFT CARD-OUTREACH 1701	380.00
			VISA GIFT CARD 0225 (300) GUR	9.27
			VISA GIFTCARD #5932 (425) -TRI	2.16
			Total VISA DEBIT CARDS	891.43
Servis1st Bank-Master Account				
			Servis1st Bank-Master-Rainy Day	1,423,204.00
			Servis1st Bank-Master Account - Other	2,235,369.51
			Total Servis1st Bank-Master Account	3,658,573.51
			Servis1st Bank-Gifts	451,881.18
			Servis1st Bank-Merchant Acct	6,704.06
			Servis1st Bank-Payroll	13,252.89
			Petty cash	1,745.00
			Total Cash and cash on hand	4,133,048.07
Certificates of Deposit				
			PROGRESS BANK-RAINY DAY FUNDS	251,549.23
			PNC CD #391594 EME	171,151.31
			PNC CD #390322 AEDG	51,373.53
			TRUIST BANK CD RAINY DAY-MMA	573,764.17
			PROGRESS BANK CD-P KYSER 0949	52,819.51
			PROGRESS BANK CD-EME 0728 02-23	88,642.68
			Progress-Cummer #6010025186	95,981.12
			Progress CD- EME #6010025827	171,743.60
			Servis1st CD-McLain #340778	27,290.92
			Total Certificates of Deposit	1,484,316.07
Investments				
			C. Schwab HMCPL 3703-9063	832,761.63
			C. Schwab M. Pruitt 4478-8529	102,938.98
			C.Schwab Jean Payne 7587-0478	73,624.04
			C. Schwab- Roberts 4311-4986	20,792.58
			Total Investments	1,030,117.23
			Total Checking/Savings	6,647,481.37
Accounts Receivable				
			Accounts Receivable	-3,321.30
			Total Accounts Receivable	-3,321.30
Other Current Assets				
			Miscellaneous Deposits	9,920.14
			Miscellaneous Receivables	18,277.89
			Prepays	6,116.09
			Total Other Current Assets	34,314.12
			Total Current Assets	6,678,474.19
Fixed Assets				

Huntsville Public Library

Balance Sheet

As of April 30, 2023

	Construction in Progress	94,179.22
	Library collection	3,129,109.11
	Miscellaneous fixed assets	6,878,096.39
	Donated photographs	126,077.00
	Acc deprec - library collection	-2,134,610.03
	Acc deprec - misc fixed assets	-4,927,832.32
	Total Fixed Assets	3,165,019.37
TOTAL ASSETS		9,843,493.56
LIABILITIES & EQUITY		
Liabilities		
	Current Liabilities	
	Other Current Liabilities	
	MEETING ROOM DEPOSIT	300.00
	Accrued liabilities	
	Clinic	325.00
	Withheld Critical Illness Princ	-26.47
	Withheld Voluntary Life Prem	17.39
	Withheld Health Ins (pretaxed)	-17,120.84
	Withheld Health Ins (taxed)	-201.87
	Withheld LTD Principal	-109.44
	Withheld STD Principal	-27.87
	Withheld Vision (pretaxed)	-127.68
	Withheld Vision (taxed)	52.31
	Total Accrued liabilities	-17,219.47
	Deferred revenue	
	Deferred revenue - grants	32,928.71
	Deferred revenue - Other	750.00
	Total Deferred revenue	33,678.71
	Total Other Current Liabilities	16,759.24
	Total Current Liabilities	16,759.24
	Total Liabilities	16,759.24
Equity		
	Friends endowment	272.50
	Investment in Fixed Assets	2,926,306.12
	Restricted Fund	359,349.75
	Retained Earnings	3,091,350.58
	UNRESTRICTED-GENERAL FUND	1,736,672.96
	GAAP ENTRY	396,152.41
	Net Income	1,316,630.00
	Total Equity	9,826,734.32
TOTAL LIABILITIES & EQUITY		9,843,493.56

Huntsville Public Library
Profit & Loss Budget vs. Actual
October 2022 through April 2023

		Total COH			
INCOME AND EXPENSE SHOULD BE AT58.3		Oct '22 - Apr 23	Budget	\$ Over Budget	% of Budget
Ordinary Income/Expense					
Income					
	CAPITAL CAMPAIGN INCOME	0.00			
	GOVERNMENT SUPPORT	4,203,378.16	5,591,171.00	-1,387,792.84	75.18%
	FRIENDS OF THE LIBRARY SUPPORT	67,786.28	90,000.00	-22,213.72	75.32%
	FOUNDATION SUPPORT	66,000.00	66,000.00	0.00	100.0%
	INVESTMENT INCOME	78,275.43	30,625.00	47,650.43	255.59%
	FEES	64,961.04	59,320.00	5,641.04	109.51%
	GIFTS and GRANTS	130,686.61	62,020.00	68,666.61	210.72%
	MISCELLANEOUS	1,297.42			
	PROGRAM REVENUES	229.00			
	SUMMER READING PROGRAM	6,000.00			
	SALE OF FIXED ASSETS	3,384.00			
	Total Income	4,621,997.94	5,899,136.00	-1,277,138.06	78.35%
	Gross Profit	4,621,997.94	5,899,136.00	-1,277,138.06	78.35%
Expense					
	CAPITAL CAMPAIGN EXPENSE	2,088.68			
	AUTOMATED SERVICES	65,765.03	116,850.00	-51,084.97	56.28%
	BUILDING OPERATIONS	574,760.51	1,049,940.00	-475,179.49	54.74%
	GENERAL OPERATING	135,972.40	233,380.00	-97,407.60	58.26%
	MATERIALS	313,220.68	376,018.00	-62,797.32	83.3%
	SALARIES & BENEFITS	2,245,079.60	4,106,808.00	-1,861,728.40	54.67%
	GRANT EXPENSES	31,946.36	16,040.00	15,906.36	199.17%
	OTHER GIFT EXPENSES	108,519.70	100.00	108,419.70	108,519.7%
	MISCELLANEOUS EXPENSES	-29.89			
	Total Expense	3,477,323.07	5,899,136.00	-2,421,812.93	58.95%
	Net Ordinary Income	1,144,674.87	0.00	1,144,674.87	100.0%
	Net Income	1,144,674.87	0.00	1,144,674.87	100.0%

Huntsville Public Library
Profit & Loss Budget vs. Actual
October 2022 through April 2023

		Total Gurley			
INCOME AND EXPENSE SHOULD BE AT58.3		Oct '22 - Apr 23	Budget	\$ Over Budget	% of Budget
Ordinary Income/Expense					
Income					
	CAPITAL CAMPAIGN INCOME	0.00			
	GOVERNMENT SUPPORT	85,482.66	115,204.00	-29,721.34	74.2%
	FRIENDS OF THE LIBRARY SUPPORT	2,000.00	2,000.00	0.00	100.0%
	FOUNDATION SUPPORT	1,200.00	1,200.00	0.00	100.0%
	INVESTMENT INCOME	0.00			
	FEES	1,523.74	1,190.00	333.74	128.05%
	GIFTS and GRANTS	5,475.00	6,010.00	-535.00	91.1%
	MISCELLANEOUS	0.00			
	PROGRAM REVENUES	0.00			
	SUMMER READING PROGRAM	0.00			
	SALE OF FIXED ASSETS	0.00			
	Total Income	95,681.40	125,604.00	-29,922.60	76.18%
	Gross Profit	95,681.40	125,604.00	-29,922.60	76.18%
Expense					
	CAPITAL CAMPAIGN EXPENSE	0.00			
	AUTOMATED SERVICES	2,258.72	7,316.00	-5,057.28	30.87%
	BUILDING OPERATIONS	1,374.93	1,790.00	-415.07	76.81%
	GENERAL OPERATING	1,488.77	3,510.00	-2,021.23	42.42%
	MATERIALS	4,760.52	9,812.00	-5,051.48	48.52%
	SALARIES & BENEFITS	54,513.04	95,056.00	-40,542.96	57.35%
	GRANT EXPENSES	4,126.99	8,020.00	-3,893.01	51.46%
	OTHER GIFT EXPENSES	121.93	100.00	21.93	121.93%
	MISCELLANEOUS EXPENSES	0.00			
	Total Expense	68,644.90	125,604.00	-56,959.10	54.65%
	Net Ordinary Income	27,036.50	0.00	27,036.50	100.0%
	Net Income	27,036.50	0.00	27,036.50	100.0%

Huntsville Public Library
Profit & Loss Budget vs. Actual
October 2022 through April 2023

		Total Hazel Green			
INCOME AND EXPENSE SHOULD BE AT58.3		Oct '22 - Apr 23	Budget	\$ Over Budget	% of Budget
Ordinary Income/Expense					
Income					
	CAPITAL CAMPAIGN INCOME	0.00			
	GOVERNMENT SUPPORT	110,737.75	140,317.00	-29,579.25	78.92%
	FRIENDS OF THE LIBRARY SUPPORT	73.75			
	FOUNDATION SUPPORT	1,200.00	1,200.00	0.00	100.0%
	INVESTMENT INCOME	0.00			
	FEES	3,563.00	4,425.00	-862.00	80.52%
	GIFTS and GRANTS	2,885.00			
	MISCELLANEOUS	270.00			
	PROGRAM REVENUES	0.00			
	SUMMER READING PROGRAM	0.00			
	SALE OF FIXED ASSETS	0.00			
	Total Income	118,729.50	145,942.00	-27,212.50	81.35%
	Gross Profit	118,729.50	145,942.00	-27,212.50	81.35%
Expense					
	CAPITAL CAMPAIGN EXPENSE	0.00			
	AUTOMATED SERVICES	2,373.65	9,538.00	-7,164.35	24.89%
	BUILDING OPERATIONS	4,659.55	7,569.00	-2,909.45	61.56%
	GENERAL OPERATING	2,902.01	4,897.00	-1,994.99	59.26%
	MATERIALS	9,100.55	18,609.00	-9,508.45	48.9%
	SALARIES & BENEFITS	64,367.77	105,329.00	-40,961.23	61.11%
	GRANT EXPENSES	0.00			
	OTHER GIFT EXPENSES	1,909.65			
	MISCELLANEOUS EXPENSES	0.00			
	Total Expense	85,313.18	145,942.00	-60,628.82	58.46%
	Net Ordinary Income	33,416.32	0.00	33,416.32	100.0%
	Net Income	33,416.32	0.00	33,416.32	100.0%

