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# Lonesome Pine Regional Library

*“Start Here - - Go Anywhere”*

*Lonesome Pine Regional Library  
Strategic Plan 2012 – 2016*

*2014 Update*

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***Adopted by the Lonesome Pine Regional Library Board of Trustees –  
August 2, 2012; 2013 Update: August 2013; 2014 Update: August 2014***

***Start Here – Go Anywhere***

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## A. WHO WE ARE

Established on April 2, 1964, Lonesome Pine Regional Library has evolved into a regional public library system with nine library branches and a books-by-mail division. Fifty-six employees serve a population of 109,886 throughout the counties of Wise, Dickenson, Lee and Scott and the City of Norton.

The Library offers a shared collection of 518,813 books, magazines, and newspapers plus non-print materials such as audio books, music, and video recordings. Ninety computers are available for public use. Downloadable eBooks, audio books, music, and movies and online research databases are available both inside the library and remotely via the library's website at [www.lprlibrary.org](http://www.lprlibrary.org).

Lonesome Pine Regional Library benefits from the oversight of a strong, supportive Library Board of Trustees which maintains a progressive and region-wide outlook in regard to library services. The Board exercises careful, yet flexible processes in unified decision making and visioning.

### Lonesome Pine Regional Library Board of Trustees:

Mary Hylton (Chairman)	Dickenson County
Jane Moore	Dickenson County
Ruth Gilliam	Lee County
Melanie Jorgensen (Treasurer)	Lee County
June Presley	Scott County
Karen Mann	Scott County
Paxton Allgyer (Vice Chairman/Secretary)	Wise County
Alice Green	Wise County
Betty Humphreys	Wise County
Merry Lu Prior	Wise County
Lann Malesky	City of Norton

Director: Amy C. Bond  
Address: 124 Library Road SW Wise, Virginia 24293  
Telephone: (276) 328-8325  
Fax: (276) 328-1739

Website: [www.lprlibrary.org](http://www.lprlibrary.org)

E-mail: [reglib@lprlibrary.org](mailto:reglib@lprlibrary.org)

Service Area Size: 1,717 square miles

## **B. OUR LIBRARIES**

### **Libraries:**

Wise County Public Library

C. Bascom Slemph Memorial Library

Coeburn Community Library

J. Fred Matthews Memorial Library

Jonnie B. Deel Memorial Library

Haysi Community Library

Lee County Public Library

Rose Hill Community Library

Scott County Public Library

Mailbox Library

### **Locations:**

124 Library Road SW  
Wise 24293

11 Proctor Street N  
Big Stone Gap 24219

111 Third Street  
Coeburn 24230

6552 Wise Street  
St. Paul 24283

198 Chase Street  
Clintwood 24228

157 O'Quinn Street  
Haysi 24256

406 Joslyn Avenue  
Pennington Gap 24277

6463 Thomas Walker Road  
Rose Hill 24281

297 West Jackson Street  
Gate City 24251

124 Library Road SW  
Wise 24293

## **C. OUR VISION, MISSION AND VALUES**

Our vision, mission, and values provide the foundation for this strategic plan. While specific strategies may change and evolve, the Library is committed to staying true to our basic vision, mission and values.

### **Vision**

*Lonesome Pine Regional Library is the best place to discover, to learn, to imagine, to smile.*

### **Mission**

*Lonesome Pine Regional Library will be the cornerstone of the region where children and adults can experience personal enrichment and connect with one another as we:*

- *Promote the love of reading.*
- *Excel at providing resources to customers of all ages.*
- *Create welcoming spaces for our community.*

### **Values**

*Lonesome Pine Regional Library – we value the highest standards of excellence in everything we do:*

- *Provide superior customer service*
- *Offer and advocate access for all*
- *Act with initiative, creativity, and flexibility*
- *Work together, with enthusiasm and optimism, to reach goals*
- *Create learning opportunities for professional and personal development*
- *Celebrate diverse ideas and opinions*

## **D. STRATEGIC OVERVIEW**

In recent years, the advent of the Internet and rapid technological change in an environment of economic challenge has ushered in the need for transformation and resilience within public libraries. This plan endeavors to ensure that Lonesome Pine Regional Library will stay true to its mission while adapting thoughtfully to emerging challenges to best meet the needs of our communities and library users.

