

# Shenandoah County Library System

## Five Year Plan

Fiscal Year 2017 – Fiscal Year 2022

### Mission

To enrich the quality of life in the community by providing residents with access to the world of ideas, information, and creative experience.

### Vision

The Shenandoah County Library System is an organization that fosters lifelong habits of learning, self-improvement, and self-expression. All library locations provide space and resources to support the educational, informational, and recreational needs of the community.

### Introduction and Purpose

The Shenandoah Library System has six locations that serve the residents of Shenandoah County. There is a central county library in Edinburg with community libraries in Strasburg, Fort Valley, Basye, Mount Jackson, and New Market. The Library System's Five Year Plan guides the Library Board of Trustees, Director, staff, and volunteers to achieve the mission and vision for the Library System. The plan takes into account a variety of factors that include economic climate, demographic trends, Shenandoah County priorities, and input from those residents with a vested interest in the Library System. The Five Year Plan is the overarching document guiding the direction of the Library System. It also references supporting documents (Appendix I). The Library Board conducts an annual review of the plan and provides revisions where necessary.

## Major Planning Areas

The Five Year Plan contains six major planning areas that guide the comprehensive operation of the Library System. The major planning areas have evolved from previous five year plans in response to survey feedback and changing priorities. Changes from the previous plan include removing Staff as a major planning area and integrating staffing in the context of meeting the needs identified in other major areas. Collections and Services are combined from the previous plan and treated as linked components in the current plan. Other major planning areas are generally consistent with the previous plan and remain essential to the mission and vision of the Library System.

### Collections and Services

In the next five years checkouts of print and online materials will make up the majority of our direct interaction with the public. Suggestions for library improvement were split evenly between the need to continue developing print collections and the growing demand for online collections. Education and historical research featured prominently in survey responses regarding current and anticipated use of the Library System. In general library services are well regarded but the need for continual incremental improvement in this area is strong.

- Goal: Improve the quality and relevance of our print selection through targeted reductions in physical holdings and evidence based selection of new materials (ongoing).
- Goal: Optimize physical collection size at all library locations through reduction of items that are unused, out-of-date, or in poor physical condition (ongoing).
- Goal: Revise Collection Development Policy to include digital formats and updated priorities and guidelines (FY17).
- Goal: Target annual spending to reduce wait times for popular materials and meet the growing demand for online collections (ongoing).
- Goal: Establish middle and high school libraries as satellite locations where students can pick up and return items via the Library Courier service (by FY22).

- Goal: Work with middle and high school librarians to determine how well the Library System's online resources meet student needs and advertize relevant resources to encourage use (FY18).
- Conduct periodic evaluations of open hours across the Library System to ensure we are meeting community needs and expectations (FY17).

### Outreach and Publicity

Survey feedback indicated a general satisfaction with services and collections. However, many people indicated that they were unaware of the full range of services provided by the Library System. The Library System needs to promote the benefits it provides to the community and expand the use of its resources. Focus on outreach and publicity goals will help the Library System improve services to the residents of Shenandoah County and solidify community support for sustained library operations.

- Goal: Develop awareness of Library resources in the community via partnerships with the Chambers of Commerce, Schools, County Agencies and nonprofit organizations (FY17, ongoing).
- Goal: Increase number of active cardholders by at least 10% (FY21).
- Goal: Evaluate the need for increased use of paid advertising to promote programs and services (FY17, ongoing).
- Goal: Develop the capability to produce and publish in-house video content to promote programs and services (FY18).
- Goal: Establish a standard procedure for distributing news and events to media contacts and online event calendars (FY17).
- Goal: Work with the Community Libraries as needed to help distribute information about their programs and events (ongoing).
- Goal: Expand student library card program to include focused annual card drives at the beginning of the school year for all Middle School students (FY18).
- Goal: Expand the promotion of Library System resources available for High School students to encourage the use of student cards, and increase library visits with this demographic. (FY18).

## Community Libraries

The Community Libraries provide unique and valuable assets to the Library System. System growth has increased pressure on the volunteer workforce at larger libraries resulting in an increased need for paid support. User and survey feedback cited consistency of service as an important component for this five-year plan. This plan places a high priority on volunteer support, recruitment, and training vital to achieving our mission and vision.

- Goal: Work with Community Libraries to develop and follow long term plans for their individual locations (FY17, ongoing)
- Goal: Provide an additional 20 hours of paid support weekly at the Strasburg location (FY18).
- Goal: Increase funding for part time hours to develop a roster of rotating library assistants to provide circulation, technology, and administrative support to any library location with a monthly circulation exceeding 2,000 items. (FY22).
- Goal: Engage with the Woodstock Library to expand services to the residents of Woodstock (Ongoing).
- Goal: Enhance the orientation and training of Community Library volunteers by providing opportunities to work with staff at the County Library (ongoing).
- Goal: Expand technology instruction and availability to the Community Libraries (ongoing).
- Goal: Develop a “best practices” guideline to foster expanded public enrichment programs that can be shared and modified to meet local needs at each Community Library (FY19).