Huntsville Public Library
Profit & Loss Budget vs. Actual
October 2022 through April 2023

		Total Madison			
INCOME AND EXPENSE SHOULD BE AT58.3	Oct '22 - Apr 23	Budget	\$ Over Budget	% of Budget	
Ordinary Income/Expense					
Income					
CAPITAL CAMPAIGN INCOME	0.00				
GOVERNMENT SUPPORT	536,275.00	957,000.00	-420,725.00	56.04%	
FRIENDS OF THE LIBRARY SUPPORT	16,015.00	16,000.00	15.00	100.09%	
FOUNDATION SUPPORT	1,200.00	1,200.00	0.00	100.0%	
INVESTMENT INCOME	0.00				
FEES	22,483.80	19,325.00	3,158.80	116.35%	
GIFTS and GRANTS	11,418.00				
MISCELLANEOUS	534.17				
PROGRAM REVENUES	0.00				
SUMMER READING PROGRAM	0.00				
SALE OF FIXED ASSETS	0.00				
Total Income	587,925.97	993,525.00	-405,599.03	59.18%	
Gross Profit	587,925.97	993,525.00	-405,599.03	59.18%	
Expense					
CAPITAL CAMPAIGN EXPENSE	0.00				
AUTOMATED SERVICES	28,384.77	65,807.00	-37,422.23	43.13%	
BUILDING OPERATIONS	33,721.69	59,898.00	-26,176.31	56.3%	
GENERAL OPERATING	17,842.42	32,900.00	-15,057.58	54.23%	
MATERIALS	77,205.95	173,010.00	-95,804.05	44.63%	
SALARIES & BENEFITS	368,084.10	661,910.00	-293,825.90	55.61%	
GRANT EXPENSES	591.33				
OTHER GIFT EXPENSES	25,595.34				
MISCELLANEOUS EXPENSES	0.00				
Total Expense	551,425.60	993,525.00	-442,099.40	55.5%	
Net Ordinary Income	36,500.37	0.00	36,500.37	100.0%	
Net Income	36,500.37	0.00	36,500.37	100.0%	

Huntsville Public Library
Profit & Loss Budget vs. Actual
October 2022 through April 2023

		Total Monrovia			
INCOME AND EXPENSE SHOULD BE AT58.3		Oct '22 - Apr 23	Budget	\$ Over Budget	% of Budget
Ordinary Income/Expense					
Income					
	CAPITAL CAMPAIGN INCOME	0.00			
	GOVERNMENT SUPPORT	173,200.00	188,100.00	-14,900.00	92.08%
	FRIENDS OF THE LIBRARY SUPPORT	5,175.00	2,000.00	3,175.00	258.75%
	FOUNDATION SUPPORT	1,200.00	1,200.00	0.00	100.0%
	INVESTMENT INCOME	0.00			
	FEES	4,297.67	4,070.00	227.67	105.59%
	GIFTS and GRANTS	28,920.00			
	MISCELLANEOUS	175.00			
	PROGRAM REVENUES	0.00			
	SUMMER READING PROGRAM	0.00			
	SALE OF FIXED ASSETS	0.00			
	Total Income	212,967.67	195,370.00	17,597.67	109.01%
	Gross Profit	212,967.67	195,370.00	17,597.67	109.01%
Expense					
	CAPITAL CAMPAIGN EXPENSE	0.00			
	AUTOMATED SERVICES	4,437.52	15,001.00	-10,563.48	29.58%
	BUILDING OPERATIONS	4,256.17	6,547.00	-2,290.83	65.01%
	GENERAL OPERATING	4,702.04	7,747.00	-3,044.96	60.7%
	MATERIALS	4,387.37	9,242.00	-4,854.63	47.47%
	SALARIES & BENEFITS	84,796.30	156,833.00	-72,036.70	54.07%
	GRANT EXPENSES	0.00			
	OTHER GIFT EXPENSES	7,949.01			
	MISCELLANEOUS EXPENSES	0.00			
	Total Expense	110,528.41	195,370.00	-84,841.59	56.57%
	Net Ordinary Income	102,439.26	0.00	102,439.26	100.0%
	Net Income	102,439.26	0.00	102,439.26	100.0%

Huntsville Public Library
Profit & Loss Budget vs. Actual
October 2022 through April 2023

		Total New Hope			
INCOME AND EXPENSE SHOULD BE AT58.3		Oct '22 - Apr 23	Budget	\$ Over Budget	% of Budget
Ordinary Income/Expense					
Income					
	CAPITAL CAMPAIGN INCOME	0.00			
	GOVERNMENT SUPPORT	74,856.87	104,518.00	-29,661.13	71.62%
	FRIENDS OF THE LIBRARY SUPPORT	169.25	1,800.00	-1,630.75	9.4%
	FOUNDATION SUPPORT	1,200.00	1,200.00	0.00	100.0%
	INVESTMENT INCOME	0.00			
	FEES	365.69	1,235.00	-869.31	29.61%
	GIFTS and GRANTS	742.00	6,010.00	-5,268.00	12.35%
	MISCELLANEOUS	0.00			
	PROGRAM REVENUES	0.00			
	SUMMER READING PROGRAM	0.00			
	SALE OF FIXED ASSETS	0.00			
	Total Income	77,333.81	114,763.00	-37,429.19	67.39%
	Gross Profit	77,333.81	114,763.00	-37,429.19	67.39%
Expense					
	CAPITAL CAMPAIGN EXPENSE	0.00			
	AUTOMATED SERVICES	825.95	3,668.00	-2,842.05	22.52%
	BUILDING OPERATIONS	2,625.98	4,086.00	-1,460.02	64.27%
	GENERAL OPERATING	2,182.88	2,695.00	-512.12	81.0%
	MATERIALS	2,929.78	5,659.00	-2,729.22	51.77%
	SALARIES & BENEFITS	46,407.45	90,535.00	-44,127.55	51.26%
	GRANT EXPENSES	36,467.70	8,020.00	28,447.70	454.71%
	OTHER GIFT EXPENSES	15,674.11	100.00	15,574.11	15,674.11%
	MISCELLANEOUS EXPENSES	0.00			
	Total Expense	107,113.85	114,763.00	-7,649.15	93.34%
	Net Ordinary Income	-29,780.04	0.00	-29,780.04	100.0%
	Net Income	-29,780.04	0.00	-29,780.04	100.0%

Huntsville Public Library
Profit & Loss Budget vs. Actual
October 2022 through April 2023

		Total Triana			
INCOME AND EXPENSE SHOULD BE AT58.3	Oct '22 - Apr 23	Budget	\$ Over Budget	% of Budget	
Ordinary Income/Expense					
Income					
	CAPITAL CAMPAIGN INCOME	0.00			
	GOVERNMENT SUPPORT	62,475.00	92,100.00	-29,625.00	67.83%
	FRIENDS OF THE LIBRARY SUPPORT	0.00			
	FOUNDATION SUPPORT	1,200.00	1,200.00	0.00	100.0%
	INVESTMENT INCOME	0.00			
	FEES	876.26	490.00	386.26	178.83%
	GIFTS and GRANTS	1,050.00	6,010.00	-4,960.00	17.47%
	MISCELLANEOUS	0.00			
	PROGRAM REVENUES	0.00			
	SUMMER READING PROGRAM	0.00			
	SALE OF FIXED ASSETS	0.00			
	Total Income	65,601.26	99,800.00	-34,198.74	65.73%
	Gross Profit	65,601.26	99,800.00	-34,198.74	65.73%
Expense					
	CAPITAL CAMPAIGN EXPENSE	0.00			
	AUTOMATED SERVICES	779.47	4,550.00	-3,770.53	17.13%
	BUILDING OPERATIONS	408.00	662.00	-254.00	61.63%
	GENERAL OPERATING	1,174.22	2,557.00	-1,382.78	45.92%
	MATERIALS	4,326.25	8,914.00	-4,587.75	48.53%
	SALARIES & BENEFITS	42,652.33	74,997.00	-32,344.67	56.87%
	GRANT EXPENSES	6,397.89	8,020.00	-1,622.11	79.77%
	OTHER GIFT EXPENSES	7,520.38	100.00	7,420.38	7,520.38%
	MISCELLANEOUS EXPENSES	0.00			
	Total Expense	63,258.54	99,800.00	-36,541.46	63.39%
	Net Ordinary Income	2,342.72	0.00	2,342.72	100.0%
	Net Income	2,342.72	0.00	2,342.72	100.0%

Huntsville Public Library
Profit & Loss Budget vs. Actual
October 2022 through April 2023