This strategic plan is the Library's roadmap to set a course for growth, change, and excellence for the future. The following strategic opportunities have been identified to guide the Library's operations over the planning period of 2012 to 2016:

### **GOAL 1: *Go local. Strengthen the central role that the libraries play in our communities.***

As our communities grow, our libraries must grow with them to firmly establish themselves at the center of their communities. By establishing our libraries as the place for everything local, encompassing area wide resources and interactions, the better our libraries will be at touching the minds and hearts of our communities.

### **GOAL 2: *Improve the library experience.***

In our fast-paced world, library users want convenient, knowledgeable, and timely library service. They expect the library experience to be easy and intuitive. Our libraries must keep pace with technological advances, facility improvements, and service skills to meet the expectations of library users.

### **GOAL 3: *Maximize resources in a tough economy.***

Maintaining services throughout the prolonged economic downturn is a continuing challenge. We must continue to examine how we do what we do. We must restructure our organization as needed to do the work at hand, adapt to changing conditions, create greater efficiencies, and respond to emergent opportunities.

**E. STRATEGIC OPPORTUNITIES 2012 -2016**

<b>GOAL 1: Go local. Strengthen the central role that the libraries play in our communities.</b>			
<b>STRATEGIES</b>	<b>ACTIVITIES</b>	<b>TARGET DATES</b>	<b>PROGRESS</b>
<p><b>Strategy 1.1:</b></p> <p>Provide library services and service deliveries systems that are customized to individual communities, based on unique needs.</p>	<p><b>Activity 1.1.1:</b></p> <p>Know and serve our local communities. Perform a needs analysis to customize services to local communities.</p>	<p>FY 2012/2013 FY 2013/2014</p>	<p>Branch managers have compiled community profile/demographic reports for two consecutive years. Conclusions drawn from reports have resulted in increased emphasis in most branches to offering programs targeted to our area’s aging population base, underserved teens, and unemployed jobseekers. Also, demographics of our area service population is taken into account in materials selection.</p>
	<p><b>Activity 1.1.2:</b></p> <p>Archive the community in which the library exists by building collections of local history and genealogy resources.</p>	<p>FY 2012/2013</p>	<p>Each branch library houses a variety of historical and genealogical materials as well as local newspapers archived on microfilm. New titles added this year included local high school and college year books, family histories and histories of local places, people, and institutions. Local history has also been featured in library displays with the traveling exhibit of antique medical instruments from the Southwest Virginia Museum Historical State Park and newspaper and photograph displays like Wallace Ross’s Black History Month display in Gate City. Several branch libraries partnered with area historical societies to assist the public with</p>

	<p><b>Activity 1.1.3:</b></p> <p>Provide at least one program annually that features local history or genealogy.</p>	<p>FY 2012/2013</p>	<p>local history and genealogy research.</p> <p>In 2012/2013, Numerous programs featured local authors and subjects of local interest. These included authors Brian D. McKnight (<i>Confederate Outlaw: Champ Ferguson and the Civil War in Appalachia</i>), Norman H. Scott (<i>Iron and the Gap</i>), Robert A. Prather (<i>The Strange Case of Jonathan Swift and the Real Long John Silver</i>), Katie Meade (<i>The Rainbow Ghosts</i>), Don Green (<i>Everything I Know About Success I Learned from Napoleon Hill</i>), Joseph Maiolo (<i>Saint Matthew in Appalachia</i>), James Hibbitts and Joe Roberts, Jr. (<i>The Secret of Graveyard Hill</i>), and Patsi Colley McCormick (<i>Marriages of Dickenson County, 1940 – 1946; The Samuel Lockhart Family: We Were Here, World!</i>). Local history programs included talks by the Lee County Historical and Genealogical Society, historians Jerry Couch and Kathy Shearer, and a program on hometown paper money presented by Ron Dickenson.</p>
	<p><b>Activity 1.1.4:</b></p> <p>Develop the local content area of eLibrary to provide online access to digitized local resources.</p>	<p>FY 2014/2015</p>	<p>In FY 2013/2014, regional library staff scanned unique, local collections from our branch libraries as a participant in the Library of Virginia’s statewide digitization project to preserve local historical records and materials. We currently plan to make the digitized files available to the public as e-content available through our library website.</p>
	<p><b>Activity 1.1.5:</b></p> <p>Be prepared for the obsolescence of microfilm by exploring ways to provide digital access to local newspapers and census records.</p>	<p>FY 2015/2016</p>	<p>In FY 2014/2015, the library will research and apply for grant funding, if available, for digitization of our local newspaper microfilm collections. Digitized census records are available through the library’s Heritage Quest Online subscription.</p>

