

**Montgomery-Floyd Regional Library  
Strategic Plan 2019-2023**

**2022 APPENDIX A**

**Objectives, FY 2022**

*Approved September 15, 2021*

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# 1. Improve collection strength, relevance and performance by preparing for and conducting diversity audits, assessing results, and adjusting budgets, purchases and retention as warranted.

## BENEFITS:

- Identifies historical and institutional inequities that may have resulted in a collection that centers the experience of some persons over others
- Identifies other weak points in the collection due to age of material
- Builds library staff's experience and skill in identifying what material should be selected and retained for library collection
- Provides library patrons with an improved library collection to meet their needs

## POPULATION SERVED:

- All users of library collections
- Library staff who will build skills and knowledge

## OUTCOMES:

- Completion of training/education courses on conducting diversity audits by at least 5 staff members
- Creation and delivery of initial surveys to establish baseline
- Completion of diversity audit for MFRL physical collection
- Development of guidelines for ensuring ongoing purchasing practices that will enhance and maintain physical collections of suitable diversity
- *Application of audit principles to assess currency of collection (FY 2023)*
- *Application of audit principles to assess programming and other content (FY 2023)*
- *Completion of diversity audit for MFRL e-resource collections (FY 2023)*
- *Development of guidelines for ensuring ongoing purchasing practices that will enhance and maintain e-resource collections of suitable diversity (FY2023)*

## MEASURES:

- Successful completion of training and education
- Delivery of diversity audit
- *Staff and patron anecdotal and survey responses to indicate if collection has improved (FY 2023)*

## TIMELINE:

- Designated staff persons complete Library Journal Diversity Audit class by November 3
- Management Team completes plan for Diversity Audit by November 30
- Diversity Audit completed by February 15
- Audit team recommends changes in purchasing and retention guidelines by April 1.
- Audit team and others develop plan for assessing collection currency by June 15.

**MAJOR GOAL: ENLIGHTEN, BUILD CONNECTIONS, STRENGTHEN STAFF**

## 2. Rebuild and augment programming for preschool and school-aged children

### BENEFITS

- Increases the number of children served
- Promotes reading and community values
- Expands the variety of services to broaden appeal to parents and children

### POPULATION SERVED

- All children
- Parents

### OUTCOMES

- Expand Grab and Go meals to school year, and to pickup at offsite locations
- Increased awareness of community issues incorporated in programming (i.e. environment, diversity, civic life)
- Increased attendance at children's programming
- Increased variety of reading/story program experiences, including new partnerships
- Increased visits by groups/tours
- Increased use of library facilities by teens

### MEASURES

- Increase children's program attendance by at least 25%
- Observation of increased visits by children
- Increase tours/groups by at least 10%
- Social media, community and/or industry recognition for innovative programs
- Increased parent engagement through social media

### TIMELINE

- Monthly assessment of program delivery and growth
- Deliver Grab and Go Meals from Meadowbrook through school year by October 2021
- Increase new community partners
- Enhanced Meadowbrook and Floyd spaces completed by April 1
- Deliver Grab and Go meals from offsite locations by June 2022

### **MAJOR GOAL: ENLIGHTEN, OVERCOMING BARRIERS**

### **3. Enhance services to teens including developing teen spaces, extending outreach, and piloting innovative services**

#### **BENEFITS**

- Increases the number of teens served
- Expands the variety of services to broaden appeal to new teen patrons
- Supports community well-being by promoting positive teen activities

#### **POPULATION SERVED**

- All teens

#### **OUTCOMES**

- Enhanced teen spaces at Meadowbrook and Floyd
- Plan for enhancement of teen spaces at Blacksburg and Christiansburg
- Increased attendance at teen programming
- Increased circulation of teen materials
- Increased use of library facilities by teens

#### **MEASURES**

- Increase teen program attendance by at least 25%
- Increase circulation of physical and online teen material by at least 10%
- Observation of increased use of teen spaces
- Increased teen engagement through social media