		TOTAL			
INCOME AND EXPENSE SHOULD BE AT58.3	Oct '22 - Apr 23	Budget	\$ Over Budget	% of Budget	
Ordinary Income/Expense					
Income					
	CAPITAL CAMPAIGN INCOME	0.00	0.00	0.00	0.0%
	GOVERNMENT SUPPORT	5,246,405.44	7,188,410.00	-1,942,004.56	72.98%
	FRIENDS OF THE LIBRARY SUPPORT	91,219.28	111,800.00	-20,580.72	81.59%
	FOUNDATION SUPPORT	73,200.00	73,200.00	0.00	100.0%
	INVESTMENT INCOME	78,275.43	30,625.00	47,650.43	255.59%
	FEES	98,071.20	90,055.00	8,016.20	108.9%
	GIFTS and GRANTS	181,176.61	80,050.00	101,126.61	226.33%
	MISCELLANEOUS	2,276.59	0.00	2,276.59	100.0%
	PROGRAM REVENUES	229.00	0.00	229.00	100.0%
	SUMMER READING PROGRAM	6,000.00	0.00	6,000.00	100.0%
	SALE OF FIXED ASSETS	3,384.00	0.00	3,384.00	100.0%
	Total Income	5,780,237.55	7,574,140.00	-1,793,902.45	76.32%
	Gross Profit	5,780,237.55	7,574,140.00	-1,793,902.45	76.32%
Expense					
	CAPITAL CAMPAIGN EXPENSE	2,088.68	0.00	2,088.68	100.0%
	AUTOMATED SERVICES	104,825.11	222,730.00	-117,904.89	47.06%
	BUILDING OPERATIONS	621,806.83	1,130,492.00	-508,685.17	55.0%
	GENERAL OPERATING	166,264.74	287,686.00	-121,421.26	57.79%
	MATERIALS	415,846.64	601,264.00	-185,417.36	69.16%
	SALARIES & BENEFITS	2,905,900.59	5,291,468.00	-2,385,567.41	54.92%
	GRANT EXPENSES	79,530.27	40,100.00	39,430.27	198.33%
	OTHER GIFT EXPENSES	167,374.58	400.00	166,974.58	41,843.65%
	MISCELLANEOUS EXPENSES	-29.89	0.00	-29.89	100.0%
	Total Expense	4,463,607.55	7,574,140.00	-3,110,532.45	58.93%
	Net Ordinary Income	1,316,630.00	0.00	1,316,630.00	100.0%
	Net Income	1,316,630.00	0.00	1,316,630.00	100.0%

Huntsville Public Library Capital Campaign Balance Sheet by Class

As of April 30, 2023

			SHV	TOTAL
ASSETS				
	Current Assets			
	Checking/Savings			
		Servis1st Bank Capital Campaign	18,697.76	18,697.76
		Total Checking/Savings	18,697.76	18,697.76
		Total Current Assets	18,697.76	18,697.76
TOTAL ASSETS			18,697.76	18,697.76
LIABILITIES & EQUITY				
	Equity			
		Unrestricted Net Assets	18,419.13	18,419.13
		Net Income	278.63	278.63
		Total Equity	18,697.76	18,697.76
TOTAL LIABILITIES & EQUITY			18,697.76	18,697.76

Huntsville Public Library Capital Campaign
 Profit & Loss by Class
 October 2022 through April 2023

				SHV	TOTAL
Ordinary Income/Expense					
		Income			
		Investments			
		Interest-Savings, Short-term CD	278.63	278.63	
		Total Investments	278.63	278.63	
		Total Income	278.63	278.63	
		Gross Profit	278.63	278.63	
		Net Ordinary Income	278.63	278.63	
		Net Income	278.63	278.63	

**Huntsville Public Library
Building Maintenance**

March - April 2023

Date	Name	Memo	Amount	Total
HAZEL GREEN				
MARCH INVOICES PAID				
03/06/2023	Mary Butler	PLASTIC SHEETING (REIMBURSEMENT)	18.82	
		TOTAL FOR MARCH		18.82
MADISON				
APRIL INVOICES PAID				
04/12/2023	Credit Card Services	LIGHT BULBS	76.17	
		TOTAL FOR APRIL		76.17
MAIN				
MARCH INVOICES PAID				
03/01/2023	City of Huntsville	HVAC-CHECK OUT NATURAL GAS SMELL IN BACK ENTRANCE W.O. 164471	83.52	
03/01/2023	City of Huntsville	REPAIR AUDITORIUM DOOR LATCH, TRIM IN STORAGE ROOM W.O. 164851	104.40	
03/01/2023	Allied Supply Company, inc.	WATER SOFTENER CUBETS	161.00	
03/01/2023	Industrial Boiler & Mechanical Co. Inc.	WEEKLY BOILER BLOWDOWNS	1,500.00	
03/01/2023	Industrial Boiler & Mechanical Co. Inc.	WEEKLY BOILER BLOWDOWNS CREDIT	-600.00	
03/07/2023	City of Huntsville	REPLACE LIGHTS THAT ARE OUT W.O. 165236	83.52	
03/10/2023	Industrial Boiler & Mechanical Co. Inc.	WEEKLY BOILER BLOWDOWNS	1,500.00	
03/11/2023	Commercial Flooring Services, Inc.	TILE REPAIRS ON 3RD FLOOR-REMOVAL & REINSTALL	986.50	
03/17/2023	City of Huntsville	LEAK IN CEILING OF STAFF LOUNGE ON 3RD FLOOR W.O. 165252	41.76	
03/17/2023	City of Huntsville	PLUMBING IN SINK IN STAFF LOUNGE 3RD FLOOR W.O. 165753	41.76	
03/17/2023	City of Huntsville	REPAIR TRANSITION TO ADMIN OFFICE W.O. 165810	83.52	
03/28/2023	Industrial Boiler & Mechanical Co. Inc.	FEBRUARY 2023	3,982.00	
03/28/2023	Industrial Boiler & Mechanical Co. Inc.	MARCH 2023	3,982.00	
03/28/2023	Industrial Boiler & Mechanical Co. Inc.	W/E 1/21/23 LESS 1/16/23	1,200.00	
03/28/2023	Industrial Boiler & Mechanical Co. Inc.	W/E 1/14/23	1,500.00	
03/28/2023	Industrial Boiler & Mechanical Co. Inc.	W/E 1/7/23 LESS 1/2/23	1,200.00	
		TOTAL FOR MARCH		15,849.98
APRIL INVOICES PAID				
04/05/2023	City of Huntsville	ELECTRICAL WORK ON LIGHT AT BACK OF PROPERTY W.O. 165883	813.43	
04/12/2023	Credit Card Services	4 WAY LOCK	6.67	

**Huntsville Public Library
Building Maintenance**

March - April 2023

	04/21/2023	Scott Lighting Supply Company, Inc.	LIGHT BULBS	266.40	
			TOTAL FOR APRIL		1,086.50
	NORTH				
	MARCH INVOICES PAID				
	03/01/2023	City of Huntsville	CHECK OUT BOILER SET POINT PROBLEMS W.O. 1654711	313.20	
	03/01/2023	City of Huntsville	HVAC CHILLER IS SHOWING ALARM W.O. 164712	41.76	
	03/07/2023	City of Huntsville	HVAC-BOILER W.O. 164711	313.20	
	03/07/2023	City of Huntsville	HVAC CHILLER IS SHOWING AN ALARM W.O. 164712	41.76	
	03/07/2023	City of Huntsville	CHECK VFD W.O. 165264	41.76	
	03/17/2023	City of Huntsville	REMOVE BROKEN SIGN DESTROYED IN CAR ACCIDENT W.O. 165262	83.52	
			TOTAL FOR MARCH		835.20
	APRIL INVOICES PAID				
	04/05/2023	City of Huntsville	TAKE SIGN TO STORAGE W.O. 166290	41.76	
	04/06/2023	City of Huntsville	HVAC WORK ORDER W.O. 165849	208.80	
	04/06/2023	City of Huntsville	CHECK BOILER CONTROLS W.O. 165851	41.76	
	04/06/2023	City of Huntsville	HVAC CONTROLS W.O. 165903	48.31	
			TOTAL FOR APRIL		340.63
	SOUTH				
	MARCH INVOICES PAID				
	03/01/2023	City of Huntsville	REMOVE AND REPLACE SOAP DISPENSERS W.O. 164862	125.28	
	03/01/2023	City of Huntsville	UTILITY SINK HAS LEAKY FAUCET W.O. 164993	41.76	
	03/07/2023	City of Huntsville	MENS RESTROOM SENSOR IN SINK, YOUTH SVCS WORKROOM NO RUNNING WATER W.O. 164	274.72	
	03/07/2023	City of Huntsville	REMOVE AND REPLACE 5 SOAP DISPENSERS W.O. 164862	125.28	
	03/07/2023	City of Huntsville	REPAIR OVERHEAD DOOR W.O. 164942	350.00	
	03/07/2023	City of Huntsville	REPLACE HOT WATER HANDLE AT FRONT COUNTER OF HATCH CAFE W.O. 164958	255.80	
	03/07/2023	City of Huntsville	WATER WILL NOT TURN OFF IN HATCH RESTROOM W.O. 165286	41.76	
	03/09/2023	Fish Window Cleaning	ANNUAL WINDOW CLEANING INTERIOR & EXTERIOR	2,447.00	
	03/17/2023	City of Huntsville	REPAIR DUMPSTER GATE W.O. 165303	83.52	
	03/17/2023	City of Huntsville	REPAIR HANDLE TO THE FAMILY BATHROOM IN HATCH CAFE W.O. 165752	62.64	
	03/17/2023	City of Huntsville	REPAIR LOCK MECHANISM ON FOL BOOKSTORE W.O. 165769	41.76	
	03/17/2023	City of Huntsville	REPAIR CEILING TILE IN FOYER W.O. 165770	41.76	
			TOTAL FOR MARCH		3,891.28

Huntsville Public Library

Building Maintenance

March - April 2023

					APRIL INVOICES PAID		
				04/12/2023	Credit Card Services	BATTERIES FOR SENSORS ON SINKS	27.23
						TOTAL FOR APRIL	27.23
						TOTAL BUILDING MAINTENANCE	22,125.81

Huntsville-Madison County Public Library Strategic Plan 2024-2026



May 2023

Huntsville-Madison County Public Library

Strategic Plan 2024-2026

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A Message from Executive Director

As the Huntsville and Madison County area continues to grow and evolve, it is essential that the Huntsville-Madison County Public Library provides a level of service that meets the rising expectations for learning, enrichment, and community engagement. To achieve this, the library needs a dedicated and well-trained team to become a vital part of the developing social infrastructure.

