

Strategic Plan

Augusta-Richmond County Public Library System



Augusta Public Library Headquarters

Enriching the Lives of the Community

2017 - 2022

Table of Contents

Introductory Statement	page 3
Statements from Board of Trustees Chair.	page 4
Statement from the Director.....	page 5
Mission & Vision Statements.....	page 7
Background & History.....	page 8
Listing of the Board of Trustees.....	page 10
SWOT Analysis.....	page 12
Organizational Chart.....	page 14
Key Initiatives and Goals	page 16

1. Introductory Statement:

The strategic plan has been developed by the Augusta-Richmond County Public Library System (ARCPLS) to provide a disciplined approach to management over the next five years. The Strategic Planning Task Force consisted of the following persons:

Mr. David Scott - President, Board of Trustees

Ms. Gwendolyn Rountree - Vice President, Board of Trustees

Mr. Phillip Williams - Member, Board of Trustees

Ms. Ronic West - Member, Board of Trustees

Mr. Keith Carrier - Representative, Friends of the Library

Ms. Faye Smith - Former Member, Board of Trustees

Ms. Mashell Fashion - Director, ARCPLS

Ms. Kristin Eberhart - Assistant Director, ARCPLS

Ms. Paulette F. Scurry – Librarian II

Ms. Erin Prentiss - Outreach Services Manager

Ms. Tonia Owens - Administrative Assistant II

Ms. Jayne Andrews - Children's Librarian

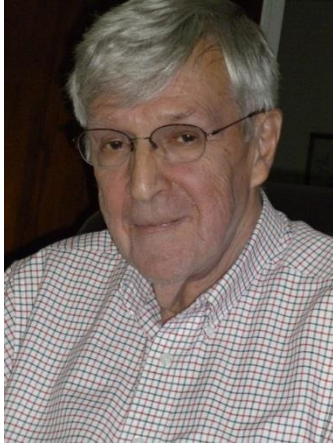
Ms. Cheryl Corbin - Outreach Services Assistant (Part-time)

Ms. Mary G. Jones - Facilitator

Additional personnel were consulted in an effort to make each goal/objective specific to needs and requirements, measurable, achievable, realistic, and to ensure accomplishment in a timely manner.

Goals and initiatives in this plan are targeted for completion no later than September 2022.

From the Chair



David Scott, Board President

On behalf of the Board of Trustees of the Augusta-Richmond County Public Library System (ARCPLS), I'm pleased to present our 5-Year Strategic Plan. I thank those who assisted with developing our road map for the future. I am confident that if we follow this process, we will end up with a better library system for those we serve—both employees and patrons.

As we went through the strategic planning process, we re-wrote our Mission Statement, created a Vision Statement, and defined and prioritized our goals. I believe our strategic planning efforts have already generated a positive effect on employee morale. I see that excitement continuing as we accomplish specific goals in an effort to make us all better. Additionally, we have recognized our need for establishing and increasing an endowment fund to offset any shortfalls we face as other government agencies put additional demands on the City/County budget. Our overall mission has not changed. However, our strategic plan will help us to focus our attention and resources in the best way possible.

We, the Board of Trustees, are absolutely committed to strengthening our interface with the community and to responding to the needs of our patrons with improved services and resources. I know you are all with me as we work to take ARCPLS to the next level.

Sincerely,

David Scott
Chair

From the Director

As Director of the Augusta Richmond County Public Library System (ARCPLS), I am honored to have been part of our latest Strategic Planning process. After more than 30 years of service in ARCPLS, I've watched it evolve from a small, rural system, to one that serves the third largest metropolitan area in the State of Georgia. Today, we face challenges from a number of sources. However, the brick and mortar library still remains dear in the hearts of many. As your Director, I am committed to continuing to improve our system by using the technologies of today to meet and exceed the expectations of our community partners. Our Strategic Plan is designed to be a working document with key initiatives, goals, and objectives that are specific to our needs, measurable, achievable, relevant, and timely.



