Craig County Public Library Strategic Plan

Fiscal Year 2013 – Fiscal Year 2017

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This plan was revised and updated between November 2013 and January 2014.
The work sessions were advertised and open to the public.

The final plan was adopted by the Craig County Public Library Board of Trustees at their regular meeting, which was open to the public, on May 15, 2014.

Board of Trustees

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Virginia Heck, Desk Volunteer
Pat Johnston, Desk Volunteer
Salyna Spence, Teen Volunteer

*member of Planning Committee

Mission Statement

The mission of Craig County Public Library is to provide materials, programs, and services that address the recreation, information, and education needs of all residents of Craig County.

Service Responses

Accordingly, the service responses upon which the library will focus include:

Current Topics and Titles

The library helps to fulfill community residents' appetite for information about popular, cultural, and social trends and their desire for satisfying recreational experiences.

General Information

The library helps meet the need for information and answers to questions on a broad array of topics related to work, school, and personal life.

Lifelong Learning

The library helps address the desire for self-directed personal growth and development opportunities.

Long Range Plan Goals

1 – Governance

Craig County citizens will be served by a governing library Board that represents all communities of the county and works to strengthen the library, in financial terms and in public esteem. The Director, appointed by the Board, will be responsible for all day-to-day management issues.

2 – Funding and Administration

Craig County citizens will benefit from a library system that is fiscally stable, well-managed, and accountable to the public it serves.

3 – Public Relations

Craig County citizens will benefit from a library Board and administration which focuses on active promotion of the library and its resources to the public at large.

4 – Human Resources

Patrons of Craig County Public Library will have their information needs met by competent, well-trained staff and volunteers who possess a strong commitment to high-quality customer service.

5 – Collections

Library patrons' needs and interests will be met through a well-rounded, high-quality collection resulting from evaluation and careful selection of current and time honored materials in a variety of formats.

6 – Facilities

All Craig County citizens will have easy access to a save, inviting, functional, and well-maintained facility intended to serve the entire community.

7 – Technology

All Craig County citizens will have easy access to collections and services, both on location and from remote sites, through the utilization of appropriate and current technologies.

8 – Access and Services

All Craig County citizens will have easy access to the information, education, and recreation resources they need through a wide range of high-quality services and enrichment programs and activities.

Annual and On-going Goals

1 – Governance

Objective 1 – Director's Performance Appraisal

- Library Board conducts an evaluation of the Director's performance using the appraisal instrument developed in FY13.

Objective 2 – Advocacy

- Library representatives from the Board and/or the Director contact local, state, and federal elected and appointed officials regarding fiscal and policy matters affecting the library.
- Contact all newly-elected and newly-appointed officials at the local, state, and federal levels to establish communication and provide information about the library.
- Attend county and town meetings, work sessions, and public hearings, particularly those affecting funding and status.
- Maintain a member of the county Board of supervisors as an *ex officio* member of the library Board of Directors.

Objective 3 – Administrative Procedures

- Review policies and procedural manual for accuracy and consistency with actual practice.

Objective 4 – Review of Progress

- At end of each fiscal year, the Director will incorporate the status of stated goals and objectives in the year-end report to the library Board.

Goal 2 – Funding and Administration

Goal 1 – Funding Levels

- Create a budget request that maintains or reflects a 5% increase in local funding over the previous fiscal year in order to qualify for Grant-in-Aid.

Goal 3 – Public Relations

Objective 1 – Community Relations and Public Presence

- Conduct a library promotion program targeting membership, card holders, and library use.
- Library representatives contact community groups to provide information about the library's programs and services.

Objective 2 – Public Relations

- Board president or Director present "State of the Library" to Craig County Board of Supervisors and to the New Castle Town Council.

4 – Human Resources

Objective 1 – Personnel and Volunteer Policies

- Review personnel policies and revise as necessary to maintain compliance with federal and state employment laws.
- Ensure all staff member have access to personnel policies.

Objective 2 – Staff Performance Review

- Library Director provides every staff member with a written job performance review, including staff development needs assessment

Objective 3 – Staff Development

- Professional staff members receive and document a minimum of 24 hours of formal and informal learning.
- Support staff members receive and document a minimum of 16 hours of formal and informal learning.
- Incorporate training in customer service and assisting patrons with special needs in staff development plans for all employees.

5 – Collections

Objective 1 – Collection Analysis

- Conduct an evaluation of the current collection to determine strengths and weaknesses. Use this evaluation when making purchases of print and nonprint materials. *This is in the Director's job description.*

Objective 2 – Inventory

- Conduct an automated inventory of the collection and reconcile inventory report to actual books on hand.