The library recognizes that its role as a safe and accessible community hub is more important than ever. The ever-changing composition of the Huntsville area calls for an even higher level of service and support as we strive to deliver exceptional person-to-person interactions and offer digital access on demand.

The next five years will bring new challenges to Huntsville and Madison County. It is our intent that the Huntsville-Madison County Public Library will continue to provide resources and spaces that will meet these challenges and expand on its successful service to the community.

There is no doubt that the Huntsville-Madison County Library will realize this vision but it will require great people, creativity, collaboration, and commitment from our team, our stakeholders, and our public. This is the public's library. Join us as we implement this strategic plan to strengthen 21st century literacy skills, deliver equitable access, and provide an atmosphere for remarkable experiences.

Sincerely,

Cindy Hewitt

Huntsville-Madison County Public Library

Strategic Plan 2024-2026

Executive Summary

Huntsville-Madison County Public Library (HMCPL) has been a key part of Madison County citizens' lives since its founding in 1818. HMCPL is the oldest continuously operating public library system in Alabama but continues to evolve as the shift in the role of public libraries has changed in communities nationwide. Located in one of the fastest growing metropolitan area in Alabama, HMCPL serves all of Madison County with a 10-branch system in addition to BookMobile and Outreach services. With the county's population exceeding 400,000 and the library's half a million-item collection currently circulating more than 2 million times every year to patrons, the demand for library services is greater every year. The growing population density makes meeting the demand challenging for HMCPL to be the valuable community resource its patrons require.

The mission of the Huntsville-Madison County Public Library is simply stated as: *This is the public's Library. We empower individuals to create their own futures, explore the universe of ideas, and connect with our community and the world.*

The vision of the Huntsville-Madison County Public Library is to *be a vibrant community hub for strengthening 21st century literacy skills, delivering equitable access, and providing an atmosphere for remarkable experiences.* By 2026, we will:

- I. Ensure all library facilities meet today's needs of the community.
- II. Enhance team skills and talents to meet the high expectations of our sophisticated community.
- III. Build strong relationships with new and existing partners in our community to deliver better services.
- IV. Ensure an enhanced user experience by maximizing efficiency and effectiveness of library processes.
- V. Deliver a remarkable experience to all.

Huntsville-Madison County Public Library will employ five strategies to achieve this vision, realize our goals, and accomplish sixteen objectives. The strategies are (1) Comprehensively masterplan the library's presence in all areas of our community, (2) Build a strong team with capabilities that align with current and future needs, (3) Leverage relationships to maximize resource utilization, (4) Streamline and reduce burdens on library interactions, and (5) Deliver a remarkable experience to all.

Project teams will be formed to pursue initiatives for each objective. Teams will be comprised of leaders and members from across the department. Subject matter experts from the surrounding technical community will be called upon to fill in knowledge gaps.

Additional resources will be required to successfully implement this plan and achieve the goals. Specific amounts will be determined as the projects are conducted.

Huntsville-Madison County Public Library



Mission

This is the public's Library. We empower individuals to create their own futures, explore the universe of ideas, and connect with our community and the world.



Vision

HMCPL will be a vibrant community hub for strengthening 21st century literacy skills, delivering equitable access, and providing an atmosphere for remarkable experiences.



Goals

- I.** Ensure all library facilities meet today's needs of the community
- II.** Enhance team skills and talents to meet the high expectations of our sophisticated community
- III.** Build strong relationships with new and existing partners in our community to deliver better services
- IV.** Ensure an enhanced user experience by maximizing efficiency and effectiveness of library processes
- V.** Deliver a remarkable experience to all

Huntsville-Madison County Public Library

Strategic Plan 2026

Goal I.

Ensure all library facilities meet today's needs of the community

Strategy - Comprehensively masterplan the library's presence in all areas of our community

Objectives

- A. Complete a plan for facilities improvement
- B. Create and implement a properties maintenance plan
- C. Increase visibility of library facilities in the community

Goal II.

Enhance team skills and talents to meet the high expectations of our sophisticated community

Strategy - Build a strong team with capabilities that align with current and future needs

Objectives

- A. Attract and retain a highly qualified team
- B. Focus staff training to better serve the community
- C. Support an organizational culture of innovation and engagement
- D. Align team roles to meet emerging community needs

Goal III.

Build strong relationships with new and existing partners in our community to deliver better services

Strategy - Leverage relationships to maximize resource utilization

Objectives

- A. Increase overall resources by 10%
- B. Increase collaboration to better share the value of the library with the community
- C. Harness outside resources to deliver (10%) more varied programs with subject matter experts
- D. Improve HMCPL's consistency in management of community relationships

Goal IV.

Ensure an enhanced user experience by maximizing efficiency and effectiveness of library processes

Strategy - Streamline and reduce burdens on library interactions

Objectives

- A. Improve the user experience in all of our locations
- B. Ensure that library systems and processes help team members better serve our users
- C. Streamline user interfaces with all library services

Goal V.

Deliver a remarkable experience to all

Strategy - Exceed user expectations to create enthusiastic users

Objectives

- A. Grow library programs to meet emerging community needs including multicultural and differently-abled users
- B. Establish a platform and procedures for internal program and event collaboration

Goal I.

Ensure all library facilities meet today's needs of the community

Strategy Comprehensively masterplan the library's presence in all areas of our community

HMCPL recognizes the need to ensure all library facilities meet today's needs of the community. By completing a masterplan for facilities improvement as the initial goal, the plan will provide ongoing directive for HMCPL staff and relevant stakeholders. It is important that HMCPL current and future patrons have quality experiences while utilizing library facilities. HMCPL staff will continue to dedicate efforts to identify, plan for, and implement property maintenance for library facilities as its second goal. Awareness of the physical locations of HMCPL facilities within the community will invite current and future patrons to seek services.

Goal Timeline

Goal Implementation	Desired Outcome(s)	FY2024				FY2025				FY2026				Project
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Team
Strategy: Comprehensively masterplan the library's presence in all areas of our community														Leader /
Goal I. <i>Ensure all library facilities meet today's needs o the community</i>														Team
A	Complete a plan for facilities improvement													Connie
B	Create and implement a properties maintenance plan													Glenn
C	Increase visibility of library facilities in the community													Stephen E

Goal I. Objectives

I. A. Complete a plan for facilities improvement

Project Details

1. Create a plan for renovation or replacement of new downtown branch
2. Plan for the expansion or improvement of three branches not improved yet
3. Identify areas of opportunity for library to be more environmentally sustainable

Desired Outcomes

- Improved facilities
- More environmental sustainability (ALA model)
- Improved visitor experience
- More cost efficiency

Timeline

- Start by: October 2023
- Complete by: March 2025

Members of Team

- Connie Chow, Leader
- Glenn Britton
- Stephen Efir
- Branch Manager Representatives
- Consultant

Kline Prize Criteria Impacted

- Engage Local Gov't
- Community Recognition
- Inclusion to Meet Needs of Underserved & Social Cohesion
- Environmental Sustainability Leadership

Milestones

- Initial assessment is completed
- Training on sustainability is conducted

Measure of Success

- Plan is completed and moving forward

Resources Required

- Extraordinary expenditures of more than \$52,000 are anticipated to complete this objective.

I. B. Create and implement a properties maintenance plan

Project Details

1. Conduct necessary building updates to maintain the library's image
2. Develop a plan to address maintaining facilities into the future - capital projects
3. Evaluate and recommend parking surfaces improvements

Desired Outcomes

- Improved public image
- Cost efficiency

Kline Prize Criteria Impacted

- Engage Local Gov't
- Inclusion to Meet Needs of Underserved & Social Cohesion
- Environmental Sustainability Leadership

Timeline

- Start by: October 2023
- Complete by: March 2025

Members of Team

- Glenn Britton , Leader
- Adrienne Bone
- Connie Chow
- Patsy Ducote

Milestones

- Quantifying parking needs
- Warranty and life cycle review

Measures of Success

- Maintenance ticket system

Resources Required

- Additional expenditures are anticipated to complete this objective.

I. C. Increase visibility of library facilities in the community

Project Details

1. More service points for holds lockers
2. Make better use of outside spaces
3. More outreach services
4. Develop a method to offer library merchandise items to the public

Desired Outcomes

- More convenient access for users
- More buy in from community for public library

Kline Prize Criteria Impacted

- Community Engagement
- Community Recognition
- Inventiveness of Library Services
- Leadership Development

Timeline

- Start by: April 2025
- Complete by: March 2026

Members of Team

- Stephen Efird, Leader
- Adrienne Bone
- Cheryl Wernle
- Jaimee Hannah
- Jessica Lister

Milestone

- Holds lockers are added
- Evaluation of available outside spaces
- Assessment of services vs. staffing requirements
- Identify key events to get involved

Measures of Success

- Number of holds lockers
- Number programs outside

Resources Required

- No extraordinary expenditures are anticipated to complete this objective.

