



Samuels Public Library  
2013 - 2018 Strategic Plan

***Samuels Public Library brings people, information, and ideas together to enrich lives and build community.***

This is our new mission statement. In few words it sets forth the role our Library has played and will continue to play for the citizens of Warren County. The Board of Trustees strives to honor and enrich the deep and textured heritage of our community and its Library. The Trustees are committed to the belief that as the community needs develop and change, the Library's capacity and ability to service those needs must adapt and progress. The Trustees support the Mission and the Vision Statement that envisions a future in which the Library's collections, programs, and leadership help ensure:

- That every resident has the opportunity to enjoy an intellectually and culturally rich life
- That every child enters school with the requisite developmental skills
- That every child experiences the pleasure of reading and the joy of learning
- That those in need can find assistance and information with ease
- That our community celebrates and appreciates its vitality and diversity

As identified by residents through a deliberate planning process, this Plan provides direction to achieve goals of Library services that reach out to each and every individual.

This process included input from the community, staff, and Library Board. The process began with a circulated and online survey that was answered by approximately 720 individuals. A volunteer facilitator held discussions with staff, community members, and Board members. The guiding committee worked together to discuss the strengths, weaknesses, opportunities, and threats that face the Library. This Plan was based on the input of these various groups. We extend the thanks of the Board to the many who have helped.

*If you have questions or comments about this plan, please contact the Library Director, Mary (Nicki) Lynch, at 540-635-3153, Ext. 110 or email: [nlynch@samuelslibrary.net](mailto:nlynch@samuelslibrary.net)*

\*\*\*\*\*

## **GOVERNANCE**

**GOAL** Samuels Public Library (“Library”) will be administered and governed by an informed, active and responsible Board of Trustees (“Board”).

**Objective A** The Board will continue to recruit members who are interested in the Library, in tune with its Mission, supportive of its goals, knowledgeable about the community, and willing to devote the time, effort, and resources necessary to carry out the work of the Library. *Ongoing.*

- By July 2014 the Board will adopt a “Statement of Board Member Responsibilities.” *Completed 2014.*

**Objective B** Board members will receive full and continuing orientation and information to enable them to carry out their duties. Information for new Board members will include background on historical and current issues, including this Plan. *Completed annually for all new Board members.*

- Whenever possible, the Board President will appoint a mentor to assist new Board members in understanding issues, procedure, and policy.

- Board members will have an opportunity to meet with staff and to learn the duties of each position. *One staff member is invited to talk about their duties at each Board meeting.*

- The Board handbook will be kept up to date.

**Objective C** The Board will periodically evaluate its own needs and performance and take necessary steps to enable it to govern effectively.



Library Director, Nicki Lynch, prepares for a Board meeting.

- Annually, at the time the conflict of interest policy is updated, Board members will be asked to identify any issues they perceive in Board performance and to complete a self-evaluation.

- A form for self-evaluation will be drafted by July 2014. *Completed.*

**Objective D** The Board will conduct periodic reviews of the bylaws, policies, and other guidelines that govern the Library to ensure that they support Plan implementation. *Ongoing and annual review of policies as needed.*

Objective E The Board will annually (i) review, update, and re-approve this Plan and (ii) review the performance of Library management for performance consistent with the objectives of this Plan.

## **FINANCIAL RESOURCES**

GOAL Samuels Public Library will seek a funding level to implement the Library's goals and objectives.

Objective A The Board will actively seek and evaluate fundraising opportunities when and where the opportunities are in accordance with the library's standards and objectives.



Operations director, Eileen Grady, balances the budget.

- The Development Committee will present to the Board for its consideration a fundraising plan which articulates the goals of and reason for fundraising. *Ongoing with updates.*

Objective B The Library will seek to employ full time professional fund raising staff if proposed in the fundraising plan. *Hired part time development staff in September 15, 2015.*

Objective C The Library will strive to better articulate its program funding requirements to the community and decision-makers. *Created fact sheets about funding needs.*

Objective D Each Library employee will be encouraged to examine operations on a daily basis and offer suggestions for improvement to supervisors to insure that all resources are managed as effectively and efficiently as possible.

