

# EASTERN SHORE PUBLIC LIBRARY SYSTEM

## STRATEGIC PLAN 2022 – 2027

### Including the Eastern Shore of Virginia Regional Library and Heritage Center



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## EXECUTIVE SUMMARY

It is my pleasure to present the Strategic Plan for the Eastern Shore Public Library for 2022-2027; it hinges on our vision for our future – enabling “lifelong learning, historical knowledge and entertainment.” The last years have been both a challenging and exciting time for ESPL, as staff for all of our facilities have sought to serve our community’s needs in spite of limitations posed by the recent pandemic. They have done so admirably, as our system has embraced a library’s many roles that go beyond books. That is where we are today; this Plan addresses where we are going in the years ahead. It is intended to be a living document, providing a continuing touchstone for staff while being flexible enough to change as our community evolves.

Our planning process has included community input through continual efforts to reach out to our citizens and through the invaluable contributions of our Friends’ organizations and our other community partners. Both our Trustees and staff members have held planning retreats, and a Strategic Plan Committee has met on a regular basis to coordinate information and finalize the document. The Plan includes a detailed explanation of the process.

As we look to the future, we eagerly await the completion of our new facility in Parksley, which will include the Eastern Shore of Virginia Heritage Center. Our Plan includes the mission, vision and value statements for this unique addition to our library system. Both Accomack and Northampton Counties have rich and complex histories, and the Center will be a source of historical stewardship, providing opportunities for gathering, preserving and sharing documents, images and rare published materials. A major focus of our Plan is the ability to sustain this valuable resource, or as it states, “to ensure that the past has a future.”

Our planning process has been lengthy and demanding. On behalf of our Trustees, I thank all of our participants for sharing their time and their talents in this effort. We realize the pressures our staff members have faced in past months and underscore our gratitude for their selflessness. As we move forward, we continue to be aware of - and appreciative for - the critical role our Counties’ leaders and our community at large play in the life of Eastern Shore Public Library.

A handwritten signature in cursive script, reading "Joyce Fooks Holland".

Joyce Fooks Holland. Chair  
ESPL Board of Trustees





## INTRODUCTION

Sometimes the stars truly align. As the new Strategic Plan for the Eastern Shore Public Library is completed, a new constellation of changes and opportunities has formed. The system celebrated its sixtieth anniversary in 2018, which marked the creation of the regional agreement between Accomack and Northampton Counties. Technology in our library system has taken hold so that patron access is now assumed, rather than novel. Landmark events are taking place within the system and in the community it serves.

The new regional library building under construction will offer four new meeting rooms, providing a community amenity that the library never had before. A new Heritage Center will bring the library's local history special collections into the national limelight. Cape Charles Memorial Library is responding to tremendous town growth and will have a new Library Manager, the first in eighteen years. Northampton Free Library has its first fulltime professional librarian and is updating its facility. Chincoteague Island Library has a new library manager and a new board chair and is also responding to tremendous town growth. The ESPL System hired me as its new Director in 2016, the first person in leadership recruited from outside the system since 1974. New staff members have been hired who have worked in other libraries, bringing fresh ideas, different experiences, and new skills to our team.

The library system has a strong base of community support and vision. The ESPL Foundation has been in existence since 2009 and has been highly successful in fundraising and engaging the community in supporting the library system. The system has three active Friends groups, buoying the services offered by the libraries in Accomack, Nassawadox, and Cape Charles. The Chincoteague library's board of volunteers also act as a Friends group.

This is an excellent time to assess the library system's situation and envision how it should grow and what it should be in five years. What will it take in resources to attain system-wide excellence? Enclosed is a road map to help us on that journey. Thank you for joining us in our work.

A handwritten signature in black ink that reads "Cara Burton". The signature is fluid and cursive.

Cara Burton  
Library System Director

## Eastern Shore Public Library System

### Mission Statement

The ESPL System enhances the quality of life in Accomack and Northampton Counties. Its users enjoy free access to resources that document our community's past, meet its present interests, and explore its future.

*Approved at the ESPL Board of Trustees meeting June 8, 2021.*

### Vision Statement

The Eastern Shore Public Library System is an inviting environment for everyone. It enables lifelong learning, historical knowledge, and entertainment.

*Approved at the ESPL Board of Trustees meeting June 8, 2021.*

### Values:

The board, staff, and volunteers of the Eastern Shore Public Library believe that all residents of our community should have the opportunity for literacy, lifelong learning, continuing education and personal development. Therefore, we value:

Diversity – We serve all members of the community equally.

Respect – We serve our patrons with dignity.

Literacy – We foster an appreciation of information and learning.

Partnerships – We build collaborative relationships within the community.

Historical Stewardship – We collect preserve and share our rich heritage.

*Pending approval by the ESPL Board of Trustees meeting.*

# EASTERN SHORE OF VIRGINIA HERITAGE CENTER

## Mission Statement

The Eastern Shore of Virginia Heritage Center of the Eastern Shore Public Library collects, preserves, and makes available to the public documents, images and rare published materials that record the rich and complex history of Accomack and Northampton Counties.

*Approved at the ESPL Board of Trustees meeting June 8, 2021.*

## Vision Statement

The Eastern Shore of Virginia Heritage Center enables families to discover their history and write their own stories and those of their communities. The Center's unique resources are accessible to scholars from everywhere.

*Approved by the Eastern Shore Public Library Board of Trustees on July 14, 2021.*

## Value Statement

The Eastern Shore of Virginia Heritage Center believes that the unique historical resources that it preserves and protects should be available to a wider audience in their search to understand the past, relate to the present and plan for the future. Therefore, we value:

- **Historical Stewardship** – We collect, preserve and share our rich heritage. We seek to include all the voices in our community.
- **Partnerships** - We build collaborative relationships with educational systems, cultural institutions, community-based organizations and local governments.
- **Inclusiveness and Discovery** - We provide resources for everyone to experience the adventure of exploring documentary heritage.
- **Sustainability** – We ensure that the past has a future.

*Approved by the Eastern Shore Public Library Board of Trustees on July 14, 2021.*

## **ABOUT US**

The Eastern Shore Public Library System (ESPL) serves the citizens of Accomack and Northampton counties through two branches in Accomack and Nassawadox and two affiliated libraries, the Island Library on Chincoteague and the Cape Charles Memorial Library in the Town of Cape Charles. Services and administrative support have been growing for Tangier residents and their Muddy Toes Public Library, but a formal agreement with their museum/library board does not exist at this time.

ESPL is a political subdivision by Northampton and Accomack County created under the provisions set forth in Section 42.1-37 of the Code of Virginia. It is tax exempt and donations are tax deductible. In 1957, ESPL started as a demonstration project of the Commonwealth of Virginia, located in the Town of Accomack's Community Hall. A Regional Library System was established on May 5, 1958 with a regional agreement by Accomack and Northampton Counties. The attached ESPL history has additional highlights of the system's evolution.



ESPL reports to and receives state aid annually from the Library of Virginia, meeting state library standards of excellence. With this status and the capacity of paid employees, ESPL has in the past served as fiscal agent for several community projects, particularly ones related to local history.

ESPL has seven full-time employees and eight part-time employees. The four locations have more than 113,067 volumes in print, a decrease of 3,113 from last year to manage the collection in preparation for the move to the new library. Patrons now have access to over 194,535 titles in eBooks and Audio-Visual formats, an addition of 16,458, to meet the increased demand and to reduce processing costs. Friends groups' donations have supported this increase. 10,330 print items were added to the system collections, 6,306 of that number at Accomack alone, all cataloged by ESPL technical services staff with preparatory help from volunteers. Accomack, location of the main circulating collection, had a 15% increase in new titles, due to some large donations and an effort to update the dated collection to make it more reflective of community needs.



As library patron needs shifted during the COVID pandemic, the ESPL pivoted to expand existing and remote services to increase access to reading and library materials for the Shore community. The creation of Student Virtual Use library cards and the expanded collections of eBooks, eAudiobooks, and eMagazines allowed individuals to read and learn while sheltering at

## EASTERN SHORE PUBLIC LIBRARY STRATEGIC PLAN, 2022 —2027

### SECTION 4: ABOUT US

home. Implementing automatic renewals and adding curated reading lists to ShoreCat, the library's catalog software, improved the overall patron experience.

ESPL also provides access to free informational databases which can be accessed in the library or remotely through the library website. The Library of Virginia provides Virginia public libraries FindItVA resources that include free online courses, career resources, and legal forms. New databases include JobNow, VetNow, and HelpNow.

Nearly 700 additional residents now have library cards, making a total of 16,425 individuals with library cards. New easy online registration makes it easier to get a card. ESPL plans assisted Tangier History Museum's Muddy Toes Public Library by providing books, assistance, children's activity packets, and promoting library e-resources. Books are mailed to patrons in Tangier.



During pandemic library closures, ESPL did not collect overdue fines. Due to the success of this improved accessibility change, historical trend in reduced fine income, and the long-term trend in e-reading, in September 2020, the circulation policy incorporating the fine free changes was implemented. While this reduces library income, the benefit to foster reading in the community outweighs this shortfall.

The Eastern Shore Public Library's four locations offer 30 public access computers. Wireless internet connections are available in all four locations, with outdoor access at Accomac and Nassawadox. Three AWE early literacy computer stations provided by a grant and Friends donations are available for children. iPad tables make six tablets available for children's use as well as 16 available for programs. Our public computers were used 3,333 times, a large decrease due to pandemic closures.

The Eastern Shore Public Library offers programs for adults and children throughout the year on a variety of topics; 57 virtual programs were held. Visits to the library's homepage totaled 73,936. A grant was received to create a new, separate Heritage Center website. Library catalog searches totaled 105,073. ESPL has 1,435 Facebook followers, plus other followers on the several other Facebook pages the libraries manage. Our e-newsletter has 3,540 subscribers.



## OUR COMMUNITY

The Eastern Shore of Virginia is composed of Accomack and Northampton Counties. Accomack County was established in the Virginia colony in 1634. It was one of the eight original counties of Virginia. The County's name comes from a Native American word meaning "the othershore." In 1642, the name of the County was changed to Northampton. In 1663, Northampton was divided into two counties. The northern county took the name Accomack while the southern retained the name Northampton. (source: Accomack County Annual Fiscal Plan).

The 2020 Census reports Accomack having 33,413 residents and Northampton 12,282. With a combined **total of 45,695 residents**, there was little change in population since the 2010 Census. There are nineteen incorporated towns on the Shore. The Shore has no cities.

Accomack County towns: Accomac, Belle Haven, Bloxom, Chincoteague, Hallwood, Keller, Melfa, Onancock, Onley, Painter, Parksley, Saxis, Tangier, Wachapreague.

Northampton County towns: Cape Charles, Cheriton, Eastville, Exmore, Nassawadox.

Some basic demographic data includes the following from different enumerations since 2010:

Source: data.census.gov.	Accomack	Northampton
Median Household Income	\$46,073	\$47,227
Bachelor's Degree or Higher	19.5%	50.1%
Employment Rate	51.5%	50.1%
Housing Units	21,703	7,373
Total Households	13,438	5,148
Hispanic or Latino	3,430	1,068
Median Age (Va=38.5)	45.9	49.0
Language other than English Spoken at Home (16.8%)	11.5%	9.6%

Accomack County has a total area of 1,310 square miles, 455 square miles of land and 855 square miles (65.25%) of water, and is the 36<sup>th</sup> largest county in Virginia by total area. Northampton has 211.7 square miles of land area and is the 85<sup>th</sup> largest county in Virginia by total area. The four libraries are dispersed fairly on the Shore, being in the north (Chincoteague), south (Cape Charles), and then equidistantly in between in Nassawadox and Parksley. Each County has two libraries in the ESPL System.

Some of Accomack's largest employers include NASA-Wallops Flight Facility, Perdue Products and Tyson Farms meat plants, as well as the school system, and Riverside Regional Medical Center. Northampton County's largest employers include the Chesapeake Bay Bridge Tunnel and the Ballard Fish and Oyster Company. Agriculture and aquaculture have historically been



SECTION 4a: OUR COMMUNITY

key industries. Tourism continues to grow. The ESVA Heritage Center resources support many of the Shore's museums and historic programs and is considered to be a destination itself.

More information about the community can be found in these Regional Plans at <https://espl.org/2022/03/10/eastern-shore-of-virginia-regional-plans/>

## OUR COMMUNITY PARTNERS

Eastern Shore Public Library helps build local nonprofit capacity with its information and technology resources. Staff participate in regional coalitions and serve on nonprofit boards. Staff and library volunteers also provide outreach and activities at our partners' community events.

Besides the two counties and the Library of Virginia, organizational partners include

- Chincoteague Island Library
- Eastern Shore Public Library Foundation
- Friends of the Cape Charles Public Library
- Friends of the Eastern Shore Public Library
- Friends of the Northampton Free Library
- Town of Cape Charles

The Eastern Shore of Virginia Community Foundation supports the Library's registration as a Funding Information Network member with Candid (formerly The Foundation Center). This support provides nonprofits fundraising training and access to the Foundation Directory database free of charge within the libraries.

Some of our community partners include:

- Community Partners of the Eastern Shore and its members, <https://cpesva.org>
- Davis Center in Whitesville, <https://daviscenteresva.org/>
- Eastern Shore Healthy Communities and its members, <https://eshealthycommunities.org>
- Eastern Shore of Virginia Chamber of Commerce
- The Eastern Shore of Virginia Museum Network, operating under the auspices of Virginia Humanities
- Eastern Shore of Virginia Tourism Commission, <https://visitesva.com/>
- Northampton County Chamber of Commerce
- Tangier History Museum and Interpretive Cultural Center, under which the Muddy Toes Public Library operates, <https://www.tangierisland-va.com/history/>
- United Way of Virginia's Eastern Shore, <https://www.esunitedway.org/>

SECTION 4b: HISTORY OF ESPL

## HISTORY OF EASTERN SHORE PUBLIC LIBRARY SYSTEM

- 1892 The Parksley Free Library opened Saturday, March 26th, with 500 volumes. It is not known when it ceased or where it was located.
- 1919 A public library was formed by citizens in Cape Charles in a private home.
- 1926 After being relocated to multiple buildings, the library in Cape Charles was moved to the vacated First Presbyterian Church, 500 Tazewell Avenue. This shingle, Victorian building was built in 1900. The building is now the Town's Civic Center.
- 1927 Northampton Memorial Library was dedicated in 1927 to the memory of local men who died in World War I and was the first memorial library in Virginia. A bronze tablet bearing their names is located at 500 Tazewell Avenue.
- 1959 Jefferson C. Grinnalds started the Twyford Memorial Library with his large book collection and endowed the library, but the library lasted only briefly. The building later became Runninger's Pharmacy.
- 1957 Eastern Shore Public Library started as demonstration project of the Commonwealth of Virginia, located in the Town of Accomac's Community Hall, a 1903 building that was originally a dry goods store on Front Street (no longer standing).
- 1958 Eastern Shore Public Library (ESPL) established as a regional library system, May 5, 1958 with an agreement between Accomack and Northampton Counties On Aug. 28, 1958, bylaws were adopted stating the board of trustees would be comprised of five members, including Superintendents of Schools to serve alternately for two years; two members at large from each county to be appointed by the Judge of the Circuit Court of Accomack and Northampton Counties. The officers were to be chairman, vice-chairman, and with the librarian to serve as secretary and Accomack County treasurer to serve as treasurer.
- 1964 The ESPL library building was built in town of Accomac at 23610 Front Street. The building is owned by ESPL.
- 1982 Accomac library expanded to 11,500 sq. ft.
- 1987 Bylaws revised to say three trustees shall be from Accomack and two from Northampton, one of whom will be a superintendent of schools with superintendents of the two counties serving alternate terms of two years each.