Goal II.

Enhance team skills and talents to meet the high expectations of our sophisticated community

Strategy

Build a strong team with capabilities that align with current and future needs

The growth of Madison County, Alabama brings not just more demand for the usual services but growth also brings new expectations from our patrons and stakeholders. Challenges posed by inflation costs, rising wages, and a shrinking pool of potential team members will require innovative and adaptable resources needed to attract and retain qualified HMCPL staff.

Goal Timeline

Goal Implementation		FY2024				FY2025				FY2026				Project	
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Team	
Strategy: Build a strong team with capabilities that align with current and future needs														Leader /	
Goal II. Enhance team skills and talents to meet the high expectations of our sophisticated community														Team	
A	Attract and retain a highly qualified team													Charlotte	
B	Focus staff training to better serve the community													Shalis	
C	Support an organizational culture of innovation and engagement													Dominique	
D	Align team roles to meet emerging community needs													Dorothe	

Goal II. Objectives

II. A. Attract and retain a highly qualified team

Project Details

1. Make the pay scale competitive
2. Define clear paths for promotion and career growth for employees
3. Develop a progressive training model for staff
4. Plan for the development of an employee tuition reimbursement program
5. Establish a skills assessment tool for applicants and employees
6. Provide more support to attend and present at conferences

Desired Outcomes

- Increase employee retention
- Attract highly qualified staff
- Increase employee engagement

Milestones

- Core competencies identified for each level
- Develop training for desired competencies

Timeline

- Start by: October 2023
- Complete by: December 2024

Kline Prize Criteria Impacted

- Community Recognition
- Leadership Development

Members of Team

- Charlotte Pitts, Leader
- Dorothe Linton
- Annie Phillips
- Cindy Hewitt

Measures of Success

- Reduced turnover percentage
- Applications per opening
- Number of staff completing required training
- Number of staff completing additional training

Resources Required

- No extraordinary expenditures are anticipated to complete this objective.

II. B. Focus staff training to better serve the community

Project Details

1. Training for staff on de-escalation of situations and crises
2. Provide public safety training for staff
3. Train staff on best way to handle book and program complaints
4. Provide more training for children's' staff to build enthusiasm
5. Offer staff training on how to enhance user experiences
6. Do cross-department training
7. Eliminate single points of failure in the ability to deliver services or programs

Desired Outcomes

- Improved customer experience
- Improved morale
- Better equipped staff

Kline Prize Criteria Impacted

- Community Recognition
- Leadership Development

Members of Team

- Shalis Worthy, Leader
- Alyx Kim-Yohn
- Courtney Braggs
- Dorothe Linton
- Kristin DeLong
- Lorie Hubscher
- Michaela McKinnon

Milestones

- Identify a stable source of training
- Feedback from staff on type of training needed
- Inventory of single points of failure

Measures of Success

- Number of staff completing required training
- Increase number of cross-trained staff
- Public safety training alignment with disaster plan

Timeline

- Start by: October 2023
- Complete by: September 2024

Resources Required

- Extraordinary expenditures of \$10,000 are anticipated to complete this objective.

II. C. Support an organizational culture of innovation and engagement

Project Details

1. Build a core set of expectations for staff of mission and vision statement
2. Create buy in with staff
3. Look at what makes employees stay and cultivate those attributes
4. Create employee mentoring or cohort groups for feedback and accountability
5. Encourage risk taking and creativity as the norm for developing services and programs

Desired Outcomes

- Positive Culture Shift
- Comfort with innovative thinking
- Better use of staff KSAs

Kline Prize Criteria Impacted

- Community Recognition
- Leadership Development
- Inventiveness of Library Services

Members of Team

- Dominique Walter-Langham, Leader
- Alyx Kim-Yohn
- Michaela McKinnon
- Branch Manager Representative(s)

Milestones

- Clear communication of mission and vision is drafted
- Employee survey completed
- Identify key cohort groups

Measure of Success

- Retention rate
- Number and mix of programs
- Alignment of programs with strategic plan

Timeline

- Start by: October 2024
- Complete by: September 2026

Resources Required

- Additional expenditures are anticipated to complete this objective.

II. D. Align team roles to meet emerging community needs

Project Details

1. Add nontraditional roles to library team (facilities, security, etc.)
2. Provide training on non-traditional skill sets
3. Continue analysis of job responsibilities to ensure relevance

Desired Outcomes

- Efficient use of time and talents
- Increase inventiveness of library services
- Improved staff engagement

Kline Prize Criteria Impacted

- Inclusion to Meet Needs of Underserved & Social Cohesion
- Leadership Development
- Inventiveness of Library Services

Members of Team

- Dorothie Linton, Leader
- Kim Holmes
- Lillie Cawthorn
- Marie Heath
- Branch Manager Representatives

Milestone

- Identify community needs to meet

Measure of Success

- Staffing aligned to meet needs

Timeline

- Start by: April 2024
- Complete by: September 2025

Resources Required

- Additional expenditures are anticipated to complete this objective.

Goal III.

Build strong relationships with new and existing partners in our community to deliver better services

Strategy Leverage relationships to maximize resource utilization

HMCPPL recognizes the need to leverage outside resources to enhance services and provide quality innovative programming for its patrons. A more focused and consistent dedication to the management of partner relationships is needed to take advantage of the potential that new and existing partnerships can bring to current and future HMCPPL patrons. Efforts will include HMCPPL staff reviewing and refining partnership criteria and relationships and identifying and establishing opportunities for HMCPPL staff to engage in outreach.

Goal Timeline

Goal Implementation		FY2024				FY2025				FY2026				Project	
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Team	
Desired Outcome(s)														Leader /	
Strategy: Leverage relationships to maximize resource utilization										0	0	0		Team	
Goal III. Build strong relationships with new and existing partners in our community to deliver better services															
A	Increase overall resources by 10%													Brooke	
B	Increase collaboration to better share the value of the library with the community													Annie	
C	Harness outside resources to deliver (10%) more varied programs with subject matter experts													Adrienne	
D	Improve HMCPPL’s consistency in management of community relationships													Jay	

Goal III. Objectives

III. A. Increase overall resources by 10%

Project Details

1. Create consistent funding partnerships from non-gov't outside resources
2. Develop sponsorships and/or partnerships for programs
3. Increase marketing for donation opportunities in our facilities
4. Develop sponsorships for collections

Desired Outcomes

- Increased revenue/resources
- Increased visibility in the community
- Greater perceived value of library

Kline Prize Criteria Impacted

- Engage Local Gov't
- Community Engagement
- Community Recognition

Milestones

- Create corporate giving outreach campaign
- Put library on annual partners lists
- Planned giving campaign is created

Members of Team

- Brooke Rawlins, Leader
- Cindy Hewitt
- Jay Hixon

Measure of Success

- Total budget amount
- Sponsorship number/totals

Timeline

- Start by: October 2024
- Complete by: December 2025

Resources Required

- No extraordinary expenditures are anticipated to complete this objective.

III. B. Increase collaboration to better share the value of the library with the community

Project Details

1. Cultivate community partnerships that offer more exposure to nonlibrary users including young adults (17-25 year-olds)
2. Find better ways to market library services to nonlibrary users including young adults (17-25 year-olds)
3. Nurture and highlight our existing partnerships to demonstrate value
4. Strategically designate staff member(s) to represent library on boards/partnerships
5. Partner with the City of Huntsville for programs - e.g., spring break camp
6. Work with city and county government for more coordination on programs
7. Encourage our community advocates to do more advocacy for library
8. More library representation at community events

Desired Outcomes

- Increased brand awareness
- Improved collaboration
- Improved communication

Kline Prize Criteria Impacted

- Engage Local Gov't
- Community Engagement
- Community Recognition
- Inclusion to Meet Needs of Underserved & Social Cohesion
- Inventiveness of Library Services

Members of Team

- Annie Phillips, Leader
- Adrienne Bone
- Jay Hixon
- Katie Moore

Milestones

- Identify partners for 17-25-year-old audience
- Plan for formalized internship opportunities drafted
- Master calendar with Parks & Recreation
- Identify staff members now on boards & committees in community
- Identify library power users
- Identify board participation that would benefit library

Measures of Success

- Number of target participants
- Demographics on library card holders

Timeline

- Start by: July 2024
- Complete by: June 2025

Resources Required

- No extraordinary expenditures are anticipated to complete this objective.

III. C. Harness outside resources to deliver (10%) more varied programs with subject matter experts

Project Details

1. Create more strategic partnerships with nonprofit community
2. Increase collaborative programming with organizations
3. Work with local organizations and volunteers who can share expertise
4. Train staff members with skills to interact with differently-abled persons

Desired Outcomes

- Increased variety of programs
- Higher quality of programs

Kline Prize Criteria Impacted

- Engage Local Gov't
- Community Engagement
- Community Recognition

Members of Team

- Adrienne Bone, Leader
- Hannah King
- Katie Moore
- Suzanne Flynn
- Courtney Braggs

Milestones

- Identify new potential partners/persons
- Inventory collaborative programs

Measures of Success

- Number programs with new partnerships
- Volunteer hours and number

Timeline

- Start by: January 2024
- Complete by: June 2025

Resources Required

- Additional expenditures are anticipated to complete this objective.

