

**FIVE YEAR PLAN FOR THE ESSEX PUBLIC LIBRARY  
2011-2016**

**VISION:**

**Essex County is a rural crossroads for retail, professional and educational services. The citizens of this economically challenged (low to moderate income) community need strong primary and secondary educational resources, marketable employment skills and support for life long learning.**

**The Essex Public Library is a rich resource for enhancing the educational, employment and recreational opportunities of the citizens of Essex County.**

**MISSION:**

**The Essex Public Library provides materials and services to help community residents meet informational, educational and recreational needs, placing a special emphasis on providing community information, promoting education of our youth, supporting informational needs of people in transition and providing a variety of high interest, high demand materials to our rural population**

**SERVICE RESPONSES:**

**The Library Board has identified several community needs that can be addressed by certain appropriate library services. The particular needs identified by the board, to be targeted over the next 5 years are:**

- **Severely limited or even disappearing funding from state and local governments**
- **A world where everyone must have computer and keyboard skills**
- **A low income population with few or no computer skills and a need for enhanced workplace skills to increase income potential**
- **A rural population with limited recreational opportunities**
- **Local citizens and visitors who wish to explore genealogy and local history**
- **Limited activities for area teens**
- **An aging population with an array of health and social needs**
- **A small population of resident Hispanic families**

**The board intends to address these needs with the following service responses:**

- **Basic Literacy**
  - **The library will provide a learning environment, specialized materials and access to trained tutors to help people reach their personal literacy goals.**

- General information
  - **The library will offer print, non-print and electronic reference resources that cover a broad variety of topics. The library will provide staff skillful in determining users' needs and in locating relevant information that satisfies those needs.**
- Current topics and titles
  - **The library will provide a current collection with sufficient copies of titles in high demand to ensure customer requests are met quickly. Materials will be offered in the formats people desire and will be selected primarily on the basis of local demand.**
- Consumer education
  - **The library will provide expert assistance and specialized electronic and print resources to individuals who are interested in becoming more knowledgeable consumers and to individuals who need to make more important consumer decisions.**
- Business & Career
  - **The library will provide expert personal assistance, specialized electronic and print resources and services of interest to individuals who are seeking employment or who are dealing with a changing work environment and to individuals who are contemplating a career move or change.**
- Commons
  - **The library will provide public space for meeting and gathering that is recognized as inviting, neutral, and safe by all individuals and groups in the community.**
- Local history & Genealogy
  - **The library will provide a significant collection of materials and other resources that chronicle the history of the community. The library will provide the equipment required to read, print and copy all formats in which information is supplied. Electronic resources including Internet access may be provided.**
- Fundraising
  - **The library board will direct fundraising efforts to support capital improvements, special projects, as well as to build an endowment fund for the library.**

#### STANDARDS:

**The Library of VA has developed a series of standards for broad categories of library service, with guidelines for three different levels of each service; Essential, Aspiring and Excel. Following are the broadly defined components that go into creating a library.**

- Governance
  - **Library Boards**
  - **Administration**
  - **Planning**
- Access

- **Library Services**
- **Collections**
- **Facilities**
- **Technology**
- **Personnel**
- **Community and public relations**

**The Library Board will nurture an institution which meets the Essential guidelines for all categories. It is also the board's intention to adopt Aspiring or Excel guidelines in certain designated areas.**

## **GOALS:**

### **External public service goals**

**GOAL #1 The library will continue to promote reading among our youth with a high quality collection and an array of programs aimed at both pre-school aged children and school aged children.**

#### **Needs addressed:**

Limited activities for area teens

Rural population with limited recreational opportunities

#### **Service responses:**

Current topics and titles

Commons

- **Objective #1:** By July 2012 the library will have in place a program for middle-school children similar to the summer reading program we already offer.
  - Evaluation:
    - Number of children attending program will be monitored
- **Objective #2:** By July 2013 the library will have recruited a Teen Advisory Board to help develop our Young Adult collection and devise programs of interest to teens.
  - Evaluation:
    - Number of students participating
    - Number of programs developed by students
    - Circulation of materials students help select will be monitored

**GOAL #2** The Library will address identified needs of the community by enhancing the collection and developing programs for the general population, as well as three target populations: People seeking computer skills; People seeking to expand their job skills; People seeking genealogical information and local history.

