

# STRATEGIC PLAN 2010 - 2014



## L.E. SMOOT MEMORIAL LIBRARY KING GEORGE, VIRGINIA

"L.E. Smoot Memorial Library, your partner  
and resource to **Learn**★**Explore**★**Serve**."

June 2010



## ***MESSAGE FROM THE TRUSTEES***

**W**hen Smoot Library opened, the population of King George County was approximately 8,000. Population data provided by the Virginia Employment Commission show that the population of the county had doubled by 2000. According to the Weldon Cooper Center, the population has continued to grow (by more than 40 per cent since 2000) and King George County is one of the fastest growing counties in Virginia. The Library of Virginia requires local libraries to provide outreach services when the county population exceeds 25,000. At the current growth rate, the population of King George County will pass that threshold in the very near future.

**T**he scope and diversity of services that the Library should provide are directly related to the size of the population. Hence, the number of books, CDs, and DVDs in our collection needs to grow. Likewise, the number of public computers, reader seating space, and special use space all need to grow. The number and type of programs that are needed increase as the population grows and the age demographics change. Thus, workspace and meeting space needs also increase. There are a number of community services that are not now available in the county, such as telework stations, that could be provided by the Library. If suitable meeting space is available, community groups will use it.

**W**ith this growth comes a need for expanded services to the population. This includes not only books but also technical services such as computer access and "wireless work areas." Successful community programs for both adults and youth require adequate space. Expansion of the facility is needed if the library is to provide all these critical services and more for years to come.

**W**e have worked with the Board of Supervisors and the County to execute a Capital Improvement Project to produce an architectural design and drawings for a library expansion. We eagerly await the funding for construction of the addition. This strategic plan focuses on preparing for construction and operation of the expanded facility. In addition, we have already begun fundraising activities and this plan addresses expanded activity in this area.



Tina Sisson, Chair




Cindy L.M. Sexton, Vice Chair



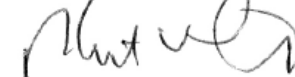
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# ***ABOUT SMOOT LIBRARY***

## ***Our History***



Mrs. Ann Hopewell Smoot



Mr. Lewis Egerton Smoot

**A**nn Hopewell Smoot built the L.E. Smoot Memorial Library in 1969 in memory of her husband, Lewis Egerton Smoot who died at the age of 82 in October of 1962. Mr. Smoot was president and chairman of the board of Smoot Sand & Gravel.

**T**he design of the library building is after the Mentor Public Library in Mentor, Ohio. They have since expanded their building with a multistory addition that was added to the front of the building. Our building was dedicated on February 22, 1970 and opened its doors to the public on March 2, 1970. On that day 110 county residents registered for library cards, and 155 books were checked out.

**T**he Memorial Room of our library is paneled in burlled maple, topped by plaster cornices colored to match. A 22 foot Imperial Kirman rug covers the parquet floor. The original draperies of Scalamandre brocade that hung in the three windows are reported to have cost \$300 per yard. Brass chandeliers hang above a 16 foot table of solid cherry with cherry side chairs. A 1957 portrait of Mr. Smoot was hung in the Memorial Room at the time of the dedication. The portrait of Mrs. Smoot that hangs in the Memorial Room is from 1960. The two paintings on either side of the bookcases are views of Caledon, Mrs. Smoot's home, now Caledon Natural Area. The hunting prints were personal favorites of Mr. Smoot.

**M**rs. Smoot ran and privately financed the library from March 1970 until November 1973. On October 18, 1973 an Ordinance to Create the Board of Trustees was adopted by the Board of Supervisors, and on November 1, 1973 Mrs. Smoot donated the land, the library building and its contents to King George County. At that time Mrs. Smoot donated \$700,000 to establish an endowment fund to help maintain the Library as a free public library. The income from this fund is expended for library purposes, and the principal amount remains intact and is held for investment.

### ***Our Mission***

**T**he mission of the L.E. Smoot Library is to enhance the quality of life for the entire King George County community by providing services, programs, and a balanced collection, all of which fulfill educational, informational, cultural, and recreational needs and interests in an atmosphere that is welcoming, safe, and respectful.

