



PULASKI COUNTY LIBRARY SYSTEM

STRATEGIC PLAN

YEARS 2011 - 2015



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Approved by

Pulaski County Library Board of Trustees

June 28, 2011

PREFACE

The Pulaski County Library System is composed of the Pulaski County Library (located in the town of Pulaski) and the Charles and Ona B. Free Memorial Library (located in the town of Dublin). The Library System serves a current population of 35,022 citizens (U.S. Census Bureau 2009 population estimate). The annual budget is approximately \$572,000+/- from State Aid Funding and County Funds. In FY2010, the total circulation for the Library System was 91,750 with 2.62 items circulating per capita. The total operating expenditures were \$642,976 with \$18.36 expenditure per capita. The Library System holdings in FY2010 were 54,262 print books plus 21 databases, 2,800 audio books, 600 DVDs, and an ever growing number of downloadable audio books and ebooks. The turnover rate measures the use of the library's circulating collection. It indicates the number of times each item would have circulated during the year if circulation had been spread evenly throughout the collection. The turnover rate of library materials in 2010 was 1.69. Library visits for FY2010 were a total of 153,840 with 4.39 visits per capita and with 8,800 registered borrowers.

The Pulaski County Library System, in order to better serve its citizens with the best possible services based on community needs and interests, began its strategic planning process in Year 2002 with community participation in focus groups in various parts of the County as well as a Library Board/Library Staff focus group. A Library Board Planning Committee composed of Library Trustees, Library Staff and community representatives reviewed the data from the focus groups and determined five (5) main categories to develop goals and objectives. They are Facilities, Staffing, Collection, Services and Resources with Technology and Marketing/Public Relations being integrated across the categories. The Planning Committee reviewed and revised the Library System's Vision/Mission Statement during this process. The Planning Committee and Library Staff determined the goals and objectives with priorities for action during the next five years 2003-2007. The plan was developed to be a guide for the Pulaski County Library System in offering library services to the citizens of Pulaski County during the next five (5) years. Each ensuing year, the Strategic Plan has been reviewed by the Library Board, Staff and members of the Friends of the Library in order to be updated and amended.

The Library Board of Trustees adopted the current Strategic Five-Year Plan on June 28, 2011. Library Staff and Library Trustees will be responsible for addressing and accomplishing the goals and objectives of the Strategic Plan. To ensure that the Library System's Plan is a viable and current document a task group will be established for each category and will carry out the activities for each goal/objective. The Library Staff will review the plan annually and present a report to the Library Board of Trustees each spring.

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Rachael DeHaven
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MISSION STATEMENT

The mission of Pulaski County Library System is to provide information and library materials for all citizens of Pulaski County. The Library System takes pride in providing excellence in its provision of services and programs.

VISION STATEMENT

The vision of Pulaski County Library System is to continuously provide free, friendly service and access to timely materials that educate, inspire and entertain the entire community.

GOALS AND OBJECTIVES

GOAL 1: FACILITIES: To provide accessible and highly functional facilities that are well-maintained and inviting to the Community.

Objective 1: To provide clean, functional, well-maintained facilities both inside and outside by working with the county maintenance department Ongoing.

Objective 2: To enhance the ceiling/lighting system in the public and workroom areas of Pulaski Library by fall 2011.

Objective 3: To develop a safety/disaster plan that will provide guidance to staff and patrons in an emergency situation or disaster by 2012. Include in this plan a schedule for regular fire-safety inspection.

Objective 4: To install smoke detectors and carbon monoxide detectors as recommended by the county safety and fire inspectors by 2012.

Objective 5: To provide attractive directional signage to assist patrons in location of the libraries and in locating library materials and various areas inside the libraries by 2013.

Objective 6: To purchase a new library van to provide more efficient outreach services to the community by December 2015.

Objective 7: To investigate building a new library or add onto the main library to enhance the growth and economic development potential of the County by serving the needs of a growing/changing community by 2015.

Objective 8: To beautify the library property by partnering with the Master Gardeners to plant and maintain gardens around the Pulaski Library by fall 2011

GOAL 2: COLLECTION: To provide and strengthen the library materials collection in various media/formats to provide a well-rounded collection that is timely and useful to meet the informational, educational and recreational needs of Pulaski County citizens of all ages.

Objective 1: To market the library collection through the use of displays, bookmarks, the web page, newsletters, with bibliographies, pathfinders, and library newspaper columns to increase circulation. Ongoing.

