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JEFFERSON-MADISON
REGIONAL LIBRARY

Five-Year Plan

July 2019 - June 2024



Jefferson-Madison Regional Library

Five-Year Strategic Plan July 2019 – June 2024

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JMRL's Five-Year Plan was adopted by the Library Board of Trustees in June of 2019, and updated in June of 2022.

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 library services include public access computers, WiFi, online databases, downloadable digital materials, programming for all ages, 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.

This strategic plan ensures that JMRL will provide the citizens of Charlottesville, Albemarle, Greene, Louisa, and Nelson the resources they expect and deserve in order to continue to Grow, Learn, and Connect to the information they are seeking, to each other, and to the broader world.

The Library Board of Trustees is adopting this ambitious strategic plan for 2020-2024 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:

- Expansion of Nelson Memorial Library
- Updating Central Library in Charlottesville
- Planning for growth of outreach and extension services
- Providing additional service hours at Northside Library and Louisa County Library
- Bringing JMRL closer to meeting the Virginia State Library Board’s standards for “EE” (“Enhanced”) libraries

The Five-Year Plan was developed by a 12-member planning committee representing the Library Board, library staff, and Friends of the Library. The committee met regularly between April of 2018 and March 2019. Supporting documents used to develop the plan included JMRL’s Fall 2018 user feedback survey, *Planning for Library Excellence: Standards for Virginia Public Libraries* (2009), *The State of America’s Libraries 2013: A Report of the American Library Association*, *Assumptions About the Future of Public Libraries* (Public Library Association, 2010), and *Strategic Planning for Results* (Public Library Association, 2008). The committee also solicited public input throughout the process, and informed the public of progress at jmrl.org/future.

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

Library Board of Trustees

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Jefferson-Madison Regional Library

Mission Statement

JMRL fosters personal growth and life-long learning for all by connecting people with ideas, information, and each other.

Values

WE SERVE OUR COMMUNITY. Our goal is to deliver exceptional service and honor our place at the center of the communities we support. We are committed to offering you qualified and well-trained staff equipped to meet your information needs. We appreciate diversity and are mindful of the culture and history of our organization, our region, and our communities.

WE PROVIDE FREE, EQUITABLE, OPEN ACCESS TO INFORMATION. We carefully curate a collection of physical and electronic materials that reflects our community. We believe public libraries play a critical role in fostering a democratic society, and we embrace our responsibility to amplify a full spectrum of voices. We advocate for intellectual freedom and make your privacy a priority.

WE INSPIRE LIFELONG LEARNING. We provide education and experiences to community members at every stage of life. We strongly promote reading and writing, and teach critical skills that help you navigate the world of information and technology. We offer free recreational and educational events for kids, teens, and adults where you can indulge your curiosity, explore your interests, and discover new passions.

WE CULTIVATE A WELCOMING ENVIRONMENT FOR COMMUNITY ENGAGEMENT. We want our libraries to be comfortable, inviting, accessible spaces where you can work and play. We create opportunities for people to connect, exchange ideas, and discover community resources. Our libraries are inclusive spaces for people of all backgrounds, where everyone is welcomed and respected. We promote kindness and believe in service to the community.



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Jefferson-Madison Regional Library Goals 2020 - 2024

- Goal #1: Access & Outreach:** Provide and promote access to all library services and materials to all community members through both in-house and outreach efforts.
- Goal #2: Technology:** JMRL will improve infrastructure and expand technology-related services in order to provide high-quality digital and technological resources that the community needs for school, work and life.
- 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:** Secure funding to earn JMRL the "EE" service rating as defined by the Library of Virginia.
- Goal #6: Facilities:** Provide modern, welcoming, comfortable, efficient, fully-accessible, community-oriented libraries.

Objectives & Strategies 2020 - 2024

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

Objective #1: Beginning in FY20 the Library Board will annually compare JMRL service measures to those of state and national libraries using Bibliocommons data. Metrics to be compared include circulation, programming, and funding.

Objective #2: JMRL programming staff, in conjunction with the JMRL Programming Committee, will use output and outcome data (including evaluations and surveys) to develop and sustain a range of accessible and representative programming on an annual basis.

Objective #3: Evaluate JMRL partnership in the [Virginia Department of Education's Summer Food Service Program](#) annually. Expand participation to each locality if feasible, with regional coordination, and in partnership with [No Kid Hungry](#).

