

Appomattox Regional Library System






Five-Year Plan December 2010 – December 2015







November 2011








Status Report






Approved December 6, 2011





2010-2015 GOALS, OBJECTIVES AND ACTION PLANS





#	Explanation	Status	Report
	Green Flag – Starting or making progress towards the finish line		
	Yellow Flag – Problem, circumstances slowing progress		
	Red Flag – Stopped. Progress put on hold		
	Black Flag – Discontinued. Progress stopped completely		
	Checquered Flag – Action accomplished		






GOAL #1 To enrich the community			
1.1. Objective: Provide cardle to grave programming and instruction			
1.1.1.	Action: Expand Youth Services (YS) & Adult programming 50%. Adult Services will increase programming in county branch locations to include a minimum of one unique program in each individual branch per quarter.		Summer reading, winter reading, Little stars-big horizons, wrestling reading program are examples of expanded programs for youth. A variety of programs held in Prince George Library for young adult patrons.
1.1.2.	Action: Develop Big Read program in partnership with Petersburg Public Library and Colonial Heights Public Library.		Staff have researched and discussed the program. Petersburg PL, Sycamore Rouge were approached. Prefer to have more partners and planning before application for a Big Read Grant.
1.1.3.	Action: Maintain and develop programs targeted to meet the diverse needs of individual constituencies as identified by community survey.		Summer Reading Program was implemented for all ages pre-school to retiree. In the fall we have Prince George programs targeted to seniors.
1.2 Objective: Treat children as a top priority.			
1.2.1.	Action: Hire or identify an additional 70 hours for Youth Services including a Young Adult (YA) Librarian and YS Program Outreach staff member.		Unable to expand staffing with current economic and funding levels.
1.2.2.	Action: Expand Youth Services program to provide more after school and Saturday and/or weekend programming.		With current staffing levels YS is able to maintain goal. Not able to expand until staffing increase.
1.2.3.	Action: Expand programming specifically for teens in county locations.		Holding current level of programs for teens. The Prince George Library is serving a variety of teen users and will continue to grow this relationship by providing programming for teens.







1.2.4.	Action: Explore and develop Mother read/Father read or similar program to serve incarcerated persons.		The Library system has one trained MotherRead/FatherRead staff member. A second trained staff member is recommended before program implementation.
1.3 Objective: Promote being ready to read.			
1.3.1.	Action: Support area agencies providing parenting classes with resources about the importance of parents reading with children.		Hopewell / Prince George Smart Beginnings provides parenting classes for parents of children 3-5. ARLS is the fiscal agent providing financial oversight and program support.
1.3.2.	Action: Add regular programs for new parents in county branches.		Little Stars Big Horizons. Books and early literacy packs are being distributed at Southside Regional Hospital. Follow-up birthday parties and library card sign-ups are not as successful as we hoped.
1.3.3.	Action: Implement and maintain Little Stars/Big Horizons program		LSBH is implemented and operating.
1.3.4.	Action: Develop baby story time programs.		We were hoping to use the LS/BH parties as a starting point for these programs but had a low turnout. We plan to partner with Healthy Families to develop a patrons base for baby story times.
1.3.5.	Action: Provide outreach and resources to area child care centers.		A component of Smart Beginnings is STAR quality certification for local day care centers. Bookmobile visits area day care centers.
1.3.6.	Action: Develop circulating story time kits for area child care centers.		Story time kits are built. Planning to use with Smart Beginnings outreach staff in 2012.





1.3.7.	Action: Develop read-along books and audio resources.		A beginning collection of Read Along Books has been purchased and cataloged. YS is purchasing the RAB and audio books monthly through Midwest Tape.
1.3.8.	Action: Develop a comic book collection.		Seeking a vendor/jobber to provide comic books. Many of the graphic novels we have on standing order are bound copies of comics circulate well. YS will assess the most circulated graphic novels as a starting point for the comic book collection
1.4 Objective: Preserve the human record.			
1.4.1.	Action: Maintain progress on the Local History Room Strategic Plan developed by a community focus group in 2010.		Progress continues. Computer, scanner, printer purchased for digitizing. Explored Omeka archival open source platform for digitizing. Obituary index archive continues and relocated to updated library website. LA1 staff is taking course work to receive certification in archival preservation.
1.5. Objective: Expose the community to a wide variety of people and perspectives			
1.5.1.	Action: Provide infrastructure for display of cultural objects (artwork, etc).		An artwork display policy and procedure being developed for the system. Gallery space provided at Prince George Library.
1.5.2.	Action: Develop multicultural programming highlighting the varied cultures and rich history of the area.		At Prince George in 2011 a program on Czech community, WWII veteran presentation, as well as a staff presented program on the Titanic that appealed to all age groups.







