We Value

**EVERY PERSON**

**EVERY STORY**

**EVERY MOMENT**

**EVERY POSSIBILITY**

**EVERY CONNECTION**

**EVERY DOLLAR**

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**VISION:** People building skills and knowledge that enhance their lives, in a region prepared to prosper.

**MISSION:** To inform, inspire, empower, and connect the people we serve.

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**ENLIGHTEN**

MFRL will support learning and skill-building for all patrons at all stages of life.

**DEVELOP SPACES**

MFRL will create, and re-create, library spaces around our patrons’ needs and expectations.

**BUILD CONNECTIONS**

MFRL will enhance the capacity, reach, and results of its growing community partners.

**TELL OUR STORY**

MFRL will achieve greater awareness of its services and value through improved branding, communication, and collaboration.

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**OVERCOME BARRIERS**

MFRL will find and overcome barriers that prevent patrons from fully benefiting from its services.

**STRENGTHEN STAFF**

MFRL will strengthen staff development and organizational capacity to provide excellent patron experiences.

**LEAD WITH TECHNOLOGY**

MFRL will deliver access to in-demand and emerging technology and guidance in its use.
EVERY MOMENT
We Value

2024 OBJECTIVES
For outcomes, measures, and timelines, please see 2024 Appendix A

ENLIGHTEN
- Improve findability of physical and electronic resources through up-to-date and user-centered strategies for signage and display, search, labeling and complimentary tools

DEVELOP SPACES
- Complete Blacksburg Library Outdoor Service Area capital project.

BUILD CONNECTIONS

OVERCOME BARRIERS
- Deliver, assess and expand programming and other resources for persons with developmental, cognitive and intellectual disabilities

TELL OUR STORY
- Strengthen automated and clerical methods for gathering and assessing Key Performance Indicators (KPI) and customer experience satisfaction (CX) among patrons.

STRENGTHEN STAFF
- Deliver enhancement requests to Montgomery County and to Floyd County to establish the importance of improving staff compensation, organizational strength, and career potential for all employees.

LEAD WITH TECHNOLOGY
- Increase patron access to computer, device and online resource training.
- Continue development and implementation of ongoing processes for cybersecurity analysis and planning to address the five key NIST Cybersecurity Framework functions: Identify, Protect, Detect, Respond and Recover.
# MONTGOMERY-FLOYD REGIONAL LIBRARY
## STRATEGIC PLAN 2019-2025

<table>
<thead>
<tr>
<th>We Value</th>
<th>2023 OBJECTIVES</th>
<th>For outcomes, measures, and timelines, please see 2023 Appendix A</th>
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<tbody>
<tr>
<td><strong>EVERY PERSON</strong></td>
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<tr>
<td>💾</td>
<td><strong>ENLIGHTEN</strong></td>
<td>Build reliable mechanisms for assessing customer experience satisfaction (CX) among patrons and actionable ways for applying CX data to strategic and daily decisions.</td>
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<td><strong>DEVELOP SPACES</strong></td>
<td>Complete Blacksburg Library Outdoor Service Area capital project.</td>
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<td>✔️</td>
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<td>Delver scheduled capital projects for Christiansburg Library.</td>
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<td><strong>BUILD CONNECTIONS</strong></td>
<td>Implement, assess and enhance community food, nutrition and health initiatives.</td>
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<td><strong>OVERCOME BARRIERS</strong></td>
<td>Transition to a fine-free library borrowing concept.</td>
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<td>Plan, develop and deliver programming and other resources for persons with developmental, cognitive and intellectual disabilities.</td>
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<td>Update staffing structure to reflect community growth, service evolution, and changes in facilities.</td>
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<td>Develop and implement ongoing processes for cybersecurity analysis and planning using the NIST Cybersecurity Framework.</td>
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<td>Develop 2024-2028 Montgomery-Floyd Regional Library Strategic Plan.</td>
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<tr>
<td>✔️</td>
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<td>Implement 2022 MFRL Strategic Communications Plan.</td>
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<td>Distribute new welcome brochure.</td>
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<td>- completed  ❁ - deferred to 2024  ❁ - deferred to 2025-2026</td>
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# MONTGOMERY-FLOYD REGIONAL LIBRARY
## STRATEGIC PLAN 2019-2025