### ***Our Vision***

**W**e envision a future in which the library will serve as a center for education, information, culture, and recreation; it will be an integral part of the county's economic development plans. The library will evolve in order to meet the community's continually changing demographics and needs and will ensure that all of the community's interests are represented in the library's collection and services. The library will strive to ensure that the entire King George County community, including those who are not able to access the main facility, can make use of the library's resources. We will create opportunities for individuals to enrich their lives through lifelong learning by creating and promoting barrier-free access to ideas and information through a vast array of formats, technologies, and programs.

## ***OUR STRATEGIC GOALS***

**T**he L.E. Smoot Memorial Library Strategic Plan has five goals. They are intended to help us transform our current facilities, equipment, and technology to meet the evolving needs of all segments of the King George County community and to develop and implement the changes required to do so in the future.

### ***LEARN***

- Members of the community are able to obtain the materials and services required for them to pursue their individual information and learning needs.

### ***EXPLORE***

- The community is well informed about the range of services and programs available at the library and views the library as a cultural and community center.

### ***SERVE***

- The library recruits, develops, and retains the most competent staff available.
- The library provides and maintains facilities, equipment, and technology to address the information, learning, and meeting needs of the community.
- The library identifies and pursues alternative sources of financial support in order to supplement the funding provided by the state and county and to enhance the library's ability to meet the information and learning needs of the community.

***Members of the community are able to obtain the materials and services required for them to pursue their individual information and learning needs.***

*Background*

Libraries have become more than just a repository for books or even CDs and DVDs. They exist to meet the information needs of the community ... whatever form those needs take. Lifelong learning is a way of life for many in our community. As the county's population demographics change over time, the needs of the community will change. The library's challenge is to continually anticipate these needs and meet them.

*Objectives*

- a. Implement an extension service that is fully operable, and is fulfilling the library needs of the King George outlying and underserved areas, as the first step in creating and staffing an Outreach Services Department.

*Strategy 1: Develop and evaluate options and select preferred implementation by 1 August 2011.*

*Strategy 2: Develop implementation plan by 1 July 2012.*

*Strategy 3: Execute implementation plan and beginning operations by 1 July 2013.*

- b. Increase the diversity of programs offered by the library.

*Strategy 1: Define audiences for programs taking into account the diversity of the local community and prepare a plan to address each by 1 April 2012.*

*Strategy 2: Work with community groups to identify opportunities for them to present programs and develop a program schedule annually. Prepare the first annual plan by 1 October 2012.*

*Strategy 3: Explore partnerships with nearby libraries or systems and determine feasibility and utility by 1 January 2013.*

***The community is well informed about the range of services and programs available at the library and views the library as a cultural and community center.***

*Background*

The library wants to meet the information needs of all segments of the community. To do this, we need to present appropriate programs and services and we need to inform members of the community of our offerings. When we are successful in doing this, the community will turn to the library and view it as a cultural center.

*Objectives*

- a. Develop a communication/marketing plan to inform the community of the services and programs provided by the library.

*Strategy 1: Develop an annual plan for community outreach to groups and events and assign specific board members or staff to represent the library at them by 1 January 2011.*

*Strategy 2: Develop and execute a plan for gathering information concerning community needs from both patrons and non-patrons by 1 January 2012.*

- b. Communicate library services to the community, including both current and potential library patrons, through the integrated use of a variety of means and media.

*Strategy 1: Identify resources for communicating with patrons and non-patrons and develop a plan to use them in an integrated way by 1 August 2010.*

*Strategy 2: Upgrade the library web site – in conjunction with the King George County web services/contracts – to improve interaction with patrons and non-patrons by 1 December 2010.*

## ***The library recruits, develops, and retains the most competent staff available.***

### *Background*

As we look at the services that the community will expect in the future and the ever changing state of technology, we acknowledge that we will have to maintain a staff of the appropriate size and expertise. This will be a continuing challenge and will require us to continually develop our current staff and recruit to fill emerging requirements.

### *Objectives:*

- a. Develop and adopt a 5-year staffing plan that corresponds to the library plan to provide services and programs to all segments of the community.

*Strategy 1: Develop and adopt the future organizational construct for the library by 1 October 2010.*

*Strategy 2: Document a sequenced hiring plan for the next five years – that is aligned with the future organizational construct – by 1 January 2011.*

- b. Develop a plan for learning opportunities for staff, trustees, and volunteers and increase the number of continuing education options to support the plan.