1.5.2.	Action: Develop multicultural programming highlighting the varied cultures and rich history of the area.		We held “Harvest Your Heritage” program in the fall of 2010. SRP 2011 was an overarching multicultural theme and had story times and craft programs that highlighted all 7 continents and aspects of cultures around the world including languages, foods, dance and music.
Goal #2: To help communities bridge and interconnect.			
2.1 Objective: Promote opportunities for real-world interactions and relationships.			
2.1.1.	Action: Promote library space as a gathering space and hub for community activity.		<p>There are an average of 50-70 meetings, with an average attendance of 200 per month in Hopewell. Prince George has added a meeting room with the capacity of 100+.</p> <p>Library space is the most available space for the community to use for gatherings.</p>
2.1.2.	Action: Maintain and expand book clubs for children and young adults.		<p>Tried initiating Juvenile and YA book talks during the summer, our busiest time of year, with little success. YS is continuing to pursue different options. More informal book discussions are occurring during the McKenney Cool Kids programs at the McKenney Library.</p> <p>Information Services staff in Hopewell are making plans to take book discussion groups to the community.</p>
2.1.3.	Action: Add more community oriented programs for adults in county libraries.		Library staff are strong collaborators internally and externally to provide robust programs for adults in the community. Utilizing relationships with a variety of partners and friends we have delivered authors, musicians, cultural and educational events to the community.







2.2 Objective: Promote relationships and community teamwork.			
2.2.1.	Action: Recruit and support a Teen advisory council.		A Young Adult Facebook Page is developed and we are building teenage supporters through it.
2.2.2	Action: Promote volunteer opportunities and program in all library locations. Create new opportunities specifically appealing to young adults.		The Branch Deputy Director is fostering more volunteers, especially teenage volunteers as a project product of the VLA Leadership Academy. Currently streamlining our volunteer processing and supervision guidelines and procedures. By end of 2013 these improvements should create more opportunities for young adults in our branch and headquarters libraries.
2.3 Objective: Develop partnerships.			
2.3.1.	Action: Partner with local government and area non-profit organizations to develop services to help children be ready to learn.		ARLS became the support and fiscal agent for Hopewell / Prince George Smart Beginnings (HPGSB). Smart Beginnings is a State and Local grant funded program to serve pre-school children 3-5 years of age. Sesquicentennial committees in Hopewell and Dinwiddie. In Prince George Smart Beginnings and ARLS staff is serving on the Prince George Promise effort.
2.3.2.	Action: Partner with local government and area non-profit organizations to develop services to assist adult learners and job seekers (e.g., literacy, ESL, VEC).		ARLS provides library space and support to the READ center. The local adult literacy program in the Tri-cities area.
2.4. Objective: Cooperate with schools and other community agencies.			







2.4.1.	Action: Maintain existing and identify additional child care centers and senior living centers for outreach		<p>One of the primary audiences of the bookmobile is day care centers in Dinwiddie, Hopewell and Prince George.</p> <p>Further central to the Smart Beginnings program is day care. They identify, educate, and support day cares in Hopewell and Prince George. The Smart Beginnings coordinator's job bridges the library's relationship to day cares in our service area. In 2012-2013 the library will seek to better support day care centers in Dinwiddie.</p>
2.5. Objective: Share resources.			
2.5.1	Action: Maintain and support the Southside Community Partners program.		Funded through 2011 and grant application in to the major funders for 2012-2013.
2.5.2	Action: Maintain and where possible expand collections and services shared with Petersburg Public Library.		Continue to work in consortium with Petersburg Public Library System.
2.6. Objective: Be Inclusive.			
2.6.1.	Action: Collection development personnel will continue to make full use of the surveys and patron input to maintain ARLS collections.		In 2012, reference librarians developed improved procedures and selection guidelines for the interlibrary loan service. Interlibrary loan highlights areas of the collection that may be in need of further development.
2.6.2.	Action: Seek to expand in all locations services for those with impairments.		Do not have the funding or staffing capacity to support this action in FY2011 or FY 2012. Seek other opportunities in 2013.








