Montgomery-Floyd Regional Library

Strategic Plan 2019-2023

2020 APPENDIX A

Objectives, FY 2020

A. Explore providing ongoing monthly storytime and other programs/presences in the larger communities not currently served directly by a library branch (Riner, Prices Fork, and others)

BENEFITS
- For children attending, increased vocabulary and letter recognition, increased multi-sensory development, and emotional awareness benefits from exposure to early literacy activity Direct benefit of early literacy programming to patrons
- For parents, exposure to a model of early literacy activity and instruction on reading to children
- Establish presence in the communities to create a local user base to advocate for future library development
- Establish partnerships with institutions that host programming in these locations

POPULATION SERVED
- Parents and children in communities currently without libraries
- Other library users in communities currently without libraries

OUTCOMES
- Regularly scheduled programming
- Increased interest in library services among those reached

MEASURES
- Monthly programs (although perhaps with breaks) in Riner
- Monthly programs (although perhaps with breaks) in Prices Fork
- Growth in library card registration for patrons from targeted areas
  Increased participation in programming at existing branches

TIMELINE
- Schedule future programming in Riner by November2019
- Schedule future programming in Prices Fork by November 2019

MAJOR GOAL: BUILD CONNECTIONS, ENLIGHTEN

B. Partner with Floyd stakeholders to deliver Lineberry Park Storywalk, and to host library programming at Lineberry Park.

BENEFITS
- Opportunity to reach audience of children and parents who do not currently use the library
- Promotes value of reading in the community
- Provides ongoing interaction with community partners
- Demonstrates outdoor storytime concept as a model to be followed in other places

POPULATION SERVED
- Parents and children who attend the programming
- Parents and children who visit the park, but not the library

OUTCOMES
- Increased Floyd resident engagement with MFRL and with reading

MEASURES
- Attendance at Storywalk storytimes
- Survey of use in cooperation with Town of Floyd

TIMELINE (depending on construction schedule determined by partners)
- Installation of monthly book within 1 week of completion of construction
- Establishment of monthly story time within 2 months of completion of construction

MAJOR GOAL: BUILD CONNECTIONS

C. Enhance school-aged children's space at Christiansburg Library to provide a stimulating and learning-focused space separate from the younger children's space

BENEFITS
- Provides age appropriate materials and content for older children who have different service needs
- Provide web connected public access computers for use by older children to promote student scholarship, for both homeschool and public school students and families.
- Create a stronger sense of place for school-aged children to increase their investment in the library and create lifelong library users

POPULATION SERVED
- School aged children, early readers, and their parents
- Elementary educators and day care providers

OUTCOMES
- Install web-connected, public access computers for children and parent usage in the children area
- Install new lounge furniture in children's area
- Restructure the children's area to maximize natural lighting in the area

MEASURES
- Increased usage of Juvenile materials and computers
- Positive patron feedback

TIMELINE
- Furniture installation- Late Summer 2019
- Usage evaluation – Spring 2020

MAJOR GOAL: DEVELOP SPACES

D. Enhance teen spaces at Blacksburg, Floyd and Meadowbrook to create a stronger sense of place, respond to teen's expectations and interests, and promote reading and library use among teens

BENEFITS
- Promote library use and reading among teens
- Provide a community resource where teens can meet and interact in a less-structured environment
- Increased teen use will drive demand for new services that will expand the library's capabilities

POPULATION SERVED
- Teen library patrons

OUTCOMES
- Increased appeal of libraries among teens
- Opportunities to increase programming and other services for teens
- Sense of ownership will drive teen participation as volunteers
- Create lifelong library users

MEASURES
- Increased teen program attendance
- Increased teen visits (anecdotal)
- Increased teen volunteer participation

TIMELINE
- Meadowbrook teen area: new layout by September 10, 2019
- Floyd teen area: identify potential improvements and determine funding sources if needed by January 15, 2020
- Blacksburg teen area: identify potential improvement and determine funding sources if needed by January 15, 2020

MAJOR GOAL: DEVELOP SPACES

E. Evaluate condition of public service fixtures (service desks and computer workstations) to determine if refinishing or replacement is needed, and if so, completing the work

BENEFITS
- Improved visual appeal of branches
- Enhanced safety for users and for equipment
- Increased flexibility to offer innovative services and technology

POPULATION SERVED
- All library users

OUTCOMES
- Refreshed appearance for fixtures, most of which have been in use over 15 years