III. D. Improve HMCPL's consistency in management of community relationships

Project Details

1. Keep an understanding of who the community is as it grows
2. Establish best practices and institutional memory regarding community partners
3. Streamline process to improve program coordination
4. Establish database of relationships
5. Establish criteria for partnership status

Desired Outcomes

- Improved institutional memory
- Improved continuity in relationships
- Minimize confusion among staff
- Better alignment with our mission

Kline Prize Criteria Impacted

- Community Engagement
- Inclusion to Meet Needs Underserved & Social Cohesion
- Inventiveness of Library Services

Members of Team

- Jay Hixon, Leader
- Annie Phillips
- Henry Collier
- Stephen Efirm

Milestone

- Identify current relationships
- Draft a policy of criteria for partnerships
- Identify informal relationships not registered
- Standardized agreements on file with meeting space users

Measures of Success

- Number of current MOUs with users/partners
- Meeting room coordination report/alerts

Timeline

- Start by: October 2023
- Complete by: June 2024

Resources Required

- No additional expenditures are anticipated to complete this objective.

Goal IV.

Ensure an enhanced user experience by maximizing efficiency and effectiveness of library processes

Strategy Streamline and reduce burdens on library interactions

Strong organizations like HMCPL with the agility to respond to the needs of a dynamic community must ensure that its administrative functions facilitate rather than obfuscate value-added services. HMCPL systems and processes will be reviewed to ensure efficiency and effectiveness for both patrons and team members but also to seek improved user experiences resulting in increased library use.

Goal Timeline

Goal Implementation		FY2024				FY2025				FY2026				Project	
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Team	
Strategy: Streamline and reduce burdens on library interactions														Leader /	
														Team	
Goal IV. Ensure an enhanced user experience by maximizing efficiency and effectiveness of library processes															
A	Improve the user experience in all of our locations													Jaimee H	
B	Ensure that library systems and processes help team members better serve our users													Amanda	
C	Streamline user interfaces with all library services													Amanda	

Goal IV. Objectives

IV. A. Ensure an enhanced user experience by maximizing efficiency and effectiveness of library processes

Project Details

1. Do a study of underserved users of library and audit our related resources
2. Develop a list of underutilized resources and find way to promote them
3. Survey public wants and demands on a regular basis
4. Analyze what kind of library-of-things we can realistically be
5. Explore new features of the public catalog to increase discovery

Desired Outcomes

- Increased use of services
- Better match with users wants
- Better user experience

Kline Prize Criteria Impacted

- Community Engagement
- Community Recognition
- Inclusion to Meet Needs of Underserved & Social Cohesion
- Environmental Sustainability Leadership
- Inventiveness of Library Services
- Controversy Response

Milestones

- New catalog feature debuted
- Draft of plan for public survey
- Report of underutilized resources
- Explore other libraries for library of things
- Identify relevant library of things for our community

Members of Team

- Jaimee Hannah, Leader
- Amanda Campbell
- Aimee Carroll
- Readers Advisory Group Representative(s)

Measure of Success

- Annual report includes community needs that are met

Timeline

- Start by: October 2024
- Complete by: September 2025

Resources Required

- No additional expenditures are anticipated to complete this objective.

IV. B. Ensure that library systems and processes help team members better serve our users

Project Details

1. Establish coordinated workflows and best practices for collection development
2. Audit the types of literacies we currently address
3. Streamline internal communications
4. Develop policy for programs for acceptability and consistency in promotion
5. Explore concept of connected learning - diverse formats, learning styles

Desired Outcomes

- Better workflows
- Better equipped staff
- Improved user experiences

Kline Prize Criteria Impacted

- Community Engagement
- Community Recognition
- Inclusion to Meet Needs of Underserved & Social Cohesion
- Environmental Sustainability Leadership
- Inventiveness of Library Services
- Controversy Response

Milestones

- Streamlined communication methods
- Establish policy for program promotions
- Guidelines documented for ordering, maintaining and weeding collections
- Employee survey to identify preferred method of communications

Members of Team

- Amanda Campbell, Leader
- Annie Phillips
- Stephen Newell
- Jaimee Hannah

Measures of Success

- Collection turnover rate
- Fewer communications methods
- Engagement level of platforms

Timeline

- Start by: October 2025
- Complete by: September 2026

Resources Required

- No additional expenditures are anticipated to complete this objective.

IV. C. Streamline user interfaces with all library services

Project Details

1. Audit the processes users have to go through to access services
2. Simplify the process for reserving a meeting room
3. Establish a process for non-resident library card and market as virtual access
4. Find a better method of address verification for remote signups and renewals

Desired Outcomes

- Improved user experience
- Increased library use
- Reduced staff time on room coordination

Kline Prize Criteria Impacted

- Community Recognition
- Inclusion to Meet Needs of Underserved & Social Cohesion
- Inventiveness of Library Services
- Controversy Response

Milestones

- List of user access points documented
- Test a user interface improvement
- Identify address verification method
- Identify online secure ID validation

Members of Team

- Amanda Campbell, Leader
- Annie Phillips
- Henry Collier
- IBC Representative

Measures of Success

- New non-resident patrons from beyond neighboring counties
- Report of invalid addresses

Timeline

- Start by: October 2023
- Complete by: September 2024

Resources Required

- No additional expenditures are anticipated to complete this objective.

Goal V.

Deliver a remarkable experience to all

Strategy Exceed user expectations to create enthusiastic users

Addressing emerging community needs is a vital component of the HMCPL vision to be a vibrant community hub for Madison County patrons. HMCPL will evaluate, train staff, and schedule inclusive program offerings for differently-abled users to further broaden the library’s patronage and accessibility to services. Madison County citizens have a strong interest in creating physical items with digital tools and internet-shared plans and techniques. They seek out HMCPL facilities to utilize the makerspaces. HMCPL will develop plans to broaden and enhance current makerspace programs increasing patronage numbers and diversity, adding community volunteers, and additional innovative programming.

Madison County is evolving into a large metro area with a diversity of population which offers HMCPL opportunities to develop and seek out partners to provide multi-cultural programming. As overall programming increases, it is critical that HMCPL staff develop internal processes and procedures and strive for increased event collaboration across the library system which will be tracked via a dedicated platform.

Goal Timeline

Goal Implementation		FY2024				FY2025				FY2026				Project	
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Team	
Desired Outcome(s)		0	0	0					0	0	0	0	0	Leader /	
Strategy: Exceed user expectations to create enthusiastic users		0	0	0					0	0	0	0	0	Team	
<i>Goal V. Deliver a remarkable experience to all</i>															
A	Grow library programs to meet emerging community needs including multicultural and differently-abled users								0	0	0	0	0	Jay	
B	Establish a platform and procedures for internal program and event collaboration													Stephen N	

Goal V. Objectives

V. A. Grow library programs to meet emerging community needs including multicultural and differently-abled users

Project Details

1. Training for staff on creating inclusive programming for differently-abled patrons
2. Add more inclusive programming and services for disability and autism spectrum
3. Deliver some type of cultural programming
4. Beef up makerspaces - more space, orientation, volunteers
5. More environmentally conscious programming (use ALA model)
6. Provide more community centric events, e.g. expo, health fair, etc.
7. Find ways to improve capacity for successful programs

Desired Outcomes

- Increased diversification of programming
- Easier access for patrons
- Broaden library user base

Kline Prize Criteria Impacted

- Community Engagement
- Community Recognition
- Inclusion to Meet Needs of Underserved & Social Cohesion
- Inventiveness of Library Services

Members of Team

- Jay Hixon, Leader
- Ari Pepper
- Betty Pate
- Julie Allen
- Makerspace Representative
- Shalis Worthy
- Consultant

Milestones

- Assess current efforts
- Identify experts to consult with on topics
- Identify stable sources of training
- Develop program success definitions by locations
- Evaluate PLA Project Outcome tool
- Inventory programs offered now

Measures of Success

- Online staff training log
- New program delivery
- Attendance levels

Timeline

- Start by: April 2025
- Complete by: September 2026

Resources Required:

- Additional expenditures are anticipated to complete this objective.

V. B. Establish a platform and procedures for internal program and event collaboration

Project Details

1. Increase collaboration on programs system wide
2. Establish more notable recurring events
3. Optimize our platform for program and event coordination and collaboration
4. Enhance programming council initiative implementation
5. Provide opportunities for staff members from across organization to participate
6. Establish template for program plans and post event evaluation

Desired Outcomes

- Improved brand image
- More system-wide events
- Use signature events

Kline Prize Criteria Impacted

- Inclusion to Meet Needs of Underserved & Social Cohesion
- Leadership Development
- Inventiveness of Library Services

Members of Team

- Stephen Newell, Leader
- Laura Washburn
- Nora Bahr
- Shalis Worthy
- South Huntsville Representative

Milestones

- Analyze previous program collaboration
- Inventory current reoccurring events
- Find/evaluate platform for event coordination
- Develop process for event programming coordination

Measures of Success

- Fewer program conflicts
- More staff across organization collaborating

Timeline

- Start by: July 2024
- Complete by: June 2025

Resources Required

- No additional expenditures are anticipated to complete this objective.