<p><b>Strategy 1.2:</b></p> <p>Get to outcomes that our communities find important.</p>	<p><b>Activity 1.2.1:</b></p> <p>Revise reporting to better reflect today’s library use, community impact, and to document outcomes. Implement customized services based on findings.</p>	FY 2012/2013	The Monthly Statistical Report and Program Attendance Worksheets have been revised to better capture data that is reported to the Library of Virginia and to guide our libraries in the allocation of resources to support the current use of programs and materials.
	<p><b>Activity 1.2.2:</b></p> <p>Develop a “market-driven” focus by analyzing user data in the aggregate to enhance decision making.</p>	FY 2012/2013	Usage and statistical reports are now routinely consulted to inform decisions regarding programs and services. When the community analysis needs assessments are complete, more user data will be available to help guide decision making.
	<p><b>Activity 1.2.3:</b></p> <p>Implement local customized services in library branches based on the needs analysis in Activity 1.1.1.</p>	FY 2013/2014	Wise reports increased programs targeted to older adults. Lee County reports workshops on jobs, resumes, and email. Haysi reports using World Book Night and incentives to attract teens to reading.

	<p><b>Activity 1.2.4:</b></p> <p>Install patron counters in all library branches to better track the numbers of people who visit their local libraries.</p>	FY 2014/2015	Patron counters have been installed at Wise, Big Stone Gap, Clintwood, Haysi, and Gate City. Budget constraints have delayed installation in the remaining branches.
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<p><b>Strategy 1.3:</b></p> <p>Form interactive communities of learning that bring residents together around specific interests in new ways.</p>	<p><b>Activity 1.3.1:</b></p> <p>Form an intrabranh committee to recommend a series of innovative, shoestring programs to supplement regular programming for all ages.</p> <p><b>Activity 1.3.2:</b></p> <p>Study community analysis and trends to engage diverse segments of the community with targeted programming.</p> <p><b>Activity 1.3.3:</b></p> <p>Encourage the love of reading and lifelong learning among residents of all ages by providing programming based on books and reading.</p>	<p>FY 2012/2013 FY 2013/2014</p> <p>FY 2012/2013 FY 2013/2014</p> <p>FY 2012/2013</p>	<p>Programming staff continue to share program ideas across branches and at region wide programmer meetings.</p> <p>During FY 2013/2014, branches reported targeted programming in the areas of computer workshops for older adults and jobseekers, children’s programs for teens, Kids Central, Head Start, and community outreach venues, genealogy programs, weekend and evening family programs, couponing and recipe swap programs.</p> <p>All library branches hosted programs that encouraged reading and lifelong learning for all age groups. Ongoing book-based programs were offered for caregivers and toddlers (Mother Goose, Toddler Time), preschool children (Storytime), school age children (Book Buddies), teens (Teen Scene) , summer reading programs for children and adults,</p>
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	<p><b>Activity 1.3.4:</b></p> <p>Facilitate one or more large-scale celebrations that promote reading and literacy.</p>	<p>FY 2013/2014</p>	<p>family programs (Family Fun), library sponsored book clubs, and special programs for the general public.</p> <p>During FY 2013/2014, thanks to a \$9,500 Big Read grant from the National Endowment for the Arts, LPRL hosted a region-wide celebration and reading of the book <i>True Grit</i>. 1,000 copies of the book were distributed throughout the region. 14 schools and 43 community organizations partnered with the library in The Big Read. 6 additional companion books for young readers were also featured through children’s programs.</p>
<p><b>Strategy 1.4:</b></p> <p>Raise the library’s visibility in the community with a high level of marketing about library programs, and services to our communities.</p>	<p><b>Activity 1.4.1:</b></p> <p>Develop a marketing and promotional plan to increase relevance and frequency of communication.</p>	<p>FY 2012/2013</p>	<p>Marketing and promotions continued to be coordinated by available staff assigned by project area. Quarterly publication of the library newsletter continued.</p>