Objective #4: In FY20, evaluate the benefits of creating institutional cards for community partner organizations, such as schools, day care centers, local non-profits, homeschool cooperatives, and other community groups.

Objective #5: In FY20, explore adding flexible non-registration programming and early literacy storytime classes at each location.

Objective #6: In FY20, conduct a comprehensive review of JMRL's policy manual. Find redundancies in policies and simplify the manual. Determine best practices for sharing relevant policies with library users.

Objective #7: By the end of FY21, develop a public engagement strategy that will give the entire community opportunities to learn more about library services and programs, including current non-users. Explore ways to educate new area residents about JMRL services.

Objective #8: By the end of FY22, evaluate extension services region-wide to assess the need for expansion. Evaluation tools to include GIS data of active cards, census data (including languages spoken), and information on local transportation resources. Survey peer libraries to evaluate potential costs of creating an Outreach Services Department in order to bring library services to new populations in the JMRL area. Develop a plan for the creation of an Outreach Services Department, including staffing, space, and equipment needs. Define the community information access needs that this department would meet.

Evaluate the feasibility of implementing this plan, including discussing benefits of these new services with each JMRL jurisdiction.

Objective #9: In FY22, evaluate methods to provide workforce development support to meet community needs.

Objective #10: By the end of FY22, perform a comprehensive policy and procedure review with the goal of removing barriers to library service. Review should include an exploration of alternate secure ways to access library resources, and a review of procedures that might prohibit account creation for juveniles.

Objective #11: By the end of FY23, develop a plan to enhance the role of JMRL in early literacy development, academic achievement, and the promotion of lifelong learning. Network with local, state, and national organizations to foster literacy in the JMRL service area.

Objective #12: By the end of FY24, increase the number of active card users by 5% over FY20. Strategies to achieve this objective including identifying community growth areas to target for potential new card holders. Active card users are defined as individuals having used library services within a year.

Objective #13: By the end of FY24, develop an institutional relationship with service area schools, allowing every enrolled child to have a library card before exiting the fourth grade. Identify gaps in the services local school systems are able to provide (such as early literacy, research skills, and workforce development), and cooperate with schools to attempt to help fill them. Coordinate with schools on Summer Reading Challenges.

Objective #14: By the end of FY24, formalize a partnership with the University of Virginia to share library resources between the university and the surrounding community. Possible projects include a local interlibrary loan (see [Goal 4, Objective 7](#)), delivery of JMRL holds to UVA libraries, and off-site account creation .

Objective #15: By the end of FY24 each branch library will develop a neighborhood-specific community action plan to address the unique needs and interests of their patrons (see [Goal 6, Objective 7](#)).

Goal #2: Technology: JMRL will improve infrastructure and expand technology-related services in order to provide high-quality digital and technological resources that the community needs for school, work and life.

Objective #1: By the end of FY23, JMRL will improve IT infrastructure and raise cybersecurity awareness among staff. Priorities include managed credentialing and a comprehensive technology assessment of hardware and software.

Objective #2: By the end of FY24, JMRL will evaluate the current public computing setup and provide a formal recommendation for the future and total number of public PCs available in the library. Potential proposals could include desktop virtualization.

Objective #3: (Ongoing) The JMRL IT Department will support continuing education and staff training needs. Considerations will be given to incorporating a virtual training platform with video storage options.

Objective #4: (Ongoing) The JMRL IT Department will support programming initiatives of library staff. These may include digitization services, augmented and virtual reality programming, and assisting patron content creation with technology-driven services.

Objective #5: (Ongoing) The JMRL IT Department will explore improvements to branch facility, phone, and networking infrastructure. Expanded wireless, secure after-hours hold lockers, and book vending machines are some ideas to increase access to library services.

Objective #6: (Ongoing) Digital Services will update JMRL's digital presence and offer new technological services for the community. This includes launching a complete website redesign reflecting the guidance of JMRL Website Policy 4.8, establishing a digital branch, and improving the mobile user experience.

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

Objective #1: Annually JMRL will review compression needs and apply Albemarle County’s algorithm to pay increases as funding allows.

Objective #2: Library Trustees will annually seek continuing education and networking opportunities, focusing on advocacy for increased financial support. JMRL will work with the Library of Virginia and the Virginia Library Association (VLA) to attempt to create training/networking opportunities for public library trustees across the state.

