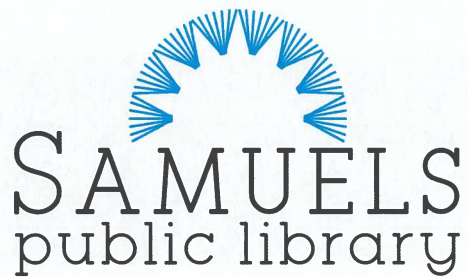


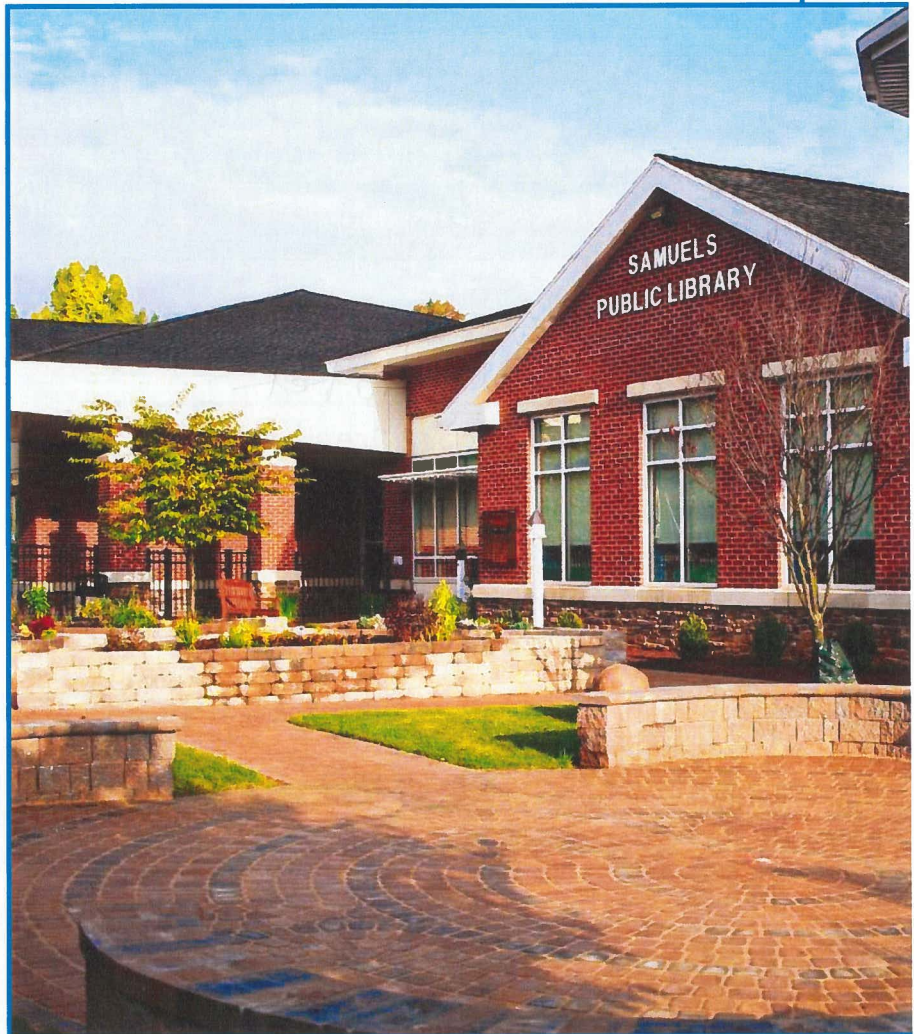
FY 2025 - FY 2030

# STRATEGIC PLAN



Updated annually by:  
Samuels Public Library  
Strategic Planning Committee

Approved by:  
The Board of Trustees  
2018, 2021, 2022, 2023, 2024, 2025





## Samuels Public Library

Samuels Public Library's (Library) Strategic Plan is a road map for the Library's staff, management, and Board of Trustees (Board) as we strive to honor and enrich the deep and textured heritage of our community and its Library. As community needs evolve, the Library's capacity and ability to service those needs must also evolve; therefore, the plan will be reviewed and updated annually. This is only the beginning of what is possible. We look forward to working with the residents of Warren County.