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<th>ENLIGHTEN</th>
<th>STRENGTHEN STAFF</th>
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<tr>
<td>✓ Rebuild and augment programming for preschool and school-aged children</td>
<td>❖ Update staffing structure to reflect community growth, service evolution, and changes in facilities</td>
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<tr>
<td>✓ Improve collection strength with diversity audits</td>
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<th>DEVELOP SPACES</th>
<th>LEAD WITH TECHNOLOGY</th>
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<tr>
<td>✓ Enhance services to teens including developing teen spaces</td>
<td>✓ Increase impact of virtually-delivered library content including video, audio, and e-resources through marketing, trainings, one-on-one assistance, and presentations to groups</td>
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<tr>
<td>✓ Develop Capital Improvement Program for renovation, expansion and new construction.</td>
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<th>BUILD CONNECTIONS</th>
<th>TELL OUR STORY</th>
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<tr>
<td>✓ Restore community partnerships disrupted by COVID-19, and seek new community partners</td>
<td>✓ Refine public engagement strategy to maximize value of print, online, social and other channels of communication</td>
</tr>
</tbody>
</table>

| OVERCOME BARRIERS | |
|-------------------| |
| ❖ Plan, develop and deliver programming and other resources for persons with developmental, cognitive and intellectual disabilities | |
| ✓ Enhance services to teens including extending outreach | |

- completed  ❖ - deferred to 2023
EVERY MOMENT

2021 OBJECTIVES
For outcomes, measures, and timelines, please see 2021 Appendix A

ENLIGHTEN
✓ Deliver increased content via video
✓ Expand use of online tools and downloadable media by adults
❖ Develop “Jobs and Money in the COVID-19 Crisis” programs and resources

DEVELOP SPACES
✓ Develop outdoor spaces to provide options for programming as well as a full range of other library services

BUILD CONNECTIONS
✓ Establish ongoing periodic outreach and other presences in communities not currently served directly by a library branch
✓ Plan cooperatively with MCPS, FCPS, private schools, and homeschoolers to develop and deliver a “Library Card for Every Schoolchild”

OVERCOME BARRIERS
✓ Provide seniors in socially-isolated and mobility-restricted settings with social interaction and improved access to information and programs
❖ Plan, develop and deliver programming and other resources for persons with developmental, cognitive and intellectual disabilities

STRENGTHEN STAFF
✓ Enhance staff capability and service delivery through development of skills tracking and growth system

LEAD WITH TECHNOLOGY
✓ Expand hotspot lending to support additional goals including career and job services, K12 student support, and community health services

TELL OUR STORY
✓ Plan and deliver a new public engagement strategy

- completed ❖- deferred to 2022
2020 OBJECTIVES
For outcomes, measures, and timelines, please see 2020 Appendix A

**EVERY PERSON**
- Determine best allocation of resources for print and physical media versus downloadable resources
- Expand use of online tools and downloadable media by adults

**EVERY STORY**
- Develop Christiansburg Library’s amphitheater space
- Enhance school-aged children’s space at Christiansburg Library
- Enhance teen spaces at Blacksburg, Floyd and Meadowbrook
- Repair and/or replace public service fixtures

**EVERY MOMENT**
- Provide a hotspot lending program
- Develop customer satisfaction architecture

**EVERY POSSIBILITY**
- Anayze and implement or recommend needed changes in positions, compensation and organizational structure
- Enhance staff capability and service delivery

**EVERY CONNECTION**
- Partner to deliver Lineberry Park Storywalk and programming
- Plan and deliver a new public engagement strategy

**EVERY DOLLAR**
- Complete
- Deferred to 2021
- Cancelled

**OVERCOME BARRIERS**
- Implement new 1000 Things before Kindergarten program
- Plan, develop and deliver programming and other resources for persons with developmental, cognitive and intellectual disabilities

**STRENGTHEN STAFF**
- Enlarge
- Deliver customer satisfaction architecture

**LEAD WITH TECHNOLOGY**
- Deliver a hotspot lending program
- Develop customer satisfaction architecture

**TELL OUR STORY**
- Plan and deliver a new public engagement strategy
The Montgomery-Floyd Regional Library Strategic Plan 2019-2025 provides a unified vision and path to success as we strive to serve Montgomery and Floyd county residents over the next five years and beyond. It contains objectives that will be assessed annually and reported in annual updates.

This Strategic Plan is a result of a 9-month process led by the Planning Committee, comprised of the library system’s management. Using Planning for Library Excellence: Standards for Virginia Public Libraries (Library of Virginia, 2009) and Strategic Planning for Results (Public Library Association, 2008) as roadmaps, the committee engaged in discovery and analysis of the current state of the library, including reviews of the library’s mission, vision and goals; current organization, capacity, and services provided; and a demographic review of the service area. The committee analyzed our current strengths and weaknesses, opportunities for improvement, and external and structural factors that may threaten current and future operations.

We incorporated the information learned in the November 2016 Library Space Needs and Facility Feasibility Study delivered to MFRL by Thompson & Litton and Enteros Design. This study detailed feedback from public meetings and over 400 user surveys. The committee also conducted one-on-one discussions with over 50 community members including elected officials, trustees, and representatives of partnering organizations. Using this community data, the committee developed updated mission and vision statements, and overall goals. The result of the Strategic Planning process establishes a framework for developing annual objectives in a structured yet flexible manner to ensure that MFRL will continue to provide excellent service and value while contributing to growth of Montgomery and Floyd Counties.

Approved by MFRL Board of Trustees: September 18, 2019; extended October 18, 2023.