*Strategy 1: Develop an orientation process for new trustees and review the orientation process for volunteers and new employees on an annual basis by 1 October 2010.*

*Strategy 2: Develop a statement of career development needs for each employee (e.g., a career development plan, CDP) that links to the staffing plan by 1 March 2011.*

*Strategy 3: Ensure that trustees are trained in legal aspects of fundraising and relationship with non-profit groups by 1 June 2011.*

# ***The library provides and maintains facilities, equipment, and technology to address the information, learning, and meeting needs of the community.***

## *Background*

The information needed by the community to meet its learning needs comes in many forms and is accessed in a variety of ways. The library needs to adopt the technology needed to present this information to all segments of the community. This includes directly providing access to those members of the community who do not have the technology available to them elsewhere. There is an associated requirement for space within the library if the desired program and services are to be provided. Planning must be done if these requirements are to be met in the short term and to ensure that our expansion meets the future needs of the community.

## *Objectives*

- a. Develop a transition plan for movement into new addition that ensures continued operation of the library during construction.

*Strategy 1: Develop a plan for the relocation of the Friends of Smoot Library book shop and collection from library property that will be affected by construction by 1 September 2010.*

*Strategy 2: Develop a plan for library operation during construction, transition into the completed space, and renovation of the existing building by 1 July 2011.*

*Strategy 3: Develop a plan for library operation, including operating policies for the new space and service agreement with County, by 1 October 2011.*

- b. Establish a vision for incorporation, use, maintenance, and upgrading of technology in library and outreach services.

*Strategy 1: Create a database to catalog all library equipment (shelving, computers, internet service providers, etc.) and plant items (furnace, etc.), showing year purchased, repairs made, and vendor servicing the items by 1 January 2011.*

*Strategy 2: Develop a technology vision for new library and a plan for purchasing the new equipment required to outfit the expanded library by 1 January 2011.*

*Strategy 3: Develop a strategy for maintaining and upgrading technology in library by 1 January 2013.*

***The library identifies and pursues alternative sources of financial support in order to supplement the funding provided by the state and county and to enhance the library's ability to meet the information and learning needs of the community.***

*Background*

We will continue to work with the Board of Supervisors and the Planning Commission to assess the use of annual budgets and Capital Improvement Projects to support library operations, activities, and technology upgrades. We understand the need to obtain additional funding from outside sources, both local and national, if the library is to provide the range of services and activities required to meet community needs. Having worked with local groups to help define community needs, we will develop a strategy and a framework for working with local organizations, including the Friends of Smoot Library, and national foundations to obtain supplemental funding.

*Objectives*

- a. Develop a plan for interacting with local groups in order to increase awareness of community needs and for fundraising and financial support.

*Strategy 1: Establish the legal framework for working with 501(c)(3) non-profit organizations by 1 July 2011.*

*Strategy 2: Develop a strategy and operating plan that governs library and trustee interaction with the Friends of Smoot Library by 1 August 2011.*

*Strategy 3: Identify local community groups and develop strategy for cultivating relationships with each of them by 1 November 2011.*

- b. Explore local and national opportunities for obtaining financial support for the library.

*Strategy 1: Develop a list of applicable grants and foundations and submit first application by 1 July 2011.*

*Strategy 2: Develop a strategy for continual identification of new and evolving sources of funding and technology insertion (e.g., U.S. Department of Education E-Rate Program) by 1 January 2012.*

## ***NEXT STEPS ...***

**W**e have a plan for the future of Smoot Library that includes both extension of services to all parts of King George County and expanded services at the main library. We secured a Capital Improvement Project and have worked with architects and the County to develop a concept and drawings for a library expansion. We laid the groundwork for expansion by using our own money to buy the properties required for expansion when they became available.

**W**e continue to meet with the Board of Supervisors and the Planning Commission to discuss our view of the future and to solicit their support as we move forward. While we have our own ideas about the programs and services that the library should provide, we will work with the community to assess the needs. We will do this in a number of ways, including meetings with community groups.

**A**s the population of the county continues to grow, we will be required to provide services in locations away from the main library. We will explore all options and work with the Board of Supervisors and the county to make it a reality.

**E**ach of the standing committees has assumed responsibility for one or more of our strategic goals. The Board of Trustees is committed to review progress on a quarterly basis and to review and revise strategies annually. We will report to the Board of Supervisors on a regular basis and continue to solicit their support of our plan.