SECTION 4b: HISTORY OF ESPL

The funding formula portion of the Resolution passed by the Accomack County Board of Supervisors on April 23, 1958 from the cost basis of two-thirds by Accomack County and one-third by Northampton County to an annual patronage use formula.

- 1988 Bylaws revised to provide for 4 trustees from Accomack and 1 from Northampton, appointed by respective Boards of Supervisors for 4 year terms (this is apparently when the Superintendents of Schools left).
- 1993 Northampton Free Library (NFL) organized by local residents.
- 200x NFL became a branch of ESPL.
- 2005 Northampton Free Library 2,500 sq. ft. building built for approximately \$595,600. Funds were primarily raised by the Friends of NFL. ESPL owns the property.
- 2008 Regional Library Agreement between Accomack and Northampton Counties updated on December 1 to reflect population changes in the counties. The cost share is changed to 75-25 from 2/3-1/3.
- 2008 Agreement with Chincoteague Island Library approved.
- 2009 Agreement with Town of Cape Charles for Cape Charles Memorial Library on January 9. The name was changed to the Cape Charles Memorial Library.  
  
Regional Agreement revised to provide for nine members; six from Accomack and three from Northampton
- 2009 ESPL Foundation is formed as a 501(c) 3 nonprofit organization for the purpose of raising funds for the system.
- 2012 The Town of Cape Charles purchased the former Bank of America building to expand the Cape Charles Memorial Library. In May 2013, the Library moved into its new location at 201 Mason Avenue.
- 2014 Accomack County voters turned back a referendum that would have provided \$3.5 million for a new main branch of the Eastern Shore Public Library. The unofficial tally was 4,498 votes for the referendum and 4,944 votes against it. In all, 52 percent of the voters were against the referendum and 48 percent in favor.
- 2015 Accomack County Board of Supervisors approve \$2 million for a new regional library.
- 2018 Memorandum of Understanding approved between Accomack County Board of Supervisors, ESPL, and the ESPL Foundation defining the financing of the new regional library to be built in Parksley.

## OUR PLANNING PROCESS

Strategic planning is an ongoing process at Eastern Shore Public Library. Community and library trends are continuously monitored.

The Eastern Shore Public Library System is required by the Library of Virginia to submit a Strategic Plan every five years, as defined in the Trustee Manual, as a requirement for receiving State Aid:

“A five-year plan, adopted by the governing body of the library service in the area (areas) served. In order to receive continuing grants, this plan must be updated annually.”

This 2022-2027 Plan has a new, important element: the ESVA Heritage Center. The new plan also includes operations within the new ESVA Regional Library and Heritage Center facility. While the plan encompasses the whole system of four libraries in Cape Charles, Chincoteague, Nassawadox, and Parksley, it does focus on the new Heritage Center and new headquarters facility.

The planning process included the following:

**Community input** was gathered by staff and volunteer through attendance and participation in community partner meetings and committees. Library staff participate in community groups to listen and observe to better understand community needs and trends. Healthy Communities and Community Partners are organizations with which staff actively participate with. Networking with businesses takes place at Chamber events. The Museum Network helps staff stay connected with humanities organizations. Frequent tabling at outreach and community events, including parades, enables discussions with non-library visitors. County Supervisor meetings are attended. Trustee Board members, Foundation Directors, and Friends members are active in the community as well, acting as both ambassadors and active listeners.



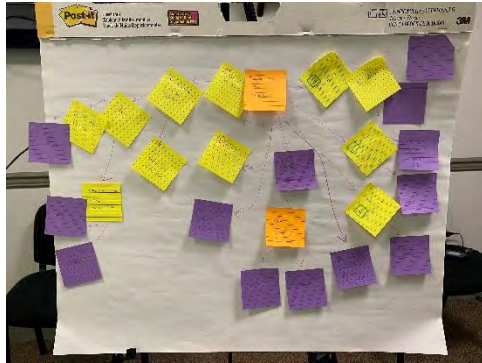
**Industry best practices and trends are followed.**

Even though the library system is very isolated, library staff attend national and state conferences. Lead staff attended the American Library Association Conference in June 2019 in person as well as virtual ALA and Virginia Library Association Conferences since. Professional memberships are maintained in the American Library Association, Public Library Association, Virginia Library Association, and other organizations. Literature from these organizations is read, shared, and discussed among staff and relayed to

## EASTERN SHORE PUBLIC LIBRARY STRATEGIC PLAN, 2022 –2027

### SECTION: 5 – PLANNING PROCESS

the library board. Library of Virginia regional and statewide meetings are attended. Staff are required to take continuing education courses. The pandemic has worked to help staff attend many meetings and training sessions with virtual attendance being offered more often.



**The Trustee planning retreat** was facilitated by Nan Carmack, Director of the Library of Virginia Development and Networking Division on May 13, 2021 at the ESVA Chamber of Commerce. The mission, vision, and values were discussed. In addition to the Trustees, Library Staff and some Foundation members attended. The meeting was open to the public as required by open meeting law.

**Public Comment** was solicited for the new Mission and Vision statements that were presented at public Trustee meetings for comment and approval; again, meetings were open to the public and planning documents were posted on the library’s website per open meeting law requirements.

A **Strategic Planning Committee** was formed by the Board Chair, Joyce Holland. The Committee was composed of Holland and Trustee Jay Davenport, Foundation Director Kasey Grier, and Library System Director Cara Burton. The Committee met monthly from June 2021 until the plan was finalized.



A **Library Staff Retreat** that focused on Public Services was held on September 20, 2021 at Historic Onancock School. Staff developed public service goals.

**Staff Department** meetings were held for Technical Services and the Heritage Center to develop goals for their workplans. Library Administrative Team (A-Team) meetings are held weekly.

## GOALS OVERVIEW

See the following sections for action plans.

### 6. Board

- a. Develop a Trustee training process that is integrated into the board meeting at least quarterly.
- b. The Chair and Vice Chair will ensure Trustees are involved and interact with other stakeholders
- c. The Chair and Director will ensure the board and system follow Library of Virginia requirements and follow public body procedures and law.

### 7. Public Services

- a. Staff will proactively help patrons find solutions to their queries.
- b. Patrons will feel their needs are heard and understood.
- c. Staff will be trained to direct patrons to appropriate local history resources.

### 8. ESVA Heritage Center

- a. Serve as a leading resource for Accomack and Northampton counties in local history and genealogical research, education and records preservation, and community archiving education and support.
- b. Encourage community engagement with Heritage Center collections through outreach and programming.
- c. Enhance customer service and training of staff to provide information about and facilitate access to and use of local history resources.
- d. Improve patron accessibility to collections and resources.
- e. Maintain and improve the preservation and protection of collections.

### 9. Youth Services

- a. Early literacy programs will be evaluated and enhanced to align with the goals of the “STEM and School Readiness Project” as developed by the Library of Virginia, Science Museum of Virginia, and the Virginia Department of Conservation and Recreation.
- b. Programs and activities which will aid in the development of the school age youth in our community will be provided.
- c. Opportunities will be provided for teens to develop leadership skills.
- d. Programs and activities which will promote an interest in and understanding of STEM/STEAM/STREAM concepts will be provided for the youth in our community.
- e. The library’s youth services workforce will be trained, managed, and expanded to focus on the need to align staffing with the goals and objectives of youth services.
- f. Grant opportunities will be pursued whenever feasible and appropriate to the mission of youth services
- g. The promotion and marketing of the library’s youth services will be expanded and enhanced to focus on the need to reach the community using a variety of print and electronic media methods.

SECTION 5a – GOALS OVERVIEW

**10. Adult Services**

- a. Programs will be planned that will be of value to the community serving a variety of ages and interests.

**11. Technical Services**

- a. Materials collections will be curated that are diverse, inclusive, balanced, and relevant
- b. Internal and external collaboration, stability, and efficiency will be developed.

**13. Personnel**

- a. ESPL will hire and retain staff that meet role expectations and are satisfied with their workplan and workplace environment.
- b. ESPL will have clear policies and procedures for staff that follow best practices for Human Resources Management.
- c. ESPL will maintain a vibrant volunteer recruitment and management program.

## LIBRARY DIRECTOR INITIATIVES

A couple years ago, I presented my “Library 2020” initiatives to the trustees. These were organizational plans to implement themes within the 2016-2021 ESPL Strategic Plan. My initiatives were also aligned with the United Nations Sustainability Plan and included a table that identified how our goals met that global plan (see section 5b.1, Library 2020). The four initiatives of Library 2020 include: **Heritage Hub, Culture of Reading, Nonprofit Capacity, and Organizational Capacity**. These are still relative areas of focus.

Since 2020, a major shift has happened: the pandemic. ESPL did well to prepare for this new age by partnering with ESVA Healthy Communities and ESVA Community Partners. Those groups have focused on ACES: Adverse Childhood Experiences. All staff are required to take the Community Services Board ACES training which proves valuable in working with the general public. ESPL has had some programs related to **health literacy**. This topic covers all generations.



Additionally, in the family history community, generational trauma studies has gained traction. Our “Roots Matter” author program is an example of a (virtual) program we held that was well attended. The health benefits of doing family history research are being increasingly recognized. Not only medical family history is learned, but a sense of purpose, understanding resiliency, and other benefits are being recognized.

With our Heritage Center and community health partnerships, ESPL is uniquely and strategically aligned **to develop integrated programs that promote both family history education and health literacy that can impact our community by fostering family health and well-being.**

We can use these family history and health programs to develop nonprofit capacity by creating cooperative granted programs and continuing partnerships, training, and cross-promotion of services. The training of ESPL staff has helped improve public service, which in turn, improves the Culture of Reading.

As we have nurtured the four initiatives, you can see we are taking a holistic approach to library services. We can truly help people thrive and develop self-sense!

In addition to the Library2020 plan, I plan the following:

**Memory Lab** – In the Heritage Center, families will be able transfer, digitize, and preserve their family documents. This wellness activity stimulates memories, fosters family discussion, and creates family generational connections. Heritage Center staff can bring scan-athons to area nonprofit groups, such as churches. These outreach programs can also train families on the care



SECTION 5b.1 – LIBRARY DIRECTOR INITIATIVES

and handling of family archives. Visitors to the area can use the Memory Lab equipment as well by digitizing images they share with local families or reformatting images to electronically transfer to other locations.



**Action Plus** – Each ESVA town should have a walking trail to have a concise narrative of the town’s history. Families will benefit by walking together on these trails and stimulating discussions and interest in further study/reading. ESPL can partner with towns to develop new trails and will continue to work with the Tourism Board, Museums, and local businesses to distribute and promote the trails. The trails support the Healthy Communities walking trails initiative and the Community Services Board Walk-Kits. Walking challenges can be created as well, challenging residents to walk the town trails and others. The future ESVA RailTrail is a local asset that will help us promote both healthy activities and local history. Not only do these trails promote the health of citizens, they also give tourists activities to do while visiting. ESPL also has the ability to have recreational equipment to loan. Disc golf, balls, bocci, pickle

ball paddles, and tennis rackets are some of the sporting equipment people may want to borrow to try an activity before investing in equipment. Visitors to the area may want to use the equipment when here for longer stays, as well.

ESPL’s capacity to implement such programs is increasing with new professional staff appointments. The dedicated Adult Services Librarian position, however, is sorely needed to implement many of the programs we would like to host. There are certain target populations, like veterans, that need attention, but we do not yet have the capacity. In the meantime, staff perform hybrid duties, working on parts of these initiatives as time and funds allow.

The library system is at a real point of change. The new \$5 million regional library and Heritage Center is just a tool in this change process. It is our resilient, skilled staff and volunteers that are transforming library services here on the Shore. We all have a vision! And it is one most worthy.

A handwritten signature in black ink that reads 'Cassie Jean Buntz'.

# LIBRARY 2020

EASTERN SHORE PUBLIC LIBRARY

Serving Accomack and Northampton Counties, Virginia



*Live locally,  
Think globally.*

July 2019



# EASTERN SHORE PUBLIC LIBRARY

## Mission:

The Eastern Shore Public Library is a regional library system which enhances the quality of community life and serves the citizens and visitors of Accomack and Northampton Counties by providing access to information to meet their educational, personal, professional, and recreational needs.

## Vision:

The Eastern Shore Public Library system is an innovative, community-oriented resource providing an inviting environment for life-long learning.

## Core Values:

The board, staff, and volunteers of the Eastern Shore Public Library believe that all residents of our community should have the opportunity for literacy, lifelong learning, continuing education and personal development. Therefore, we value:

- **Diversity** – We serve all members of the community equally.
- **Respect** – We serve our patrons with dignity.
- **Literacy** – We foster an appreciation of information and learning.
- **Partnership** – We build collaborative relationships with the community.