	<p><b>Activity 1.4.2:</b></p> <p>Establish a strategy to actively promote new content, services, and programs at the time they are introduced.</p> <p><b>Activity 1.4.3:</b></p> <p>Improve the look, functionality, and timeliness of the library's website calendars.</p> <p><b>Activity 1.4.4:</b></p> <p>Promote the library through all available media such as press releases, print publications, Internet channels, broadcast media, and presentations to local groups.</p>	<p>FY 2012/2013</p> <p>FY 2012/2013</p> <p>FY 2012/2013</p>	<p>Marketing materials and press releases were distributed to accompany the rollout of new services and announce major events.</p> <p>Branch library calendars became more prominent when they were moved to the individual branch website pages. The calendars of events are updated monthly.</p> <p>Promotion of the library continued utilizing standard media channels. Presentation to local groups continued such as the Norton City Council, Kiwanis Clubs, teacher's groups, etc.</p>
<p><b>Strategy 1.5:</b></p> <p>Be a visible and engaged presence in our communities.</p>	<p><b>Activity 1.5.1:</b></p> <p>Strengthen programs that create community interactions.</p> <ul style="list-style-type: none"> <li>• Take library card signup programs to local venues.</li> <li>• Participate in local community events and festivals.</li> <li>• Embrace outreach opportunities.</li> </ul>	<p>FY 2012/2013</p>	<p>Outreach and participation at community venues included Big Stone Gap Celtic Days, World Book Night, SW VA Museum Festival of Trees, Appalachian Regional Early Childhood Summit, Lee County Triad Senior Fair, Lee County Fall Festival, Head Start outreach, Haysi October Fest, Haysi Christmas parade, Dickenson County Fair, Clincho</p>

