



Samuels Public Library FY 2019 - 2024 Strategic Plan

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

Our mission statement succinctly defines the role our Library has played and will continue to play in Warren County. The Board of Trustees strives to honor and enrich the deep and textured heritage of our community and its Library. As the community's needs develop and change, the Library's capacity and ability to service those needs must also evolve. To fulfill our mission and respond to our community's changing needs, Samuels Library will strive to create an environment that leads Warren County residents to view the library as:

1. a **community**, where they can –
 - connect with the power of literacy and communication,
 - learn, grow, and make a difference in their own lives and the lives of others,
 - perceive the Library as a catalyst for community betterment,
 - share ideas and develop solutions to community challenges.

2. an accessible and welcoming **place** where they can –
 - find many opportunities for lifelong learning,
 - find inspiration and explore possibilities,
 - connect with community services and
 - access a broad array of information resources.

3. a **leader** that can –
 - serve as a key partner in literacy and other community issues, and
 - serve as a model for digital technology and access.

The Board of Trustees has adopted this Strategic Plan to guide the Library for the coming years. This is only the beginning of what's possible. It will be reviewed and updated annually. We look forward to working with you to continually re-create a Library that helps to enrich lives and build community.

If you have questions, comments, or suggestions about the Library or this plan, please contact the Library Director, Harold Hayes, at 540-635-3153, Ext. 110, or hahayes@samuelslibrary.net

Samuels Public Library, 330 E. Criser Road, Front Royal, Warren County, Virginia 22630



GOVERNANCE

GOAL Samuels Public Library (“Library”) will be administered and governed by an informed, active and responsible Board of Trustees (“Board”). The Board will maintain a relevant and realistic Strategic Plan.

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.

- New Board members will receive orientation based on established guidelines to enable them to carry out their duties. The Committee on Trustees will develop orientation guidelines by the end of the 2018 fiscal year.
- Whenever possible, the Board President (“President”) will appoint a mentor to assist new Board members in understanding issues, procedure, and policy.
- The Board handbook will be kept up to date by the Committee on Trustees and the Library Director (“Director”).



Library Director, Harold Hayes, prepares for a board meeting.

Objective B A continuing education plan will be developed by the Director and President with the focus of keeping Board members current regarding the trends, laws, and policies in library management. A continuing education format will be developed early each fiscal year.

- Board members will have an opportunity to meet with staff and to learn the duties of each position. As part of this process, when possible, Board members shall be invited to lunch with the staff on staff development day.

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

- 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.

Objective D The Bylaws Committee will conduct periodic reviews of the bylaws, policies, and other guidelines that govern the Library to ensure that they support this Plan implementation.

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.

- The Development Committee will annually prepare a development plan which will include the goals of and reasons for fundraising.

- The Director will be responsible for overseeing staff and volunteers dedicated to fulfilling the goals of the development plan.

- The Library will seek to continue to employ part or full time professional development staff as proposed in the annual development plan.

Objective B The Development Committee will work with The Friends of Samuels Library (FOSL) to balance and assign development activities between the Library and FOSL.

Objective C The Library will strive to better articulate its mission and funding requirements to the community and decision-makers. Management will seek ongoing relationships with Warren County personnel to serve this objective.

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.

- The Finance Committee will meet with the advisors at least semi-annually and advisors will be invited to a Board meeting annually.

Objective F The Board will explore ways to handle endowed funds, including possible partnership with a community foundation and/or the establishment of a Library foundation.



Operations Director, Eileen Grady, balances the budget.

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

PUBLIC INFORMATION

GOAL Citizens of Warren County will be informed about Library services, resources and programs.

Objective A The Development Committee will include in its functions disseminating information about the Library.

- The committee may include non-Board representatives from the community.

Objective B Information will be disseminated to the public through the Friends of Samuels Public Library ("Friends"), newsletters, newspapers, radio and television, schools, and the Library's Internet pages.

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.

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 and building.

- Staff and Board members will enlist the ongoing support of County grounds and maintenance staff, local master gardeners, and others to maintain and improve the Library grounds and building.

PAID AND VOLUNTEER PERSONNEL



Reference Assistant, Erly Moya,
catalogs new books.

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.

- Periodically a salary and benefits comparison study of other similarly positioned libraries will be conducted to help determine the compensation of Library staff.

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.

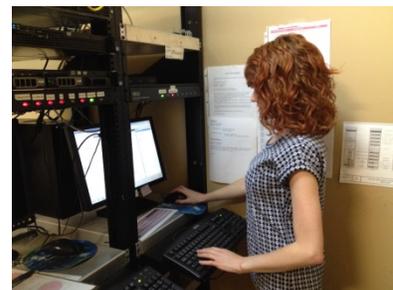
Objective F The Library will seek to increase volunteer involvement where appropriate and will provide necessary training and supervision.

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

TECHNOLOGY

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

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.



IT Systems Technician, Jessica Sayers,
maintains the servers.

Objective B By December 2018 the Finance Committee will develop a plan for replacement of technology equipment.

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.

COLLECTION DEVELOPMENT



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

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.

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

REFERENCE

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.

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.



Adult Reference Supervisor, Kitti McKean, and Reference Assistant, Sandra Norman, have the answers.

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.

- 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.

Objective C The Library will actively work and partner with schools, community organizations, and businesses to improve ways to share resources and access to quality service.

Objective D The Library will continue to partner with Warren County law offices by offering access to legal databases.

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

PROGRAMMING



Youth Reference Assistant, Patti McHugh, presents story time for toddlers and preschoolers.

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.

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.

Objective C Programs will be planned and scheduled six months in advance.

Objective D 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. FOSL will have an integral role in the expansion of the Library's programs by continuing to improve and expand its lecture and program series in cooperation with the Library staff.

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.

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.

Objective C The Library will continue to keep the library open to the public 54 hours per week.

Objective D The Library will strive to restore Sunday hours as soon as economically feasible.

Adopted by the Board of Trustees on July 8, 2013.

Amended and re-adopted May 14, 2018 per the Strategic Planning Committee report.