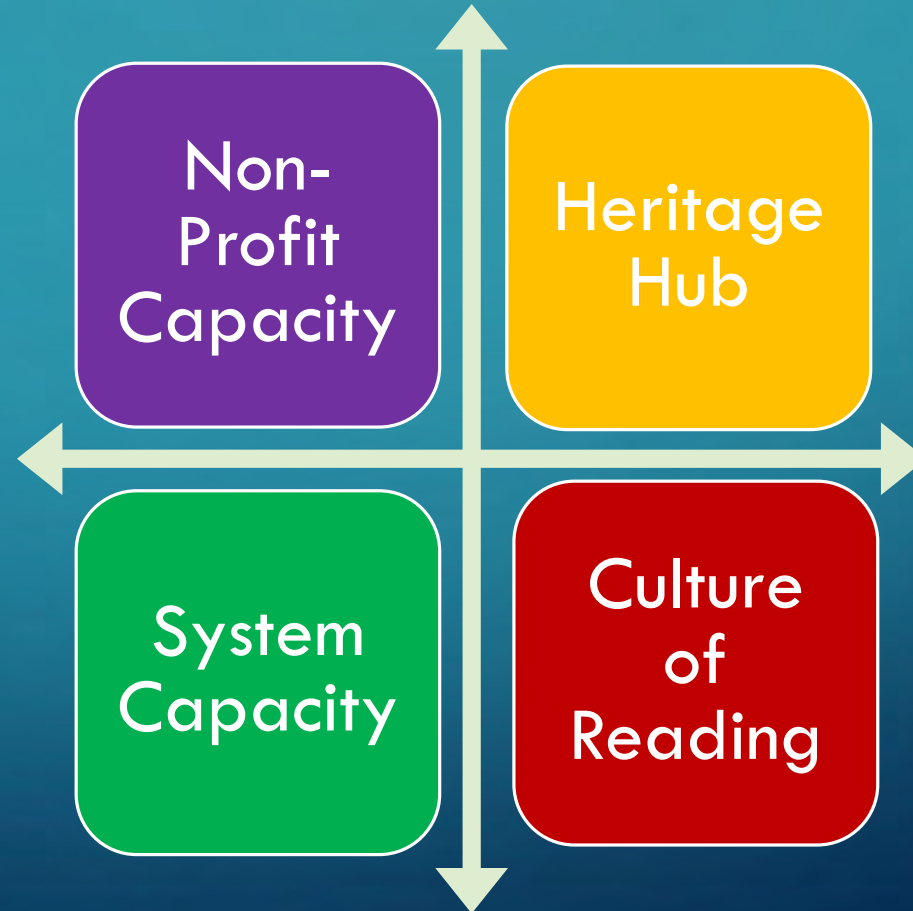
# SCOPE OF VISION: TRANSFORM OUR WORLD



# OUTCOMES



# INITIATIVES





# NON-PROFIT CAPACITY

## Board & Staff Development

- FIN training

## Strategic Planning

- The Planning Council program
- Disaster Recovery Plan

## Volunteer Recruitment

- Non-profit Fair

## Resources

- Meeting Room Use Policy
- Disaster Recover Training



# NON-PROFIT NETWORK

Healthy  
Communities

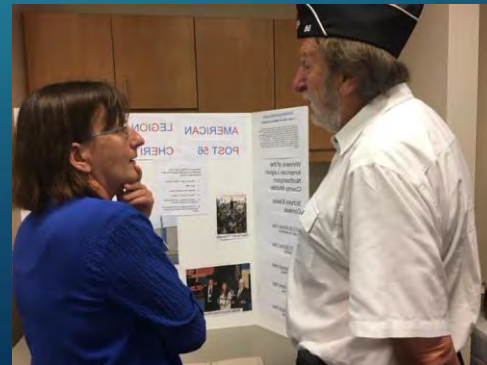
Museum Network

Community  
Partners

Municipalities

Eastern Shore  
Community  
College

United Way,  
Community  
Foundation,  
Chambers



# HERITAGE HUB

Preservation & Conservation

Historic Tourism

Programs

Resources





# HERITAGE HUB

## Preservation & Conservation

- Family archives care & handling training
- Materials supplies for families





# HERITAGE HUB

## Historic Tourism

- Civil War Trail
  - Reprint MN Civil War booklet
- Self-guided tours
- Upcoming anniversaries
  - Suffrage - 2020
  - Prohibition – 2020
  - American Revolution 250
- NEH Interpretive Grant
- Museum Network



# HERITAGE HUB

## Programs

- Exhibits
  - Prohibition
  - Suffrage
- Oral history
  - Pop-up recording studio
  - Latimer student contest
  - Circulating kits
  - Training
  - Digital management & access
- Town Founders Days
  - Nassawadox
- Conservation Training
- Writing programs – ALL/ESCC



Incorporate Humanities and  
STREAM



NATIONAL ENDOWMENT FOR THE  
**Humanities**



# HERITAGE HUB

## Resources

- Space: ESVA Heritage Center
  - Archives, Research Room, Processing Room, Lecture Hall, Maker Space, Office & storage
- Collections – see PAG report
- Equipment
  - Memory Lab – converting equipment
  - Digitization Lab
  - Audio/Visual Lab
  - Mobile capacity – Van
    - oral histories on the road
    - traveling exhibits
- Digital Access
  - Miles Files
  - Oral histories
  - Website for HC
- Staff capacity & expertise
  - Interns, volunteers
  - Networking, Associations

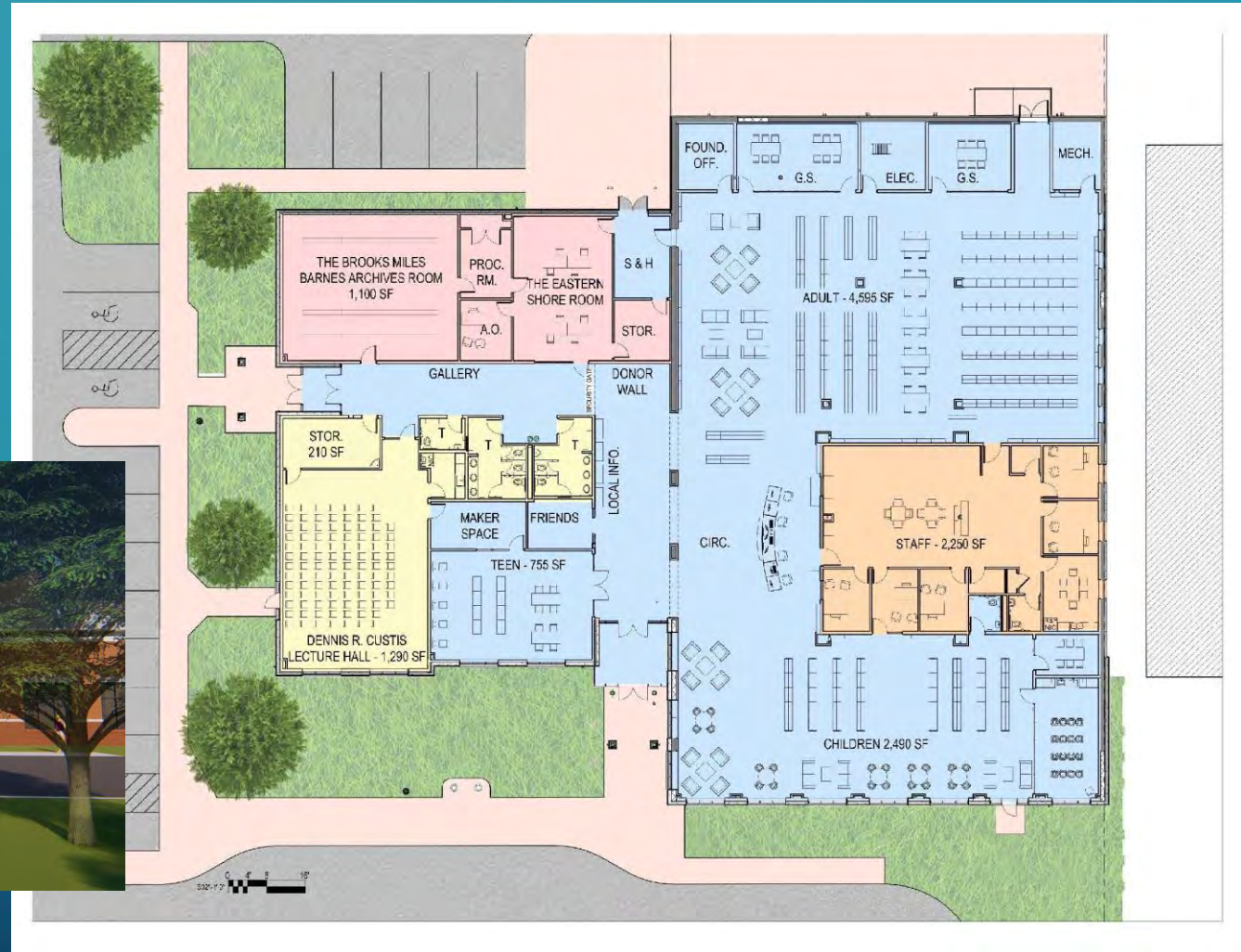


# OPENING 2020

20,837  
sq. ft,

Parksley  
Downtown

\$5.1 million  
construction





# CULTURE OF READING

## Workforce Development

- Tyson WFD position grant (pending)
- Internships
- Digital resources training & outreach
- Life skills training

## Family Literacy

- Youth services
- Summer Food Program

## Access

- Internet & technology availability
- Reading-Friendly Towns
- Book Discussion Groups & Readers Advisory
  - Wellness book displays – CSB
  - Local event tie-in

## Space

- Satellite training site for other agencies
- Mobile delivery & outreach



# SYSTEM CAPACITY

## Facility capacity

- New regional library
- NFL new property – future addition
- Satellite locations

## Staff capacity

- Depth & scope
  - Annual staff development day
  - Conferences – off-site training

## Sustainability

- Cross training
- Succession planning
- Flexibility

## System resilience

- Disaster planning & recover
- Security training and procedures
- System agreements

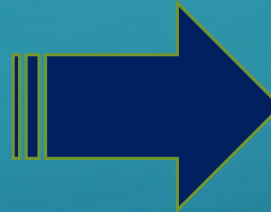
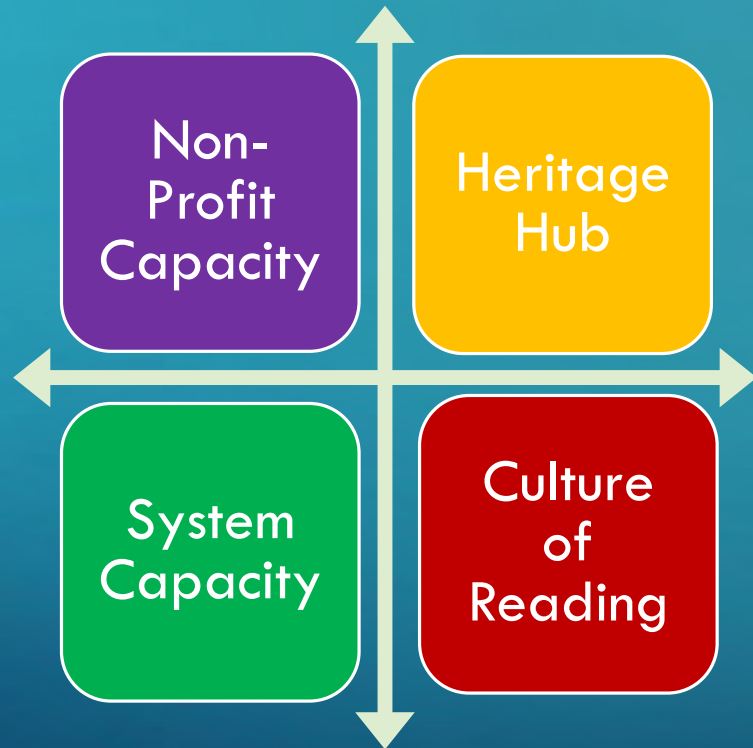




	Nonprofit Capacity	Heritage Hub	Culture of Reading	System Capacity
No poverty	✓		✓	
Zero hunger	✓		✓	
Good health & well-being	✓		✓	
Quality education	✓	✓	✓	✓
Gender equity	✓		✓	
Clean water & sanitation				✓
Affordable & clean energy				✓
Decent work & economic growth	✓	✓	✓	✓
Industrial innovation & infrastructure	✓		✓	✓
Reduced inequalities	✓	✓	✓	✓
Sustainable cities & communities	✓	✓	✓	✓
Responsible consumption & production	✓	✓	✓	✓
Climate action				
Life below water				
Life on land				
Peace, justice & strong institutions	✓	✓	✓	✓
Partnerships for the goals	✓	✓	✓	✓



## Initiatives



## Outcomes





# UPCOMING

Construction project – 2019 to 2020

Census - 2020

Move & transition to new facility – 2020

ESCC reboot





LIBRARY 2020

EASTERN SHORE PUBLIC LIBRARY STRATEGIC PLAN, 2022 –2027  
SECTION 6 – BOARD GOALS

Goal 1:	Trustees will have defined training to perform their full term to the best of their ability.
Objective #1a: The Director and Trustee Chair will develop a Trustee training process that is integrated into the board meeting at least quarterly.	
Objective #1b: The Director will show a 20 minute training video on a specific topic.	
Objective #1c: The Director will include funds in the budget annually for board education.	

Goal 1:	The Chair and Vice Chair will ensure Trustees are involved and interact with other stakeholders.
Objective #2a: The Chair or Vice Chair will hold annual meetings to interview individual trustees regarding their involvement and interests.	
Objective #2b: The Trustees will hold annual social event will be held that include the Trustees, Foundation, Friends, and Staff. (Could be jointly funded by the Foundation and Friends).	
Objective #2c: The executive committee will develop a statement of expectations for Trustee participation.	
Objective #2d: The executive committee will develop a list of the responsibilities of the position of board Chairperson.	

Goal 3:	The Chair and Director will ensure the Board and system will follow Library of Virginia requirements and follow public body procedures and law.
Objective #3a: Procedures will be developed for Trustee record keeping including those to be executed by the Treasurer.	
Objective #3b: The Director will create an implement a checklist for board records management with assigned responsibility and digital backup.	

EASTERN SHORE PUBLIC LIBRARY STRATEGIC PLAN, 2022 —2027  
SECTION 6 – BOARD GOALS

Objective #3c: The Director and Trustee Chair will conduct an annual audit of Trustee records and policies, in addition to the financial audit.
Objective #3d: The Board will review the bylaws and reaffirm approved bylaw amendments, beginning in 2023 and every three years thereafter. Bylaws can be revised, per bylaws procedure, in the interim.