	<p><b>Activity 1.5.2:</b></p> <p>Routinely communicate with schools and visit schools to present programs about reading and library services.</p>	<p>FY 2012/2013</p>	<p>Women’s Health Day, Norton Farmers Market, Norton Regency Towers, Norton Best Friend’s Festival, Wise Fall Fling, Pound Heritage Days, Scott County Family Fair, Dickenson County Pioneer Days, Flatwoods Job Corps, Guest River Days, Clintwood Christmas in the Park, and Dickenson County Social Services.</p> <p>In 2012/2013, library events were publicized at schools and staff presented programs and conducted library card sign-ups. Story programs like the Cat in the Hat Day were popular in elementary schools while library resource presentations were popular in high schools. School groups also visited our libraries for tours and special programs. Our libraries were also present at PTA and PTO group meetings and Family Fun and Family Reading nights at local schools. The Haysi High School drama class presents an annual “Spook Night” program at the Haysi library in October.</p>
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	<p><b>Activity 1.5.3:</b></p> <p>Promote relationships with local preschools, and home-schooled students and develop programs to meet their needs.</p> <p><b>Activity 1.5.4:</b></p> <p>Enter partnerships with other community groups which support mutually reinforcing activities.</p> <p><b>Activity 1.5.5:</b></p> <p>Explore the feasibility of offering library card registration through schools and online through the library's website.</p>	<p>FY 2012/2013</p> <p>FY 2013/2014</p> <p>FY 2013/2014</p>	<p>Head Start and daycare center groups enjoyed special outreach programs at their centers as well as tours and special programs at our libraries. Teddie's Treasures program offered science workshops that were especially popular. Homing Around is an ongoing program that is specifically designed for homeschooled children.</p> <p>Noteworthy partnerships reported by the branches include: Wise County Home School Co-Op, Kids Inc., Christian Homeschoolers, Senior Navigator, Girl Scouts, Young Writers Camp, Head Start, Regional Adult Education, Workforce Investment Adult and Dislocated Worker Program, and Read Across America</p> <p>Printable, fillable library card registration forms are now available on the library's website to streamline the registration process for library patrons. Staff can now</p>
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			input library card registrations with a mobile communication device at schools or any location that has Internet access.
<p><b>Strategy 1.6:</b></p> <p>Improve the library's ability to provide meeting spaces for community groups.</p>	<p><b>Activity 1.6.1:</b></p> <p>Review library meeting room policy to consider opening up meeting room areas to more community use by promoting the areas as public meeting space.</p>	FY 2013/2014	Branches with meeting rooms report that the rooms are used extensively by their communities as a public meeting space by groups such as Garden Clubs, MECC Foundation Committee, Keokee School Reunion Committee, Big Stone Gap Farmer's Market, Christian Homeschoolers, Boy Scouts, Girl Scouts, Union High Color Guard, AARP, Mountain People and Places, Quilter's Guild, and, the Red, White, & Blue Service Club.
	<p><b>Activity 1.6.2:</b></p> <p>Identify ways to provide community meeting space in library branches that do not have separate meeting rooms.</p>	FY 2014/2015	Haysi has a semi-private space that can be screened off for meeting space. Scott County has no separate space but works with anyone who needs a place to meet such as Girl Scouts, families, Marines, and older workers. Wise has a computer lab available for group booking.

<b>GOAL 2: Improve the library experience.</b>			
<p><b>Strategy 2.1:</b></p> <p>Provide comfortable, accessible, welcoming library environments conducive to the different ways that patrons use the library.</p>	<p><b>Activity 2.1.1:</b></p> <p>Open up spaces to ensure traffic flow and maximize the visibility of key areas and service points.</p>	<p>FY 2012/2013 FY 2013/2014</p>	<p>During FY 2013/2014, Wise placed new furniture in the children’s area and continues to rearrange furniture in other areas to open up space and address patron needs. Scott County removed shelves from the children’s area open to up space for the children’s programs.</p>
	<p><b>Activity 2.1.2:</b></p> <p>Declutter staff work areas.</p>	<p>FY 2012/2013 FY 2013/2014</p>	<p>While this remains an ongoing initiative for most branches, Wise reports that the new circulation desk made it easier to re-organize work supplies with less clutter. Regional staff assisted with the reorganization of office supplies in Big Stone Gap.</p>
	<p><b>Activity 2.1.3:</b></p> <p>Provide accessible electrical outlets for wireless users in all buildings.</p>	<p>FY 2013/2014</p>	<p>All branches with the exception of Haysi report this as a pressing need. Adding electrical wiring to the branches is dependent on identifying funding to complete the work.</p>