Mashell Fashion, Director,
ARCPLS

With the completion of our plan, we shall be compliant with standards set in 2015 by the Georgia Public Library Service. We have put forth our best effort to define the needs and wishes of our patrons and will continue to identify resources, activities, and events to better serve those needs and wishes.

Our community is on the cutting edge. We are home to Georgia's premier medical school, the US Army Cyber Command, The Augusta National Golfing experience, an exciting educational system, a vibrant community focused on the revitalization of our downtown, great hospitality, and an outstanding cultural arts program. Our library must reflect this vitality. I am truly hoping our Strategic Plan will enable us to do so.

The Strategic Plan is not solely for our Board of Trustees or library leaders. It's for all of us. It is OUR plan. I know I can count on everyone to do what they can to make our effort successful. I thank you in advance.

Sincerely,

Mashell Fashion
Director



 Mission & Vision

Mission and Vision Statements

The initial sessions of the Strategic Planning process included revising the current Mission Statement and developing a Vision Statement for the organization. The revised Mission Statement was approved by the Board of Trustees at the May 19, 2016 Board Meeting.

Mission Statement and Tagline: Connecting the community to knowledge by providing information to people.

Tagline: Enriching the Lives of the Community!

A Vision Statement was also developed for approval by the Board of Trustees at the August 21, 2017 Board of Trustees Meeting.

Vision Statement: The first choice for unlimited exploration.

Background and History



Figure 2: Maxwell Branch

1927 Lumpkin Road
Augusta, GA 30906
Year Opened: 1973



Figure 1: Diamond Lakes

101 Diamond Lakes Way
Hephzibah, GA 30815
Year Opened: 2005



Figure 3: Friedman Branch

1447 Jackson Road
Augusta, GA 30909
Year Opened: 1986

3. Background and History:



Figure 4: Wallace Branch

Today ARCPLS is a public library system serving more than 250,000 county residents. As a member of Public Information Network for Electronic Services (PINES), a program of the Georgia Public Library Service covering 53 library systems in 143 Georgia counties, ARCPLS supports any resident in the PINES network and provides access to over 10 million books.

ARCPLS has a collection size of over 316,000 with a circulation of more than 478,000 annually.

ARCPLS facilitates programs and classes to educate and entertain all ages at no cost. In addition to being a vital meeting place where the community can gather, explore new worlds, and share ideas and values, ARCPLS is a community hub and a critical anchor for our residents and neighbors. With a committed and diverse staff, ARCPLS continues to bring innovative and adaptive information and technology to its patrons. We are grateful for the financial support of the Augusta Richmond County Government, Georgia Public Library Service, the ARCPLS Board of Trustees, Friends of the Library, patrons, donors, foundations, and volunteers. As we look to the future, ARCPLS freely welcomes everyone and hopes to continue to enhance the quality of life for all in Augusta and our neighbors.

The history of the library in Augusta, Georgia dates back to the eighteenth century. In 1750, the first Augusta Library was founded with 166 volumes donated to the colony by the Georgia Board in London. The books were assembled in 1732 and carried across the ocean on the ship “The Charming Nancy” to the newly formed colony. The first mention of a library board is found in the *Augusta Chronicle* in 1789 in an article which called for dues to be collected by subscribers to the library. In 1827, the Augusta Library



Figure 5: Appleby Branch

Society was incorporated by the Senate and House of Representatives of Georgia. In 1848, The Young Men’s Library Association of Augusta (YMLA) was formed with the goal of establishing a library and accompanying reading room with newspapers and periodicals. In 1897, the Georgia Library Association and the Georgia Library Commission were established to help promote and fund free public libraries. Through the years, the library overcame a number of challenges. Subsequently on August 7, 1944, the library was designated as a County Library System and was officially renamed the Augusta Public Library. ARCPLS served as the Regional library system from 1951 to 2013. After the surrounding library systems grew and became independent, the Augusta-Richmond County Library regained its former name and kept its six branches.



