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JEFFERSON-MADISON
REGIONAL LIBRARY

Five-Year Plan

July 2014 - June 2019



Jefferson-Madison Regional Library

Five-Year Plan July 2014 – June 2019

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The Five-Year Plan was adopted by the Library Board of Trustees on April 28, 2014.

Introduction

Jefferson-Madison Regional Library (JMRL) is an essential part of Central Virginia's education system, providing educational resources for learners of all ages. By law, public library service is part of the Commonwealth's provision for public education (*Code of Virginia*, 42.1-46). Public libraries are more than just books. Public library services include public access computers, WiFi, online databases, downloadable digital materials, quiet places where people can study, conversational places where young people can gather to work on school projects, and meeting rooms where adults can gather to discuss topics of public concern. The public library of the 21st Century is a center for the community.

The 2014 – 2019 plan aims to solidify JMRL's position as an educational resource in Central Virginia and to expand its role as a center for the community.

The Library Board of Trustees adopted this ambitious plan for 2014 – 2019 to set objectives for itself, library staff, and government officials. The plan is intended to keep the library focused on its goals and to show everyone where the library is heading. Highlights of the Five-Year Plan include:

- Opening a new Northside Library
- Updating Central Library in Charlottesville
- Planning for a new library in southern Albemarle
- Expansion of Nelson Memorial Library
- Providing additional service hours at Crozet/Western Albemarle Library, Greene County Library, Louisa County Library, Nelson Memorial Library, and Northside Library
- Boosting library card registrations to 55% of JMRL's service area population
- Bringing JMRL closer to meeting the minimum Virginia State Library Board's standards for "AA" libraries

The Five-Year Plan was developed by a 10-member planning committee representing the Library Board, library staff, and Friends of the Library. The committee met numerous times between August 2013 and March 2014. Supporting documents used to develop the plan included JMRL's Fall 2012 user satisfaction survey, completed by over 2,700 respondents, *Planning for Library Excellence: Standards for Virginia Public Libraries* (2009) <http://www.lva.virginia.gov/lib-edu/ldnd/standards/PFLE.pdf>, *The State of America's Libraries 2013: A Report of the American Library Association*, and *Assumptions About the Future of Public Libraries* (Public Library Association, 2010). The committee also solicited public input throughout the planning process.

Questions and comments about the Five-Year Plan are encouraged and may be directed to John Halliday, Library Director, 201 East Market Street, Charlottesville, VA 22902, or halliday@jmrl.org.

Library Board of Trustees

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Jefferson-Madison Regional Library

Mission Statement

Jefferson-Madison Regional Library enhances the quality of life by providing equal access to information. The Regional Library serves all ages, promotes reading, serves as a life-long educational resource, and supports democracy by fostering the free exchange of ideas.

Jefferson-Madison Regional Library Goals 2014 - 2019

- Goal #1: Access & Outreach:** Provide and promote access to all library services and materials to all library users through both in-house and outreach efforts.
- Goal #2: Technology:** Standardize the distribution of library technology throughout the JMRL service area and provide library users with state-of-the-art digital resources.
- Goal #3: Staffing:** Hire and retain a sufficient number of appropriately trained employees to provide superior service to all library users.
- Goal #4: Collection:** Strengthen JMRL's collections in a variety of media to meet the continuously evolving educational, informational, vocational and recreational needs of the regional library's diverse users.
- Goal #5: Finance:** Obtain the money to earn JMRL the "AA" service rating as defined by the Library of Virginia.
- Goal #6: Facilities:** Provide modern, welcoming, comfortable, efficient, fully-accessible, community-oriented libraries.

Objectives & Strategies 2014 – 2019

Goal #1: Access & Outreach: Provide and promote access to all library services and materials to all library users through both in-house and outreach efforts.

Objective #1: Beginning in FY2015 the Library Board will annually review how JMRL’s service measures compare to those of state and national peer libraries (see Appendix, page 13).

Objective #2: Create a JMRL Programming Committee by June 2015 to develop region-wide standards for library programs for all ages, emphasizing diversity, reflecting community interests and needs, and identifying community partners and resources. The Programming Committee will devise a program evaluation system.