	<p><b>Activity 2.1.4:</b></p> <p>Repurpose physical space to meet the evolving needs of library users. Provide flexible, age-appropriate spaces that include areas for a variety of activities including quiet study, collaborative learning, computer use, and socializing.</p> <p><b>Activity 2.1.5:</b></p> <p>Refurbish unused reference areas into functional engaging spaces that will be better used by the public.</p> <p><b>Activity 2.1.6:</b></p> <p>Explore ways to replace outdated, imposing circulation desks with newer, approachable, multifunctional models that better incorporate technology.</p>	<p>FY 2013/2014</p> <p>FY 2014/2015</p> <p>FY 2015/2016</p>	<p>Funding, overall, has only allowed rearrangement of existing furniture to address the need for distinct areas of patron interaction and library use.</p> <p>Existing reference areas still remain largely as is due to lack for funding for new furnishings. However, some branches are incorporating newer materials on the existing reference shelves like young adult books and books on CD.</p> <p>New circulation desks have been installed in Clintwood and Wise. A new desk for Scott County is in currently in the design process. Lee County has applied for grant funding for a new desk.</p>
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	<p><b>Activity 2.1.7:</b></p> <p>Continue to explore options to improve parking at the Big Stone Gap, Gate City, and St. Paul library branches.</p>	FY 2015/2016	A new parking lot, funded by the Slemp Foundation, was constructed at the Big Stone Gap library in FY 2012/2013. The Town of St. Paul made crosswalk improvements and curb cutouts at the St. Paul Library in FY 2012/2013.
<p><b>Strategy 2.2:</b></p> <p>Make the library experience intuitive and easy to use at every possible touch point.</p>	<p><b>Activity 2.2.1:</b></p> <p>Increase browse-ability of library media collections with genre labels and displays.</p> <p><b>Activity 2.2.2:</b></p> <p>Create separate areas for inspirational fiction collections.</p>	<p>FY 2012/2013 FY 2013/2014</p> <p>FY 2012/2013</p>	<p>The genre reclassification project has been completed for the Wise County libraries where it has been well received. This project is continuing for the libraries in the other counties.</p> <p>Inspirational fiction titles have been reclassified and moved to their own unique section. Incorporating attractive visual display materials, the collections are now more prominent and accessible.</p>

	<p><b>Activity 2.2.3:</b></p> <p>Classify and label children’s media (movies and music) and make the collections available for children to check out.</p> <p><b>Activity 2.2.4:</b></p> <p>Produce ongoing, creative displays that put different collections in the spotlight to increase interest and check out of library materials.</p> <p><b>Activity 2.2.5:</b></p> <p>Review collection use data on a periodic basis to target increased system circulation.</p> <p><b>Activity 2.2.6:</b></p> <p>Enhance inside accessibility to services and collections with effective signage and floor plans.</p>	<p>FY 2012/2013 FY 2013/2014</p> <p>FY 2012/2013</p> <p>FY 2012/2013</p> <p>FY 2013/2014</p>	<p>Children’s movies are now reclassified and housed in separate sections so children can browse for their own selections and check them out on their own. Work on music titles remains to be done.</p> <p>Attractive, innovative displays which highlight our collections and programs are abundant in our libraries.</p> <p>Branch managers review activity by location, circulation statistics, and collection reports on a monthly basis to identify circulation patterns. Managers use this information to guide selection of new materials and to promote areas of the collection that are underutilized.</p> <p>Signage continues to be updated in individual areas when necessary.</p>
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	<p><b>Activity 2.2.7:</b></p> <p>Implement LS2 Map functionality so that library users can view the location of library materials on an online floor plan from the library catalog.</p> <p><b>Activity 2.2.8:</b></p> <p>Investigate the use of interior electronic signs.</p>	<p>FY 2013/2014</p> <p>FY 2014/2015</p>	<p>Floor plans have not been developed.</p> <p>LS Map functionality is no longer available with our library system software so this activity will not be completed.</p> <p>Funding has not allowed the introduction of electronic message board signs.</p>
<p><b>Strategy 2.3:</b></p> <p>Provide convenient, friendly, and knowledgeable service to make it as easy as possible for the community to use the library.</p>	<p><b>Activity 2.3.1:</b></p> <p>Provide a structured, comprehensive orientation to the library organization and services for new employees.</p> <p><b>Activity 2.3.2:</b></p> <p>Adopt uniform procedures for management of hold queues to reduce wait times for library materials.</p>	<p>FY 2012/2013</p> <p>FY 2012/2013</p>	<p>A team of regional staff, managers, and support staff have compiled an introduction to our library system for new hires.</p> <p>Procedural training in the management of hold requests will continue into the next fiscal year.</p>

