

JEFFERSON-MADISON REGIONAL LIBRARY



**The Public Library:
Now More Than Ever**



Five-Year Plan

July 2009 – June 2014



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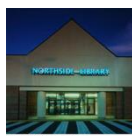


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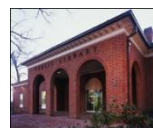


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Jefferson-Madison Regional Library

Five-Year Plan, July 2009 – June 2014

Table of Contents

Introduction.....	2
Mission Statement.....	3
Library Goals 2009-2014.....	4
Objectives & Strategies 2009-2014.....	5
Target Dates 2009-2014.....	11
Acknowledgements.....	13
Appendix.....	14

The Five-Year Plan was adopted by the Library Board of Trustees, September 28, 2009.

Introduction

Jefferson-Madison Regional Library (J-MRL) has adopted an ambitious program of goals and objectives to guide the development of library services over the next five years, July 2009 through June 2014. Highlights of the Five-Year Plan include:

- Opening new libraries in Crozet and the Albemarle Square area
- Providing additional service hours at Greene County Library, Nelson Memorial Library, and Northside Library
- Boosting library card registrations to 105,000 (approximately 55% of J-MRL's service area population)
- Reducing waiting lists for new books
- Implementing new technologies, including self-checkout at most libraries
- Adapting the collection to meet the needs of a diverse population

The Five-Year Plan was developed by a 12-member planning committee of J-MRL Trustees and staff with assistance from the Weldon Cooper Center at the University of Virginia and suggestions from library staff and the general public. The committee met monthly, November 2008 through July 2009. Over 700 area residents completed a survey developed by the planning committee, and nearly 50% of J-MRL employees returned completed staff surveys.

The planning committee also used the Library of Virginia's standards for public libraries (2009) as a guide in developing goals and objectives for J-MRL. A general goal of the Five-Year Plan is to bring J-MRL closer to meeting the minimum standards for libraries rated "AA."

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 2009-2014

- Goal #1:** To provide and promote access to library services and materials to all area residents.
- Goal #2:** To standardize the distribution of library technology throughout the J-MRL service area and to provide area residents with state-of-the-art electronic resources.
- Goal #3:** To employ a sufficient number of well-trained staff and administration who will meet the library needs of all patrons through superior service.
- Goal #4:** To strengthen the library collections in various media to meet the evolving informational, vocational and recreational needs of J-MRL's diverse communities.
- Goal #5:** To obtain the financial resources mandated by state code and to earn J-MRL the "AA" rating.

Objectives & Strategies 2009-2014

Goal #1: To provide and promote access to library services and materials to all area residents.

Objective #1: Initiate a 2-year pilot project for bookmobile service in Louisa County beginning summer 2009.

Objective #2: Complete a review of library facilities needs by June 2010. The review will include space needs based on current standards and an assessment of existing physical plants including furnishings, mechanical systems, security needs, and “green/sustainability” issues.

Objective #3: Develop a plan in FY2010 to renovate Central Library.

Objective #4: Beginning April 2010, initiate a pilot project keeping Central Library open on Fridays until 6:00 p.m..

Objective #5: Organize a Library Card Sign-up campaign for FY2010-2011 to increase library card registrations to 105,000 (55% of J-MRL’s service-area population). Note: As of July 2009 registrations are 100,000.

Objective #6: By June 2011, create a plan (including costs) for remote book return locations.

Objective #7: Increase staffing at Greene County Library, Nelson Memorial Library, and Northside Library to provide convenient, user-oriented library service hours. By July 2011 J-MRL libraries will meet the following minimum standards: small libraries, 48 open hours per week; medium libraries, 52 open hours per week; large libraries, 60 open hours per week*

Objective #8: Establish a regional Outreach Coordinator position by July 2012 to increase the library’s cooperation with schools and outreach to special populations including non-English speaking residents and people who are unable to travel to the library.

Objective #9: Open a new library in Crozet by spring 2013.

Objective #10: By June 2013, create a plan (including costs) for remote book pick-up locations.

Objective #11: By June 2014, develop construction plans to expand Nelson Memorial Library.

Objective #12: Open a new library in the Albemarle Square area by June 2014.

*Small libraries circulate fewer than 150,000 items annually, medium libraries circulate over 150,000 items annually, large libraries circulate over 300,000 items annually.