Objective 2: To network with area libraries (other public, school and academic) to determine possibilities of resource sharing. Ongoing.

Objective 3: To develop a written Technical Services Processing Manual and Procedures Timetable for processing library materials by 2013 to assist in increasing the turnover rate by 10%.

Objective 4: To continue to monitor circulation of materials (checkouts, returns, overdues) to have the library collection readily available for the public thus increasing circulation 10% annually and to assist in increasing the turnover rate by 10%. Ongoing.

Objective 5: To explore creative ways to seek more funding (giving trees, adopt-a-book, money jars, etc.) for continued development of a well-rounded collection by 2013

- Objective 6:* To meet the current information needs of the citizens of Pulaski County through new formats and updated technology (OverDrive, eBooks, etc.). Ongoing.
- Objective 7:* To improve the quality of the collection by discarding the outdated books and replacing them with a more current collection by 2011
- Objective 8:* To organize, update & maintain the vertical file collection of local history by 2012
- Objective 9:* To examine the procedure for Overdue materials and implement the best means of getting these materials back to the library by December 2011
- Objective 10:* To complete the digitization of all available print and microfilm copies of the Southwest Times Newspaper to add to the digital archives by 2012
- Objective 11:* To order and display new materials in such a way as to improve their circulation by December 2011

GOAL 3: **STAFFING:** To recruit and retain sufficient, well-trained staff who are knowledgeable, willing and enthusiastic to meet the library needs of county residents.

- Objective 1:* To seek diversity, when possible, in professional positions. Ongoing
- Objective 2:* To review and update job classifications for all library staff positions and update job descriptions for all staff positions by September 2013.
- Objective 3:* To develop a system-wide plan to provide on-going training and to seek sources of educational opportunities in traditional and non-traditional settings for all library staff to meet standard competencies for position-specific responsibilities. Ongoing
- Objective 4:* To seek additional library staff hours, as funds are available, to assist in providing better services during evening and weekend hours of operation, in branch administration, in reference services, in youth and adult services, and in technical support as needed.
- Objective 5:* To encourage and develop a core of volunteers to assist where needed in the delivery of library services by September 2014

GOAL 4: **SERVICES:** To encourage all Pulaski County Citizens of all ages to use the Library System and avail themselves of all library services while ensuring high-quality public services as patrons seek information, resources and assistance in achieving success in their schooling and life-long learning. To encourage a life-long appreciation of reading and a desire to learn that will enable Pulaski County citizens to be informed, productive and satisfied citizens through the provision of varied library services.

- Objective 1:* To offer services and programs that are responsive to community needs and interests throughout the year. Ongoing
- Objective 2:* To develop an informational packet that can be given to new patrons and be put at the Chamber of Commerce for perspective residents and businesses and at the Visitor's Center to inform citizens of services and to promote programs and resources by December 2011.
- Objective 3:* To increase community awareness of and to promote library services to area residents through a variety of formats (the web, in-house notices, bookmarks, newsletters, news releases, flyers/brochures and contacts with presentations to other agencies) available from multiple-access points. Ongoing
- Objective 4:* To provide access to library services to groups that cannot always use the Library System physically (citizens who are homebound, institutionalized or away from the community) through the Internet by 2014.
- Objective 5:* To develop programs and support services for families in their role as their children's first teacher by September 2012.
- Objective 6:* To explore options to encourage more community use of the library facilities such as the meeting rooms, a commons area, establishing a coffee/gift shop, a cybercafe, etc. and increasing meeting room use by 5% by 2014

Objective 7: To work cooperatively with area libraries (public, school and academic) in providing accessible resources for all citizens, joint programming for patrons, and expansion of available technology. Ongoing

Objective 8: To work with the local genealogy club in the provision of training and information on genealogy sources by 2014.

Objective 9: To continuously make customer service our focus when working with all patrons regardless of age, gender, ethnicity or economic background. Ongoing.

Objective 10: To develop programs and support services for the adults of the area in meeting their educational, recreational and developmental needs. Ongoing

Goal 5: **RESOURCES:** To seek and increase resources to adequately support library services and collection and to use all resources effectively to meet the community needs and interests.

Objective 1: To continually explore grant opportunities at the local, regional, state and national levels to support special projects and to enhance library services and collection. Ongoing

Objective 2: To review regularly the fines and fees that the Library System collects for overdues, damaged/lost materials, faxes, copying and computer printing to see if they are reasonable and adequate to cover costs by 2012.