Objective #3: Create an Outreach Services Manager position in FY2016 to coordinate JMRL’s services with the services of local public and private schools and to expand JMRL services to seniors, non-English speaking residents, and other populations. Expanded services could include additional Bookmobile stops based on repeat requests, demographics, or under-served populations.

Objective #4: Use GIS data to identify under-served areas of the JMRL region by early 2016.

Objective #5: In FY2016 develop outreach strategies (e.g. special programming, remote return of materials, online library card registration, revised overdue policies, development of special collections) to improve library services to under-served areas.

Objective #6: By June 2017 at least 90% of respondents to surveys conducted by JMRL jurisdictions will rate public library services as “good” or “excellent.”

Objective #7: Expand JMRL card registrations to 55% of area residents by June 2019.

Goal #2: Technology: Standardize the distribution of library technology throughout the JMRL service area to provide library users with state-of-the-art digital resources.

Objective #1: To meet all the objectives described in JMRL's Technology Plan (see Appendix, page 11).

Goal #3: Staffing: Hire and retain a sufficient number of appropriately trained employees to provide superior service to all library users.

Objective #1: By June 2015, JMRL will begin to implement (over three years) and maintain a competitive salary plan.

Objective #2: Beginning in FY2015, JMRL will work closely with the City of Charlottesville Human Resources Department to adopt best practices to increase diversity in hiring, including hiring of military veterans. JMRL will request annual statistics regarding its hiring pool.

Objective #3: By June 2015, JMRL will budget for a Digital Services Coordinator position.

Objective #4: In FY2015, JMRL will assess current training needs and update the staff training plan.

Objective #5: Beginning in FY2015, JMRL will incorporate educational language into programming and publicity, similar to language used in Howard County (MD).

Objective #6: Continuing in FY2015, JMRL Trustees will perform annual self-assessments.

Objective #7: Beginning in FY2015, each Library Trustee will annually attend at least one continuing education program/conference sponsored by JMRL, Library of Virginia, Virginia Library Association, Public Library Association, or ALA. A focus of continuing education should be advocacy for increased support.

Objective #8: Provide staffing levels by June 2016 to support library service hours to meet the following benchmarks:

- 60 hours per week at libraries with annual circulation exceeding 300,000 items (Central, Northside)
- 52 hours per week at libraries with annual circulation exceeding 150,000 items (Crozet, Gordon Avenue)
- 48 hours per week at libraries with annual circulation under 150,000 items (Greene, Louisa, Nelson, Scottsville)

Objective #9: In FY2017, the Library Board will budget for an employee to serve as JMRL's Development Director and Grant Writer to assist with financial goals in Goal #5 (page 8).

Objective #10: By June 2017, each JMRL library will have a full time Children's and/or Young Adult Librarian or Specialist.

Objective #11: By June 2018, JMRL will meet the Virginia State Library Board's "AA" standard by allocating 1% of its operating budget to continuing education and staff development.

Objective #12: By June 2019, JMRL's staffing will meet or exceed the Library of Virginia "AA" standard of .5 FTE per 1,000 people in the population. JMRL will develop workload measures for branches and departments to illustrate local staffing needs.

Goal #4: Collection: Strengthen JMRL’s collections in a variety of media to meet the continuously evolving educational, informational, vocational and recreational needs of the regional library’s diverse users.

Objective #1: In FY2015, update JMRL’s Collection Development Plan including a process for soliciting staff input regarding the annual allocation of material funds.

Objective #2: In FY2016, acquire computer software to enable the library to mine circulation and collection data to determine turnover rates and to produce reports with the main aim being the reduction of wait-times for requested items.

Objective #3: In FY2016, complete an inventory of JMRL’s non-English-language materials and determine baseline circulation statistics for collection development purposes.

Objective #4: In FY2016, survey local non-English-language groups and organizations including Creciendo Juntos, ESOL teachers, and International Rescue Committee to determine needed enhancements in JMRL’s collections of non-English materials and to develop marketing strategies.