MEASURES
- Patron comments and staff comments

TIMELINE
- Refinish service desk at Floyd by September 15, 2019
- Evaluate service desks and computer stations at Montgomery branches by October 15, 2019
- Develop recommendations for remediation/replacement by November 15, 2019
- Complete work as costs permit by May 1, 2020

MAJOR GOAL: DEVELOP SPACES

F. Develop Christiansburg's amphitheater space to function as an accessible and available platform for library and community events

BENEFITS
- Increased usable space for library programs, individual patrons, and community groups
- Increased visibility of building to passing street and foot traffic through the Public art installation facing Sheltman Street

POPULATION SERVED
- All library users
- Community organizations
- Event attendees who do not use library

OUTCOME
- Installation of a sidewalk that leads around the building to the amphitheater space
- Installation of Public Art on the west side of the building
- Strengthened relationship with Town of Christiansburg through participation in their public art initiative

MEASURES
- Increased usage of the space by patrons and staff
- Positive patron and staff feedback on the space

TIMELINE
- Sidewalk installation – Spring 2020
- Public Art installation – Fall 2019

MAJOR GOAL: DEVELOP SPACES, BUILD CONNECTIONS

G. Expand use of online tools and downloadable media through marketing, scheduled training, and one-on-one assistance

BENEFITS
- Effectively leverage MFRL (and partner) 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

MEASURES
- Increased use of online resources targeted at adults
- Positive anecdotal feedback from adult users of online resources
- Survey of online users to determine if there is success in both reaching the target community, and addressing their demands
- Positive anecdotal feedback from staff regarding process

TIMELINE
- Web and social media marketing of new resources within 30 days of each new resource rollout
- Ensure marketing of online tools is included in outreach to adult groups (including educators) by January 2020
- Development of marketing toolkit to share with partners, and for use in branches, by March 1, 2020

MAJOR GOAL: ENLIGHTEN, BUILD CONNECTIONS

H. Apply user statistics and benchmarking from other libraries to determine the correct allocation of resources for print and physical media versus downloadable resources.

BENEFITS
- Ensure collection expenditures match current and near-future patron needs and expectations
- Reduce duplicative spending
- Allows for easy analysis when seeking enhanced ongoing or one-time funding for collection needs from state, municipal, or community sources

POPULATION SERVED
- All library users

OUTCOMES
- For 2020-2021 budget requests, complete "splitting out" of costs begun in 2019-2020 by breaking up collection costs line into two – *Materials for Patrons*, and *Materials for Patrons (Downloadable)*

MEASURES
- Evaluate decisions based on circulation, as measured through reports from the automated system, surveys and comments
- Evaluate decisions based on patron satisfaction, as measured through surveys and comments

TIMELINE
- Develop needed statistics by November 15, 2019
- Gather data from other library by January 15, 2020
- Produce recommendations by February 1, 2020

MAJOR GOAL: ENLIGHTEN

I. Plan, fund and deliver a hotspot lending program that will permit users to check out and use wireless hotspots in their homes

BENEFITS
- Patrons will be able to connect to the Internet wirelessly for homework, research, and updates to their home devices

POPULATION SERVED
- Users without fast Internet at home
- Users who need hotspot access while travelling in the service area

OUTCOMES
- Patrons will have improved Internet access
- Patrons will be able to maintain security on home devices by upgrading operating systems and applications
- Patrons will be able to maintain connection while traveling

MEASURES
- Number of checkouts of each device

TIMELINE
- Research and get information from vendors by November 1, 2019
- Determine funding by January 1, 2020
- Develop publicity by January 1, 2020
- Roll out device availability by January 2, 2020

MAJOR GOAL: LEAD WITH TECHNOLOGY

J. Develop and plan implementation of a patron satisfaction architecture that allows collection of performance data at as many points as possible, as well as rapid survey construction and processing

BENEFITS
- Easily accessible and persistent methods for patrons to communicate satisfaction will provide previously unavailable information about our performance, resulting in improved ability to plan, deliver, evaluate, and modify services and programs
- Data will enable benchmarking to other libraries and institutions
- Data will enable statistical analysis to determine and explain value of library when working with funders and partners

POPULATION SERVED
- All Library users
- Funders, Board of Trustees, administrators and staff

OUTCOMES
- On-demand access to customer satisfaction data for programming and other library services
- On-demand reporting ability
- Development of monthly and annual satisfaction reports
- Improved understanding of how the library is meeting the needs of the community
- Increased capacity to identify strengths, weaknesses, and emerging service needs

MEASURES
- To be determined as part of development process
- Increased library "value" based on revisions from reports