EASTERN SHORE PUBLIC LIBRARY STRATEGIC PLAN, 2022 –2027  
SECTION 7 – PUBLIC SERVICES

Goal 1:	Staff will proactively help patrons find solutions to their queries.			
Objective #1a: Enable patrons to easily locate equipment and utilize it.				
Strategies/Actions	Core Function(s)	Who/Where <i>Responsible party or location?</i>	When? <i>When should action be completed?</i>	Accountability <i>How will you know the action succeeded or is complete?</i>
Directional signage will clearly direct patrons to desired area in the libraries.		Administration Staff	tbd	
Instructional signage will clearly inform patrons of library policies and how to use equipment and library resources.		Administration Staff	tbd	
A section section on the website will identify public services in the library buildings and how to use them.		Administration Staff	tbd	
Information about library resources will accommodate different needs for how people access assistance.		Administration Staff	tbd	
Membership invitations will be sent to all non-cardholding residents.		Administration Staff	tbd	
Outreach activities outside the library will be identified to reach new audiences.		Administration Staff	tbd	



A library service pamphlet to go with the card at registration will be developed to better orient patrons to library services.		Administration Staff	tbd	
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Objective #1c: Patrons will feel their needs are heard and understood.				
Strategies/Actions	Core Function(s)	Who/Where <i>Responsible party or location?</i>	When? <i>When should action be completed?</i>	Accountability <i>How will you know the action succeeded or is complete?</i>
Communication with patron to explain the search process as you are doing it to develop their confidence that you are exhausting research capabilities to try to assist them.		Public Service Staff	tbd	
Patrons will be informed of what options are available for obtaining a book not in the library.		Public Service Staff	tbd	
The website will have information that explains: “When we don’t have the book you want in the library...”		Administration Staff	tbd	
Sufficient staff will be available to observe patron behavior and identify patrons who are in need of assistance.		Administration	tbd	

Goal 2:	<b>Patrons’ will be enabled to research their Local History needs with accessible resources and aids.</b>
Objective #2a: Staff will be trained to direct patrons to appropriate local history resources.	

EASTERN SHORE PUBLIC LIBRARY STRATEGIC PLAN, 2022 –2027  
SECTION 7 – PUBLIC SERVICES

Strategies/Actions	Core Function(s)	Who/Where <i>Responsible party or location?</i>	When? <i>When should action be completed?</i>	Accountability <i>How will you know the action succeeded or is complete?</i>
Staff will be trained to provide public service with sensitivity and confidentiality.		Administration Staff	tbd	
All ESPL locations will be trained on basic Local History resources.		Local History staff	tbd	
A new Heritage Center website will have more information about Local History resources and visiting.		Local History staff	tbd	
Local History quick guides will be on website to orient users to use equipment and find frequently used resources.		Local History staff	tbd	
Displays will to attract and encourage interest.		Administration Staff	tbd	
Areas will be neat and clean throughout the day.		Public Services Staff	tbd	

Goal 3:	Technology will be accessible to patrons and installed to promote independent use.			
Objective #3a: Computer resources and staff will be available to meet patron technology and information needs.				
Strategies/Actions	Core Function(s)	Who/Where Responsible party or location?	When? When should action be completed?	Accountability How will you know the action succeeded or is complete?

EASTERN SHORE PUBLIC LIBRARY STRATEGIC PLAN, 2022 –2027

SECTION 7 – PUBLIC SERVICES

Volunteer and staff greeters will welcome visitors into the library and direct people to requested areas or finding aids.	Public Engagement	Volunteers and Public Services Staff	tbd	
Sufficient levels of staff with relevant skills will be available to meet patron needs with minimum waiting.		Administration and Board	tbd	
Self-directed help will be developed with new signage, maps, directories, and guides.		Administrative Staff	tbd	
Objective #3b: Patrons independence will be encouraged to free up staff for other service needs.				
Strategies/Actions	Core Function(s)	Who/Where Responsible party or location?	When? When should action be completed?	Accountability How will you know the action succeeded or is complete?
Classes will be available to orient and instruct patrons about library resources and equipment.	Public Programs Public Engagement	Administrative Staff	tbd	
Videos will be available to orient and instruct patrons about library resources and equipment. Videos will be available in Niche Academy when possible.		Administrative Staff	tbd	
Self-Service Guides will be developed and available at point of service locations in the library.		Administrative Staff	tbd	
Self-Service check out stations will be available for patrons at the new regional library.		Administrative Staff	2022	



EASTERN SHORE PUBLIC LIBRARY STRATEGIC PLAN, 2022 –2027  
SECTION 7a – INTELLECTUAL DISABILITIES PLAN

Goal 1:	To facilitate the full participation and inclusion of individuals with intellectual or developmental disabilities in society			
Objective #1a: The library will form collaborative partnerships with related local organizations such as the Community Services Board and the ARC Eastern Shore				
Strategies/Actions	Core Function(s)	Who/Where <i>Responsible party or location?</i>	When? <i>When should action be completed?</i>	Accountability <i>How will you know the action succeeded or is complete?</i>
Determine what library services/programs could best meet the needs of local individuals with intellectual or developmental disabilities	Lifelong Learning Public Awareness Public Perception Public Programs and Service	Adult Services Librarian Youth Services Librarian	Beginning in 2022	Feedback and collaborative planning received and directed into services and program design
Objective #2a: The library will offer a safe and accessible space to learn, share, and grow				
Provide staff training. Offer engaging programs that encourage creativity, exploration, and connection (for example, movie viewings, craft projects, book groups)	Lifelong Learning Public Awareness Public Perception Public Programs and Service	Adult Services Librarian Youth Services Librarian Circulation Manager Circulation Staff	Beginning in 2022	Program attendance Program statistics

**EASTERN SHORE PUBLIC LIBRARY STRATEGIC PLAN, 2022 –2027**

**SECTION 8: ESVA HERITAGE CENTER**

Goal 1:	Serve as a leading resource for Accomack and Northampton counties in local history and genealogical research, education and records preservation, and community archiving education and support.			
Objective #1A: Hire/employ sufficient numbers of well-trained, professional staff.				
Strategies/Actions	Core Function(s)	Who/Where Responsible party or location?	When? When should action be completed?	Accountability How will you know the action succeeded or is complete?
Hire a full time archivist.	Staff Public support			
Hire additional staff according to Heritage Center staffing plan.	Staff Public support			

Objective #1B: Encourage the use of digital lab resources to preserve and share family history.				
Strategies/Actions	Core Function(s)	Who/Where	When?	Accountability
Develop training videos for the use of Digital Lab equipment so that patrons can digitize their family collections, develop their own podcasts, etc.	Technology			

Objective #1C: Educate the public in the use of archival materials as well as organizational and preservation techniques to enable them to care for their home collections.				
Strategies/Actions	Core Function(s)	Who/Where	When?	Accountability
Create instructional videos	Technology			
Hold in-person instructional events, trainings, at the Heritage Center	Public programs and services			

**EASTERN SHORE PUBLIC LIBRARY STRATEGIC PLAN, 2022 –2027**  
**SECTION 8: ESVA HERITAGE CENTER**

Incorporate instruction/demonstration of at-home archiving into local history outreach events and programs	Public programs and services			
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Objective #1D: Promote and facilitate oral history projects.				
Strategies/Actions	Core Function(s)	Who/Where	When?	Accountability
Continue to partner with Davis Center and D.O.V.E. on the Legacy Oral History Series	Materials Public engagement			
Latimer Oral History Contest	Materials Public engagement			

Objective #1E. Keep Eastern Shore Reading Room collections relevant and up to date.				
Strategies/Actions	Core Function(s)	Who/Where	When?	Accountability
Work with Collection Development Librarian to identify and purchase materials by local authors and items relevant to the collections development policy.	Materials			

Objective #1F. Encourage public education about local history topics.				
Strategies/Actions	Core Function(s)	Who/Where	When?	Accountability
Include a local history highlight/section in monthly newsletter, and potentially transition to a Heritage	Life-long learning			

EASTERN SHORE PUBLIC LIBRARY STRATEGIC PLAN, 2022 –2027  
SECTION 8: ESVA HERITAGE CENTER

Center specific newsletter	Public perception Public engagement			
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Goal 2.	Encourage community engagement with Heritage Center collections through outreach and programming.			
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Objective 2A: Use social media to engage with, educate about, and promote the collections.

Strategies/Actions	Core Function(s)	Who/Where <i>Responsible party or location?</i>	When? <i>When should action be completed?</i>	Accountability <i>How will you know the action succeeded or is complete?</i>
Create how-to videos, virtual programs, and highlights for Youtube and/or other social media	Technology  Public perception  Lifelong learning			
Develop regular posting schedule for social media channels.	Technology  Public perception			

Objective 2B. Create and use exhibits and displays for local events and outreach opportunities as well as to engage patrons in the Heritage Center.

Strategies/Actions	Core Function(s)	Who/Where	When?	Accountability
	Public Engagement			

Objective 2C: Provide support to local organizations and government entities promoting ESVA history and heritage tourism.

Strategies/Actions	Core Function(s)	Who/Where	When?	Accountability
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EASTERN SHORE PUBLIC LIBRARY STRATEGIC PLAN, 2022 –2027

SECTION 8: ESVA HERITAGE CENTER

Educate local organizations and government entities about the benefits of heritage tourism and how the Heritage Center can assist with promoting it.	Public perception Public engagement			
Make materials (images, etc) from our collections available for educational/marketing initiatives.	Public perception Public engagement Materials			
Work with other local history organizations such as ESVA Historical Society on appropriate joint projects, <b>“sharing” collections, collections access, etc.</b>	Public perception Public engagement			

Objective 2D: Develop/maintain partnerships with organizations such as Eastern Shore Museum Network and local schools, etc.				
Strategies/Actions	Core Function(s)	Who/Where	When?	Accountability
Attend scheduled formal meetings with organizations, such as ESVA Museum Network	Public engagement			
Encourage schools to utilize local history materials for instruction in conducting research, source material, etc.	Public engagement Materials Lifelong learning			

Objective 2E: Identify outreach strategies/marketing avenues to reach a more diverse population and facilitate inclusivity.				
Strategies/Actions	Core Function(s)	Who/Where	When?	Accountability

**EASTERN SHORE PUBLIC LIBRARY STRATEGIC PLAN, 2022 –2027**  
**SECTION 8: ESVA HERITAGE CENTER**

Objective 2F: Plan and conduct programs both in person and virtually on local history resources/topics.				
Strategies/Actions	Core Function(s)	Who/Where	When?	Accountability
Topics may include how to use Ancestry/FamilySearch, introduction to local history resources, conducting oral history interviews, how to preserve family records at home, spotlights on historical events or persons, local authors, etc.	Programs and services Materials Lifelong learning			

Goal 3:	Enhance customer service and training of staff to provide information about and facilitate access to and use of local history resources.			
Objective 3A: Train staff and volunteers to direct patrons to best resources.				
Strategies/Actions	Core Function(s)	Who/Where Responsible party or location?	When? When should action be completed?	Accountability How will you know the action succeeded or is complete?
Instruct staff members and volunteers on conducting reference interviews.	Staff Public engagement			
Educate staff and volunteers on privacy as well as sensitivity to potentially painful aspects of the past.	Staff Public engagement			
Educate/train staff and volunteers at all branches about resources offered, including those available at all libraries such as Ancestry Library and Family Search	Staff Materials			

Objective 3B: Make reading room inviting and accessible.
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**EASTERN SHORE PUBLIC LIBRARY STRATEGIC PLAN, 2022 –2027**  
**SECTION 8: ESVA HERITAGE CENTER**

Strategies/Actions	Core Function(s)	Who/Where	When?	Accountability
Clearly post hours, room use guidelines, directions, contact info, services offered, etc. both in the Heritage Center and online so that patrons know what to expect and feel welcome and comfortable.	Facilities			
Use displays to attract/encourage interest.	Facilities			
Make sure the space is neat and clean via staff supervision throughout the day and ensuring sufficient funding for professional cleaning of the reading room on a routine basis.	Facilities Public support			

Objective 3C: Fund and encourage continuing education opportunities for staff at conferences and trainings on topics related to their position.				
Strategies/Actions	Core Function(s)	Who/Where	When?	Accountability
Attend yearly VGS, AAHGS, etc. conferences/conventions	Staff			

Objective 3D: Develop appropriate policies for usage of facilities and collections.				
Strategies/Actions	Core Function(s)	Who/Where	When?	Accountability
Develop Room Use Policy for Eastern Shore Room				

**EASTERN SHORE PUBLIC LIBRARY STRATEGIC PLAN, 2022 –2027**  
**SECTION 8: ESVA HERITAGE CENTER**

Develop Item Loan Agreement for incoming and outgoing items.				
Develop Collection Management Policy				

Goal 4:	Improve patron accessibility to collections and resources.			
Objective 4A: Transition to using Past Perfect software for all archival items.				
Strategies/Actions	Core Function(s)	Who/Where Responsible party or location?	When? When should action be completed?	Accountability How will you know the action succeeded or is complete?
Conversion to cloud based system allowing multiple users and provide secure routine backup of information.	Materials Technology			
Migrate the existing archival records in ShoreCat into Past Perfect.	Materials Technology			

Objective 4B: Digitize resources and make them accessible through the Heritage Center website.				
Strategies/Actions	Core Function(s)	Who/Where	When?	Accountability
Complete digitization of Latimer Collection	Materials Technology			
Identify other resources/collections to digitize and seek funding, with priority on high-risk materials.	Materials Technology			

**EASTERN SHORE PUBLIC LIBRARY STRATEGIC PLAN, 2022 –2027**  
**SECTION 8: ESVA HERITAGE CENTER**

Identify projects suitable for volunteer assistance.	Materials Technology Public engagement			
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Objective 4C: Continue current projects to improve accessibility to collections and resources.				
Strategies/Actions	Core Function(s)	Who/Where	When?	Accountability
Create finding aids for major collections beginning with those already processed.	Materials			
Maintain subject classification for appropriate items added to the Reading Room collections going forward.	Facilities Materials			
Routinely inventory items in Reading Room shelves and asses for missing items, condition, and replacement if necessary.	Materials			

Objective 4D: Create instructional videos and info guides to allow patrons to more easily access resources and answer frequently answered questions.				
Strategies/Actions	Core Function(s)	Who/Where	When?	Accountability
Topics to include instructions for the ScanPro microfilm reader, how to get the most out of our FamilySearch <b>Affiliate Library access, how to research a property's</b> history, historic ESVA maps and how to access them.	Technology Materials Public programs and services			

**EASTERN SHORE PUBLIC LIBRARY STRATEGIC PLAN, 2022 –2027**  
**SECTION 8: ESVA HERITAGE CENTER**

Make these resources available onsite as well as on the Heritage Center website	Technology Public programs and services			
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Objective 4F: Continue promotion/utilization of Miles Files by the public and provide staff support for webpage and some genealogical research.				
Strategies/Actions	Core Function(s)	Who/Where	When?	Accountability
Staff will facilitate regular updates of MilesFiles to the new Heritage Center website	Materials			
Staff will provide four (4) hours of time per week to Miles Files including work on Master Genealogist and Second Site Software, to ensure a smooth transition and continuity of the database when the time comes for ESPL to take ownership.	Materials			

Objective 4G: Identify and evaluate strengths and weaknesses in customer service, access to collections, facility, etc.				
Strategies/Actions	Core Function(s)	Who/Where	When?	Accountability

EASTERN SHORE PUBLIC LIBRARY STRATEGIC PLAN, 2022 –2027  
SECTION 8: ESVA HERITAGE CENTER

Goal 5: Maintain and improve the preservation and protection of collections.