2.6.3.	Action: Use US Census data to evaluate cultural and ethnic demographics of communities served.		2010 Census complete. Information services staff completed a report submitted at Staff Development Day that highlighted changes, challenges, and facts that were published in the Census on our service area.
2.6.4.	Action: Expand Spanish language and bilingual collections for youth and adults.		We are maintaining the Spanish collections. We are not expanding until a strategy and plan can be developed.
2.7. Objective: Increase public awareness of the library as a resource.			
2.7.1.	Action: Develop marketing plan for library system.		Do not have the funding or staffing capacity to support this action in FY2011 or FY 2012.
2.7.2.	Action: Implement program such as OCLC WorldCat Local to put ARLS holdings onto community resources. (WorldCat and/or GoogleBooks).		Investigated World Cat Local pilot program with OCLC and State library. Cost of program was beyond the library's funding. In 2012-13 we will attempt to implement batch uploads of our records to OCLC. This should be more affordable and sustainable.
2.7.3.	Action: Develop and implement a plan to keep the patron record database current. Eliminate “dead” cards on a semi-annual basis.		Purged obsolete and “dead” library cards in July of 2011. First purge in 5 years reduced the library card accounts from approximately 47,000 to 18,500.
2.7.4.	Action: Develop and implement a plan to increase library card users.		In 2012 plan to program a library card campaign in September which is traditionally ALA library card sign-up month.
Goal #3: To engage and empower the community.			






3.1. Objective: Define and evaluate challenges		
3.1.1.	Action: Obtain mandated financial resources to earn ARLS the “AA” rating of financial resources by Planning for Library Excellence 2009. (PFLE FA3) (FAILS PFLE - FA3: “Local funding for the library shall be maintained at a level equal to or greater than the preceding year.”)	 In FY2012 local funding reductions of FY2011 were restored to FY2010 levels. This is progress in attaining AA rating.
3.1.2.	Action: Increase operating hours in branch libraries so that each branch is open a minimum of 40 hours weekly	 Burrowsville = 22 hours Carson = 21 hours Dinwiddie = 31 hours Disputanta = 22 hours Hopewell = 60 hours McKenney = 18 hours Prince George = 40 hours Rohoic = 23 hours Bookmobile = 13.25 hours
3.1.3.	Action: Improve and develop a more uniform open for business hours throughout system. (PFLE A5) MEETS A5: The library shall be open to the public at fixed times and with a uniform schedule.***	 Burrowsville = M 10-1, 4-8; T-Th 4-8; F CL; S 10-1 Carson = M, T, Th 3-7; W10-12, 3-7; F&S 3-6 Dinwiddie = M, T, Th 2-7; W10-7; F 2-6; S 10-1 Disputanta = M10-1 & 3-7; T-Th 3-7; F 3-6; Hopewell = M-Th 10-9; F&S 10-6 McKenney = M 3-7; T 10-1 & 3-7; W CL; Th 3-7; F 3-6 Prince George = M, T, Th 12-7; W 10-5; F&S 12-6 Rohoic = M-W 3-8, Th 12-8, F&S CL Bookmobile = 13.25 hours
3.1.5.	Action: Increase operating hours to include Sunday hours.	 Stopped. Funding and community support not favorable in 2011.
3.2. Objective: Be committed to literacy and learning.		






3.2.1.	Action: Assist in addressing the low literacy problem in the library's service area.		ARLS supports the READ Center's work adult literacy organization in Tri-cities. Through SCP a literacy affinity group was started in 2010. By 2013 the library wishes to develop an online and paper literacy directory.
3.3. Objective: Provide improved access to information.			
3.3.1.	Action: Increase collection budget by 5% per year.		In 2011 increase 5% over FY2010. FY2012 proposed collection budget is a 5% increase over FY2011.
3.3.2.	Action: System-wide inventory of materials.		<p>Prince George Inventory complete. Over the next 3 years as we implement RFID technology inventory of all loaned resources will be complete.</p> <p>In 2011 implemented an updated inventory tracking label and database for library furniture, and materials that are insured over \$300.</p>
3.3.3.	Action: Organized approach to collection management.		A strategic approach to collection management continues.
3.3.4.	Action: Increase staff in Technical Services based on production needs assessment and comparison.		Volunteers and summer intern staff are being used to assist in processing of resources for cataloging and circulation.
3.3.5.	Action: Develop/Explore electronic downloadable materials for patrons and integrate them into the online public access catalog.		Continue to research and explore formats, integration and technology for electronic downloadable material. Currently offer electronic books through Ebsco. These are viewable on a PC or web capable device.