HMCPL Strategic Plan 2024-2026 Implementation Timeline

MISSION VISION 2026		Desired Outcome(s)		Milestones		Measures of Success		Nine Prize Criteria Impacted								Resources Req'd Extraordinary		Project Team		
								1	2	3	4	5	6	7	8					FY2024
								Goal Timeline												
								Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
Goal Implementation																				
Strategy: Comprehensively masterplan the library's presence in all areas of our community																				
Goal I. Ensure all library facilities meet today's needs of the community																				
A	Complete a plan for facilities improvement																			
	1	Create a plan for renovation or replacement of new downtown branch	Improved facilities	Initial assessment completed	Plan is completed and moving forward															
	2	Plan for the expansion or improvement of 3 branches not improved yet	More environ sustainability (ALA model)	Training on sustainability																
	3	Identify areas of opportunity for library to be more environ sustainable	Improved visitor experience																	
			More cost efficiency																	
B	Create and implement a properties maintenance plan																			
	1	Conduct necessary building updates to maintain library's image	Improved public image	Quantifying parking needs	Maintenance ticket system															
	2	Develop a plan to address maintaining facilities into the future - capital projects	Cost efficiency	Warranty and life cycle review																
	3	Evaluate and recommend parking surface improvements																		
C	Increase visibility of library facilities in the community																			
	1	More service points for holds lockers	More convenient access for users	Holds lockers added	Number of holds lockers															
	2	Make better use of outside spaces	More buy in from community for public library	Evaluation of available outside spaces	Number programs outside															
	3	More outreach services		Assessment of services vs staffing req.																
	4	Develop a method to offer library merchandise items to the public		Identify key events to be involved																

Goal Implementation	Desired Outcome(s)	Milestones	Measures of Success	Milestone Criteria Impacted								Resources Req'd	Project Team	
				1	2	3	4	5	6	7	8			
Goal II. Enhance team skills and talents to meet the high expectations of our sophisticated community														
A. Attract and retain a highly qualified team														
1. Make the pay scale competitive	Increase employee retention	Core competencies identified for each level	Reduced turnover percentage											
2. Define clear paths for promotion and career growth for employees	Attract highly qualified staff	Develop training for competencies	Applications per opening											
3. Develop a progressive training model for staff	Increase employee engagement	Number of staff completed req'd training	Number of staff completed additional training											
4. Plan for the development of an employee tuition reimbursement program														
5. Establish a skills assessment tools for applicants and employees														
6. Provide more support to attend and present at conferences														
B. Focus staff training to better serve the community														
1. Training for staff on de-escalation of situations and crises	Improved customer experience	Identify a stable source of training	Number of staff completed req'd training											
2. Provide public safety training for staff	Improved morale	Feedback from staff on type of training needed	Increase number of cross-trained staff											
3. Train staff on best way to handle book and program complaints	Better equipped staff	Inventory of single points of failure	Public safety training alignment with disaster plan											
4. Provide more training for children's staff to build enthusiasm														
5. Offer staff training on how to enhance user experiences														
6. Do cross-department training														
7. Eliminate single points of failure in the ability to deliver services or programs														
C. Support an organizational culture of innovation and engagement														
1. Build a core set of expectations for staff of mission and vision statement	Positive Culture Shift	Clear communication of mission and vision drafted	Retention rate											
2. Create buy in with staff	Comfort with innovative thinking	Employee survey completed	Number and mix of programs											
3. Look at what makes employees stay and cultivate those attributes	Better use of staff KSAs	Identify key cohort groups	Alignment of programs with strategic plan											
4. Create employee mentoring or cohort groups for feedback and accountability														
5. Encourage risk taking and creativity as the norm for developing services and programs														
D. Align team roles to meet emerging community needs														
1. Add non-traditional roles to library team (facilities, security, etc.)	Efficient use of time and talents	Identify community needs to meet	Staffing aligned to meet needs											
2. Provide training on non-traditional skill sets	Increase inventiveness of library services													
3. Continue analysis of job responsibilities to ensure relevance	Improved staff engagement													

Goal Implementation	Desired Outcome(s)	Milestones	Measures of Success	Key Performance Indicators Impacted								Resources Req'd	Project			
				1	2	3	4	5	6	7	8			Extraordinary		
Goal III. Build strong relationships with new and existing partners in our community to deliver better services																
Strategy: Leverage relationships to maximize resource utilization																
A Increase overall resources by 10%																
1	Create consistent funding partnerships from non-gov't outside resources	Increased revenue/resources	Create corporate giving outreach campaign	Total budget amount												
2	Develop sponsorships and/or partnerships for programs	Increased visibility in the community	Put library on annual partners lists	Sponsorship number/totals												
3	Increase marketing for donation opportunities in our facilities	Greater perceived value of library	Planned giving campaign is created													
4	Develop sponsorships for collections															
B Increase collaboration to better share the value of the library with the community																
1	Cultivate community partnerships that offer more exposure to nonlibrary users including young adults (17-25 yo)	Increased brand awareness	Identified partners for 17-25 yo targets	Number of target participants												
2	Find better ways to market library services to non library users including young adults (17-25 yo)	Improved collaboration	Plan for formalized internship opportunities drafted	Demographics on library card holders												
3	Nurture and highlight our existing partnerships to demonstrate value	Improved communication	Master calendar with Paris & Rec													
4	Strategically designate staff member to represent library on boards/partnerships		Identify staff members now on boards & committees in community													
5	Partner with the City of Huntsville for programs - e.g., spring break camp		Identify library power users													
6	Work with city and county government for more coordination on programs		Identify boards participation that would benefit library													
7	Encourage our community advocates to do more advocacy for library															
8	More library representation at community events															
C Harness outside resources to deliver 10% more varied programs with subject matter experts																
1	Create more strategic partnerships with non profit community	Increased variety of programs	Identify new potential partners/persons	Number programs with new partnerships												
2	Increase collaborative programming with organizations	Higher quality of programs	Inventory collaborative programs	Volunteer hours and number												
3	Work with local orgs and volunteers who can share expertise															
4	Train staff members with skills to interact with differently-abled persons															
D Improve HMCPL's consistency in management of community relationships																
1	Keep an understanding of who the community is as it grows	Improved institutional memory	Identify current relationships	Number of current MOUs with users/partners												
2	Establish best practices and institutional memory regarding community partners	Improved continuity in relationships	Draft a policy of criteria for partnerships	Meeting room coordination report/alerts												
3	Streamline process to improve program coordination	Minimize confusion among staff	Identify informal relationships not registered													
4	Establish database of relationships	Better alignment with our mission	Standardized agreements on file with space users													
5	Establish criteria for partnership status															

Goal Implementation		Desired Outcome(s)	Milestones	Measures of Success	Kline Prize Criteria Impacted												Resources Req'd	Project
					1	2	3	4	5	6	7	8	FY2024		FY2025			
Strategy: Exceed user expectations to create enthusiastic users																		
Goal IV - Deliver a remarkable experience to all																		
A. Grow library programs to meet emerging community needs including multicultural and differently-abled users																		
Obj.																		
1	Training for staff for creating inclusive programming for differently-abled patrons	Increased diversification of programming	Assess current efforts	Identify experts to consult with on topics	Online staff training log													
2	Add more inclusive programming and services for disabilities and autism spectrum	Easier access for patrons	Develop program success definitions by locations	Evaluate PLA Project Outcome tool	New program delivery													
3	Deliver some type of cultural programming	Broaden library user base	Identify stable sources of training	Develop program success definitions by locations	Attendance levels													
4	Beef up maker space - more space, orientation, volunteers		Evaluate PLA Project Outcome tool															
5	More environmentally conscious programming (use ALA model)		Inventory programs offered now															
6	Provide more community centric events, e.g. expo, health fair, etc.																	
7	Find ways to improve capacity for successful programs																	
B. Establish a platform and procedures for internal program and event collaboration																		
1	Increase collaboration on programs system wide	Improved brand image	Analyze previous program collaboration	Inventory current/recurring events	Fewer program conflicts													
2	Establish more notable recurring events	More system-wide events	Find/evaluate platform for event coordination	Develop process for event programming coordination	More staff across organization collaborating													
3	Optimize our platform for program and event coordination and collaboration	Use signature events																
4	Enhance programming council initiative implementation																	
5	Provide opportunities for staff members from across organization to participate																	
6	Establish template for program plans and post event evaluation																	
Obj. 16		Totals		Total Projects Active												\$62,005		

Strategic Planning Team

Adrienne Bone
Amanda Campbell
Annie Phillips
Betty Pate
Brooke Rawlins
Christina Tabereaux
Cindy Hewitt
Connie Chow
Dominique Walter-Langham
Dorothie Linton
Jay Hixon
Stephen Newell
Shalis Worthy
Stephen Efirm

Project Team Members

		Initiatives
1	Adrienne Bone	4
2	Aimee Carroll	1
3	Alyx Kim-Yohn	2
4	Amanda Campbell	3
5	Annie Phillips	5
6	Ari Pepper	1
7	Betty Pate	1
8	Branch Manager Representatives	3
9	Brooke Rawlins	1
10	Charlotte Pitts	1
11	Cheryl Wernle	1
12	Cindy Hewitt	2
13	Connie Chow	2
14	Consultant	2
15	Courtney Braggs	2
16	Dominique Walter-Langham	1
17	Dorothie Linton	3
18	Glenn Britton	2
19	Hannah King	1
20	Henry Collier	2
21	IBC Representative	1
22	Jaimee Hannah	3
23	Jay Hixon	4
24	Jessica Lister	1
25	Julie Allen	1
26	Katie Moore	2
27	Kim Holmes	1
28	Kristin DeLong	1
29	Laura Washburn	1
30	Lillie Cawthorn	1
31	Lorie Hubscher	1
32	Makerspace Representatives	1
33	Marie Heath	1
34	Michaela McKinnon	2
35	Nora Bahr	1
36	Patsy Ducote	1
37	Readers Advisory Group Representatives	1
38	Shalis Worthy	3
39	South Huntsville Representative(s)	1
40	Stephen Efirm	3
41	Stephen Newell	2
42	Suzanne Flynn	1