Objective 5A: Maintain/continue to preserve collections.

Strategies/Actions	Core Function(s)	Who/Where Responsible party or location?	When? When should action be completed?	Accountability How will you know the action succeeded or is complete?
Develop policies for cataloging, processing, and preservation of collections to be clearly posted and enforced for staff.	Materials			
Educate staff, patrons, and volunteers as to why preservation and usage policies are important.	Materials			
Monitor environment that collections are kept in to maintain optimal conditions for preservation.	Materials Facilities			
Develop a routine schedule for cleaning of archival collections	Materials Facilities			

Objective 5B: Create committee(s) to oversee and make recommendations on donations, deaccessioning and to review and set collection development guidelines.

Strategies/Actions	Core Function(s)	Who/Where	When?	Accountability
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Objective 5C: Identify items/collections as candidates for preservation.

**EASTERN SHORE PUBLIC LIBRARY STRATEGIC PLAN, 2022 –2027**  
**SECTION 8: ESVA HERITAGE CENTER**

Strategies/Actions	Core Function(s)	Who/Where	When?	Accountability
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Objective 5D: Develop guidelines and procedures for safety of collections.				
Strategies/Actions	Core Function(s)	Who/Where	When?	Accountability
Develop Emergency and Disaster Guidelines/Continuity of Operations Planning	Facilities Materials			
Develop Integrated Pest Management guidelines	Facilities Materials			



Goal 1:	Early literacy programs will be evaluated and enhanced to align with the goals of the “STEM and School Readiness Project” as developed by the Library of Virginia, Science Museum of Virginia, and the Virginia Department of Conservation and Recreation.			
Objective #1a: Appropriate storytimes and programs for babies and toddlers will be provided.				
Strategies/Actions	Core Function(s)	Who/Where <i>Responsible party or location?</i>	When? <i>When should action be completed?</i>	Accountability <i>How will you know the action succeeded or is complete?</i>
Programs adaptable to our resources and community will be determined by researching those of other public libraries. This will be accomplished by reviewing blogs, professional publications, social media, and websites.	Public programs and services  Public perception	Administrative team	2025	A bi-annual program plan with corresponding marketing and budget plan will be created.
Surveys will be conducted to gather input for program planning.	Public perception	Youth Services Librarian	2025	Surveys will be compiled for Board and Director review.
The results of past surveys will be reviewed and used for planning.	Public perception	Youth Services Librarian	2022	Usable data. Ideas for new surveys.

Objective #1b: Information and presentations for parents on how to raise readers and how to encourage an early commitment to reading at home will be provided.				
Strategies/Actions	Core Function(s)	Who/Where <i>Responsible party or location?</i>	When? <i>When should action be completed?</i>	Accountability <i>How will you know the action succeeded or is complete?</i>
*A grant and/or sponsor supported bi-annual storytelling festival will be developed.	Public programs and services	Director & Board	2024	Festival event.
*Movies and programs in different languages will be developed.	Public programs and services	Staff	2024	Schedule of events
*The library will collaborate with organizations that represent or support different ethnic groups or specialized populations.	Public programs and services  Public awareness	Director & Board	2025	List of collaborating organizations and events or programs taken place or planned.  List of grants to support collaboration.

Objective #1c: Efforts will continue to be made to connect with and support local community partners that offer parenting and early literacy programming.				
Strategies/Actions	Core Function(s)	Who/Where <i>Responsible party or location?</i>	When? <i>When should action be completed?</i>	Accountability <i>How will you know the action succeeded or is complete?</i>
*A grant and/or sponsor supported bi-annual storytelling festival will be developed.	Public programs and services	Director & Board	2024	Festival event.
*Movies and programs in different languages will be developed.	Public programs and services	Staff	2024	Schedule of events
*The library will collaborate with organizations that represent or support different ethnic groups or specialized populations.	Public programs and services  Public awareness	Director & Board	2025	List of collaborating organizations and events or programs taken place or planned.  List of grants to support collaboration.
*A youth summer feeding program will continue to be developed in collaboration with County Parks, the Foodbank, and LVA to attract new populations to the library and promote literacy.	Public programs and services  Public awareness	Director	2022	Statistics on the number of youth served food

Objective #1d: Participation in the Preschool and Summer Reading Programs provided by the Library of Virginia will be continued and further developed for greater involvement and outreach.				
Strategies/Actions	Core Function(s)	Who/Where <i>Responsible party or location?</i>	When? <i>When should action be completed?</i>	Accountability <i>How will you know the action succeeded or is complete?</i>
*A grant and/or sponsor supported bi-annual storytelling festival will be developed.	Public programs and services	Director & Board	2025	Festival event.
*Movies and programs in different languages will be developed.	Public programs and services	Staff	2025	Schedule of events
*The library will collaborate with organizations that represent or support different ethnic groups or specialized populations.	Public programs and services  Public awareness	Director & Board	2025	List of collaborating organizations and events or programs taken place or planned.  List of grants to support collaboration.
*A youth summer feeding program will continue to be developed in collaboration with County Parks, the Foodbank, and LVA to attract new populations to the library and promote literacy.	Public programs and services  Public awareness	Director	2022	Statistics on the number of youth served food

Goal 2:	Programs and activities, which will aid in the development of the school-age youth in our community, will be provided.			
Objective #2a: Ideas for frequently offered, value-added programs will be explored and developed.				
Strategies/Actions	Core Function(s)	Who/Where <i>Responsible party or location?</i>	When? <i>When should action be completed?</i>	Accountability <i>How will you know the action succeeded or is complete?</i>
Other libraries will be surveyed to identify programs adaptable to our resources and community by reviewing blogs, professional publications, social media, and websites	Public Programs and services Public Perception	Administrative Team	2024	A bi-annual program plan with corresponding marketing and budget will be created.
Attendees will be surveyed after each program to obtain feedback for future program planning	Public Perception	Director	2022	Surveys will be compiled for Board and Director review
People that do NOT use the library will be solicited for ideas and feedback at area events or festivals such as garage sales, VEC, or farmers' markets.	Public Perception	Director	2025	The number of questions and suggestions received.
Past survey results will be reviewed and used for planning.	Public Perception	Director	2022	Usable data. Ideas for new surveys.

Objective #2b: Marketing will be further developed to better promote the value of programs for youth.				
Strategies/Actions	Core Function(s)	Who/Where <i>Responsible party or location?</i>	When? <i>When should action be completed?</i>	Accountability <i>How will you know the action succeeded or is complete?</i>
The library will attend outreach events that reach diverse communities and distribute library marketing materials at these events.	Public programs and services  Public awareness	Administrative Staff	2022	List of events that have taken place or were planned.  The number of attendees at the event(s).
Unique and diverse means of promotion will be created and used in order to reach new audiences and promote to communities we may not reach otherwise.	Public programs and services  Public awareness	Administrative Staff	2025	Creation of marketing items unique to each program  Promotional materials will be saved to look back on.
The library will distribute marketing materials to organizations that represent or support different ethnic groups or specialized populations.	Public programs and Services  Public awareness	Administrative Staff	2025	Marketing materials



Objective #2c: Programs will be developed that celebrate the diversity of the community.				
Strategies/Actions	Core Function(s)	Who/Where <i>Responsible party or location?</i>	When? <i>When should action be completed?</i>	Accountability <i>How will you know the action succeeded or is complete?</i>
*A grant and/or sponsor supported bi-annual storytelling festival will be developed	Public programs and services	Director & Board	2022	Festival events
*Movies and programs in different languages will be developed	Public programs and services	Staff	2023	Scheduled events.
*The library will collaborate with organizations that represent or support different ethnic groups or specialized populations.	Public Programs and services  Public awareness	Director & Board	2024	List of collaborating organizations and events or programs taken place or planned.  List of grants to support collaboration.
Regular communication and/or meetings will be developed with the school librarians to mutually support programs and curriculum and to ensure ESPL plans align with public education and technology requirements and needs.	Public Awareness  Materials  Technology	Director	2023	Schedule of meeting dates and plan of action
Resources for outreach to dual enrollment students will be developed.	Public Awareness  Materials  Technology	Director, Staff	2023	List of outreach events specific to dual enrollment.  Resource list for dual enrollment students.

EASTERN SHORE PUBLIC LIBRARY STRATEGIC PLAN, 2022 —2027

SECTION 9: YOUTH SERVICES

*A youth summer feeding program will be developed in collaboration with County Parks and LVA to attract new populations to the library and promote literacy.	Public programs and services  Public awareness	Director,  Youth Services Librarian	2022	Statistics on the number of youth services food.
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Objective #2d: Participation in the Summer Reading Programs provided by the Library of Virginia will be continued and further developed for greater involvement and outreach.				
Strategies/Actions	Core Function(s)	Who/Where <i>Responsible party or location?</i>	When? <i>When should action be completed?</i>	Accountability <i>How will you know the action succeeded or is complete?</i>
Computer technology equipment in the library will not only provide access to online sources, but also serve for educating on the use of newer technology.	Technology	Director & Board	2023	Inventory of equipment
Programs will be developed for both youth and adults that promote careers in STEM fields	Public Programs and Services	Staff	2024	Schedule of programs Grants supporting such programs
Materials and online resources that support STEM education will be better promoted, exhibited, and demonstrated	Materials	Staff	2024	List of actions taken Increased circulation of STEM materials
<b>Technology “experts” will alert the library to trends and community needs</b> for equipment, software, and access.	Technology	Board & Director	2023	Board member with skills Advisory Committee
A youth summer feeding program will continue to be developed in collaboration with County Parks, the Foodbank, and LVA to attract new populations to the library and promote literacy.	Public programs and services  Public awareness	Youth Services Librarian	2022	Statistics on the number of youth served food

Goal 3:	Opportunities will be provided for teens to develop leadership skills.			
Objective #3a: Relationships with local high schools will be strengthened to promote teen involvement in the library as well as teen volunteer opportunities.				
Strategies/Actions	Core Function(s)	Who/Where <i>Responsible party or location?</i>	When? <i>When should action be completed?</i>	Accountability <i>How will you know the action succeeded or is complete?</i>
We will continue to communicate opportunities and programs to local high schools as a means to both build relationships with the schools and share opportunities with them.	Public Programs Public Engagement	Director Administrative Staff	2022	The number of teens who come from one of the schools.  List of events communicated to the schools.
Participate in local outreach events at the local high schools to build a presence, market the library as an ally, and get to know the schools.	Public Relationships	Staff	2023	Number of outreach events attended

Objective #3b: The Teen Advisory Board will meet periodically to discuss teen initiatives.				
Strategies/Actions	Core Function(s)	Who/Where <i>Responsible party or location?</i>	When? <i>When should action be completed?</i>	Accountability <i>How will you know the action succeeded or is complete?</i>
Youth Services Librarian and teens will meet weekly to discuss teen initiatives. This can include brainstorming, project planning, discussion groups, etc	Public perspective	Youth Librarian	2024	Notes will be taken about what is discussed
Meetings will be constructed in such a way to promote teamwork, critical thinking, collaboration, and planning. They will aim to teach practical project building skills, so teens may be able to apply them to their future endeavors.	Public Programs	Youth Librarian	2024	Session plans/outlines will be made before each session.  Notes will be taken for each meeting.

Objective #3c: <b>Teen Advisory Board members will be given opportunities to assist in planning children’s and teen’s programs and to volunteer with their execution.</b>				
Strategies/Actions	Core Function(s)	Who/Where <i>Responsible party or location?</i>	When? <i>When should action be completed?</i>	Accountability <i>How will you know the action succeeded or is complete?</i>
Teens will meet with the Youth Services librarian about what they would like to see in Teen Services	Program Planning Programming Teen Services	Youth Services Librarian	2024	A list of possible programs/services teens suggested will be created
Teens will help develop ideas, plan and organize programs as time and availability will allow.	Program Planning Programming Teen Services	Youth Services Librarian	2023	A finalized program by the end of the project and the statistics of how many attended.



Objective #3d: Teen Intern programs will be developed and utilized whenever funding is available and timing is appropriate to teen availability.				
Strategies/Actions	Core Function(s)	Who/Where <i>Responsible party or location?</i>	When? <i>When should action be completed?</i>	Accountability <i>How will you know the action succeeded or is complete?</i>
Youth Services will evaluate how intern programs were done in the past and plan to relaunch the program.	Programming Summer Internships	Youth Services Librarian Director	2024	Have a record of who interned and what their responsibilities were.

