

FY 2019 - FY 2024

STRATEGIC PLAN



Updated annually by:
Samuels Public Library
Strategic Planning Committee

Approved by:
The Board of Trustees
2018, 2021, 2022



OUR MISSION:

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

Our mission statement succinctly defines the role our Library plays 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.



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FRONT ROYAL
WARREN COUNTY
VIRGINIA
22630**



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 Executive Director, Michelle Ross at 540-635-3153, Ext. 110, or mross@samuelslibrary.net

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.
- 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 Executive Director ("Director").

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

- Board members will have an opportunity to meet with staff 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.
- Board members will be asked annually to identify any issues they perceive with Board performance and to complete a self-evaluation. They will also be asked to complete a conflict of interest policy update.

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

- Board members will be asked annually to identify any issues they perceive with Board performance and to complete a self-evaluation. They will also be asked to complete a conflict of interest policy update.

Objective D: The Bylaws Committee will conduct annual 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 review, update, and re-approve the Strategic Plan and 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 that will allow implementation of 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 year at Staff Development Day Library employees will be encouraged to examine operations 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 expand the endowment fund through planned giving and other means.

PUBLIC INFORMATION

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

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 library staff will evaluate the overall space needs of the library and work with consultants to ensure that space is used to its utmost efficiency. Consideration will also be given to future expansion of the space.

Objective D: The Board will strive to provide funding and will seek community involvement to maintain and improve the 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.

Objective A: The library staff will create a fluid marketing plan to guide dissemination of information to the public in order to better publicize programs and services. Long term goal: The feasibility of developing a marketing coordinator's position will be explored.

Objective B: Library staff, Board and FOSL, 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.



PAID & VOLUNTEER 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. The library will strive to recruit high quality candidates that reflect our community's diverse population.

Objective B: The Board, through the Executive 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: The Library Director will review job descriptions as needed but at least every four years to ensure they reflect the evolving skills and knowledge 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.

- New volunteers will be invited to offer suggestions to improve the volunteer experience as they perform their assigned duties. The volunteer coordinator will also seek exit interviews with volunteers for input regarding their experience.



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.

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

TECHNOLOGY

GOAL: Samuels Public Library operations will include current technology which provides accurate and effective service.



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. Every effort will be made to maintain the integrity of the collection ensuring that a diverse range of materials is available to meet the needs and interests of everyone in the community. As specified in the library's Collection Development Policy, Samuels Library will follow [ALA's Library Bill of Rights](#), and [ALA's Freedom to Read](#) and [Free Access to Libraries for Minors](#) statements. A copy of the [Collection Development Policy](#) can be found on the Library's website: www.samuelslibrary.net

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.

Objective C: The Library will investigate and implement additional channels to deliver reference services outside of the physical desk.

INTRAGENCY COOPERATION & 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

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

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, and homeless shelters.

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.

Objective E: The Library will explore potential avenues to increase accessibility of services for residents living in remote areas of Warren County.

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: Consistent with patron requests and interests the Library will continue to initiate timely and varied new young adult programs to assist participants in responding to intellectual, emotional and social situations with which they may have to deal.

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.

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

Objective E: The Library will use a multitude of platforms, both online and in-person, to deliver creative programs for all ages.