3.3.6	Action: Complete construction and begin operations of the new Prince George Branch library.		July 23, 2011 officially opened the 12,000 sq/ft branch with 28,000 items.
3.3.7.	Action: Relocate Rohoic Branch from the Dinwiddie Enhancement Center to an enlarged space with improved access at the former Rohoic Elementary School.		Stopped. County of Dinwiddie is completing a cost benefit analysis of the relocation. Other outside development issues may put the project on hold indefinitely.
3.3.8.	Action: Relocate the McKenney Branch to the proposed McKenney Community Center to increase space and access to resources.		Stopped. County of Dinwiddie has most capital improvement projects on hold until economy improves.
3.4. Objective: Foster intellectual inquiry.			
3.4.1.	Action: Develop an educational assistance program for library staff to improve library service.		Funds are in the budget for staff to take approved educational programs for library service.
3.4.2.	Action: Explore possibility of “Computer use only” cards for transient patrons.		Progress not begun on this action item.
3.5. Objective: Provide support for families.			
3.5.1.	Action: Maintain family resource centers at designated branch libraries		Family resources centers are located at Hopewell, Rohoic, and Prince George locations. We continue to develop the collections and resources available in them.

3.5.2.	Action: Relocate family resource center at Disputanta to the new Prince George Branch library.		Complete July 23, 2011.
3.5.3.	Action: Where space permits include learning activity centers for preschool children.		Three learning activity centers are located at Hopewell, Prince George and Rohoic locations. We are maintaining and rotating the collections with other libraries in the state. Complete July 2011.
3.6. Objective: Increase overall library use.			
3.6.1.	Action: Increase registered users to 40% of service area population.		Estimated total population according to 2010 Census for Hopewell, Dinwiddie and Prince George is 87,829. Total active borrowers for ARLS is 18,856. This is 21% of our service population.
3.6.2.	Action: Increase attendance at library sponsored programs to .2 per capita (PFLE PA4) FAILS PA4: The library shall strive for the following attendance per capita:		Standard for the service area is 22,000 program attendees. In 2011 ARLS had a total attendance 9,697.
3.6.3	Action: Expand library card registrations for all children in Hopewell, Dinwiddie, Prince George and Fort Lee through Cards for Kindergartners Program.		Continue to provide library card sign-ups in schools and seek to expand through other channels in 2012.
Goal #4: To enhance the community experience.			
4.1. Objective: Provide a desirable public place.			
4.1.1.	Action: Ensure handicap access exceeds minimum standards at all locations. (PFLE FA7) FAILS FA7: Library buildings shall provide handicapped access in compliance with the Americans with Disabilities Act.		With the exception of the McKenney Branch all locations meet minimum handicap standards.

4.1.2.	Action: Relocate Rohoic library to Rohoic Elementary with a separate entrance for the library in shared space with Dinwiddie Parks and Recreation.		Stopped. County of Dinwiddie is completing a cost benefit analysis of the relocation. Other outside development issues may put the project hold indefinitely.
4.1.3.	Action: Relocate McKenney to larger space with improved access in town of McKenney.		Stopped. County of Dinwiddie has most capital improvement projects on hold until economy improves.
4.1.4.	Action: Complete Prince George Library.		July 23, 2011 officially opened the 12,000 sq/ft meeting full handicap standards.
4.1.5.	Action: Improve security for all county library personnel by striving to have at least two staff members in any library location at all times.		With the exception of Burrowsville all locations have two staff members.
4.1.6.	Action: Enhance Hopewell YA spaces, and create attractive and enticing YA spaces in Prince George, McKenney, and Rohoic.		In Prince George and Hopewell we have attractive and enticing YA spaces. McKenney and Rohoic are planned for improvements by 2013.
4.1.7.	Action: The library shall provide all of the staff with resources/training to assist patrons with special needs. (PFLE SDA8)		Ongoing the library has resources for sight impaired, hearing impaired and mobility impaired. Training for services is promoted for staff to assist patrons with these special needs.
4.2. Objective: Define what works.			
4.2.1.	Action: Carefully plan for needs of new Prince George Library and existing libraries including staffing, funds for utilities, collection size and content and equipment.		Complete. July 2011.