Objective #3e: Teen programming that meets will be developed in order to ensure teen interests and needs are met.				
Strategies/Actions	Core Function(s)	Who/Where <i>Responsible party or location?</i>	When? <i>When should action be completed?</i>	Accountability <i>How will you know the action succeeded or is complete?</i>
Other libraries will be surveyed to identify programs adaptable to our resources and community by reviewing blogs, professional publications, social media, and websites	Program Planning Teen Services	Director Youth Services Librarian	2022	A list of ideas
Teens will be surveyed to determine what they would like to see in the library space in regards to programming/services/resources.	Program Planning Public Perception Teen Services	Youth Services Librarian	2023	Teen Advisory Board reports Informal surveys.
Programs and resources will be provided that meet the need of teens.	Program Planning Teen Services	Director Youth Services Librarian	2024	Programming statistics Monthly Youth Services reports

Goal 4:	Programs and activities, which will promote an interest in and understanding of STEM/STEAM/STREAM concepts, will be provided for the youth in our community.			
Objective #4a: Activity and maker space areas will be provided within the library.				
Strategies/Actions	Core Function(s)	Who/Where <i>Responsible party or location?</i>	When? <i>When should action be completed?</i>	Accountability <i>How will you know the action succeeded or is complete?</i>
Computer technology equipment in the library will not only provide access to online sources, but also serve for educating on the use of newer technology.	Technology	Director & Board	2024	Inventory of equipment
Programs will be developed for both youth and adults that promote careers in STEM	Public Programing Technology	Director Youth Services Librarian	2023	Program list/event list
Materials and online resources that support STEM education will be better promoted, exhibited, and distributed.	Technology	Staff	2023	Promotional materials
Technology “experts” will alert the library to trends and community needs for equipment, software, and access	Technology	Director Youth Services Librarian	2022	List of ideas

Objective #4b: Programs and collections will promote STEM/STEAM/STREAM subjects.				
Strategies/Actions	Core Function(s)	Who/Where <i>Responsible party or location?</i>	When? <i>When should action be completed?</i>	Accountability <i>How will you know the action succeeded or is complete?</i>
Purchase materials for our collection that fit STEM/STEAM/STREAM subjects and encourage exploration of such subjects	Technology Programming	Administrative Staff	2022	Inventory list  Collection list of STEM books/ resources
Research, plan and develop programming that fits the STEM/STEAM/STREAM subjects and encourages exploration of such subjects.	Technology Programming	Administrative Staff	2023	Program plans  Program documentation

Objective #4c: Partnerships with area agencies and community groups will be developed to strengthen the promotion of STEM/STEAM/STREAM subjects.				
Strategies/Actions	Core Function(s)	Who/Where <i>Responsible party or location?</i>	When? <i>When should action be completed?</i>	Accountability <i>How will you know the action succeeded or is complete?</i>
Reach out to local organizations/people who may be interested in doing a STEM/STEAM/ STREAM type program	Public Programs and Services  Technology	Director  Youth Services Librarian	2022	List of interested parties
The library will collaborate with organizations that represent or support STEM/STEAM/STREAM learning.	Public Services and Programs  Public Awareness  Technology	Youth Services Librarian  Director	2023	List of collaborating organizations and events or programs taken place or planned.  List of grants to support collaboration



Objective #4d: STEM resources and programs will be evaluated and enhanced routinely.				
Strategies/Actions	Core Function(s)	Who/Where <i>Responsible party or location?</i>	When? <i>When should action be completed?</i>	Accountability <i>How will you know the action succeeded or is complete?</i>
The library will conduct a yearly assessment of STEM resources and programming to determine success and what should be done better.	Program assessment Program planning	Admin Staff	2023	An evaluation of what was done and a list of plans/actions for future goals/projects.

Goal 5:	<b>The library’s youth services workforce will be trained, managed, and expanded to focus on the need to align staffing with the goals and objectives of youth services.</b>			
Objective # 5a: Professional development opportunities will be investigated on a routine basis.				
Strategies/Actions	Core Function(s)	Who/Where <i>Responsible party or location?</i>	When? <i>When should action be completed?</i>	Accountability <i>How will you know the action succeeded or is complete?</i>
Professional development opportunities will be investigated and explored regularly through multiple organizations such as the VLA, Webjunction, local organizations, etc.	Staff Development	Staff	2022	Monthly report of courses taken
New learning opportunities will be explored to develop skills beyond Youth Services.	Staff Development	Staff	2022	Monthly report of courses taken

Objective #5b: Staff will pursue professional development by attending conferences, taking classes, and viewing webinars that support the goals and objectives of youth services.				
Strategies/Actions	Core Function(s)	Who/Where <i>Responsible party or location?</i>	When? <i>When should action be completed?</i>	Accountability <i>How will you know the action succeeded or is complete?</i>
Staff will attend professional development either virtually or in-person to develop better service skills related to youth services and programming	Staff Development	Staff	2022	Monthly report of courses taken
Staff will attend conferences to engage with other libraries and develop an understanding of what other libraries are doing, gain ideas, and gain a fresh perspective on librarianship.	Staff Development	Staff	2022	Monthly report of courses taken

Objective #5c: The opportunity to increase the staffing of youth services by additional hiring and/or building a stronger volunteer program will be investigated and considered on a routine basis.				
Strategies/Actions	Core Function(s)	Who/Where <i>Responsible party or location?</i>	When? <i>When should action be completed?</i>	Accountability <i>How will you know the action succeeded or is complete?</i>
Youth Services Librarian will reach out to the community to develop a more comprehensive volunteer list of interested parties.	Volunteers	Director Youth Services Librarian	2022	List of volunteers.
Volunteers/Staff will be occasionally asked to assist with aspects of youth services such as handing out flyers, helping with programs, etc	Volunteers Staff	Director Youth Services Librarian	2022	Monthly report what staff/volunteers helped with.
When opportunity allows, hire someone dedicated to assisting Youth Services.	Staffing	Director Youth Services Librarian	2024	Job description/ job duties for the new hire.

Goal 6:	Grant opportunities will be pursued whenever feasible and appropriate to the mission of youth services.			
Objective #6a: The opportunity to increase youth services through grants will be investigated and pursued as it relates to youth services.				
Strategies/Actions	Core Function(s)	Who/Where <i>Responsible party or location?</i>	When? <i>When should action be completed?</i>	Accountability <i>How will you know the action succeeded or is complete?</i>
Grant opportunities will be investigated and researched related to the need of Youth Services	Library services	Admin staff	2022	Grant Applications
Grants will be applied for and managed as needed. All requirements for the grant will be met.	Library services	Admin Staff	2022	Grant Applications
Library of Virginia Grant opportunities will be taken advantage of and managed accordingly.	Library services	Admin Staff	2022	Reports on grants given by LVA.

Goal 7:	<b>The promotion and marketing of the library’s</b> youth services will be expanded and enhanced to focus on the need to reach the community using a variety of print and electronic media methods.			
Objective #7a: Marketing materials related to youth services will continue to adapt to the need of the community.				
Strategies/Actions	Core Function(s)	Who/Where <i>Responsible party or location?</i>	When? <i>When should action be completed?</i>	Accountability <i>How will you know the action succeeded or is complete?</i>
Marketing materials will be specially created for specific programs and/or events done by the library.	Public perception	Youth Services Director	2022	Marketing materials
The library will explore and experiment with new marketing strategies, materials, and ideas to determine what works best.	Public perception	Youth Services Director	2022	Marketing materials
People that do NOT use the library will be solicited for ideas and feedback at area events or festivals such as garage sales, VEC, or farmers' markets.	Public perception	Youth Services Director	2022	Number of questions and suggestions



SECTION: 10 – ADULT SERVICES

Goal 1:	Programs will be planned that will be of value to the community serving a variety of ages and interests.
Objective #1a:	Programs for veterans will be developed that support their unique needs and interest.
Objective #1b:	Health and wellbeing programs will be developed in cooperation with Community Partners and Healthy Communities.
Objective #1c:	ESL, Citizenship, language exchanges, and life skill programming for diverse and immigrant residents will be developed
Objective #1d:	Homesteading programming will be developed to promote historical lifeways of the Shore, expose residents to new hobbies, and promote healthy lifestyles.
Objective #1e:	Places will be created for young adults to meet to relax, to feel comfortable and safe, and develop a senses of community.
Objective #1f:	Survey young adults for ideas for programming. Identify which parts of the Shore have higher concentrations of young adults.
Objective #1g:	A rubric will be completed in meeting with nonprofits to ensure library services for targeted age groups and a variety of available resources are presented to the nonprofit contact.

Goal 2:	Workforce development resources and programs will be offered including topics like resume writing and wordprocessing, job readiness, and STEM.
Objective #2a:	Classroom space will be made available for workforce development agencies/npo.
Objective #2b:	Programs and collections will promote entrepreneurship related to the assets on the Shore.
Objective #2c:	Partnerships will be developed to meet community workforce development needs.

Objective #2d: STEM resources and programs will be developed to support area school and industry workforce development educational.

EASTERN SHORE PUBLIC LIBRARY STRATEGIC PLAN, 2022 --2027  
SECTION – TECHNICAL SERVICES

Goal 1:	Materials collections will be curated that are diverse, inclusive, balanced, and relevant
Objective #1a: Responsive and relevant materials collections will be available to community members who value and rely on the library as a source of materials to read, listen to, and view. Staff will work to connect individuals with needed resources.	
Objective #1b: Diversity and inclusion will continue to be a focus of collection building and management. We will strive to increase representation of multi-voiced and divergent views across creators, subjects, cultures, and languages. We will broaden the collection beyond racial and ethnic diversity to provide materials for and about other marginalized groups such as LGSTQ+ and people with disabilities.	
Objective #1c: Collections will be provided in multiple formats to maximize access to materials and information. We will promote the library's digital and electronic collections to increase awareness about and findability of these resources.	

Goal 2:	Develop internal and external collaboration, stability, and efficiency
Objective #2a: Support the missions of local education and social equity organizations through library collections and collaboration.	
Objective #2b: Demonstrate the need for a materials budget that is both stable and sufficient to keep pace with rising costs and the growing demand for library materials in multiple formats and languages.	
Objective #2c: Evaluate technical services processing and cataloging workflows to identify measures to maximize efficiency.	

## FINANCIAL SUMMARY

*See Appendix E-a: ESPL Historical Financial Trends*

The Eastern Shore Public Library's financial status review is unlike any other library systems in the Commonwealth. Not only is the library physically isolated from other library systems in the state, its organizational structure is different in that it has affiliate member libraries, one being a town library and one a 501(c)3 nonprofit. A major \$5.5 million capital project is underway, though it has been set back by both the pandemic and construction delays associated with the contractor. As a regional library, the system did not get pandemic relief funds directly, but rather funneled as grants from other agencies. Out of the capital planning, a new ESVA Heritage Center concept has emerged to ramp up the library's special collections program, but without a clear plan for sustainability...yet.

Virginia Humanities is supporting an ESVA Heritage Center Sustainability Plan with a SHARP grant in 2022. The plan will be completed in Spring 2022. The goal of this plan is to develop viable financial and fundraising goals so that the Center does not drain limited funds from the library system.

**Accomack and Northampton Counties provide 67% of ESPL income.** Around 25% is from State Aid, which is calculated based on local government income. Cape Charles Memorial Library is funded by the Town of Cape Charles with some additional Northampton County funds. Chincoteague Island Library funds are secured from donations. The financials of those affiliate libraries are not included in this analysis. Tangier's Muddy Toes Public Library operates under the auspices of the Tangier History Museum and Interpretive Cultural Center. As Tangier is part of Accomack County, ESPL provides services to Tangier citizens in cooperation with their library, but there is no formal agreement with the library.

If cost of living is factored in, ESPL's county income has remained relatively flat in the past. When the Northampton Free Library was absorbed into the system, no significant increase in the budget took place. Neither has the addition of technology to library services created a proportional increase in funding. While technology has created more efficiencies—such as not needing to type library catalog cards manually--over the years, services have been removed. The bookmobile is the most bemoaned loss of service which was cut when the vehicle became impossible to repair and operate safely. While the trend in many communities has been to ramp up **bookmobile** service, ESPL cannot afford the additional \$200,000+ each year to operate mobile service to the many small towns and hamlets on the Shore.

Most notably, if one looks at the ratio of spending in 2021 compared to 2011, technology expenses have increased from .06 to .10, while **personnel spending has decreased**, from .67 to .61. Administration has found it is easier to justify technology than personnel in budget plans. The pandemic has demonstrated that while technology has enabled remote access to library services, the people behind it are the ones making it user-friendly. Staff are required to install and maintain technology, promote it, and train the public in its use. This requires more sophisticated work skills and continuous staff training. The Board has charged the Personnel and Finance Committees to address staff retention and budget planning.

SECTION: 12 – FINANCIAL PLAN

Further analysis of spending trends shows that **supply costs are increasing**. Near future projects expect even higher changes with a larger library that has more bathrooms to supply and the Heritage Center's acid-free archival supply needs, which are significantly higher than general office supplies. **Vehicle expenses** will increase as more outreach takes place with the library van providing both weekly delivery between system libraries and weekend use at events.

When compared with other state libraries of either similar budgets or similar structure (regional), ESPL falls toward the bottom of expenditure ratios. **This highlights the inequity of library services to the Shore community.** Staff expenditure ratios place ESPL at the very bottom. ESPL cannot provide many of the programs other libraries offer as there are just not the staff to implement them. It is not uncommon for ESPL to receive equipment but not have the staff to use it for public programs. Often, staff turn down donations of equipment they know will not be used or managed properly.

Unless other sources of revenue are obtained or the counties commit more funds, ESPL will continue to have inequitable library services. The dynamics in securing county funds that meet the 75/25 regional agreement formula will always produce **flat funding** as neither county is going to significantly increase funds without throwing the agreement out of balance---unless both counties agree on such a budget plan.