Objective #3: In FY20, craft a customer service statement and form a customer service committee to standardize the library’s approach to service. The customer service philosophy outlined in the new statement should be integrated into staff training materials and assessments.

Objective #4: In tandem with [Goal 1, Objective 6](#), evaluate the need for a separate staff personnel manual in FY20. If need is determined, remove relevant policies from policy manual and create new personnel manual.

Objective #5: In FY21, assess current training needs and update the staff training plan, ensuring that a curriculum exists for each listed offering. Explore ways to improve communication about training opportunities, and to provide coverage to allow public service staff the time needed to attend. Training should enable staff to provide assistance with current technologies and devices.

Objective #6: By the end of FY21 assess needs at each branch for adding staffing to provide additional evening and weekend hours in response to community feedback gathered for this strategic plan. Develop a plan to provide staffing for additional open hours suggested by this assessment.

Objective #7: By the end of FY21, develop systems to encourage innovation from staff. Give staff tools to suggest process improvement, best practices, potential new services, and untapped resources. Provide an avenue to receive feedback on those suggestions.

Objective #8: By the end of FY22, develop a Diversity Plan in consultation with the City of Charlottesville and following ALA guidelines. This plan will address diversity hiring training for JMRL managers, and will include a definition of diversity for the organization, an assessment of need for the diversity plan, a vision for the diversity of the organization, and a statement of priorities, among other elements.

Objective #9: Secure funding by the end of FY22 to support library service hours to meet state “EE” standards.

- 60 hours per week at libraries with annual circulation exceeding 300,000 items (Northside Library)
- 48 hours per week at libraries with annual circulation under 150,000 items (Louisa County Library)

Objective #10: By the end of FY23, JMRL staff will perform a comprehensive review of the JMRL pay scale, with data from peer libraries in Virginia as well as other comparable local governmental departments. Regional living wage scales should be a part of this study. Develop a plan to update these findings regularly.

Objective #11: In FY23, develop and begin implementation of a staff cross-training plan.

Objective #12: Review JMRL's employee assessment process by the end of FY23. Compare to changes in the City of Charlottesville's assessment procedures since the last JMRL review. Adapt the process accordingly.

Objective #13: By the end of FY24, JMRL's staffing will meet or exceed the Library of Virginia "EE" standard of .5 FTE per 1,000 people in the population.

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: Explore ways to enhance and ensure stability for collection funding; continue advocacy for state-level support, encourage local support, inspire private sources for gifts.

Objective #2: Annually purchase materials in support of the Virginia Standards of Learning (SOLs) for all grade levels in a range of formats, and provide materials to support school summer reading lists.

Objective #3: As physical facilities grow and change, plan for concomitant changing collection needs, aligned with each branch’s community action plan (see [Goal 1, Objective 15](#)). For example, in FY20, support the expansion of Nelson Memorial Library with expanded collection support.

Objective #4: In FY20, develop and implement a sustainable plan for offering circulating digital media such as film and music through the eLibrary.

Objective #5: In FY20, update and revise the Collection Management Plan.

Objective #6: In FY21, using benchmarks from FY17 and collection data gathered biannually since, evaluate foreign language and English as a Second Language (ESL) learning materials available with respect to community needs; plan for growth where determined.

Objective #7: In FY22, assess current InterLibrary Loan (ILL) service. Explore eliminating fees for this service and combining requests for material purchase with those for material lending. Seek to formalize a lending partnership with the University of Virginia Libraries for efficient ILL delivery and return (see [Goal 1, Objective 14](#)).

Objective #8: By the end of FY23, explore and evaluate alternative pricing and licensing models in the digital marketplace. For example, costs per use versus simultaneous access licensing.

Goal #5: Finance: Secure funding to earn JMRL the “EE” service rating as defined by the Library of Virginia.

Objective #1: Annually JMRL will work with VLA, the Friends of the Library, and local jurisdictions in advocacy efforts to increase State Aid to 100% of the amount mandated by State Code. Develop strategies to help these advocacy efforts, potentially including visits to state legislators, sending advocacy mailings/newsletters out, working with VLA’s lobbyist to improve local efforts, and coordinating the efforts of other regional library systems. JMRL will work closely with the Friends of the Library to increase advocacy efforts by local members to the State of Virginia for full funding of State Aid.