- **Objective #1:** The library will continue to work with the Friends of the Library to provide valuable literature based programs to the general public through the Friends' Weekend with a Writer program.
- **Objective #2:** By July 2011, the library will offer monthly computer skills class for the public.

**Needs addressed:**

An environment that requires everyone to have computer and keyboard skills  
A low income population with no or few computer skills and a need for enhanced skills to increase income potential

**Service response:**

Business & Career  
Commons

**Actions:**

By October 2010, staff will have recruited partners and volunteers  
By January 2011 the library will be ready to offer programs

**Evaluation:**

Number of partners  
Number of participants  
Exit survey of participants

- **Objective #3:** By October 2011 the library will offer, in partnership with other organizations, a series of programs for person's wishing to enhance their employment skills.

**Needs addressed:**

Low income population with need for enhanced skills & income potential

**Service response:**

Business & Career  
Commons

**Actions:**

By January 2011, staff will have recruited partners  
By July 2011 a series of programs will have been developed  
In October 2011 the program series will begin

**Evaluation:**

Number of partners  
Number of participants  
Exit survey of participants

- **Objective #4:** The library will continue to offer, in partnership with other organizations, workshops on doing genealogical research.

**Needs addressed:**

A population of local citizens and visitors who wish to explore genealogy and local history

**Service response:**

Local History & Genealogy  
Commons

**Actions:**

By spring 2011 staff will recruit partners  
By summer 2011 library will have developed the program plan  
By fall of 2011 library will present workshop

**Evaluation:**

Number of partners  
Number of participants  
Exit surveys of participants

## Internal administrative and financial goals

**GOAL #1**    **The Essex Public Library will achieve and maintain essential standards of library service in all areas and excel (\*) standards in certain designated areas, as defined in Planning for Library Excellence.**

- **Objectives #1:** The Library Board will develop its skill at governing the library by increasing its knowledge and understanding of library operations and needs.
  - The Board will review its bylaws every 5 years.
  - The Library Board will present an annual report of the library to funding officials.
  - Each library board member will attend at least one regional or state workshop on library management during his term in office.
- **Objective #2:** Library administration will continue to provide an orientation session for new board members within 6 weeks their election to the library board.
- **Objective #3:** Library administration will systematically monitor the library's 5 Year Plan. The library will also monitor the community needs on a regular basis in order to respond to changes in both the community and in technology, in order to develop and provide programs and services that meet those needs.
  - At the October Board meeting the Library director will report on the progress toward achievement of the plan's goals.
  - At the January Board meeting the Library Board will adopt the updated 5-year Plan

- Each year the library staff will analyze a specific service for accuracy and satisfaction to library users via interviews and surveys of patrons.
    - 2010-11 Hours, periodicals
    - 2011-12 Adult fiction collection
    - 2012-13 Children's collection, Children's programs
    - 2013-14 AV; titles and formats, Electronic services,
    - 2014-15 Non-fiction, Adult programs
- **Objective #4:** By July 2011 the library will have an updated procedures manual
- **Objective #5:** By July 2011, the library will have in place a volunteer program under the direction of a volunteer coordinator.
- **Objective #6:** By July 2012 the library will have developed a public relations plan that addresses different avenues for promoting the library's services throughout the community.
- **Objective #7:** By July of 2012 the library will have a new collection development policy that addresses traditional library materials as well as electronic resources.
- **Objective #8:** By July 2015 the library will have 5 full time paid employees.

**GOAL #2 The Essex Public Library Board will develop a comprehensive financial plan to obtain funding to implement the 5-Year Plan.**

- **Objective #1:** By July 2012 the Essex Public Library will develop and implement a financial plan that supports attainment of both external service goals and objectives and internal administrative goals and objectives.
- **Objective #2:** The Essex Public Library will continue to build its endowment fund in order to augment limited funding available from state and local governments.

Action Item 1 By July 2012 the Library Board will begin an endowment fund campaign

Action Item 2 By July 2015 the endowment fund will be not less than \$750,000.

**Evaluation:**

**The library director will prepare an annual report to the Library Board, beginning with the October 2011 meeting, on the progress of achieving these objectives.**