EASTERN SHORE PUBLIC LIBRARY STRATEGIC PLAN, 2022 –2027  
SECTION: 12 – FINANCIAL PLAN

*For larger scale version, see Appendix E-a: ESPL Historical Financial Trends.*

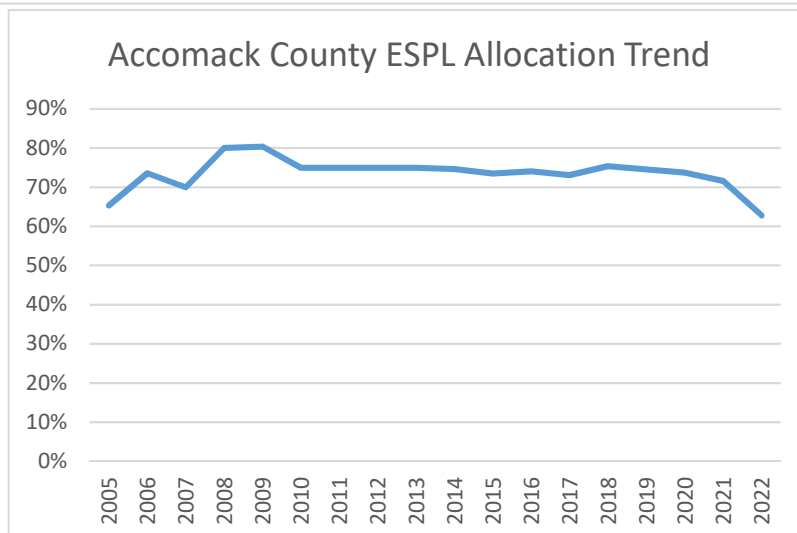
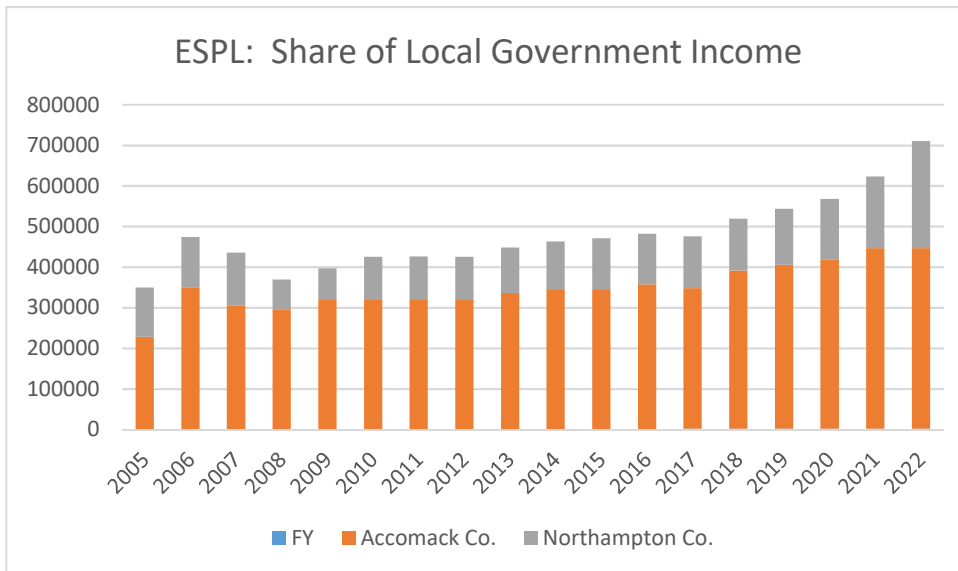
EASTERN SHORE PUBLIC LIBRARY  
5 YEAR BUDGET PLAN

		FY23-ESPL	FY23-HC	FY24-ESPL	FY24-HC	FY25-ESPL	FY25-HC	FY26-ESPL	FY26-HC	FY27-ESPL	FY27-HC
<b>INCOME</b>	% of Income										
Accomack	56%	573,602	61,682								
Northampton	19%	191,201	20,560								
State Aid		241,567									
<b>TOTAL GOVT</b>		<b>1,006,370</b>	<b>82,242</b>								
Contributions		12,358									
Reimbursements		21,600									
Fines and Fees		3,000									
Endowments		2,000									
Grants		1,930	5,000								
<b>TOTAL INCOME</b>		<b>1,047,258</b>	<b>87,242</b>								
<b>COMBINED TOTAL</b>		<b>1,134,500</b>									
<b>EXPENSES</b>	Estimated annual increase										
Building - Parksley	7%	60,000		64,200		68,694		73,503		78,648	
Building - NFL	7%	40,000		42,800		45,796		49,002		52,432	
Utilities - Parksley	7%	38,000		40,660		43,506		46,552		49,810	
Utilities - NFL	7%	5,000		5,350		5,725		6,125		6,554	
Telephone	7%	6,000		6,420		6,869		7,350		7,865	
Vehicle	7%	2,800		2,996		3,206		3,430		3,670	
Insurance	7%	13,300		14,231		15,227		16,293		17,434	
Computer	10%	44,000	10,000	48,400	11,000	53,240	12,100	58,564	13,310	64,420	14,641
<b>TOTAL OPERATIONS</b>		<b>209,100</b>	<b>10,000</b>	<b>225,057</b>	<b>11,000</b>	<b>242,263</b>	<b>12,100</b>	<b>260,819</b>	<b>13,310</b>	<b>280,833</b>	<b>14,641</b>
Equipment	7%	10,000	9,000	10,700		11,449		12,250		13,108	
Programs	10%	17,000	-	18,700		20,570		22,627		24,890	
Personnel	See staff plan	515,000	70,000	660,450	121,800	754,264	255,454	815,891	323,118	887,868	332,811
Benefits	10%	102,000	10,600	112,200	11,660	123,420	12,826	135,762	14,109	149,338	15,519
Supplies	10%	32,000	5,000	35,200	5,500	38,720	6,050	42,592	6,655	46,851	7,321
Materials/Books	10%	85,000		93,500		102,850		113,135		124,449	
Other	7%	8,000	500	8,560	535	9,159	572	9,800	613	10,486	655
Misc	7%	11,300		12,091		12,937		13,843		14,812	
Professional Services	7%	40,000		42,800		45,796		49,002		52,432	
<b>TOTAL EXPENSES</b>		<b>1,029,400</b>	<b>105,100</b>	<b>1,219,258</b>	<b>150,495</b>	<b>1,361,429</b>	<b>287,002</b>	<b>1,475,721</b>	<b>357,804</b>	<b>1,605,067</b>	<b>370,947</b>
<b>COMBINED TOTAL</b>		<b>1,134,500</b>		<b>1,369,753</b>		<b>1,648,431</b>		<b>1,833,525</b>		<b>1,976,014</b>	



## EASTERN SHORE PUBLIC LIBRARY - COUNTY INCOME HISTORICAL TREND

FY	Accomack Co.	Northampton Co.	Total	3 Quarters	One Quarter	% Acc
2005	\$228,596	\$121,334	\$349,930	\$262,448	\$87,483	65%
2006	\$348,846	\$125,058	\$473,904	\$355,428	\$118,476	74%
2007	\$304,595	\$130,567	\$435,162	\$326,372	\$108,791	70%
2008	\$295,759	\$73,940	\$369,699	\$277,274	\$92,425	80%
2009	\$319,251	\$77,884	\$397,135	\$297,851	\$99,284	80%
2010	\$319,259	\$106,420	\$425,679	\$319,259	\$106,420	75%
2011	\$319,259	\$106,665	\$425,924	\$319,443	\$106,481	75%
2012	\$319,259	\$106,420	\$425,679	\$319,259	\$106,420	75%
2013	\$335,907	\$111,969	\$447,876	\$335,907	\$111,969	75%
2014	\$345,907	\$117,567	\$463,474	\$347,606	\$115,869	75%
2015	\$345,907	\$124,892	\$470,799	\$353,099	\$117,700	73%
2016	\$357,407	\$124,892	\$482,299	\$361,724	\$120,575	74%
2017	\$345,907	\$127,559	\$473,466	\$355,100	\$118,367	73%
2018	\$389,707	\$127,559	\$517,266	\$387,950	\$129,317	75%
2019	\$403,707	\$138,000	\$541,707	\$406,280	\$135,427	75%
2020	\$417,049	\$148,711	\$565,760	\$424,320	\$141,440	74%
2021	\$444,844	\$176,519	\$621,363	\$466,022	\$155,341	72%
2022	\$444,844	\$263,618	\$708,462	\$531,346.50	\$177,115.50	63%

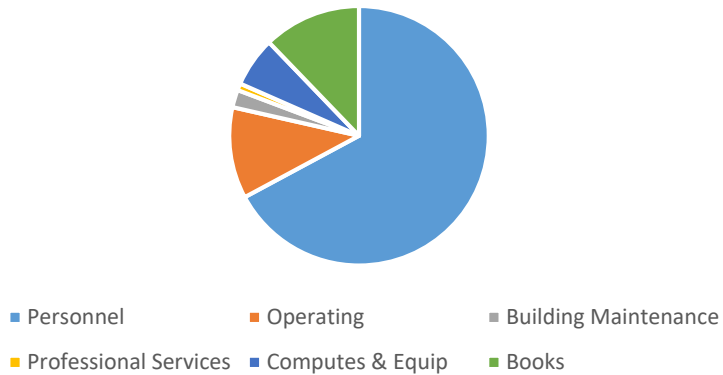


## EASTERN SHORE PUBLIC LIBRARY 10 YEAR EXPENSE COMPARISON

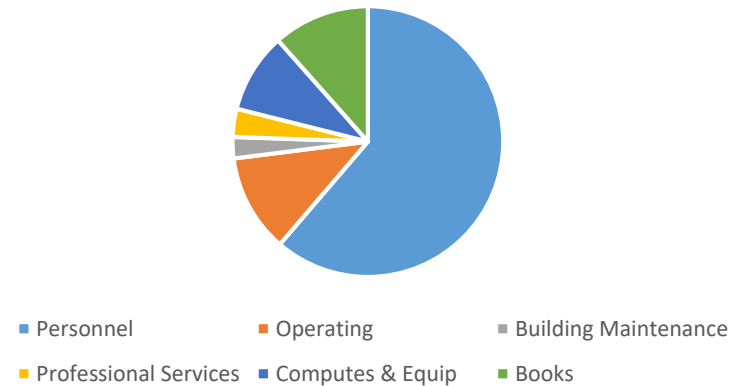
EXPENSE	2011	2021
Salaries	\$339,036	\$406,303
Fringe benefits	\$47,321	\$53,243
Payroll Taxes	\$25,904	\$36,909
Books & Materials	\$74,896	\$93,567
Insurance	\$9,937	\$12,881
Utilities	\$31,178	\$22,731
Supplies	\$11,317	\$41,084
Postage	\$2,650	\$2,834
Computer operations	\$26,632	\$52,162
Equipment Maintenance	\$11,495	\$25,147
Building Maintenance	\$13,449	\$20,611
Travel	\$1,050	\$817
Vehicle Maintenance	\$807	\$1,910
Professional Services	\$5,250	\$27,257
Capital Outlay	\$3,761	\$0
Misc.	\$9,227	\$12,723
<b>Total</b>	<b>613910</b>	<b>810179</b>
% Change		32%

EXPENSE	2011	2021	2011	2021
Personnel	\$412,261	\$496,455	0.67	0.61
Operating	\$69,927	\$94,980	0.11	0.12
Building Maintenance	\$13,449	\$20,611	0.02	0.03
Professional Services	\$5,250	\$27,257	0.01	0.03
Computes & Equip	\$38,127	\$77,309	0.06	0.10
Books	\$74,896	\$93,567	0.12	0.12
<b>TOTAL:</b>	<b>\$613,910</b>	<b>\$810,179</b>		

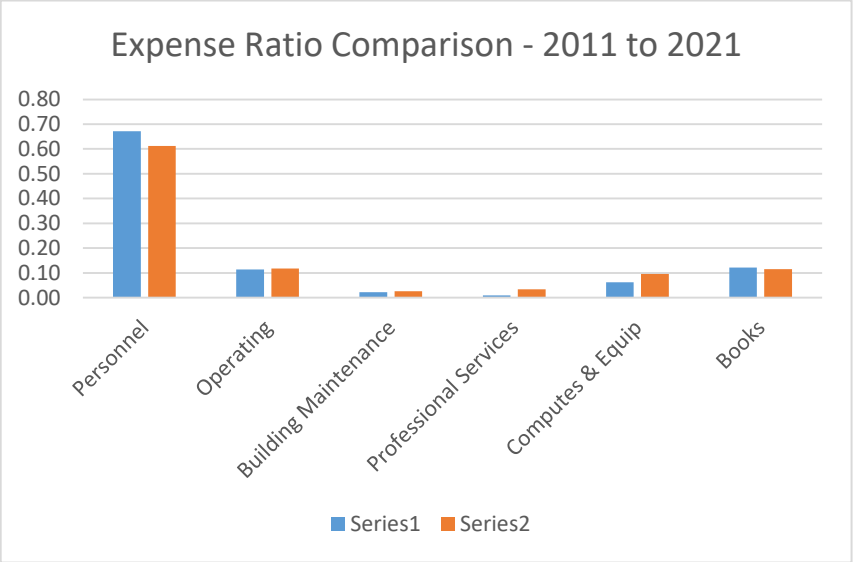
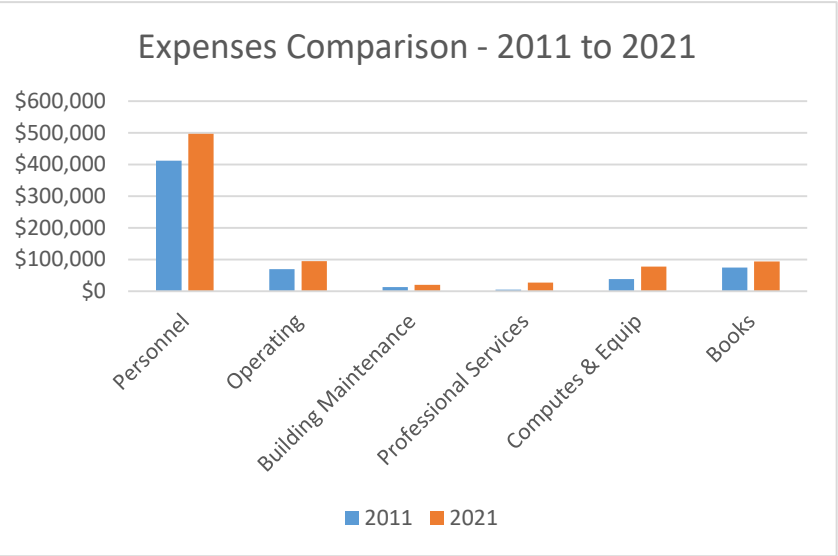
2011 Expenses



2021 Expenses



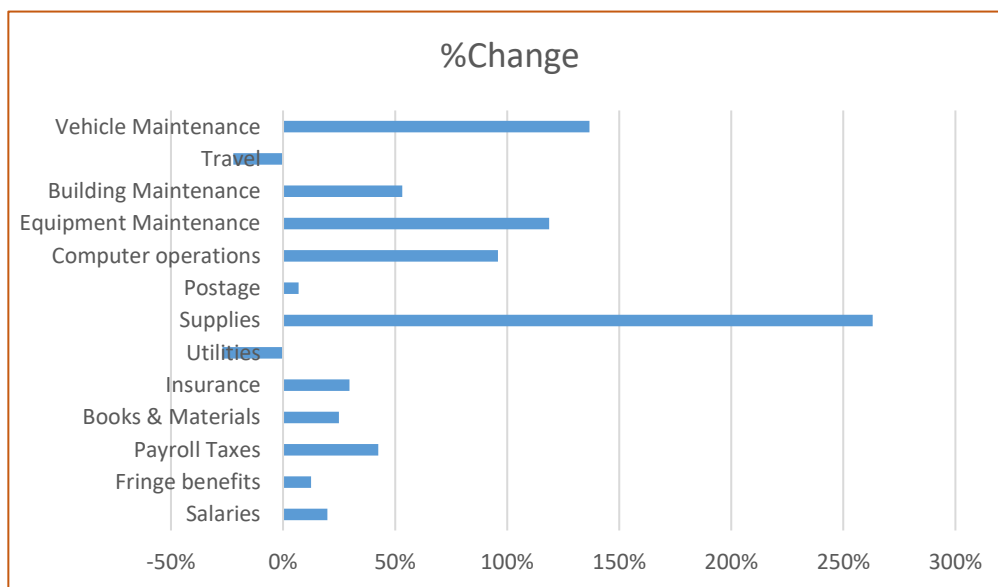
EASTERN SHORE PUBLIC LIBRARY 10 YEAR EXPENSE COMPARISON  
continued



# EASTERN SHORE PUBLIC LIBRARY

## 10 Year Change in Expense Categories

EXPENSE	2011	2021	%Change
Salaries	\$339,036	\$406,303	20%
Fringe benefits	\$47,321	\$53,243	13%
Payroll Taxes	\$25,904	\$36,909	42%
Books & Materials	\$74,896	\$93,567	25%
Insurance	\$9,937	\$12,881	30%
Utilities	\$31,178	\$22,731	-27%
Supplies	\$11,317	\$41,084	263%
Postage	\$2,650	\$2,834	7%
Computer operations	\$26,632	\$52,162	96%
Equipment Maintenance	\$11,495	\$25,147	119%
Building Maintenance	\$13,449	\$20,611	53%
Travel	\$1,050	\$817	-22%
Vehicle Maintenance	\$807	\$1,910	137%
Professional Services	\$5,250	\$27,257	419%
Capital Outlay	\$3,761	\$0	-100%
Misc.	\$9,227	\$12,723	38%
<b>Total</b>	<b>613910</b>	<b>810179</b>	
% Change			32%



Note: Professional Services left off chart as bookkeeping outsourced in 2016.