6 – Facilities

7 – Technology

Objective 1 – Technology Plan

- Review technology plan and revise as necessary.

8 – Access and Services

Objective 1 – Registered Patrons

- Review and purge the library's patron database of all registrants who have not used their card within the last three years.
- Increase the percentage of the service area's population that is registered for a library card by 10% over the previous year as recorded in Bibliostat. *We need a target goal to reach.*

Objective 4 – Public Programs

- Increase program attendance by 10% over previous year's total. *We need a target goal to reach.*
- Provide a minimum of two free programs on topics of interest to the community.
- Provide at least one program for each of the following targeted groups: children, teens, adults, seniors.
- Meet formally with representatives of the county school system and other agencies serving children to coordinate services and collection development.

Fiscal Year 2013

1 – Governance

Objective 1 – Review of Bylaws

- Conduct a review of the library's bylaws, updating as deemed necessary.

Objective 2 – Director's Performance Appraisal

- Develop a performance appraisal instrument to be used in evaluating the Director's performance on an annual basis.

Objective 3 – Advocacy

- Library representatives (Board members and/or Director) contact local, state, and federal elected and appointed officials regarding fiscal and policy matters affecting the library.
- Contact all newly-elected and newly-appointed officials at the local, state, and federal levels to establish communication and provide information about the library.
- Attend county and town meetings, work sessions, and public hearings which affect funding and status of the library.
- Present a State of the Library report to local government entities.

Objective 4 – Review of Progress

- At end of fiscal year, Director will incorporate the status of stated goals and objectives in the year-end report to the Board of Trustees.

2 – Funding and Administration

Objective 1 – Funding Levels

- Create a budget request that maintains or increases local funding over the previous fiscal year in order to qualify for annual State Aid grant.
- Request funding to cover increase in Director's hours from 20 per week to 25 per week.

3 – Public Relations

Objective 1 – Community Relations and Public Presence

- Conduct a library promotion program targeting membership, card holders, and library use.
- Library representative contact community groups to provide information about the library's programs and services.

4 – Human Resources

Objective 1 – Personnel Policies

- Develop performance appraisal instruments for paid staff.
- Develop performance appraisal instruments for volunteer staff.
- Adapt and update personnel policies for the library to include resources for training in customer service and assisting patrons with special needs as they become available, including on-line and printed materials.
- Review personnel policies and revise as necessary to comply with current federal and state employment laws.
- Ensure that all staff members have access to personnel policies.

Objective 3 – Staff Performance Review

- Director develops instrument for providing every staff member with a written job performance review including staff development needs assessment.

Objective 4 – Staff Development

- Professional staff members receive and document a minimum of 24 hours of formal and informal learning.
- Support staff members receive and document a minimum of 16 hours of formal and informal learning.

5 – Collections

Objective 1 – Collection Analysis

- Conduct an evaluation of the current collection to determine strengths and weaknesses. Use this evaluation when making purchases of print and nonprint materials.
- Increase turnover rate to 20% of the collection based on numbers reported in the Bibliostat.

6 – Facilities

Objective 1 – Disaster Plan

- Write a comprehensive disaster response and recovery procedure plan.

Objective 1 – Building

- Prepare a formal plan for expansion of the library facility.

7 – Technology

Objective 1 – Technology Plan

- Write and adopt a comprehensive technology plan including replacement cycle and strategies for keeping equipment up-to-date and secure.

Objective 2 – E-Reader and Mobile Devices

- Define, develop, and adopt plan to incorporate devices in library services.

Objective 3 – Integrated Library System and Delivery of Services

- Conduct an automated inventory of the collection and reconcile inventory report to actual books on hand.

8 – Access and Services

Objective 1 – Registered Patrons

- Review and purge the library's patron database of all registrants who have not used their card within the last three years.
- Increase the percentage of the service area's population that is registered for a library card by 10% over the previous year using number reported in Bibliostat.

Objective 2 – Outreach Initiatives

- Develop partnerships with area child care providers and preschool programs to provide early literacy programming, such as Storytime and Summer/Winter Reading Programs.
- Develop comprehensive listing of resources available locally and on-line to meet special needs of community.
- Explore possibility of providing library services to the Commons and the Manor, including
    - Digital branch in the form of satellite computer lab(s)
    - Bookmobile

Objective 3 – Public Programs

- Increase program attendance by 10% over the previous year.
- Provide a minimum of two free programs on topics of interest to the community.
- Provide at least one program for each of the following targeted groups: children, teens, adults, seniors.
- Meet formally with representatives of the county school system and other agencies serving children to coordinate services and collection development.

Fiscal Year 2014

1 – Governance

Objective 1 – Director's Performance Appraisal

- Using the appraisal instrument developed in FY13, conduct a performance evaluation of the Director by the library Board.