Objective E The Board will actively work with the Library's financial advisors to assure the efficacy of the Samuels Library Fund. *Ongoing.*

- The Investment Committee will meet with the advisors quarterly and advisors will be invited to a Board meeting annually. *Ongoing.*

Objective F The Board will continue to explore the possibility and advisability of becoming an agency of Warren County government. *Ongoing.*

## **PUBLIC INFORMATION**

GOAL Citizens of Warren County will be informed about Library services, resources and programs. *Ongoing on radio, Chamber newsletter, newspapers and Facebook page and library newsletter.*

Objective A A Marketing and Outreach Committee will be established. Its primary function will be disseminating information about the Library. *The immediate publicity goals were being met and the committee was disbanded.*

- The committee will include non-Board representatives from the community.
- The committee will develop a plan to effectively publicize programs and services offered by the Library. *Completed.*

Objective B Information will be disseminated to the public through the Friends of Samuels Public Library (“Friends”), newsletters, newspapers, radio and television, schools, *and* Library’s Internet pages *and social media.*

Objective C Library staff, Board and Friends, as appropriate, will strive to be available to speak to civic organizations and businesses and will also participate in appropriate community events to promote the Library. *Ongoing.*

## **FACILITY**

GOAL Citizens of Warren County will have access to a Library facility which effectively maintains and supports library services and community need.

Objective A The Library staff will identify and prioritize maintenance, replacement and augmentation requirements of the Library structure and equipment as needed.

Objective B The Library staff will periodically evaluate meeting room space and usage charges.

Objective C The Board will strive to provide funding and community involvement for improvement of Library grounds pursuant to the landscape design plan. *Upchurch Children’s Garden. Completed 2015.*

- Staff and Board members will enlist the ongoing support of County grounds and maintenance staff, local master gardeners, and others to fully implement the design plan. *Ongoing support.*

## **PERSONNEL**

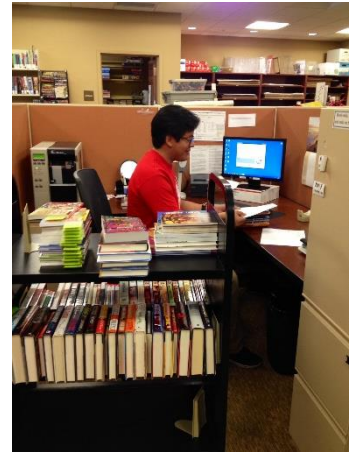
GOAL Citizens of Warren County will have access to sufficient Library personnel to provide quality services.

Objective A The Library will strive to have an adequate number of employees to implement the goals and objectives of this Plan. All staff positions will be filled by persons with the qualifications and skills necessary to implement the duties and

responsibilities of the job and/or be appropriately trained to do so.

- The Library will continue to be a great place to work and will become a preferred employer in the community.

Objective B The Board, through the Library Director, will continue to monitor the salaries and benefits provided to its employees to insure that the Library is able to attract and retain a highly qualified staff.



Reference Assistant, Erly Moya, catalogs new books.

- By July 2014, and periodically thereafter, a salary and benefits comparison study of other similarly positioned libraries will be conducted to help determine the compensation of Library staff. *Completed once and will reevaluate when funds are available.*

Objective C Each job description will be periodically reviewed in order to reflect the changing knowledge, skills and abilities required to meet Library needs.

Objective D The Library will provide cross-training to all staff.

Objective E The Board will seek to provide eligible employees with benefits at least equal to Warren County employees. *Ongoing.*

Objective F The Library will seek to increase volunteer involvement where appropriate and will provide necessary training and supervision. *Ongoing.*

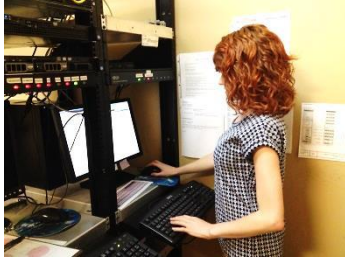
- Volunteers will annually be asked to evaluate their experience and to make recommendations for improvements to the volunteer program and Library services. *Completed annually.*

## **TECHNOLOGY**

GOAL Citizens of Warren County will be assured that Samuels Public Library operations include current technology which provides accurate and effective service. *Ongoing.*

Objective A The Library will seek to position itself as a technology learning center for all citizens by providing internet access and hands-on experience. *Ongoing.*

Objective B The Investment Committee will develop a funding plan for replacement of equipment. *Ongoing.*



IT Systems Technician, Jessica Sayers, performs maintenance on a server.

Objective C The Library will expand and refine provision of online, virtual, automation, and other developing systems and will be prepared to evaluate new products, modules, upgrades, and enhanced features.

Objective D The Library will seek volunteers who are able to provide basic computer, other device, and program assistance to Library patrons.

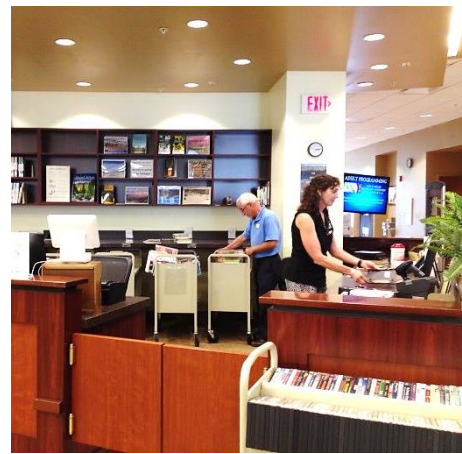
Objective E *Develop an Incidence Response Plan*

## **COLLECTION DEVELOPMENT**

GOAL Citizens of Warren County will have access to collections that endeavor to meet the topmost guidelines for public library service as identified in the Virginia State Library's Planning for Library Excellence.