## Technology

Technology drives the Library System’s ability to provide services, access to information, and collaborative work places. User and survey feedback showed a strong desire for the Library System to be proactive in providing access to digital formats and hands-on experience with new technologies. The Library System’s ability to engage with users in an online environment will be essential to meeting the mission and vision. The Library System also needs to assist users to develop the tools necessary to navigate the world of ideas, information and creative experiences in a rapidly changing technological landscape.

- Goal: Evaluate the need for and feasibility of providing downloadable and/or streaming access to music and movies (FY17-18).
- Goal: Provide access to, and develop ongoing programs to provide instruction in using, emerging technologies such as 3D printing and Virtual Reality (FY18).
- Goal: Make it easier and more attractive to use technology and resources provided by the library.
- Goal: Expand broadband access in the community by providing mobile hot spots for checkout and use (FY18).
- Goal: Strengthen network infrastructure and speed to keep up with user demands (ongoing).
- Goal: Integrate new technology as a means to enhance access and services throughout the Library System (ongoing).
- Goal: Support technological literacy through one-on-one sessions; explore feasibility of providing regular instructional time related to workforce development (FY17, ongoing).
- Continue sustainable replacement of computer equipment through the annual County budget cycle, and Capital Improvement Plan (ongoing).

### Facilities

The Shenandoah County Library System strives to provide physical spaces to house healthy collections, support access to technology, and present opportunity for community engagement. User and survey feedback indicate a need for additional space in the County Library building to provide space for small group meetings, expanded children's services, more access to technology, and public welcoming spaces. Additionally, this plan supports the space and facility needs identified in the Strategic Plan for the Shenandoah Room and Truban Archives.

- Goal: Shift and selectively cull and reshape collections in order to free up space to expand the Teen Space (FY17).
- Goal: Replace shelving in Juvenile area with movable units to make the space more flexible for programs and events (FY18).
- Goal: Re-pave and restore the parking lot and Stone House driveway, including painting of parking spaces in the main lot (FY19).

- Goal: Replace toilets and handrails in all bathrooms to meet ADA requirements and remediate issues with clogging and overflow (FY17).
- Goal: Update furnishings and fixtures throughout the library to provide a welcoming public space for collaboration and individual study (ongoing).
- Goal: Support facility needs at Community Library locations through Foundation Funding (ongoing).
- Goal: Support the facility needs of the Archives and Shenandoah Room in accordance with the Strategic Plan for those areas (ongoing).
- Goal: Identify and obtain use of physically suitable space to accommodate library overflow and temporary storage needs (FY 18).
- Goal: Plan for long term building expansion to free up space in Children's area, provide additional small and large group meeting space, expand computer access, and improve Archives Facilities (FY22).

#### Organization, Policy, and Leadership

The Library System recognizes the importance of continued internal improvement and consistency of operations. Periodic revision and refinement of documentation and procedures is needed to ensure that the organization runs smoothly and effectively. Leadership, training, and succession planning at all levels are crucial to the long-term health of the organization and is a primary focus of this goal area.

- Goal: Update and maintain a comprehensive policy and procedures manual for the Shenandoah County Library System (FY18).
- Goal: Support professional development for full time staff by sponsoring memberships and supporting participation in Statewide and National professional organizations (FY17, ongoing).
- Goal: Work with the Community Libraries to develop an orientation and procedures manual to support transitions in leadership (FY19).
- Goal: Develop strategies and shared tools for robust volunteer recruitment among the member libraries (FY20).
- Goal: Work with the Archivist to make the Library System's public documents accessible and available as part of the Shenandoah Room and Truban Archives collections (FY17).

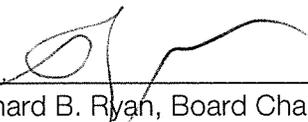
- Goal: Strengthen the process to identify and recommend potential candidates for the Library Board of Trustees for appointment by the Board of Supervisors (FY17, ongoing).
- Goal: Work with the Planning and Facilities Committee to develop a full list of linked planning documents, and develop new plans and policies as necessary (FY18, ongoing).
- Goal: Develop a Disaster Response Plan (FY18).
- Goal: Establish tools and training to facilitate the Library Board leadership succession process (FY17, ongoing).
- Review the Member Library Agreement and revise as necessary to bring it up-to-date (FY17).

## Annual Review of Priorities and Benchmarks

In accordance with requirements from the Library of Virginia, the Library Board will review this plan on an annual basis, providing revisions and updates when necessary. Revisions and updates will be conducted by the Library Board Planning and Facilities Committee and appended annually to this section. Major revisions to the plan will be submitted for Library Board review and approval at the May quarterly meeting, and updates will be submitted to the Library of Virginia no later than August 1 of each year.

Adopted 11-10-2016 by the Shenandoah County Library Board of Trustees

Signed,



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Richard B. Ryan, Board Chairman



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Henry R. Marier, Chair, Planning and Facilities Committee

## Appendix I – Associated Planning Documents

The Five Year Plan serves as a overarching planning document for the Shenandoah County Library System. The plan supports, and is enhanced by, a variety of additional planning documents that address system needs with more specificity. A list of these documents follows.

- Shenandoah Room and Truban Archives Strategic Plan
- Community Library Five Year Plans
- Shenandoah County Capital Improvement Plan
- Shenandoah County Library System Collection Development Policy
- Additional Planning Documents – To Be Determined