Questions, comments, or suggestions about the Library or this plan, should be forwarded to:

Library Director, Erin Rooney  
540-635-3153 | [erooney@samuelslibrary.net](mailto:erooney@samuelslibrary.net)



330 E. CRISER RD  
FRONT ROYAL  
WARREN COUNTY  
VIRGINIA  
22630

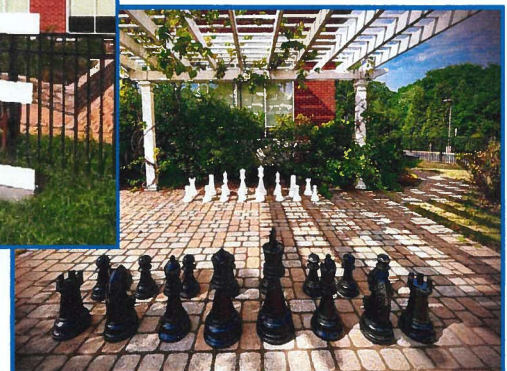
The Board of Trustees and staff of Samuels Public Library have reviewed the FY2025-FY2030 Strategic Plan and are committed to implementing the goals of the plan.

Signature of Board President  
Samuels Library, Inc

Date

Signature of Library Director  
Samuels Library, Inc

Date



## OUR MISSION

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

## OUR VISION

Samuels Public Library is committed to providing the Warren County community with outstanding public library services that meet the needs of a broad range of customers. The Director, staff, and Board of Trustees (Board) will:

- **Tailor** Library holdings, services, and programs to meet the specific needs of the community.
- **Expand** the holdings, services, and programs over time.
- **Develop** strategies, plans, programs, and conduct fundraising to ensure the long-term financial security and viability of the Library.
- **Provide** high-quality, modern, and well-maintained staff and customer space.
- **Ensure** the staff is well trained with competitive benefits and compensation.

## OUR VALUES

The following values will serve as guideposts for Samuels Public Library:

- **Inclusion** – We value the vast breadth of backgrounds, beliefs, and cultures of our patrons and staff, we provide high-quality services and collections that represent and celebrate our community's diversity.
- **Accessibility** – We value the different abilities of our patrons and staff, and we work to make our facility and services accessible and welcoming for everyone.
- **Community** – We value the Library's role in maintaining a vibrant, educated, healthy community and endeavor to establish and strengthen partnerships that help sustain Warren County
- **Intellectual Freedom** – We value the rights of Library users to read, seek information, and speak freely as guaranteed by the First Amendment while keeping user transactions and personal information confidential.
- **Lifelong Learning** – We value knowledge and believe that it is a vital component of an individual's quality of life, we strive to provide dynamic educational opportunities to all.



## 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 recruit members who are interested in the Library; recognize and supports its Mission, Vision, Values, and goals; are knowledgeable about the community; and are 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 Library Director will be responsible for documenting new trustees' participation.
- New Board members will be assigned to Board committees to review and formulate policies and procedures related to the tasks assigned to their respective committees for consideration by the full Board and to ensure that the committees' end products comport with the strategic plan.

**Objective B:** In consultation with resources such as the Library of Virginia, a continuing education format will be developed early each fiscal year by the Director and President with the focus of keeping Board members knowledgeable of the trends, laws, and policies in library management.

**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 at the annual retreat to identify for discussion any issues they perceive with Board performance. They will also be asked to complete a self-evaluation.
- Board members will be asked to complete a conflict of interest policy update at the first Board meeting of each fiscal year.

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

**Objective E:** The Board will annually review, update, and re-approve the Strategic 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 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 Library will continue to employ professional development staff as proposed in the annual development plan.
- The Development Committee will work with The Friends of Samuels Library (FOSL) to balance and assign development activities between the Library and FOSL.

**Objective B:** The Library will articulate its mission and funding requirements to the community and decision-makers. Management will work cooperatively with the Warren County Board of Supervisors and key community leaders to serve this objective.

- The Library's Director of Operations and the Library Director will prepare and submit the Warren County form titled "Partnering Agency Budget Request to the Board of Supervisors annually to identify funding requests.
- The Library Director or the Board President will update the Board of Supervisors biannually regarding library activities, sources of funding, and the use of said funding.
- The Supervisor acting as that body's representative will sit on the Board of Trustees' Executive Committee and may report to the Board of Supervisors as is appropriate.