#### **TIMELINE**

- Monthly assessment of program delivery and growth
- Survey of publicity for programming and other teen services by November 1
- Development of model for enhanced spaces by November 1
- Plans for enhanced Meadowbrook and Floyd spaces by December 1
- Enhanced Meadowbrook and Floyd spaces completed by April 1
- Plans for enhanced Blacksburg and Christiansburg spaces by April 1

#### **MAJOR GOAL: ENLIGHTEN, DEVELOP SPACES**

## 4. Restore community partnerships disrupted by COVID-19, and seek new community partners

### BENEFITS:

- Creates and sustains a mutually-beneficial relationship between library and partnering agencies
- Partnerships multiply resources and inform library staff of the capabilities and missions of other community institutions
- Leverages the facilities, resources and trust the library has to assist other community institutions to meet their goals
- Ensures partners know that COVID-19 will not be a barrier to community progress

### POPULATION SERVED:

- Other community institutions from the educational, not-for-profit, government, community and business sectors
- All library patrons

### OUTCOMES:

- Reinvigoration of at least 12 disrupted partnerships including innovations and enhancements where possible.
- Creation of at least 10 new community partnerships.

### MEASURES:

- Monthly reporting of renewed partnerships
- Monthly reporting of new partnerships
- Monthly updates of partnership growth in social media and/or web channels

### TIMELINE:

- Reporting on monthly progress at each Board of Trustees meeting
- Assessment of progress by January 15
- Annual assessment of progress by May 15

**MAJOR GOAL: BUILD CONNECTIONS, TELL OUR STORY**

## **5. Plan, develop and deliver programming and other resources for persons with developmental, cognitive and intellectual disabilities**

### **BENEFITS**

- Provides access to library services to a traditionally underserved population
- Creates connections with agencies that serve this population

### **POPULATION SERVED**

- Persons with developmental, cognitive and intellectual disabilities and their families
- Agencies and others who provide care for this population

### **OUTCOMES**

- Plan for providing some level of programming at each branch within 1 year
- Ongoing programming for at least one targeted group at one branch or more
- Recommendation for collection resources to serve at least one targeted group

### **MEASURES**

- Increased attendance at programming for targeted group(s)
- Comments from patrons and community reached

### **TIMELINE**

- Programming to begin at one branch or more by November 1
- Programming to begin at a second branch or remote location by February 1

### **MAJOR GOAL: OVERCOME BARRIERS, BUILD CONNECTIONS**

## **6. In cooperation with Montgomery and Floyd County governments, develop Capital Improvement Program for renovation/expansion/new construction in Christiansburg, Blacksburg and other locations where service may be possible.**

### **BENEFITS:**

- Ensures library renovation and expansion projects can be evaluated equally with other county capital projects
- Defines vision of library facilities to attract public support and staff engagement

### **POPULATION SERVED:**

- Montgomery County budget and administrative staff and elected officials
- Floyd County budget and administrative staff and elected officials
- Other stakeholders including towns, Friends and Foundation, partnering organizations

### **OUTCOMES:**

- Completed library Capital Improvement Program per Montgomery County requirements
- Analysis of Floyd Library capital needs
- Plan to generate public support of capital expenditures for library renovation, expansion and construction

### **MEASURES:**

- Delivery of completed documents in a timely manner
- Success in attaining capital funds for library renovation, expansion and construction.

### **TIMELINE:**

- Discussion of elements of CIP by Board of Trustees and library management by September 30.
- Orientation on Montgomery County's required formatting, information, and deadlines by September 1
- Completion of submissions to Montgomery County by September 30.
- Discussion of capital project potential at Floyd by October 30
- Communications with Floyd government on proposed capital improvements (if any) by December 1
- Feedback from county governments on submissions and next steps determined: Date unknown and *could possibly extend into Fiscal Year 2023.*

**MAJOR GOAL: DEVELOP SPACES, TELL OUR STORY, OVERCOME BARRIERS**

## **7. Increase impact of virtually-delivered library content including video, audio, and e-resources through the marketing, trainings, one-on-one assistance, and presentations to groups.**

### **BENEFITS:**

- Effectively leverage MFRL and state investment in online resources
- Improve adult patrons' skills in language, computers and technology, job seeking and, other topics
- Increase use of prepaid downloadable resources to decrease the per unit cost of these tools