2 – Funding and Administration

Objective 1 – Funding Levels

- Request funding to cover paid staffing beyond 30 hours per week.

3 – Public Relations

Objective 1 – Public Relations Budget

- Track expenses for public relations and publicity.

Objective 2 – Public Relations Description

Track actual activities related to public relations and publicity

4 – Human Resources

Objective 1 – Personnel and Volunteer Policies

- Revise existing volunteer policy to include description of assessment of volunteer working within the library.

Objective 2 – Staff Compensation

- Conduct a review of the library staff's workweek, salary, and benefits using similar area community positions as reference.

Objective 3 – Staff Performance Review

- Using the instruments developed in FY13, Director provides every staff member with a written job performance review including staff development needs assessment.

5 – Collections

Objective 1 – Local Authors

- Support local authors by acquiring a representative sample of books written by residents of Craig County and surrounding areas.

6 – Facilities

Objective 1 – Building

- Acquire an additional 1,000 square feet or more of usable public space which will bring the total square footage to over 1,750 in order to satisfy the requirement for receiving Grants-in-Aid through the Library of Virginia.

Objective 2 – Signage

- Add additional directional signage approaching the library from all directions.

7 – Technology

Objective 1 – E-reader and Mobile Devices

- Fully implement plan developed in FY2013.

8 – Access and Services

Objective 1 – Service Hours

- Increase the total number of unduplicated service hours to 40 per week.

Objective 2 – Services to Targeted Groups

Provide weekly preschool storytime sponsored by the library.

Fiscal Year 2015

1 – Governance

2 – Funding and Administration

Objective 1 – Funding Levels

- Request funding for full time status for Director

3 – Public Relations

Objective 1 – Public Relations Budget

- Include a line-item for public relations activities in the operating budget request.

Objective 2 – Public Relations Description

- Define Friends of the Library role in public relations

4 – Human Resources

Objective 1 – Personnel Classification Plan

- Revise existing job descriptions to include minimum/maximum salary range

Objective 2 – Staff Compensation

- Create a budget request that reflects a 10% increase in staff salary and benefits of the previous fiscal year with the goal of reaching compensation rates comparable to regional positions at the same level.

5 – Collections

Objective 1 – Collection Analysis

- Develop target turnover rates for each section of the collection.

6 – Facilities

Objective 1 – Building

- Conduct a comprehensive needs assessment study involving members of the community at large. Include report of successful programs versus unattended programs and document patron requests for services.

Objective 2 – Signage

- Acquire a free-standing sign at the entrance to the parking lot.

7 – Technology

8 – Access and Services

Objective 1 – Service Hours

- Add regular Saturday hours corresponding to weekday hours.

Objective 2 – Outreach Initiatives

- Develop plan for adding services to the Commons and the Manor such as a digital branch/computer lab or bookmobile.

Fiscal Year 2016

1 – Governance

Objective 1 – Review of Bylaws

- Conduct a review of the library's bylaws, updating as deemed necessary

2 – Funding and Administration

3 – Public Relations

Objective 1 – Public Relations Description

- Appoint a public relations coordinator who will handle all public relations activities and report regularly to the library Board.

4 – Human Resources

Objective 1 – Staffing FTEs

- Meet a service target for staffing of 1.5 FTEs, equivalent to .3 per 1,000 in population.

Objective 2 – IT Services

- Increase the local, professional information technology support available to the library.

5 – Collections

Objective 1 – Collection Analysis

- Develop target turnover rates for each sections of the collection.

Objective 2 – Collection Development

- Increase the total number of items in all formats in the library's collection by 10% over the figure reported in Bibliostat contingent upon the acquisition of additional space.

6 – Facilities

7 – Technology

Objective 1 – Integrated Library System and Delivery of Services

- Add online access to ILS catalog to enable patrons to access library catalog through the internet.

8 – Access and Services

Objective 1 – Service Hours

- Add service hours of three consecutive hours after 5:00pm to meet Library of Virginia's requirements for receiving Grants-in-Aid.

Objective 2 – Outreach Initiatives

- Fully implement plan developed in Fiscal Year 2015 to extend services to the Commons and the Manor.

Fiscal Year 2017

1 – Governance

2 – Funding and Administration

3 – Public Relations

4 – Human Resources

Objective 1 – Personnel Classification Plan

- Write and adopt job descriptions for specific volunteer positions within the library such as Circulation Desk, Collections, Book Sale, Maintenance, Landscaping, or Janitorial Services.

Objective 2 – IT Services

- Ensure access to professional, compensated information technology services.

5 – Collections

6 – Facilities

7 – Technology

8 – Access and Services