Objective A The Library will provide a collection of high interest materials in various formats for all ages and will strive to provide the specific titles and subject areas requested by Library patrons. *Ongoing*.

Objective B The Library will seek funds from varied sources to grow and update collections throughout the Library. *Ongoing*.



Customer Service Specialist, Dane Toler, and Circulation Supervisor, Cheryl Harrison, work the circulation desk.

## **REFERENCE**



Reference Assistant, Shikira Barrett, and Adult Reference Supervisor, Kitti McKean, have the answers.

GOAL Citizens of Warren County will receive accessible, quality reference service supported by adequate and appropriate personnel, materials and technologies.

Objective A Reference assistance and bibliographic instruction will be available to all age groups. Both the Adult Reference Desk and the Youth Services Reference Desk will be staffed at all times. *Ongoing*.



Objective B The Library will provide high quality service by offering accurate information in response to user requests. An efficient, timely, courteous, and impartial delivery of information services will be employed. *Ongoing.*

## **INTERAGENCY COOPERATION AND PARTNERSHIP**

GOAL Citizens of Warren County will have access to enriched, supplemented, and strengthened services through interagency cooperation and resource sharing.

Objective A The Library will work with the Warren County School System, private community schools, and homeschoolers to meet their needs. *Ongoing partnerships.*

- Library staff will ask public schools to keep the Library informed about teaching subject matter so that reference material and databases can be kept up to date.

Objective B The Library will work with Valley Health and Warren Memorial Hospital to serve as a source of information for patients. *Ongoing partnership.*

Objective C The Library will actively pursue various other means of resource sharing and partnering with schools, community organizations, and businesses to improve access to quality service. *Ongoing new partnerships and sponsorships.*

Objective D The Library will continue to partner with Warren County law offices by offering access to legal databases through Lexis. *Ongoing partnership.*

- Lexis databases will be available in the Library to anyone seeking legal information.

## **PROGRAMMING**

GOAL Citizens of Warren County will have access to library programs which promote reading and the use of the Library's resources and services.

Objective A The Library will continue to place a high priority on programs which introduce preschool and school age children to literature and foster a love for reading. Programs will be planned for each season of the year on a consistent annual schedule. Programs will be scheduled 6 months in advance. *1,000 Books to Read before Kindergarten, Time for Baby, two preschool classes a week, Big Kids Read, STEM programs including summer and winter reading programs.*

Objective B The Library will continue to initiate new young adult programs to assist participants in responding to intellectual, emotional and social situations with which they may have to deal. *Teen programs include discussion groups, writing, chess club, cultural cooking classes.*

Objective C The Library will seek to expand its adult programs to introduce individuals and groups to library materials and services, and provide information, cultural enlightenment, and recreation. The Friends will have an integral role in the expansion of the Library's programs by continuing to improve and expand its lecture and program series under the direction of Library staff. *The Friends continue to expand the evening programs. Adult Programs attendance was up 38% in 2016. Reference staff started Intergenerational arts and crafts and volunteer led crocheting club along with additional computer classes.*

## **ACCESS**

GOAL Citizens of Warren County will have the opportunity for access to library resources despite age, institutionalization, handicap, geographic isolation, or schedule.

Objective A The Library will continue to provide and improve various outreach programs for those unable to come to the Library.

- The Library will provide drop off collections at places such as senior centers, assisted living facilities, homeless shelters, and the County detention facilities. *Added a Social Services drop-off, Regional Jail and the Little Libraries*

Objective B The Library will continue to make its facilities and services compliant with the Americans with Disabilities Act (ADA) legislation and other governmental regulations. *Created new handicap accessible Upchurch Garden.*

Objective C The Library will continue to keep the library open to the public 54 hours per week and will continue to evaluate the possibility of “staggered” hours to meet the needs of various constituents.

Objective D The Library will work with the appropriate authorities to provide safe walking access over the Happy Creek Criser Road Bridge and from the Greenway walking trail. *The town completed a foot trail to stores and plans to replace Traffic Bridge.*

Objective E The Library will strive to restore Sunday hours as soon as economically feasible. *Unable at this time due to funding.*



***Adopted by the Board of Trustees on July 8, 2013.  
Amended and re-adopted July 14, 2014 per the Strategic Planning Committee  
report. Reviewed and adopted July 13, 2015. Reviewed July 11/2016***