TIMELINE
- Research and creation of requirements to be completed by December 15, 2019
- Vendor presentations in January and February 2020
- Review and determination of course by April 2, 2020
- Implementation plan including next steps by May 1, 2020

MAJOR GOAL: LEAD WITH TECHNOLOGY, TELL OUR STORY

K. Implement new 1000 Things before Kindergarten program with STEAM and social development components, with a goal of 50% participation by the under 5 aged children

BENEFITS
- Improved reading readiness for children
- Prevention of early gaps in the readiness of children based on socioeconomic factors
- Development of readers will help create support for library services
- Provides content to share when doing library outreach visits to child care centers

POPULATION SERVED
- Pre-readers, early readers, and their parents
- Pre-school educators and day care providers

OUTCOMES
- Children who participate will start kindergarten with larger vocabularies and increased letter recognition
- Children and parents will participate in library program and see the library as an active participant in children's education
- 50% of eligible children in our service area will have participated

MEASURES
- 50% of eligible preschoolers signing up (this goal is from the Library of Virginia)

TIMELINE
- Rollout of revised 1000 Things in branches by November 1, 2019
- Children will complete program before Kindergarten (one to five years)

MAJOR GOAL: OVERCOME BARRIERS, ENLIGHTEN

L. 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
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- Plan for providing some level of programming at each branch within 2 years
- 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 April 2020
- Recommendation for collection resources by April 2020

MAJOR GOAL: OVERCOME BARRIERS, BUILD CONNECTIONS

M. Analyze current staffing structure in relation to community needs and peer libraries, and deliver recommendations on needed changes in positions, compensation and organizational structure

BENEFITS
- Changes in organizational structure will increase efficiency
- Changes may help us match our mix of positions and skills with ongoing shifts in patron's needs and expectations
- Improve staff job satisfaction with clearer expectations and roles

POPULATION SERVED
- All library users
- Staff

OUTCOMES
- An organization structure that aligns with the library's goals and the community's evolving needs and expectations
- Staff compensated fairly and equitably for the service they provide

MEASURES
- To be determined based on recommendations
- Decreased variance from benchmarking

TIMELINE
- For critical changes and those without budget implications, this task should be underway by February 1, 2020 and be completed with recommendations and changes in place May 1, 2020
- For recommendations that have budget implications, recommendations for the 2021-2022 budget cycle should be completed by October 1, 2020

MAJOR GOAL: STRENGTHEN STAFF

N. Enhance staff capability and service delivery by establishing staff skills priorities, surveying staff to see where they believe they need training, exploration time, and other opportunities for improving skills and developing new skills

BENEFITS
- Improved service to customers
- Improved efficiency of resource use and staff time
- Improved staff morale and preparedness for advancement

POPULATION SERVED
- All patrons
- Staff and managers

OUTCOMES
- Patrons will receive better assistance from well-trained staff with greater awareness of resources, tools and strategies for service
- Staff persons will have a structure to track new skills and enhanced capabilities
- Managers will know what staff capabilities are available and can schedule staff, and focus training where needed

MEASURES
- Completed staff capability plans for each staff person showing progress in designated subjects/skills
- Patrons will respond with positive comments

TIMELINE
- Determine staff capability priorities by October 31, 2019
- Develop capability plans for each staff person by December 15, 2019
- Review progress bimonthly beginning January 31, 2020

MAJOR GOAL: STRENGTHEN STAFF

O. Plan and deliver a new public engagement strategy to include all channels of communication that inform the public and partnering institutions about library programming, resources, services, achievements, and opportunities

BENEFITS
- Increase the number of persons who are aware of library programming and services
- Improve the timeliness and relevance of information patrons receive
- Increase efficiency of the processes by which staff prepares, reviews and communications information
- Increase the quality of information and experience of receiving information overall

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

OUTCOMES
- Improved online calendar of events with greater usability, accuracy and produced more efficiently
- Patron-facing community room reservation request system
- Improved reporting systems for programming, outreach and partnership information
- Improved access to online resources

MEASURES
- Patron reporting of improved experience anecdotally and through surveys
- Staff reporting of improved access to information and improved process
- Increased media coverage
- Increased public awareness of programming
- Reduced errors and time to process, produce, distribute and update information

TIMELINE
- Survey of calendar users before (by November 1, 2019) and after (by November 1, 2020)
- Review of vendor offerings complete by March 1, 2020
- Plan for roll out of calendar system by May 1, 2020
- Rollout of calendaring system and public-facing community room booking July 1, 2020

MAJOR GOAL: TELL OUR STORY