Board of Trustees

Augusta Richmond County Appointees

Board of Trustees

Appointee	Position	District	Appointed by	Background
Mr. David Scott	President	10	Grady Smith	Retired Biochemist
Dr. Gwendolyn Rountree	Vice President	Legislative	GA Senator Harold Jones	Retired Educator
Vacant		1	William Fennoy	
Ms. Ronic West	Member	2	Dennis Williams	Entrepreneur
Mr. Steve Sanders	Member	3	Mary Davis	Attorney
Ms. Beatrice Green	Member	4	Sammie Sias	Retired Educator
Ms. Marian T. Brown	Member	5	Andrew Jefferson	Retired Educator
Mr. Roy Jones	Member	6	Ben Hasan	Retired Educator
Ms. Sue Pittman	Treasurer	7	Sean Frantom	Educator
Mr. Phillip Williams	Member	8	Wayne Guilfoyle	Retired Laboratory Director
Ms. Beverly Tarver	Member	9	Marion Williams	Administrator Augusta Univ.
Ms. Lillie Hamilton	Member	Legislative	GA. House Rep. Wayne Howard	Retired Educator
Mr. William Fennoy	Member		Augusta Commission	Elected Official
Mr. Eric Gardner (Ex-Officio)	Member		Friends of the Augusta Library	Attorney

SWOT Analysis

STRENGTHS

Space/Meeting Rooms
Hours of Operation
Welcoming caring and diverse staff
Flexibility
Movies and DVDs
Dedicated Board of Trustees
Friends for the Augusta Library
Director
Appreciative Public

WEAKNESSES

Public perception
Other sources - internet, Amazon, bookstores
Under staffed
Staff pay
Mission drift
Focus on fixing societal ills - unemployment
Perceived as day shelter for the homeless
Traditional thinking
Locations in a fast growing community



OPPORTUNITIES

Single county focus – Richmond County patrons
Seek ways to increase operational dollars - grants
Collaborations and partnerships
Specialized Collections
Create amnesty program/event for relief of fines
Establish libraries as the place to go
Staff development and training
Staff advancement

THREATS

Funding
Under staffed and morale
Staff turnover
Making public aware of technological offerings
Access to library services
Need more sources of information - magazines, etc.
Public relations
Parking
Mission drift

**ARCPLS
Board of Trustees**

Director

Assistant Director

Secretary
Custodian
Print Shop Operator
Business Manager

Branches

Main Branch
Library Asst.

Appleby Branch
Librarian
Admin Asst.
Library Asst. I
Library Asst. III
Custodian
Student Asst.

Diamond Lakes
Librarian II
Library Asst. II
Student Asst.

Friedman Branch
Librarian II
Library Asst. I
Library Asst. II
Custodian (PT)
Student Assistant (PT)

Maxwell Branch
Librarian I
Library Asst. III
Library Asst. II
Custodian I (PT)
Student Asst. (PT)

Wallace Branch
Admin Asst. I
Library Asst. II

Outreach Services

Outreach Services
Manager

Talking Books Center

Outreach Coordinator
Library Outreach Asst.
(PT)

Technical Services

Head of Technical Serv.
Library Asst. I
Library Asst. II
Student Asst. (PT)

Circulation Services

Circulation Manager
Library Asst. I
Student Asst. (PT)

**System
Administrator**

Administrator
Technology
Technology
Assistant
Library Asst. I

Public Services

Head of Public Serv.
Librarian I
Admin. Asst. I
Admin. Asst. II
Student Asst. (PT)

Children's Services

Librarian I
Library Asst. I
Student Asst.

Georgia Room

Historian
Library Asst. I

Key Initiative I: Fuel the passion for reading, personal growth, and learning.

Goal 1: Re-engineer marketing strategy to increase awareness of the library’s resources, events, and services.