Objective #2: The Library Board, led by Trustees from Greene, Louisa, and Nelson, will encourage JMRL’s jurisdictions to attain the “EE” funding standard as defined by the Library of Virginia. JMRL staff and Trustees will develop a road-map for each jurisdiction to increase support to this standard (see [Goal 3, Objective 9](#) and [Goal 3, Objective 13](#)), highlighting the additional services that will come with the increased contribution of resources and providing a timeline to phase these increases into jurisdictional budgets.

Objective #3: JMRL’s budgeting process will annually utilize goals and objectives from jurisdictional strategic plans in prioritizing and presenting budget objectives. The Library Board and staff will also review and potentially tie-in to goals and objectives from local school districts in this process.

Objective #4: In FY21, explore alternatives to the current Out-of-Area fee that jurisdictions charge to non-residents.

Objective #5: In FY21, develop and implement a fundraising plan and annual calendar. This plan will address ongoing communication to the community online and in print. Individual objectives in that plan should include raising awareness for annual giving; the solicitation of major gifts for the Friends of the Library Endowment; support for JMRL’s materials budget; and donations for capital improvement projects on a branch by branch basis.

Objective #6: In FY23, restructure deposit transmittal forms and procedures to isolate revenue received exclusively from fines. In FY24, run fiscal analysis to determine the impact of a fine-free library. Findings will be reported to the Library Board.

Goal #6: Facilities: Provide modern, welcoming, comfortable, efficient, fully-accessible, community-oriented libraries.

Objective #1: In FY20, work with Nelson County to implement an expansion of the Nelson Memorial Library. JMRL will support and sustain this expansion by working with fundraisers (see [Goal 5, Objective 5](#)), expanding and sustaining the Nelson Memorial collection (see [Goal 4, Objective 3](#)), and providing ongoing support for administrative, reference, and technical service needs in the expanded space.

Objective #2: In FY23, create a workgroup comprised of trustees, staff, Friends of the Library, community members, and Charlottesville and Albemarle staff to plan and advocate for the renovation of the Central Library.

Objective #3: Led by JMRL's public communications specialist, inventory all signage and create a plan to standardize both internal and external signage at all locations by the end of FY22.

Objective #4: By the end of FY23, establish plans and a timeline to create a drive-through book return and pickup at the Gordon Avenue branch.

Objective #5: By the end of FY23, design and perform a parking study for each location. This study will take into account ADA requirements, local jurisdictional requirements, usage statistics, and alternative options for parking (such as cooperation with public transit authorities, bike racks, and drive through services). Study should include cost estimates for any recommendations to improve parking.

Objective #6: By the end of FY24, assist Albemarle County with the county's exploration and planning for a Southern Urban Area library. This objective aligns with [Albemarle's Comprehensive plan Community Facilities Goal](#), Objective 8: Provide high quality library services for County residents, Strategy 8c: Evaluate the feasibility of constructing a new library facility to serve the southern part of the Development Areas.

Objective #7: By the end of FY24 each JMRL branch will have an individualized plan to detail the future physical needs of the facility to meet the information-seeking needs of current and future library patrons (see [Goal 1, Objective 15](#) and [Goal 4, Objective 3](#)). Plans should also address regular maintenance needs of each location, developing a regular maintenance schedule for painting, carpeting, refurbishment, and other improvements. Plans will be developed by the branch manager, JMRL business manager, and JMRL director (with input from staff and trustees), and will be a part of each location's community action plan. After plans are complete, a schedule will be set to implement, review, and revise.

Appendix A 2020 – 2024 Planning Checklist

Ongoing Initiatives

- Annually review JMRL service measures ([Goal 1, Objective 1](#))
- Use outcome and output measures to develop and sustain programming ([Goal 1, Objective 2](#))
- Evaluate JMRL participation in [Virginia Department of Education’s Summer Food Service Program](#) annually ([Goal 1, Objective 3](#))
- Review and apply compression algorithm annually ([Goal 3, Objective 1](#))
- Library Trustees to seek training and networking opportunities outside board meetings ([Goal 3, Objective 2](#))
- Advocate for increased State funding to support the Library collection ([Goal 4, Objective 1](#))
- Purchase materials in support of the Virginia Standards of Learning (SOLs) for all grade levels ([Goal 4, Objective 2](#))
- Plan for changing collection needs in new or renovated facilities ([Goal 4, Objective 3](#))
- Annually lobby to increase State Aid to Public Libraries ([Goal 5, Objective 1](#))
- Annually aim for jurisdictions to fund at “EE” state standards for libraries ([Goal 5, Objective 2](#))
- Utilize jurisdictional and school strategic plan goals in budgeting ([Goal 5, Objective 3](#))