Goal #2: To standardize the distribution of library technology throughout the J-MRL service area and to provide area residents with state-of-the-art electronic resources.

Objective #1: By December 2009, begin annual evaluations of online database purchases with the intention of adding databases that meet the needs of J-MRL's diverse public.

Objective #2: By June 2010, present the Library Board with a plan to create J-MRL's own Information Technology Department.

Objective #3: By June 2010, Central Reference will develop an ongoing series of public training classes in the use of library computers, focusing initially on basic computer use in the job application process.

Objective #4: Beginning FY2010, J-MRL will implement ongoing means, such as online patron surveys, to measure the changing needs of library patrons and to stay current with library trends.

Objective #5: By June 2011, equip all public meeting rooms with audio/visual/technology systems.

Objective #6: By June 2011, equip all libraries with at least one scanner , one color printer, and one color copier for public use where space permits.

Objective #7: By June 2011, install self-checkout at all libraries where space permits.

Objective #8: By June 2012, provide wireless printing from laptops in all libraries.

Objective #9: Equip all new J-MRL libraries with security cameras and audio communications systems for emergency notification.

Objective #10: By June 2014, present the Library Board with a plan to migrate J-MRL to radio-frequency identification (RFID) technology.

Objective #11: Implement J-MRL's Technology Plan. (this will be added to the Appendix)

Goal #3: To employ a sufficient number of well-trained staff and administration who will meet the library needs of all patrons through superior service.

Objective #1: The Library Board will do an annual self-evaluation beginning in 2009.

Objective #2: Through analysis of peer libraries**, Central Reference will lead an evaluation, re-imagining, and redesign study of J-MRL's reference services. Findings and recommendations will be reported to J-MRL Branch/Department Managers by April 2010 and to the Library Board of Trustees by June 2010.

Objective #3: By June 2010, provide the Library Board of Trustees with a staffing and organizational analysis, comparing J-MRL to peer libraries** in Virginia and nationwide.

Objective #4: Complete a staff compensation study by June 2010 to assure internal and external pay equity.

Objective #5: Beginning in FY2011, J-MRL will begin a program of cross-training in library positions to ensure adequate service levels during times of emergencies or unanticipated absences.

Objective #6: By June 2010, plan to regionally coordinate J-MRL volunteer recruitment, training, usage, and recognition.

Objective #7: By July 2011, each J-MRL library will have a full time Children's and/or Young Adult Librarian or Specialist.

Objective #8: By July 2011, J-MRL will allocate 1% of its operating budget to continuing education and staff development.

Objective #9: Beginning in FY2012, professional library staff shall participate annually in at least 34 hours of continuing education, including programs provided by J-MRL, Library of Virginia, Virginia Library Association, Public Library Association, ALA, or other recognized providers.

Objective #10: Beginning in FY2012, paraprofessional staff shall participate annually in at least 22 hours of continuing education.

Objective #11: Beginning in FY2012, each Library Trustee will annually attend at least one continuing education program/conference sponsored by J-MRL, Library of Virginia, Virginia Library Association, Public Library Association, or ALA. A focus of continuing education should be advocacy for increased support.

Objective #12: By June 2014, increase staffing to provide hours of service noted in Goal #1 and to reach 95% of the minimum staffing standard for "AA". [Note: the standard is .5FTE staff per 1,000 population]

****Peer Libraries**

Virginia Peer Libraries (those serving populations between 150,000 and 300,000):

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 serving populations between 180,000 and 200,000 with a minimum of 7 branches and 60 FTE staff:

Anderson County Library (SC)
Arlington Department of Libraries (VA)
Athens Regional Library System (GA)
Atlantic County Library (NJ)
Calcasieu Parish Library (LA)
Clermont County Public Library (OH)
Grand Rapids Public Library (MI)

Jackson County Library Services (OR)
Kanawha County Public Library (WV)
Mid-Columbia Library System (WA)
Mohave County Library District (AZ)
Richmond Public Library (VA)
Siouxland Libraries (SD)

Goal #4: To strengthen the library collections in various media to meet the evolving informational, vocational and recreational needs of J-MRL's diverse communities.

Objective #1: Begin circulating Playaways (pocket-size audiobooks) in FY2010.

Objective #2: Beginning in FY2010, bi-annually review and update the J-MRL Collection Development Plan for presentation to the Library Board of Trustees.

Objective #3: As part of the Collection Development Plan, periodically assess the need for non-English language materials.