Objective #5: In FY2017, develop a public relations program to encourage financial donations for the improvement and renewal of JMRL’s book collection.

Objective #6: By FY2019, the Library Board will allocate at least 15% of the library’s annual operating budget for the purchase of materials for the collection (see Goal #5; Objective #1).

Objective #7: By FY2019, complete an evaluation of the music CD collection.

Goal #5: Finance: Obtain the money to earn JMRL the “AA” service rating as defined by the Library of Virginia.

Objective #1: Beginning in FY2015, the Library Board, led by its Advocacy Committee, will assist the Virginia Library Association in its efforts to increase State Aid to 100% of the amount mandated by the State Code.

Objective #2: Beginning in FY2015, the Library Board will encourage and support the Friends of the Library Endowment Committee’s efforts to raise the value of the Endowment to \$1.5 million by June 2019.

Objective #3: Continuing in FY2015, the JMRL Advocacy Committee will conduct and publicize the results of pre-election political surveys involving JMRL-area state and local candidates’ views on important public library issues, especially those related to funding.

Objective #4: Starting in FY2015 the Library Board will annually review the financial and service impacts of the out-of-area library card fee.

Objective #5: Beginning in FY2016, the Library Board, led by Trustees from Greene, Louisa, and Nelson, will encourage JMRL’s jurisdictions to attain the “AA” funding standard as defined by the Library of Virginia. [Note: The “AA” standard states that “The library shall receive no less than 1 percent of the total revenue of its local government(s).”]

Objective #6: In FY2017, JMRL will prepare a Return on Investment (ROI) report. [Note: This will require outside assistance.]

APPENDIX

JMRL Technology Plan

FY2015

- Upgrade or replace the current JMRL integrated library system in order to ensure support throughout the life of this technology plan, and gain flexibility for future library innovations.
- Coordinate the installation of computers and phones at the new Northside Library.
- Implement a new telephone system at all branch locations.
- Contract for Authority Control of JMRL's catalog subject headings and provide a source for ongoing authority work as new items come in.
- Strengthen JMRL's current Tech Liaison program by designating trained staff at each branch or department to follow documented standardized procedures to maintain and troubleshoot branch technology.
- Review and update JMRL technology training offerings, including designating courses and the staff positions responsible for developing and teaching them. Work with JMRL's training coordinator to implement these regularly and incorporate them into JMRL's training plan.
- Budget for increased baseline bandwidth costs, for both wired and wireless networking. Assess bandwidth and JMRL's networking budget on an annual basis to ensure public and staff needs are met.
- Improve the network infrastructure at Louisa and Nelson branches, including providing more bandwidth and/or resource optimization to ensure demands of public and staff are met.
- Redesign JMRL's hardware and software inventory, increasing the information stored to best assist in planning for future acquisitions.
- Explore hiring non-library specialists to occupy key JMRL IT positions.
- Move contents of JMRL's Web and Mail server to a hosted service.
- Implement remote desktop maintenance for JMRL public and staff computers, including remote updating, remote imaging, and desktop takeover for help desk support.
- Redesign JMRL's staff intranet for maximum ease of use and efficiency.
- Develop and implement a help desk ticketing and workflow solution.
- Assess current technical support help desk staffing, and budget for increased coverage if necessary.
- Explore the feasibility of becoming an OCLC library.
- Assess Network infrastructure, including hardware and wiring, and budget for replacements as needed.
- Install a replacement solution for out-of-warranty Iprism filtering system.
- Configure the JMRL wireless network to allow for the collection of statistics required for Bibliostat.
- Install a content management system on JMRL's hosted web server, and transfer current web assets into that system.

FY2016

- Explore the feasibility of acquiring and implementing federated searching.
- Continue assessment of Monticello Ave services.
- Assess adding web conferencing and webcasting capabilities to all branch meeting rooms for staff and public use.
- Acquire early literacy computers (e.g. AWE) and/or software to replace outdated Gates Foundation games for all JMRL branches.
- Draft and implement a system-wide technology security manual.
- Implement shared network storage space for staff and investigate online collaborative work solutions.
- Explore responsive design and/or apps for web and catalog access over a variety of electronic devices.
- Begin to evaluate JMRL hardware, software, and online technology for ADA and general accessibility.