FY20

- Evaluate creating institutional cards ([Goal 1, Objective 4](#))
- Explore adding non-registration and early literacy storytime classes regionally ([Goal 1, Objective 5](#))
- Conduct a comprehensive review of JMRL’s policy manual ([Goal 1, Objective 6](#))
- Form customer service committee ([Goal 3, Objective 3](#))
- Evaluate need for staff personnel manual, create manual if necessary ([Goal 3, Objective 4](#))
- Develop and implement a plan to offer streaming media to patrons ([Goal 4, Objective 4](#))
- Update and revise JMRL’s Collection Management Plan ([Goal 4, Objective 5](#))
- Work with Nelson County on expansion of Nelson Memorial Library ([Goal 6, Objective 1](#))

FY21

- Develop a public relations strategy ([Goal 1, Objective 7](#))
- Update JMRL’s staff training plan ([Goal 3, Objective 5](#))
- Develop staffing plan for evening/weekend hours as needed ([Goal 3, Objective 6](#))
- Begin use of new systems to encourage innovation from staff ([Goal 3, Objective 7](#))
- Evaluate ESL learning materials collection ([Goal 4, Objective 6](#))
- Explore alternatives to out-of-area fee ([Goal 5, Objective 4](#))
- Develop and implement a fundraising plan and annual calendar ([Goal 5, Objective 5](#))
- Create a workgroup for Central Library renovation ([Goal 6, Objective 2](#))

FY22

- Evaluate extension services regionwide ([Goal 1, Objective 8](#))
- Evaluate methods to provide workforce development support regionally ([Goal 1, Objective 9](#))
- Review barriers to access with view to removal ([Goal 1, Objective 10](#))
- Develop a Diversity Plan ([Goal 3, Objective 8](#))
- Additional service hours at the Louisa and Northside branches ([Goal 3, Objective 9](#))
- Assess Interlibrary Loan services ([Goal 4, Objective 7](#))
- Run fiscal analysis on a fine-free JMRL scenario ([Goal 5, Objective 6](#))
- Create signage plan ([Goal 6, Objective 3](#))

FY23

- Plan to enhance the role of libraries in early literacy development, academic achievement, and the promotion of lifelong learning ([Goal 1, Objective 11](#))
- Complete pay scale review ([Goal 3, Objective 10](#))
- Implement cross-training plan ([Goal 3, Objective 11](#))
- Review JMRL's employee assessment process ([Goal 3, Objective 12](#))
- Establish plans and a timeline for a drive-through book return and pick up at Gordon Avenue Library ([Goal 6, Objective 4](#))
- Parking study for each location ([Goal 6, Objective 5](#))
- Explore and evaluate alternative pricing for digital content ([Goal 5, Objective 8](#))

FY24

- Expand active card holders by targeting growth areas ([Goal 1, Objective 12](#))
- Develop an institutional relationship with area schools ([Goal 1, Objective 13](#))
- Explore a shared resources partnership with UVA ([Goal 1, Objective 14](#))
- Develop branch community action plans ([Goal 1, Objective 15](#))
- Increase staffing to meet or exceed the Library of Virginia "EE" standard of .5 FTE per 1,000 people in the population ([Goal 3, Objective 13](#))
- Assist Albemarle County with the county's exploration and planning for a Southern Urban Area library ([Goal 6, Objective 6](#))
- Develop branch facilities plans ([Goal 6, Objective 7](#))

Appendix C

JMRL Peer Libraries, 2020-2024

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

Arlington Department of Libraries	Loudoun County Public Library
Central Rappahannock Regional Library	Newport News Public Library System
Chesapeake Public Library	Norfolk Public Library
Chesterfield County Public Library	Richmond Public Library
Henrico County 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)	Lafayette Public Library (LA)
Athens Regional Library System (GA)	Mohave County Library District (AZ)
Atlantic County Library (NJ)	Ramsey County Library (MN)
Central Mississippi Reg. Library (MS)	Richmond Public Library (VA)
Chattahoochie Valley Reg. Library (GA)	Santa Cruz Public Library (CA)
Clermont County Public Library (OH)	Siouxland Libraries (SD)
Glendale Public Library (CA)	Yuma County Library (AZ)

Acknowledgements

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Five-Year Plan Committee

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