**Objective C:** 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. The Library Director will inform the Board of employee recommendations at a Board meeting.

**Objective D:** The Board, the Development Committee, and the Finance Investment Committee will expand the Samuels Library Endowment Fund through planned giving and other fundraising activities to strengthen the financial posture of the Library. The Development Coordinator and the Development Committee will update the Board periodically regarding the status of the Endowment Fund.

**Objective E:** The Board will actively work with the Library's financial advisors to assure the efficacy of the Samuels Library Endowment Fund. The Finance Committee will meet with the advisors at least semi-annually and advisors will be invited to a Board meeting annually.



### FACILITY

GOAL: Samuels Public Library facilities will meet public safety and security needs and provide a high quality environment for users and staff.

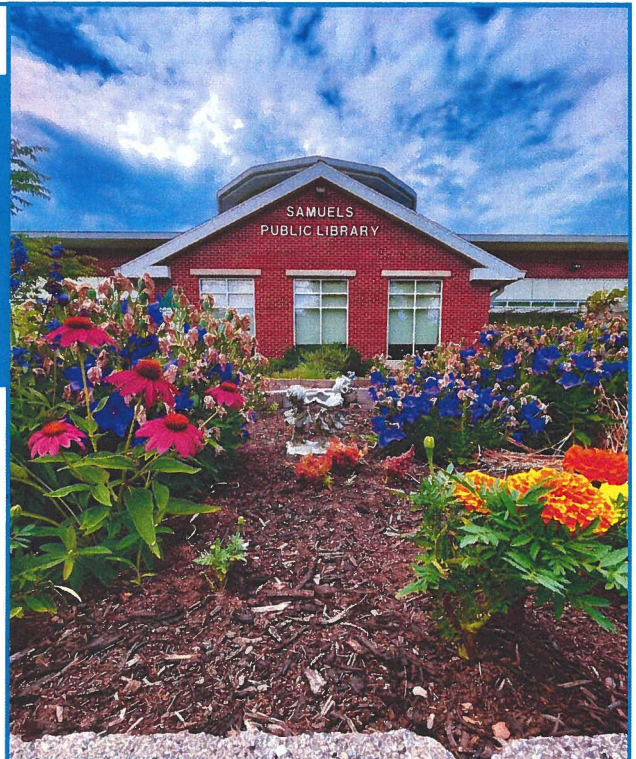
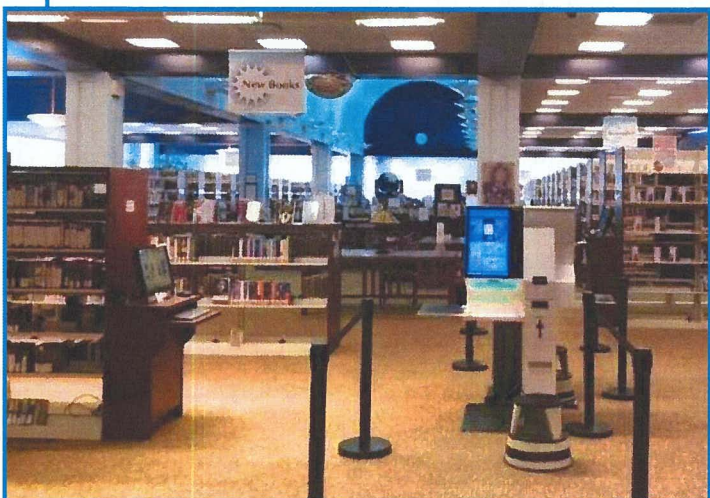
**Objective A:** The Library staff will identify and prioritize maintenance, replacement, and augmentation requirements of the Library structure and equipment as needed.

**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 may 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 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 local Extension Master Gardeners, the Tree Stewards and others to maintain and improve the Library grounds and building.



### Public Relations

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

**Objective A:** Library staff will create a fluid marketing plan that includes the use of social media to guide dissemination of information to the public in order to better publicize programs and services. Periodically the Library Director will report social media metrics to the Trustees.