Objective #4: In 2010, decrease the waiting period for new/popular materials.

Objective #5: Increase J-MRL's collection of music, DVDs, and audiobooks by 5% per year beginning in FY2011.

Objective #6: In FY2011, budget for downloadable media.

Goal #5: Obtain the financial resources mandated by state code and to earn J-MRL the “AA” rating (<http://www.lva.virginia.gov/lib-edu/LDND/standards/default.asp>).

Objective #1: Beginning in 2009, the Library Board will meet with newly-elected or re-elected local and state lawmakers after every election to help lawmakers understand the accomplishments and needs of J-MRL.

Objective #2: Beginning in 2010, the Library Director and appropriate Trustees will meet annually with local jurisdictions to increase funding to the minimum “AA” standard.

Objective #3: In 2010, the Library Director and Library Board will investigate reliable, ongoing revenue sources to supplement J-MRL’s materials budget.

Objective #4: By June 2010, the Library Director and Library Board will develop cost estimates to bring J-MRL funding to the “AA” minimum standard.

Objective #5: Require that all J-MRL budget requests, beginning with FY2011, include the following: rationale for expenditures; peer group libraries’ comparative data; previous fiscal year’s expenditure; recurring versus non-recurring costs; related objective(s) in Five-Year Plan; target completion dates; personnel responsible for outcomes; evaluation criteria.

Objective #6: The Library Director and Library Board will work with the Virginia Library Association to increase state aid to 100% of the mandated amount by June 2014.

Objective #7: Continue to work with Friends of the Library and the Friends of the Library Endowment to support programs beyond J-MRL’s regular budget.

Target Dates 2009-2014

FY 2010

Begin 2-year Bookmobile project in Louisa County (summer 2009)

Begin circulating Playaways (fall 2009)

Re-evaluate online databases (12/09)

Pilot program keeping Central Library open later Fridays (4/10)

Develop plan to renovate Central Library (6/10)

Report on Central Reference recommendations to the Library Board (6/10)

Inaugurate training classes in use of computers for job application process (6/10)

Present staffing analysis compared to peer libraries (6/10)

Complete facility review (6/10)

Complete a staff compensation study (6/10)

Revise and update (bi-annually) the Collection Development Plan (6/10)

Present plan to create J-MRL's own IT Department (6/10)

Present plan for regional coordination of volunteers (6/10)

Ongoing:

Begin annual Board self-evaluations

Begin ongoing process of assessing needs/trends

Reduce the waiting period for new materials

Revise the budget request format for FY2011

Develop cost estimates to meet the "AA" funding standard

Implement J-MRL's Technology Plan (ongoing)

Assure all new libraries are equipped with security cameras and audio communication systems (ongoing)

Library Board will meet with all newly elected/re-elected local and state lawmakers (ongoing)

Work with jurisdictions to meet the "AA" funding standard (ongoing)

Investigate alternate sources of ongoing funding for materials

Implement J-MRL's Technology Plan (ongoing)

Continue to work with the Friends of the Library and the Library Endowment to support programs

FY 2011

Library Card Sign-Up Campaign

Begin a program of cross-training

Install self-checkout where space permits (6/11)

Equip all libraries with scanners, color printers, and color copiers (6/11)

Create a plan for remote book return (6/11)

Equip all meeting rooms with audio/visual/technology systems (6/11)

Increase collection of music, DVDs, and audiobooks by 5% per year

Budget for downloadable media

FY 2012

Meet minimum service hours objective at Greene, Nelson, and Northside (7/11)

Full time Children's and/or YA Specialist at each library (7/11)

Allocate 1% of budget for education and staff development (7/11)

Provide laptop/wireless printers in all libraries (6/12)

Professional staff will participate in 34 hours of continuing education; paraprofessional staff will participate in 22 hours of continuing education; Library Trustees will attend at least one educational program/conference per year

FY 2013

Establish an Outreach Coordinator position (7/12)

New library in Crozet (spring 2013)

Create a plan for remote pick-up locations (6/13)

FY 2014

New Northside Library (6/14)

Construction plans for Nelson Library (6/14)

Present plan to migrate to RFID (6/14)

Meet 95% of "AA" staffing standard (6/14)

Meet 100% of state aid funding goal (6/14)

Acknowledgements

For development of the Five-Year Plan, the Library would like to thank the J-MRL Trustees and staff who served on the Five-Year Plan Committee and gave thoughtful input throughout the 8 month planning process. Library Trustee Tim Tolson donated considerable time constructing the online patron survey and compiling survey results. Library Volunteer Candace Ransing devoted many hours entering the data that was collected through manual surveys. The Library would also like to thank Jon Williams and Susan Perrone from the Weldon Cooper Center at the University of Virginia for sharing useful demographic information with the committee. The Library is also grateful to the many staff members and hundreds of local residents who completed surveys and shared their thoughts about future library services. This Five-Year Plan is truly a collaborative effort of Trustees, staff, and community.