Actions:

1. Identify marketing team, develop information, and design the look that will represent our brand. *
2. Identify dollars needed to ensure success. *
3. Schedule ads with local television/radio stations, newspapers, public service announcements. **
4. Collaborate with civic organizations and faith groups. **

Person(s) Responsible:

Public Relations Assistant *
Outreach Manager **

Start Date: Not later than December 1, 2017/ On-going

Evaluation: Public Relations Assistant to provide quarterly status and progress report to Director beginning January 2018.

Goal 2: Increase circulation; re-imagine the role of introducing readers to new books and helping readers choose the next book.

Actions:

1. Develop strategy to bring patrons into libraries.
2. Create Readers Advisory Program using Friends of the Library and other volunteers.
3. Develop mechanism for on-site library card registration.



Person(s) Responsible:

1. Assistant Director *
2. Librarians at all branches
3. Head of Children’s Services

Start Date: January 2018/ On-going

Evaluation: Assistant Director to provide quarterly progress report to Director beginning March 2018.

Key Initiative II: Be the source of high quality free instruction and programs for personal growth.

Goals:

1. Establish task force to identify community and patron needs. *
2. Develop implementation plan with a long range program schedule. **
3. Identify resources needed to ensure success. **

Person(s) Responsible:

Director *
Assistant Director **

Start Date:

Not later than December 1, 2017 *
Not later than April 2018 **

Evaluation: Assistant Director to provide quarterly progress report to Director

Key Initiative III: Empower distinctive communities and vibrant neighborhoods.

Goal 1: Engage community partners to become a hub of discovery facilitating engagement around ideas and experiences.

Goal 2: Develop neighborhood focused programs.

Actions:

1. Develop 1-2 age appropriate programs per year using community resources. *
2. Coordination with Public Relations Assistant and Outreach Services Manager to avoid scheduling conflicts and to ensure program success. *
3. Identify resources needed to ensure success. *
4. Identify Lead Librarian for this project. **

Person(s) Responsible:

Librarians - all branches *
Assistant Director **

Start Date: Not later than December 1, 2017/ Ongoing

Evaluation: Assistant Director and/or Lead Librarian to provide quarterly status and progress report to Director beginning January 2018.

Key Initiative IV: Foster an organizational culture of innovation and excellence.

Goals:

1. Decrease employee turnover rate.
2. Establish employee recognition and employee suggestion programs.
3. Facilitate annual training for personal and professional development.

Person(s) Responsible:

Director
President, Board of Trustees

Start Date: Not later than December 1, 2017/ Ongoing

Evaluation: Director to provide semi-annual report to Board of Trustees beginning January 2018.

Key Initiative V: Start endowment and improve the financial health of ARCPLS.

Goals:

Establish endowment program by September 2018.

Actions:

1. Establish Fund Development Task Force to identify avenues to support fund raising and to establish an endowment fund. Identify Board member to serve as VP of Fund Development. *
2. Identify methods to generate economic opportunities within the community. **

Person(s) Responsible:

President, Board of Trustees *
Board President and Director **

Start Date: January 2018

Evaluation: Fund Development VP

Key Initiative VI: Improve and enhance Information Technology and Cyber Security

Goals:

1. Ensure IT personnel are current in certifications and requirements.
2. Establish life-cycle replacement schedule to ensure no interruptions in service to patrons and staff.
3. Validate cyber security to ensure patron confidentiality.
4. Become a model for libraries in the area of digitization.
5. Explore the development of an ARCPLS app.
6. Ensure Director is aware of requirements and cost to facilitate proactive measures for securing funds.

Actions:

1. Establish IT/Cyber Task Force to advise and assist with goal success.
2. Identify shortfalls in current system and implement corrective actions.
3. Develop priorities and schedule for digitization.*
4. Research the feasibility of an ARCPLS mobile app.

Person(s) Responsible:

System Administrator
Historian *

Start Date: October 1, 2017/On-going

Evaluation: System Administrator to provide quarterly report to Director beginning January 2018.



Note: Asterisks are aligned with responsible person(s).