Montgomery-Floyd Regional Library
Strategic Plan 2019-2023
2023 APPENDIX A
Objectives, FY 2023
Approved June 15, 2022
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Contents

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1. 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 number of programs for targeted group(s)
- 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

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2. Plan, deliver, publicize and lead the community through a transition to a fine-free library borrowing concept

BENEFITS:
- Reduces barriers to access for all patrons
- Increases the numbers of persons who can take advantage of library circulation services

POPULATION SERVED:
- Patrons whose fine balances block them from borrowing material
- Patrons who choose not to use the library out of concern for accumulating fines
- Patrons who pay their fines but may have other uses for that money

OUTCOMES:
- More patrons regularly using library circulation services
- Elimination of fear and shame factors over incurring fines
- Repositioning of staff as helpers as opposed to enforcers of a fines regime
- Reduction of time spent managing fines and cash

MEASURES:
- Increased circulation (10%)
- Increased new library cards (5%)
- Increased active library cards (10%)
- Patron feedback
- Reduction of staff time and system expense enforcing fines regime

TIMELINE:
- Eliminate fines on overdue material by July 1
- Create scripts for staff to explain new notification of overdues procedures by July 1
- Cancel UMS fine and fee reminder service by September 1
- Assess impact on circulation, new library cards and active library cards monthly

MAJOR GOAL: OVERCOME BARRIERS, ENLIGHTEN

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3. Develop and implement ongoing processes for cybersecurity analysis and planning using the NIST Cybersecurity Framework.

BENEFITS:
- Protects patron and library data
- Mitigates and manages risks to library
- Prevents and minimizes service interruptions across systems
- Saves labor, time and cost in recovery after attack

POPULATION SERVED:
- All library users
- Library staff
- Municipalities and agencies with which MFRL interoperates

OUTCOMES:
- Inventory of systems that are used by library and analysis of potential business continuity impact 🖹
- Development and maintenance of a current cybersecurity profile 🖹
- Discover inputs to utilize with NIST Cybersecurity Framework guidelines
- Generate matrix of risks, needs, costs
- Develop and implement best practice for staff use of wireless technology at work site
- Detailed plan for Business Continuity after incident 🖹
- Detailed plan for Disaster Recovery after incident 🖹
- Establish protocols for risk assessment, exercises and live tests 🖹
- Identify and acquire cybersecurity safeguarding products or services

MEASURES:
- Production of critical documentation on schedule
- Annual comparisons and reviews

TIMELINE:
- Monthly reporting of analysis
- Monthly reporting of progress
- Complete inventory of systems by September 15
- Complete cybersecurity profile by October 15
- Complete Business Continuity Plan by February 15
- Complete Disaster Recovery Plan by March 15
- Complete, integrate and communicate wireless staff access improvements by April 15
- Consult with insurance provider VaCo and other outside vendors by January 1

MAJOR GOAL: LEAD WITH TECHNOLOGY, STRENGTHEN STAFF

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4. Deliver scheduled capital projects for Blacksburg Library and Christiansburg Library.

BENEFITS:
- Provides a traffic-safe, appealing and flexible platform for extending the full range of services to the Blacksburg community in an outside setting.
- Leverages a currently underused portion of the Blacksburg Library property.
- Increases potential cooperation with Blacksburg Town and with other Blacksburg community organizations.
- Provides the Christiansburg community with small group study/telemedicine rooms.
- Improves space and capacity of Christiansburg Library bookdrop.
- Eliminates security and safety concerns around alcove space at Christiansburg Library.
- Creates access to outdoor amphitheater/reading space at Christiansburg Library.
- Builds towards Christiansburg Library renovation in FY 2025-2026.

POPULATION SERVED:
- Patrons of Blacksburg and Christiansburg libraries
- Community partners in Blacksburg and Christiansburg

OUTCOMES:
- Completion of outdoor space improvement at Blacksburg Library.
- Completion of planned improvements at Christiansburg Library.

MEASURES:
- To be determined in dialogue with Montgomery County budget and engineering departments, and contractors

TIMELINE:
- To be determined in dialogue with Montgomery County budget and engineering departments, and contractors

MAJOR GOAL: DEVELOP SPACES

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5. Implement 2022 MFRL Strategic Communications Plan

BENEFITS
- Delivers timely, accurate information in an easy to access, print and web-based, contemporary format
- Improves the relevance of information patrons receive
- Increases the number of persons who are aware of library programming and services
- Increases awareness of the library as a brand, and recognition of library services in the community
- Promotes staff efficiency and reduces duplication of effort

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

OUTCOMES
- New Welcome Brochure 📄
- Establishment and maintenance of comprehensive monthly traditional media report "Pressfile"
- Annual assessment of social media impact
- Enhanced monthly event calendar design
- Increased public awareness of programming for individuals and community partners
- Improved recognition of the library and its services

MEASURES
- Production of critical documentation on schedule
- Survey of library patrons demonstrating improved communication

TIMELINE
- Deliver new Welcome Brochure by July 1
- Implement new Communication Plan with staff beginning in September
- Incorporate Pressfile into monthly report by September 15
- Deliver social media impact report by February 15
- Deliver new monthly calendar format by February calendar (late January)
- Survey users of new formats and assess results by April 1

MAJOR GOAL: TELL OUR STORY, LEAD WITH TECHNOLOGY

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6. Implement, assess and enhance community food, nutrition and health initiatives

BENEFITS
- Provides nutritious food to community members
- Promotes health and nutrition to a broad cross section of the community
- Associates MFRL with positive social good and going the extra mile to meet needs of the community
- Brings new people to library who will benefit from library services

POPULATION SERVED:
- Food insecure persons in Montgomery and Floyd
- Other community members
- Allied agencies

OUTCOMES
- Reliable and well-used partnerships and programming supporting community food, nutrition and health needs
- Ongoing free fridges programs in three branches
- Ongoing participation in NRVCS Thrive Network to interoperate with food and nutrition partners

MEASURES
- Increased health and nutrition programming (10%)
- Monthly reporting on free fridge program implementation
- Two new partnerships from engagement with Thrive network

TIMELINE
- Deploy the first free fridge project by August 1
- Deploy the second and third free fridge project by November 1
- Develop and deliver new partnerships by May 15

MAJOR GOAL: BUILD CONNECTIONS, OVERCOME BARRIERS

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7. Build reliable mechanisms for assessing customer experience satisfaction (CX) among patrons and actionable ways for applying CX data to strategic and daily decisions

BENEFITS
- Builds greater understanding our user's needs, wants and expectations
- Increases relevance of programming and services
- Equips staff with information needed to provide better and more personal service
- Be driven by data and insight provided by our users, set goals based on this information and strengthen our programs and performance.

POPULATION SERVED:
- Library users
- Staff
- Potential patrons who are interested in programs and have yet to attend

OUTCOMES
- Standardize Happy or Not (HoN) surveys with accompanying programs
- Implement ISE's Data Visualization Dashboard
- Integrate Happy-or-Not feedback to accompanying programs
- Provide patron feedback to their input

MEASURES
- Increase in program attendance (10%)
- Increase in HoN positive ratings

TIMELINE
- Monthly assessment of HoN feedback
- Implement use of Dashboard by January 1
- Reallocate resources for programs as indicated by HoN and Dashboard metrics by April 1

MAJOR GOAL: ENLIGHTEN, TELL OUR STORY, BUILD CONNECTIONS, OVERCOME BARRIERS

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