Five-Year Plan Committee

TRUSTEES














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APPENDIX














Comparison of J-MRL to Peer Libraries in Virginia

Library Name 	Population of Legal Service Area   	FTE* Staff per 1000 Pop.   	Total Operating Expenditures per Capita   	Total Circulation per Capita   
Library Of Interest				
<u>JEFFERSON-MADISON REGIONAL LIBRARY, VA</u>	190,900	.43	\$29.64	7.74
<u>NEWPORT NEWS PUBLIC LIBRARY SYSTEM, VA</u>	182,200	.51	\$30.35	3.78
<u>RICHMOND PUBLIC LIBRARY, VA</u>	193,300	.43	\$30.80	3.57
<u>ARLINGTON DEPT. OF LIBRARIES, VA</u>	195,600	.80	\$63.20	15.94
<u>CHESAPEAKE PUBLIC LIBRARY, VA</u>	213,400	.61	\$38.19	8.96
<u>NORFOLK PUBLIC LIBRARY, VA</u>	235,500	.88	\$31.07	3.64
<u>LOUDOUN COUNTY PUBLIC LIBRARY, VA</u>	252,300	.58	\$43.27	16.57
<u>CENTRAL RAPPAHANNOCK REGIONAL LIBRARY, VA</u>	269,200	.53	\$41.07	24.92
<u>HENRICO COUNTY PUBLIC LIBRARY, VA</u>	283,300	.75	\$45.87	9.52
<u>CHESTERFIELD COUNTY PUBLIC LIBRARY, VA</u>	286,500	.45	\$25.16	13.46

*FTE: Full-Time Equivalent

From: Fiscal Year 2007 Public Libraries Survey, Institute of Museum and Library Services

Comparison of J-MRL to Peer Libraries in the United States

Library Name 	Population of Legal Service Area   	FTE* Staff per 1000 Pop.   	Total Operating Expenditures per Capita   	Total Circulation per Capita   
Library Of Interest				
<u>JEFFERSON-MADISON REGIONAL LIBRARY, VA</u>	190,900	.43	\$29.64	7.74
<u>ATLANTIC COUNTY LIBRARY, NJ</u>	181,307	.60	\$45.16	4.58
<u>KANAWHA COUNTY PUBLIC LIBRARY, WV</u>	181,356	.50	\$34.85	5.78
<u>SIOUXLAND LIBRARIES, SD</u>	182,859	.41	\$29.82	8.82
<u>CALCASIEU PARISH LIBRARY, LA</u>	184,512	.58	\$37.13	4.79
<u>ANDERSON COUNTY LIBRARY, SC</u>	185,000	.42	\$25.97	3.19
<u>CLERMONT COUNTY PUBLIC LIBRARY, OH</u>	190,589	.47	\$36.87	7.74
<u>RICHMOND PUBLIC LIBRARY, VA</u>	193,300	.43	\$30.80	3.57
<u>ATHENS REGIONAL LIBRARY SYSTEM, GA</u>	195,490	.47	\$18.85	5.35
<u>ARLINGTON DEPT. OF LIBRARIES, VA</u>	195,600	.80	\$63.20	15.94
<u>MOHAVE COUNTY LIBRARY DISTRICT, AZ</u>	196,194	.42	\$33.58	2.94
<u>GRAND RAPIDS PUBLIC LIBRARY, MI</u>	197,800	.58	\$48.26	8.03
<u>MID-COLUMBIA LIBRARY SYSTEM, WA</u>	198,280	.38	\$27.77	6.82
<u>JACKSON COUNTY LIBRARY SERVICES, OR</u>	198,615	.43	\$40.90	5.54

FTE: Full-Time Equivalent

From: Fiscal Year 2007 Public Libraries Survey, Institute of Museum and Library Services