**Objective B:** The Library Director will from time to time present library statistical information to the Trustees and will annually oversee the creation of community info graphics utilizing year end library statistical data.

**Objective C:** Library Management, 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 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 be a desired work place as evidenced by its employee retention rate. The Library will recruit high-quality candidates that reflect our community's diverse population.

**Objective B:** The Board, through the Library Director, will evaluate and enhance the salaries and benefits provided to its employees to insure that the Library is able to attract and retain highly qualified staff.

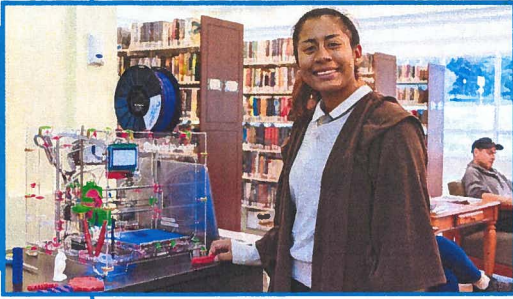
- Periodically a study of other similarly positioned libraries and comparably placed Warren County employees will be conducted to help determine the compensation of Library staff.

**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 Director will implement a plan to provide cross-training to all staff.

**Objective E:** The Library will increase volunteer involvement where appropriate and will provide necessary training, supervision, and recognition.

- 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.
- The Library will work closely with FOSL to ensure book store volunteers are updated on Library policies.
- All volunteers are encouraged to record their volunteer hours as instructed during their orientation.
- The Library Volunteer Coordinator will record all Trustee volunteer hours utilizing information provided in the meeting minutes.



## TECHNOLOGY

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

**Objective A:** The Library will position itself as a technology learning center for all citizens by providing internet access and hands-on experience. The Library will maintain data on overall usage of the technology available to patrons.

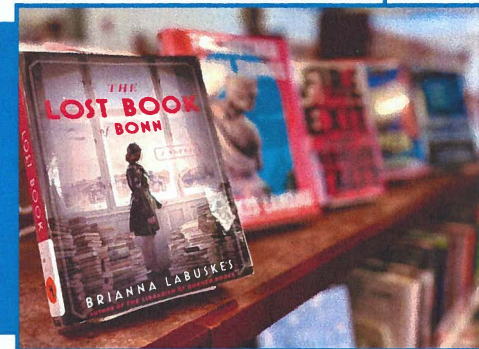
**Objective B:** The Library will expand and refine the provision of online, virtual, automation, and other developing systems and will be prepared to evaluate new products, modules, upgrades, and enhanced features.

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

**Objective D:** The Library will replace outdated data management systems with modern efficient and effective systems.

## 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 document titled Standards for Virginia Public Libraries published by the Library of Virginia.



**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.

**Objective B:** As specified in the Library's Collection Development Policy, Samuels Library will observe ALA's Library Bill of Rights and ALA's Freedom to Read statement. A copy of the Collection Development Policy can be found on the Library's website: [www.samuelslibrary.net](http://www.samuelslibrary.net).

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

**Objective D:** The Library will research and obtain collections outside of standard offerings; i.e. board games and State Park passes.





## 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 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 continue to investigate and implement additional channels to deliver reference services outside of the physical desk.

## Community Collaboration and Resource Sharing

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 and partner with schools, community organizations, and businesses to improve ways to share resources and access to quality service.



## ACCESS

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

**Objective A:** The Library will explore avenues to increase accessibility of services for residents living in remote areas of Warren County ADD and or those residents unable to come into the Library.

**Objective B:** The Library will make its facilities and services compliant with the Americans With Disabilities Act (ADA) legislation and other governmental regulations.



## 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 use a multitude of platforms, both online and in-person, to deliver creative programs for all ages.

**Objective B:** The Library will prioritize programs which introduce preschool and school age children to literature and that foster a love for reading.

**Objective C:** The Library will initiate timely and varied young adult programs.

**Objective D:** The Library will continue offering adult programs that provide information, cultural enlightenment, and recreation to patrons. Programming will be offered that serves to introduce individuals and groups to Library materials and services.

**Objective E:** The Library will continue to support the partnership between FOSL and Library staff to expand and enhance programming.