FY2017

- Assess RDA (Resource Description and Access) compliance and develop a plan for any remaining conversion needs.
- Evaluate the feasibility of converting to RFID.
- Assess bandwidth needs and budget for increased baseline bandwidth costs, for both wired and wireless networking to provide for future needs.
- Explore public and staff access to electronic devices - laptops, eReaders, tablets – either to circulate or for use inside the library.
- Explore open source software solutions, especially for future Integrated Library System purchases.
- IT staff will work in conjunction with JMRL's volunteer coordinator to develop guidelines for recruitment and training of tech volunteers.

2014 – 2019 Planning Checklist

FY2015

- Open the new Northside Library
- Revise the architectural plans for updating Central Library
- Advocate for renovation/expansion of Scottsville Library
- Assess all facilities for ADA accessibility compliance
- Assure facilities provide adequate meeting rooms, quiet spaces, children's/YA/adult spaces
- Provide uniform signage throughout JMRL
- Create a JMRL programming committee
- Update the staff training plan
- Implement a new salary plan
- Update JMRL's Collection Development Plan
- Budget for a Digital Services Coordinator

Ongoing:

- Aim to have staff reflect regional demographics
- Trustees will continue self-assessments
- Trustees will annually attend continuing education programs
- Incorporate educational language into programming/publicity
- Assist VLA in efforts to increase State Aid
- Encourage increased donations to the JMRL Endowment
- Conduct and publicize pre-election surveys
- Annually review the impacts of the out-of-area fees
- Annually review JMRL's service measures compared to peer libraries

FY2016

- Develop outreach strategies to serve under-served areas
- Create an Outreach Services Manager position
- Meet service hour benchmarks at all libraries
- Complete an inventory of JMRL's non-English-language materials
- Survey local non-English-language groups to determine library needs
- Begin efforts in Greene, Louisa, and Nelson to reach the "AA" funding standard
- Plan for use of JMRL facilities during community emergencies
- Use GIS data to identify under-served areas
- Reduce waiting times for new materials

FY2017

Prepare a JMRL Return on Investment (ROI) report
Explore satellite locations for picking up and dropping off of materials
90% of residents will rate JMRL services as “good” or “excellent”
Provide full time children’s and/or young adult staff at each library
Budget for a Development Director position
Develop a public relations program to encourage donations for new books

FY2018

Meet the “AA” standard for the staff development budget
Work with Nelson County to secure funding for building expansion
Assist Albemarle County with its planning for a southern urban area library

FY2019

Increase library card registrations to 55% of area residents
Meet the “AA” standard for staffing (.5FTE/1,000 people in the population)
Allocate at least 15% of the budget for books and other materials

JMRL Peer Libraries for 2014 - 2019

Virginia Peer Libraries (those serving populations between 150,000 and 350,000):

Arlington Department of Libraries
Central Rappahannock Regional Library
Chesapeake Public Library
Chesterfield County Public Library
Henrico County Public Library

Loudoun County Public Library
Newport News Public Library System
Norfolk Public Library
Richmond Public Library

National Peer Libraries (those with populations and staffing 15% above or below JMRL's with a minimum of 7 branches):

Anderson County Library (SC)
Athens Regional Library System (GA)
Atlantic County Library (NJ)
Central Mississippi Reg. Library (MS)
Chattahoochie Valley Reg. Library (GA)
Clermont County Public Library (OH)
Glendale Public Library (CA)

Lafayette Public Library (LA)
Mohave County Library District (AZ)
Ramsey County Library (MN)
Richmond Public Library (VA)
Santa Cruz Public Library (CA)
Siouxland Libraries (SD)
Yuma County Library (AZ)

Acknowledgements

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Five-Year Plan Committee

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Jackie Lichtman, Web/Marketing Librarian
David Plunkett, Collections and Technology Manager
Stella Pool, Community Network Coordinator/Webmaster

Adopted by the Library Board of Trustees,
April 28, 2014