4.2.2.	Action: Develop a library foundation to support needs and objectives not funded through local and state support.		In 2011 ARLS completed approved filing with the State Corporation Commission to be incorporated as a non-profit. In 2012 foundation board members will be sought and IRS forms completed to become a formal 501(C)3 foundation
4.2.3.	Action: Develop benchmarks that allow ARLS to track outputs to evaluate success of input.		In 2011 monthly Board report statistics were overhauled to improve monitoring of library inputs, outputs and results.
4.3. Objective: Respond to the needs of an increasingly tech-savvy community.			
4.3.1.	Action: Expand self-checkout stations to all locations.		Two RFID self-checkout points in Hopewell and two in the new Prince George Library are available. By 2015 the library goal is to have a RFID self-checkout stations at every location and the entire collection RFID tagged.
4.3.2.	Action: Expand technology fund for regular replacement of technology.		Due to funding needs in core services, replacement of technology on a regular basis is delayed. However, we have better solutions for maintenance and support in place. By 2013 funding through donations and other fund development should be in place.
4.3.3.	Action: Maintain and expand a virtual library presence.		<p>In 2011 ARLS updated it website and integrated many social networking features to improve the overall look and functionality. The website is a virtual branch and primary information delivery tool for the library.</p> <p>The library is planning a greater expansion of our social media presence. Currently YS is maintaining a Facebook page. Soon a ARLS Facebook page as well as Linkedin, and possibly Twitter will be available.</p>

4.3.4.	Action: Develop regular (quarterly) staff training opportunities in new technology and media.		Library staff are using online training classes from Webjuntion. This summer implemented Google application platform deployed and staff received training to successfully implement. In Spring of 2011 LVA brought a Technology zoo to the library so staff could experience modern ipads, Nooks, Kindles.
4.3.5.	Action: Increase Information Technology dept staff based on production needs assessment and comparison.		In 2011 information technology staff maintained in house were outsourced. We will evaluate the cost savings and service improvement by 2013.
4.3.6.	Action: The downtime for any single public access computer workstation/printer shall not exceed 48 hours. (PFLE TA6) FAILS TA6: The downtime for any single public access computer workstation/printer shall not exceed 48 hours. There are circumstances that a public workstation's downtime exceeds 48 hours.		In 2011 ARLS implemented "thin client" computing for public access workstations. The goal is to decrease the hardware for computing and thus decrease the maintenance needed to service and support workstations. By 2012 50% of public stations will be thin clients and help us meet this goal.
4.3.7.	Action: Expand remote information services using telephone, email, chat and/or instant messaging (PFLE IAA2) FAILS IAA2: The library shall provide remote information services through telephone, e-mail, online chat, and IM (instant messaging). ARLS does not provide chat or IM (instant messaging) reference service.		Continue to maintain telephone renewal, VOIP telephone system and online renewal for patrons.
4.3.8.	Action: Implement electronic payment of fines/fees at all library location and through the website. (PFLE AAA4) FAILS AAA4: Library users shall be able to pay fees/fines electronically.		RFID technology implemented in 2011 has the ability to accept online payment at self-checkout. This is on hold. At Prince George when SAMS is complete the copier will allow patrons to copy off of their SAMS print account. Goal to complete by the end of 2012.

4.3.9.	Action: Provide access to materials in alternative and emerging formats		In June of 2011 the library added Career Transitions an online employment resource. This is an addition to the other resources available through FinditVA.
4.4. Objective: Develop and/or maintain systems that maximize staff performance.			
4.4.1.	Action: Maintain and expand the ARLS wiki.		ARLS wiki is maintained and expanded almost daily.
4.4.2.	Action: Provide staff with annual training in excellent internal and external customer services. (PFLE SDA7)		Continue with Staff Development Day. Staff are utilizing online training through WebJunction courses. ARLS received an award at the September Library Director's meeting for having the second highest number of staff signed up to take classes in the state. We have also implemented an online safety, health and human resources training sources.
4.4.3.	Action: Develop cross-training program to provide continuity of service for key library operations. (PFLE SAA17) FAILS SAA17: To provide continuity of service for key library operations, the library shall have an ongoing program of cross-training.		The best cross training program for library staff is the ARLS wiki. This tool is the knowledge base for policy and procedures at all levels of the library. In many of our library positions staff are able to perform at minimum level and supported through the wiki.
4.4.4.	Action: The library shall establish and meet a service target for staffing in full-time equivalents (FTEs) not lower than .3 per 1,000 in population. (PFLE SDA14)		The ARLS currently has 17 FTE library staff. Meeting this goal will be a total FTE of 26.

4.4.5. Action: Assess and determine best division of duties for volunteer and community relations specialist.



In 2011 staff are streamlining volunteer policy and procedures.