

# MONTGOMERY-FLOYD REGIONAL LIBRARY

## STRATEGIC PLAN 2019-2025

We Value

**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.



**EVERY PERSON**



**EVERY STORY**



**EVERY MOMENT**



**EVERY POSSIBILITY**



**EVERY CONNECTION**



**EVERY DOLLAR**

### 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.



### 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.



# MONTGOMERY-FLOYD REGIONAL LIBRARY

## STRATEGIC PLAN 2019-2025

We Value

### 2025 OBJECTIVES

For outcomes, measures, and timelines, please see 2025 Appendix A



**EVERY PERSON**

#### ENLIGHTEN



**EVERY STORY**

#### DEVELOP SPACES



#### TELL OUR STORY

- Manage strategic planning process to result in approved 2025-2030 MFRL Strategic Plan by June 2025.



**EVERY MOMENT**

- Deliver scheduled capital project: Blacksburg Library Outdoor Service Area
- Work towards Christiansburg capital project planning, construction and completion

#### STRENGTHEN STAFF



**EVERY POSSIBILITY**

#### BUILD CONNECTIONS



#### LEAD WITH TECHNOLOGY

- Increase patron access to resources through a “mobile first” approach to catalog and website modernization



**EVERY CONNECTION**

#### OVERCOME BARRIERS

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



**EVERY DOLLAR**



# MONTGOMERY-FLOYD REGIONAL LIBRARY

## STRATEGIC PLAN 2019-2025

We Value

### 2024 OBJECTIVES

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



**EVERY PERSON**



**EVERY STORY**



**EVERY MOMENT**



**EVERY POSSIBILITY**



**EVERY CONNECTION**



**EVERY DOLLAR**

#### 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.

✓- completed   ❖- deferred to 2025



# MONTGOMERY-FLOYD REGIONAL LIBRARY

## STRATEGIC PLAN 2019-2025

We Value

### 2023 OBJECTIVES

For outcomes, measures, and timelines, please see 2023 Appendix A



**EVERY PERSON**



**EVERY STORY**



**EVERY MOMENT**



**EVERY POSSIBILITY**



**EVERY CONNECTION**



**EVERY DOLLAR**

#### ENLIGHTEN

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



#### STRENGTHEN STAFF

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

#### DEVELOP SPACES

- Complete Blacksburg Library Outdoor Service Area capital project.
- Deliver scheduled capital projects for Christiansburg Library.



#### LEAD WITH TECHNOLOGY

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

#### BUILD CONNECTIONS

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



#### TELL OUR STORY

- Implement 2022 MFRL Strategic Communications Plan.
- Distribute new welcome brochure.
- Develop 2024-2028 Montgomery-Floyd Regional Library Strategic Plan.

#### OVERCOME BARRIERS

- Transition to a fine-free library borrowing concept.
- Plan, develop and deliver programming and other resources for persons with developmental, cognitive and intellectual disabilities.



- completed     - deferred to 2024

- deferred to 2025-2026



# MONTGOMERY-FLOYD REGIONAL LIBRARY

## STRATEGIC PLAN 2019-2025

We Value

### 2022 OBJECTIVES

For outcomes, measures, and timelines, please see 2022 Appendix A



**EVERY PERSON**



**EVERY STORY**



**EVERY MOMENT**



**EVERY POSSIBILITY**



**EVERY CONNECTION**



**EVERY DOLLAR**

#### ENLIGHTEN

- ✓ Rebuild and augment programming for preschool and school-aged children
- ✓ Improve collection strength with diversity audits



#### STRENGTHEN STAFF

- ❖ Update staffing structure to reflect community growth, service evolution, and changes in facilities

#### DEVELOP SPACES

- ✓ Enhance services to teens including developing teen spaces
- ✓ Develop Capital Improvement Program for renovation, expansion and new construction.



#### LEAD WITH TECHNOLOGY

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

#### BUILD CONNECTIONS

- ✓ Restore community partnerships disrupted by COVID-19, and seek new community partners



#### TELL OUR STORY

- ✓ Refine public engagement strategy to maximize value of print, online, social and other channels of communication

#### 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



# MONTGOMERY-FLOYD REGIONAL LIBRARY

## STRATEGIC PLAN 2019-2025

We Value

### 2021 OBJECTIVES

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



**EVERY  
PERSON**



**EVERY  
STORY**



**EVERY  
MOMENT**



**EVERY  
POSSIBILITY**



**EVERY  
CONNECTION**



**EVERY  
DOLLAR**

#### 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



# MONTGOMERY-FLOYD REGIONAL LIBRARY

## STRATEGIC PLAN 2019-2025

We Value

### 2020 OBJECTIVES

For outcomes, measures, and timelines, please see 2020 Appendix A



**EVERY PERSON**



**EVERY STORY**



**EVERY MOMENT**



**EVERY POSSIBILITY**



**EVERY CONNECTION**



**EVERY DOLLAR**

#### ENLIGHTEN

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

#### DEVELOP SPACES

- 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

#### BUILD CONNECTIONS

- Explore ongoing programming in Riner and Prices Fork
- Partner to deliver Lineberry Park Storywalk and programming

#### 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

- Analyze and implement or recommend needed changes in positions, compensation and organizational structure
- Enhance staff capability and service delivery

#### LEAD WITH TECHNOLOGY

- Deliver a hotspot lending program
- Develop customer satisfaction architecture

#### TELL OUR STORY

- Plan and deliver a new public engagement strategy

- completed     - deferred to 2021     - cancelled



# MONTGOMERY-FLOYD REGIONAL LIBRARY

## STRATEGIC PLAN 2019-2025

### We Value



#### EVERY PERSON

We serve every person with equity, dignity and respect. We work to understand their diverse lives, and how we can help them reach their goals.



#### EVERY STORY

We supply evolving platforms for sharing, creating, and preserving stories past, present, and yet to be told.



#### EVERY MOMENT

We deliver our services in convenient and user-friendly ways that respect our patrons' time.



#### EVERY POSSIBILITY

We embrace the opportunity to respond to change with innovation and creativity.



#### EVERY CONNECTION

We join with community partners to increase our positive impact through interdependence and shared values.



#### EVERY DOLLAR

We manage resources in a transparent and fiscally-responsible manner to maximize value delivered to our patrons.

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.*

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