Terms & Abbreviations

ALA Model	American Library Association promotes a “Triple Bottom Line” method of sustainability. This model asserts that to be truly sustainable an organization must embody practices that are: environmentally sound, socially equitable, and economically feasible.
Goals	Achievements necessary to realize the vision of the organization
Initiatives	Action steps to be taken toward a specific goal
Kline Prize	Jerry Kline Community Impact Prize
KSAs	Knowledge, Skills, & Abilities is a detailed list of qualifications for a specific job
Mission	The purpose for which the organization exists
MOU	Memorandum of Understanding
Objectives	Specific, concrete, measurable statements of what will be done to achieve a goal generally within a one-year time frame
PLA Project Tool	Project Outcome is a free online application that provides simple surveys and an easy-to-use process for measuring and analyzing benefits of library programs or services.
Q1, Q2, Q3...	Quarter 1, Quarter 2, Quarter 3, etc.
Strategy	Method for achieving desired goal
TBD	To Be Determined
Values	Beliefs and principles that guide our organization as we do business
Vision	The desired future state for the organization

Facilitation provided by:

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Center for Management & Economic Research

University of Alabama in Huntsville

College of Business, Huntsville, Alabama 35899

UAH Center for Management and Economic Research provides research and development services in cooperation with the College of Business to corporate, non-profit, and government enterprises. Our services include economic impact assessments, project cost benefit analysis, market research, communications strategies, and strategic planning. University research staff, faculty, and graduate students deliver these services in a timely and cost-effective manner.

Attachments

- A. Strategic Planning Terms**
- B. Community Roundtables Input**
- C. Initiative Brainstorming Ideas**

ATTACHMENT A

Strategic Planning Terms

- **Mission** –“Forever” or as long as the organization exists. Broad description of WHY we do what we do, with/for whom we do it, our distinctive competence.
- **Strategic Vision** - 3-5 years horizon. Describes what we want the organization to look like in the future
- **Goals** - 3-5 years. Broad statements of what the organization hopes to achieve in the next 3-5 years. Goals focus on outcomes or results and are qualitative in nature.
- **Strategies** - 1-5 years. Statements of major approach or method (the means) for attaining broad goals and resolving specific issues.
- **Objectives** - 1 year or so. Specific, concrete, measurable statements of what will be done to achieve a goal generally within a one-year time frame.
- **Initiatives** - Work until finished. Actions, activities, projects to take to achieve desired results
- **Strengths** – What we have that helps us...move on our mission
- **Weaknesses** – What we are not strong in but should be
- **Opportunities** – What we could do ...to pursue our mission
- **Threats** – What may need to be addressed to avoid negative consequences
- **Target Audience** – Those affected by our work, e.g., customers, partners, audience, etc.
- **Horizon** – Window of time into the future that something can or will be realized
- **Ability to Respond** – Can we respond/pursue in our current condition
- **Short Term** – with next year or so
- **Mid Term** – within the next 1-2 years
- **Long Term** – within the next 2-3 years or more

ATTACHMENT B

Community Roundtables Input

Observation	Addressed in:	
Community hub/Center for resources, histories (stable)	Goal I. C.	
Connect with out-of-county residents & orgs.	Goal III. B.	Goal IV. C.
Good relationships with other orgs., e.g. schools, parks & rec, eldercare, private sector	Goal I. C.	Goal III. B.
Homeschool population & needs are growing – clubs, programs	Goal V. A.	
Library reputation is a plus	Goal III. B.	Goal IV. A.
More competition for funding	Goal III. A.	
Outreach should promote indoor & outdoor spaces and include public events in the name of the library	Goal I. C.	Goal III. C.
Reach out to nontraditional populations – beyond families & seniors	Goal III. B.	Goal V. A.
Staff are “experts”	Goal II. A.	Goal II. B.
Transportation congestion increasingly affects accessibility	Goal I. C.	
Workforce career prep needs for new and future careers	Goal III. C.	Goal V. A.

ATTACHMENT C: Initiative Brainstorming Ideas

Suggestions Ranked –

Scores above Median Score

No	Initiative Ideas	Pts
1	Create a plan for renovation or replacement of new downtown branch	52
2	Make the pay scale competitive	52
3	Create consistent funding partnerships from non-gov't outside resources	51
4	Training for staff on de-escalation of situations and crises	51
5	Conduct necessary building updates to maintain library's image	49
6	Provide public safety training for staff	49
7	Train staff on best way to handle book and program complaints	49
8	Create buy in with staff	48
9	Plan for the expansion or improvement of 3 branches not touched yet	48
10	Define clear paths for promotion and career growth for employees	48
11	Establish coordinated workflows and best practices for collection developpr	47
12	Provide more support to attend and present at conferences	47
13	Provide more training for children's' staff to build enthusiasm	46
14	Develop a progressive training model for staff	46
15	Cultivate community partnerships that offer more exposure to nonlibrary u	46
16	Update our public access technology capabilities to keep up	46
17	Look at what makes employees stay and cultivate those attributes	46
18	Create more strategic partnerships with non profit community	45
19	Find better ways to market library services to non library users	45
20	Build a core set of expectations for staff of mission and vision statement	45
21	More service points for holds lockers and outreach services	44
22	Streamline internal communications	44
23	Training for staff for creating inclusive programming differently abled patro	44
24	Explore concept of connected learning - diverse formats, learning styles	43
25	Develop a plan to address maintain facilities into the future - capital projec	43
26	Develop policy for programs for acceptability and consistency in promotion	43
27	Add more inclusive programming and services for disabilities and autism sp	43
28	Increase collaborative programming with organizations	42
29	Plan for the development for an employee tuition reimbursement program	42
30	Nurture and highlight our existing partnerships to demonstrate value	42
31	Strategically designate staff member to represent library on boards/partne	41
32	Offer staff training on how to enhance user experiences	41
33	Work with local orgs and volunteers who can share expertise	41
34	Do a study of underserved users of library and audit our related resources	40
35	Increase collaboration on programs system wide	40
36	Keep an understanding of who the community is as it grows	40
37	Create employee mentoring or cohort groups for feedback and accountabil	40
38	Develop a list of underutilized resources and find way to promote them	40
39	Audit the types of literacies we currently address	39
40	Do cross-department training	39
41	Partner with the City of Huntsville for programs - e.g., spring break camp	39
42	Establish a process for non-resident library card and market as virtual acce	39
43	Develop sponsorships (partnerships) for programs	38
44	Add non traditional roles to library team (facilities, security, etc.)	38
45	Establish best practices and institutional memory regarding community pai	38
46	Find a better method of address verification for remote signups and renew	38
47	Encourage our community advocates to do more advocacy for library	38
48	Beef up maker space - more space, orientation, volunteers	37
49	Encourage risk taking and creativity as the norm for developing services an	37
50	Eliminate single points of failure in the ability to deliver services or progr	37
51	Work with city and county government for more coordination on programs	37
52	Survey public wants and demands on a regular basis	37
53	Establish a skills assessment tools for applicants and employees	37
54	Increase marketing for donation opportunities in our facilities	37
55	Analyze what kind of library-of-things we can realistically be	37
56	Deliver some type of cultural programming	37

Suggestions Ranked – Scores below Median Score

No	Initiative Ideas	Pts
57	Explore new features of the public catalog to increase discovery	36
58	Find a way to have both dynamic and quiet areas in spaces	36
59	Audit the processes users have to go through to access services	36
60	Lean in to making library superusers library ambassadors	36
61	Establish more notable recurring events	36
62	Consider what equity of access looks like across the system and materials	35
63	Create meaningful experiences for the staff	35
64	Identify areas of opportunity for library to be more environ sustainable	35
65	Provide more community centric events, e.g. expo, health fair, etc.	35
66	Simplify the process for reserving a meeting room	35
67	Put more resources into our public training efforts for consistency and certi	35
68	Do a user-services questionnaire	35
69	Find ways to improve capacity for successful programs	35
70	Develop collection analysis tools to ensure meeting needs	35
71	Help uninterested staff find other opportunities elsewhere	35
72	Highlighting programs to build awareness of availability	34
73	Create library merchandise with library sustainable merchandise	33
74	Tell our story to those who don't our story	33
75	More environmentally conscious programming	33
76	Make better use of outside spaces at spaces	32
77	Make services universally available	32
78	Partner with schools so all children get a library card	31
79	Reflect on where we are pushing in a direction that is not working for us	31
80	Partner with local orgs for service projects based book clubs	31
81	Create opportunities for library getting recognition for what library does	31
82	Create more resources on how to study	30
83	Establish a consistent validated feedback channel from patrons	30
84	Review and revitalize existing offerings with a new day in mind	29
85	Expand the number of checkouts for specific assets	29
86	Establish an internship program as a destination for local colleges	29
87	Update our technology books on a more frequent basis	29
88	Create a list of potentially controversial community groups	29
89	Create an initiative for teen volunteers	27
90	Create a speakers bureau to outsource our expertise to others	26
91	Hire a meeting space coordinator	25
92	Offer language training opportunities for staff	24
93	Pursue establishing a state consortium for digital resources	24
94	Tap into pool on recent retirees as volunteers for the library	23
95	Bring back staff development day - specific to your dept	21
96	Consider home delivery for specific patron populations	21
97	Create a dedicated co-working space	21
98	Give out passes for local events	19
99	Conduct Focused research on what makes reading fun	18
100	Offer monthly subscription service for valley digital and hoopla - replace au	17

***Yellow** highlighted initiatives were included in actionable ideas.