Objective 3: To continue to work with the Friends of the Library to support programs and services beyond the regular library budget. Ongoing

Objective 4: To work with area and other Commonwealth libraries and with the Library of Virginia as an advocate of library services to encourage the Governor and the General Assembly to fully support public libraries with State Aid Funding. Ongoing

Objective 5: To continue to encourage local governments to provide adequate financial support to provide the best library services to the citizens of Pulaski County. Ongoing

Objective 6: To investigate and develop partnerships and collaborations with other government and community agencies to provide/enrich library services to the community. Ongoing

Objective 7: To attract support for the Library Foundation from the private sector to foster opportunities to create, enhance and improve public library services to all the citizens of the county and to assist in the library system's building program. Ongoing

GOAL 6: **TECHNOLOGY:** To continue to adopt new technologies and to upgrade current technologies to assist library patrons and area residents with their information needs and to assist library staff in being efficient in carrying out their duties to serve Pulaski County citizens.

Objective 1: To review and update the Technology Plan by spring 2012.

Objective 2: To continue to provide and maintain the security of the Library System's technology (network, software and equipment). Ongoing

Objective 3: To continue to provide and maintain sufficient, up-to-date working computers at all times for public and staff use by updating the Technology Replacement Plan for computers and all other equipment. Ongoing

Objective 4: To continuously evaluate and update the Library System's web page to provide current information and internal and external links to resources to assist patrons with their informational needs. Ongoing.

Objective 5: To expand electronic access to programs, services and resources as and where needed through the best, available technology. Ongoing

Objective 6: To continue to plan, offer and implement technology training and services for all patrons and staff based on needs and interests. Ongoing

Objective 7: To expand the digitization of appropriate local history and genealogy resources and to work with other organizations/institutions in that pursuit by 2014.

GOAL 7: MARKETING/PUBLIC RELATIONS: To ensure that the community is informed about services and opportunities at the Pulaski County Library System.

Objective 1: To create a written Marketing/Public Relations Plan no later than 2012.

Objective 2: To increase the promotion of library services, programs and resources by consistently using all available media resources (newspapers, radio, TV) and consultants (Virginia Tech, Radford University, New River Community College and other area consultants) in developing the appropriate promotional tools. Ongoing

Objective 3: To utilize and network with area resources/consultants (Virginia Tech, Radford University, New River Community College) for marketing and public relations for the Library System by 2013.

Objective 4: To work cooperatively with area libraries on marketing library services and public relations for libraries. Ongoing

Objective 5: To create a Library Logo that can be used in all advertising and promotional campaigns by December 2013

Objective 6: To create and maintain a Facebook Fan Page to encourage teens in the use of Library resources by December, 2011

**Target Dates
For
Completion of Objectives**

Year 2011:

- To enhance the ceiling/lighting system in the public and workroom areas of Pulaski Library
- To improve the quality of the collection by discarding the outdated books and replacing them with a more current collection.
- To develop an informational packet that can be given to new patrons and be put at the Chamber of Commerce for perspective residents and businesses and at the Visitor's Center to inform citizens of services and to promote programs and resources
- To examine the procedure for Overdue materials and implement the best means to get these materials back to the library
- To create and maintain a Facebook Fan Page to encourage teens in the use of Library resources
- To beautify the library property by partnering with the Master Gardeners to plant and maintain gardens around the Pulaski Library by fall 2011
- To order and display new materials in such a way as to improve their circulation

Year 2012:

- To develop a safety/disaster plan that will provide guidance to staff and patrons in an emergency situation or disaster. Include in this plan a schedule for regular fire-safety inspection
- To install smoke detectors and carbon monoxide detectors as recommended by the county safety and fire inspectors.
- To develop programs and support services for families in their role as their children's first teacher
- To review regularly the fines and fees that the Library System collects for overdues, damaged/lost materials, faxes, copying and computer printing to see if they are reasonable and adequate to cover costs
- To review and update the Technology Plan
- To create a written Marketing/Public Relations Plan
- To organize, update & maintain the vertical file collection of local history
- To complete the digitization of all available print and microfilm copies of the Southwest Times Newspaper to add to the digital archives

Year 2013:

- To provide attractive directional signage to assist patrons in location of the libraries and in locating library materials and various areas inside the libraries
- To develop a written Technical Services Processing Manual and Procedures Timetable for processing library materials to assist in increasing the turnover rate by 10%.
- To explore creative ways to seek more funding (giving trees, adopt-a-book, money jars, etc) for continued development of a well-rounded collection.
- To review and update job classifications for all library staff positions and update job descriptions for all staff positions.
- To utilize and network with area resources/consultants (Virginia Tech, Radford University, New River Community College) for marketing and public relations for the Library System
- To create a Library Logo that can be used in all advertising and promotional campaigns

Year 2014:

- To encourage and develop a core of volunteers to assist where needed in the delivery of library services
- To provide access to library services to groups that cannot always use the Library System physically (citizens who are homebound, institutionalized or away from the community) through the Internet
- To explore options to encourage more community use of the library facilities such as the meeting rooms, a commons area, establishing a coffee/gift shop, a cybercafé, etc. and increasing meeting room use by 5%
- To work with the local genealogy club in the provision of training and information on genealogy sources
- To expand the digitization of appropriate local history and genealogy resources and to work with other organizations/institutions in that pursuit

Year 2015:

- To purchase a new library van to provide more efficient outreach services to the community.
- To investigate building a new library or add onto the main library to enhance the growth and economic development potential of the County by serving the needs of a growing and changing community

Ongoing:

- To provide clean, functional, well-maintained facilities both inside and outside by working with the county maintenance department
- To market the library collection through the use of displays, bookmarks, the web page, newsletters and library newspaper columns to increase circulation.
- To network with area libraries (other public, school and academic) to determine possibilities of resource sharing.
- To continue to monitor circulation of materials (checkouts, returns, overdues) to have the library collection readily available for the public thus increasing circulation 10% annually and to assist in increasing the turnover rate by 10%
- To meet the current information needs of the citizens of Pulaski County through new formats and updated technology (OverDrive, eBooks, etc).
- To seek diversity, when possible, in professional positions.
- To develop a system-wide plan to provide on-going training and to seek sources of educational opportunities in traditional and non-traditional settings for all library staff to meet standard competencies for position-specific responsibilities.
- To seek additional library staff hours, as funds are available, to assist in providing better services during evening and weekend hours of operation, in branch administration, in reference services, in youth and adult services, and in technical support as needed.
- To offer services and programs that are responsive to community needs and interests throughout the year.

- To increase community awareness of and to promote library services to area residents through a variety of formats (the web, in-house notices, bookmarks, newsletters, news releases, flyers/brochures and contacts with presentations to other agencies) available from multiple-access points.
- To work cooperatively with area libraries (public, school and academic) in providing accessible resources for all citizens, joint programming for patrons, and expansion of available technology
- To continuously make customer service our focus when working with all patrons regardless of age, gender, ethnicity or economic background
- To develop programs and support services for the community in meeting their educational, recreational and developmental needs
- To continually explore grant opportunities at the local, regional, state and national levels to support special projects and to enhance library services and collections
- To continue to work with the Friends of the Library to support programs and services beyond the regular library budget
- To work with area and other Commonwealth libraries and with the library of Virginia as an advocate of library services to encourage the Governor and General Assembly to fully support public libraries with State Aid Funding
- To continue to encourage local governments to provide adequate financial support to provide the best library services to the citizens of Pulaski County.
- To investigate and develop partnerships and collaborations with other government and community agencies to provide/enrich library services to the community
- To attract support for the Library Foundation from the private sector to foster opportunities to create, enhance and improve public library services to all the citizens of the county and to assist in the library system's building program
- To increase the promotion of library services, programs and resources by consistently using all available media resources (newspapers, radio, TV) and consultants (Virginia Tech, Radford university, New River Community College and other area consultants) in developing the appropriate promotional tools
- To continue to provide and maintain the security of the Library System's technology (network, software and equipment)
- To continue to provide and maintain sufficient, up-to-date working computers at all times for public and staff use by updating the Technology Replacement Plan for computers and all other equipment
- To continuously evaluate and update the Library System's web page to provide current information and internal and external links to resources to assist patrons with their informational needs
- To expand electronic access to programs, services and resources as and where needed through the best, available technology
- To continue to plan, offer and implement technology training and services for all patrons and staff based on needs and interests
- To work cooperatively with area libraries on marketing library services and public relations for libraries

Approved: June 30, 2009

Revised: March, 2010

Approved: June, 2010

Revised: June, 2011

Approved: June 28, 2011