	<p><b>Activity 2.3.3:</b></p> <p>Adopt a Skill Builder 15 Minute training plan model to address ongoing training and continuing education needs.</p> <p><b>Activity 2.3.4:</b></p> <p>Provide more self-service options to promote for those who want an unmediated library experience.</p>	<p>FY 2013/2014</p> <p>FY 2014/2015</p>	<p>As staff has become more proficient and self-sufficient in the use of technology, online webinars have emerged as the most cost efficient way to provide ongoing training and education.</p> <p>Patrons can request and renew materials online on their own. Self-check of materials and online payment of fines and fees are future initiatives to be explored.</p>
<p><b>Strategy 2.4:</b></p> <p>Enhance library service by shifting focus beyond transactional loans to relational programs.</p>	<p><b>Activity 2.4.1:</b></p> <p>Adopt a service philosophy that moves beyond commodities to experiences and emphasizes connecting with people over managing collection use.</p> <p><b>Activity 2.4.2:</b></p> <p>Improve service by incorporating new tools and</p>	<p>FY 2012/2013</p> <p>FY 2012/2013</p>	<p>Increased participation in customer service workshops have resulted in staff becoming more service oriented than numbers oriented with a marked focus on meeting needs by finding individual solutions for patron issues.</p> <p>The library's online catalog allows</p>

	technologies that will allow staff the opportunity to focus more directly on patrons.		patrons to browse the collection, place holds, and manage their own account without having to involve staff members. The online databases enable patrons to find answers to most of their reference questions. This frees staff members to be able to focus more attention to other areas of patron need.
<p><b>Strategy 2.5:</b></p> <p>Provide access to library resources that the public may use with library devices or their own, inside our libraries and off-site.</p>	<p><b>Activity 2.5.1:</b></p> <p>Recognize ongoing format diversification and obsolescence. Create a repository for access to digital materials as well as print materials.</p> <p><b>Activity 2.5.2:</b></p> <p>Provide library-based smart phone applications to add a library layer to apps and enhancements that are readily available.</p>	<p>FY 2012/2013</p> <p>FY 2012/2013</p>	<p>The library continues to preserve its print collections as well as building a digital repository of books, audio books, music, and movies. Usage reports are reviewed on an ongoing basis to help identify which formats are becoming less used. Formats showing highest demand receive highest priority in collection development.</p> <p>The library has mobile apps for its catalog (LS2 Mobile) and electronic resources (Find It VA app). Mobile apps are also available for Overdrive and Freading eBooks, and Zinio magazines.</p>

	<p><b>Activity 2.5.3:</b></p> <p>Install wireless Internet access in all library branches.</p> <p><b>Activity 2.5.4:</b></p> <p>Investigate alternatives to traditional public computers such as tablets or netbooks.</p> <p><b>Activity 2.5.5:</b></p> <p>Reassess network performance to determine if bandwidth capacity is sufficient.</p> <p><b>Activity 2.5.6:</b></p> <p>Overhaul the structure and format of the library website.</p>	<p>FY 2013/2014</p> <p>FY 2013/2014</p> <p>FY 2013/2014</p> <p>FY 2014/2015</p>	<p>Wireless Internet access is now available in all library branches.</p> <p>Use of mobile computing devices has developed more on the staff side than the public side. Four libraries now have tablets on hand to demonstrate online services directly to patrons. Increasingly, the patrons bring in their own mobile devices to connect to the library's wireless network instead of using public computers.</p> <p>Network performance was analyzed in January 2013 and bandwidth was increased in 8 library branches based on the findings.</p> <p>The library website was upgraded and completely redesigned during FY 2013/2014.</p>
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	<p><b>Activity 2.5.7:</b></p> <p>Install central controller on the wireless network for better management and use reporting.</p>	FY 2015/2016	The library has not been able to secure funding to purchase a central controller for the wireless network.
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<b>GOAL 3: Maximize resources in a tough economy.</b>			
<p><b>Strategy 3.1:</b></p> <p>Rethink being all things to all people and choose what the library can do well. Shift the focus from doing more with less to doing different with less.</p>	<p><b>Activity 3.1.1:</b></p> <p>Prioritize services based on the direct enhancement and support of the library’s mission.</p>	FY 2012/2013	Driven by funding constraints, tangential services (such as outreach) have been cut back as needed to allow the library to focus its resources on the delivery of mission critical services.
	<p><b>Activity 3.1.2:</b></p> <p>Maximize the things that our smaller library branches can do well instead of trying to recreate full-service library models in every location.</p>	FY 2012/2013	The Rose Hill branch has successfully served its community by efficiently pulling materials from larger library branches to fill requests. It also serves its niche audience well with its computer lab and video collection.
	<p><b>Activity 3.1.3:</b></p> <p>Provide service hours and staffing during times of greatest use.</p>	FY 2013/2014	Library hours and staffing have been reduced due to budget shortfalls during FY 2012/2013 and FY 2013/2014. Circulation system reports and program times were considered in making reduction decisions.