### **POPULATION SERVED:**

- Adults seeking to build skills and/or seek information for use in business, arts, communications, and technology
- Adults, teens and children who use downloadable media
- Partner organizations with aligned missions

### **OUTCOMES:**

- Improved access to training and information for adults in Montgomery and Floyd Counties
- Improved awareness of library resources, facilities, and capabilities
- Development of improved processes for staff to reach to adult users
- Development of library brand identity as leading with technology

### **MEASURES:**

- Increased use of online resources targeted at adults
- Increased Book-A-Librarian training
- One presentation per month (September-June) to outside group marketing online and/or downloadable resources
- Positive anecdotal feedback from adult users of online resources
- Improved survey response data from users of library e-content

### **TIMELINE:**

- Schedule presentations for outside groups for October-December by October 15.
- Deliver and assess survey results to establish baseline by September 30
- Electronically publish, print and distribute marketing collateral by November 30
- Schedule presentations for outside groups for January-March by January 15
- Deliver and assess survey results to establish improvement by February 1
- Schedule presentations for outside groups for April-June by April 15

### **MAJOR GOAL: ENLIGHTEN, LEAD WITH TECHNOLOGY**



## 8. Update staffing structure to reflect community growth, service evolution, and changes in facilities.

### BENEFITS:

- Improved flexibility, lines of responsibility, sustainability and innovation
- Compliance with state and county wage, benefits, and HR policies
- Increased ability to attract, train, reward and retain outstanding staff persons

### POPULATION SERVED:

- Current staff
- Potential staff
- All patrons using library services, particularly those in targeted areas (i.e., teens)

### OUTCOMES:

- Addition of needed positions/hours
- Delivery of plan to adjust to Virginia minimum wage increases between now and 2025
- Organization capable of meeting challenges with efficiency, flexibility and required expertise

### MEASURES:

- Creation and delivery of required documentation to appropriate county staff by deadline

### TIMELINE:

- Management Team recommends position changes by September 30
- Justifications, position descriptions and budget analysis by October 15
- Submission of new positions to budget and administrative personnel in Montgomery and Floyd governments by December 15
- Plan for adapting to increased Virginia minimum wage for 2022 by September 30
- Plan for minimum wage adaptation through 2025 by December 1
- Submission of minimum wage plans to budget and administrative personnel in Montgomery and Floyd governments by December 15
- Revised organization chart in light of approved changes by May 15

### MAJOR GOAL: STRENGTHEN STAFF

## 9. Refine public engagement strategy to maximize value of print, online, social and other channels of communication with patrons, partnering organizations, and funders.

### BENEFITS

- Deliver timely, accurate information in an easy to access, print and web-based, contemporary format
- Increase the number of persons who are aware of library programming and services
- Improve the timeliness and relevance of information patrons receive
- Increase awareness of the library as a brand, and recognition of library services in the community
- Increase staff efficiency and eliminate duplication of effort

### POPULATION SERVED:

- All library users
- Media contacts
- Funders, Board of Trustees, and other community stakeholders
- Staff

### OUTCOMES

- Develop and produce new monthly event calendar design including changes to periodicity if needed
- Analyze, improve and more accurately target delivery of monthly event calendar
- Develop and produce new library welcome brochure
- Develop MFRL Strategic Communication Plan
- Increased public awareness of programming for individuals and community partners
- Improved recognition of the library and its services

### MEASURES

- Survey users to determine satisfaction with new monthly calendar and welcome brochure formats
- Increased attendance at programming by at least 20%
- Increase number of press releases to attract media attention to 30 or more each year
- Increased presence in local media targeting 1 media story per month on average

### TIMELINE

- Determine use of current paper calendar statistically by September 1
- Survey users of current calendar and welcome formats and assess results by October 1
- Deliver new Welcome Brochure format by November 1
- Deliver new monthly calendar format by December calendar
- Survey users of new formats and assess results by March 1
- Deliver MFRL Strategic Communications Plan by June 1

### MAJOR GOAL: TELL OUR STORY, ENLIGHTEN