<p><b>Strategy 3.2:</b></p> <p>Continue to explore efficiencies and alternatives that will allow the library to deliver services in the most economical manner.</p>	<p><b>Activity 3.2.1:</b></p> <p>Externalize infrastructure to specialist providers (on-demand capacity providers) when appropriate.</p>	FY 2012/2013	Maintenance of network equipment and infrastructure is outsourced to IT service providers, eliminating the need to retain specialized network staff in house.
	<p><b>Activity 3.2.2:</b></p> <p>Identify and correct areas within our organization in which we are expending duplicate effort to perform identical work or solve the same problems.</p>	FY 2012/2013 FY 2013/2014	Budget shortfalls with resulting staff reductions underscore the need to continue to address areas in which multiple branches and the regional office are performing duplicate effort to produce the same work.
	<p><b>Activity 3.2.3:</b></p> <p>Pursue technological solutions that limit the need for staff to carry out routine tasks.</p>	FY 2012/2013	New releases of the library system software that streamlines staff tasks are implemented as they become available. Offline circulation functionality was implemented eliminating the need for staff to manually write down check outs and check ins of materials when the computers are down. Patron counters which eliminate the need for staff to manually count all library visitors were added to additional branches.

	<p><b>Activity 3.2.4:</b></p> <p>Increase use of email whenever possible to replace paper notices, newsletters, date due slips, etc.</p> <p><b>Activity 3.2.5:</b></p> <p>Review cost efficiencies throughout the organization in the management of supplies.</p> <p><b>Activity 3.2.6:</b></p> <p>Implement rotating collections to maximize use of existing library collections.</p>	<p>FY 2012/2013</p> <p>FY 2012/2013</p> <p>FY 2013/2014</p>	<p>Each time a patron record is created or updated, email and text contact information is added if available. This has significantly reduced postage costs system-wide. Newsletters are emailed when contact information is available. Required reports are emailed whenever possible to the Library of Virginia and to local governments.</p> <p>Supplies are now ordered quarterly instead of semi-annually, facilitating a closer scrutiny of inventories and discouraging the tendency to stockpile materials. Better organization of staff areas also makes supplies readily accessible and cuts down on needless ordering.</p> <p>Rotating collections were piloted at the Rose Hill library in FY 2012/13 to enhance their in-house collection and to determine the most effective method to extend this region wide.</p>
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	<p><b>Activity 3.2.7:</b></p> <p>Increase cross-sector coordination by providing cross training so that existing staff have the skills and flexibility to work in different positions within the library organization.</p> <p><b>Activity 3.2.8:</b></p> <p>Review staff assignments when vacancies occur and restructure positions when feasible to make optimal use of existing staff.</p> <p><b>Activity 3.2.9:</b></p> <p>Investigate options for credit card and online payment of fines and fees.</p> <p><b>Activity 3.2.10:</b></p> <p>Increase fiscal control and reporting across the region by tracking money receipts through the integrated library system software.</p>	<p>FY 2013/2014</p> <p>FY 2013/2014</p> <p>FY 2014/2015</p> <p>FY 2015/2016</p>	<p>Branches within individual counties have been sharing staff during the continuing economic downturn.</p> <p>During the continuing economic downturn, vacancies have been filled by existing staff whenever possible.</p> <p>Investigation of options for credit card and online payments began in FY 2012/13. Security concerns in our multi-branch system require additional research.</p> <p>This has not yet been implemented and will be continued forward in future strategic plans.</p>
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