## Virginia Library Systems Ratio Staff Expense to Total Operating Costs

### Systems With Similar Range Operating Costs

Data source: Baker & Taylor Biblostat CollectConnect from 2020 state annual reports

Library Name	Total Operating Expenditures on Staff	Total Operating Expenditures	Ratio Staff Expense to Total Operating
Botetourt County Library	\$923,004	\$1,153,257	0.80
Tazewell County Public Library	\$779,390	\$1,023,852	0.76
Staunton Public Library	\$819,671	\$1,086,571	0.75
Salem Public Library	\$850,888	\$1,133,180	0.75
Waynesboro Public Library	\$758,964	\$1,022,818	0.74
Campbell County Public Library	\$883,311	\$1,200,018	0.74
Amherst County Public Library	\$590,862	\$825,729	0.72
Smyth County Public Library	\$627,364	\$877,649	0.71
Wythe Grayson Regional Library*	\$595,949	\$847,947	0.70
Colonial Heights Public Library	\$564,947	\$811,596	0.70
Poquoson Public Library	\$604,749	\$881,724	0.69
Culpeper County Library	\$765,410	\$1,134,758	0.67
Galax Carroll Regional Library*	\$497,248	\$760,896	0.65
Orange County Public Library	\$733,229	\$1,131,216	0.65
Radford Public Library	\$529,954	\$820,688	0.65
Shenandoah County Library	\$687,891	\$1,092,634	0.63
<b>Eastern Shore Public Library*</b>	<b>\$603,901</b>	<b>\$1,005,144</b>	<b>0.60</b>
Gloucester Library	\$686,938	\$1,178,143	0.58
Petersburg Public Library	\$497,259	\$890,245	0.56
Danville Public Library	\$583,157	\$1,047,268	0.56
Central Virginia Regional Library*	\$525,685	\$998,451	0.53

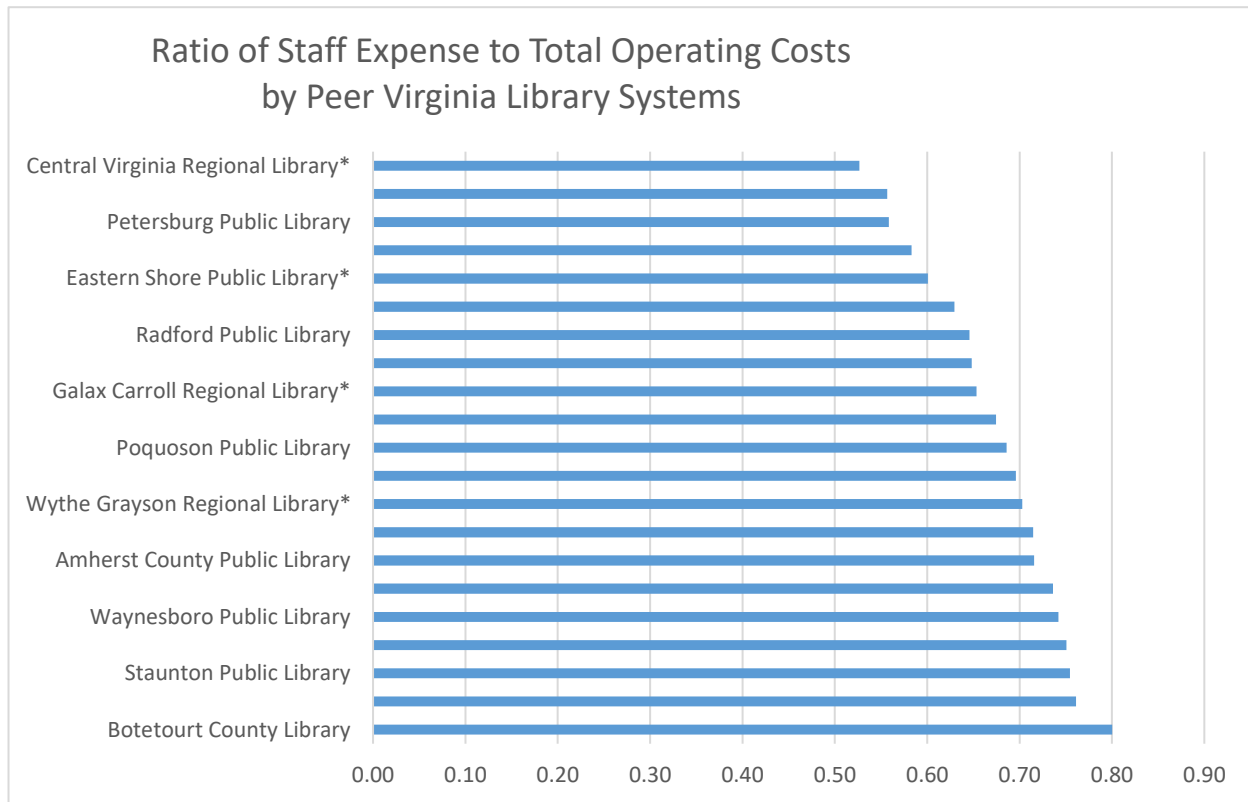
\* denotes regional library system,  
not county or city system

See chart next page.

## Virginia Library Systems Ratio Staff Expense to Total Operating Costs

### Systems With Similar Range Operating Costs

Data source: Baker & Taylor Biblostat CollectConnect from 2020 state annual reports



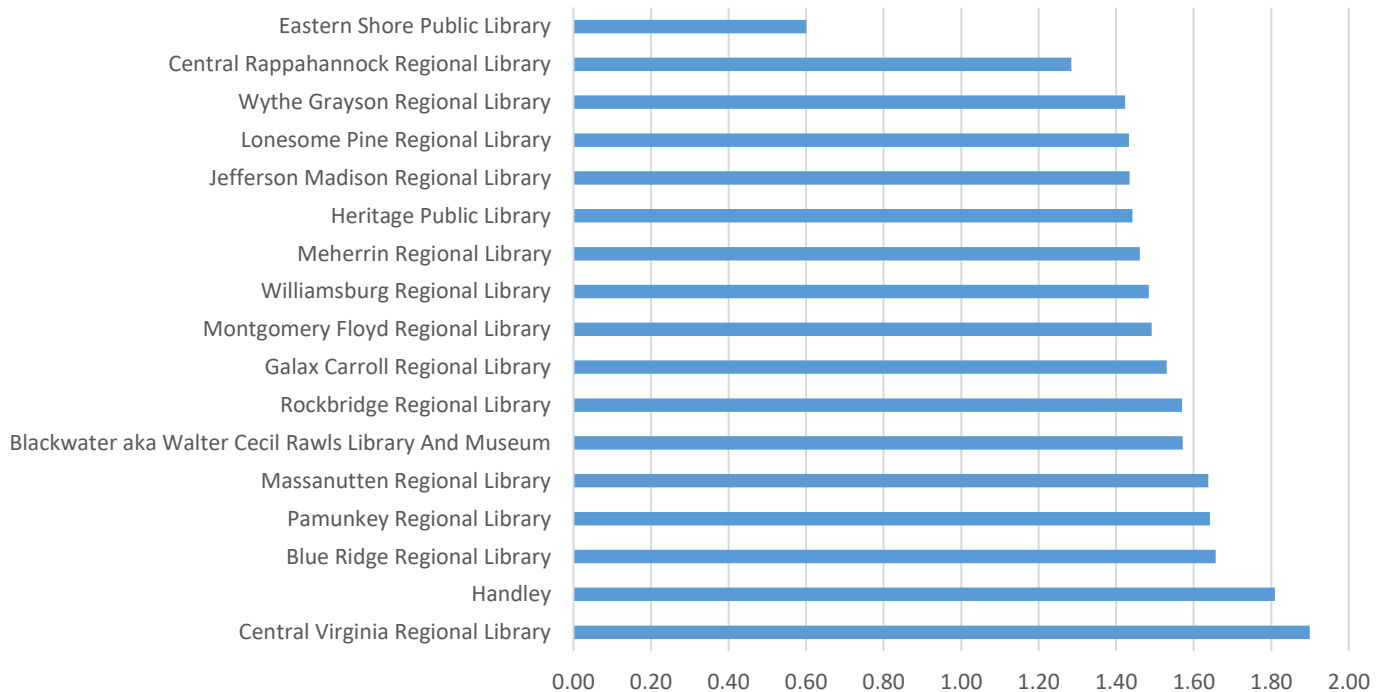


## Regional Virginia Library Systems Ratio Staff Expense to Total Operating Costs

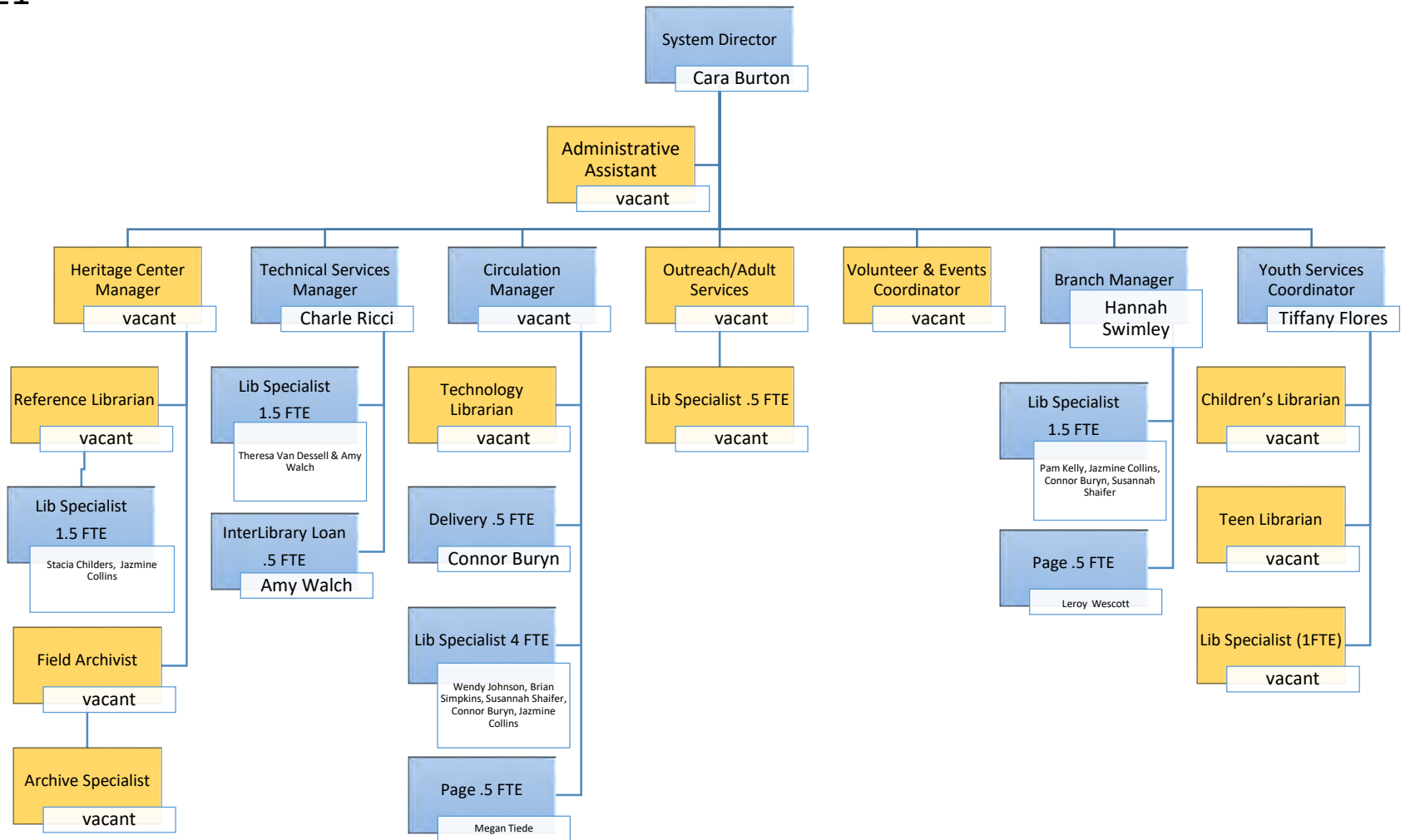
Data source: Baker & Taylor Biblostat CollectConnect from 2020 state annual reports

Regional Library Systems	Total Operating Expenditures	Total Operating Expenditures on Staff	Ratio Staff Expense to Total Operating
Central Virginia Regional Library	\$998,451	\$525,685	1.90
Handley	\$3,143,044	\$1,737,332	1.81
Blue Ridge Regional Library	\$1,778,973	\$1,073,914	1.66
Pamunkey Regional Library	\$4,340,553	\$2,643,780	1.64
Massanutten Regional Library	\$2,277,131	\$1,390,437	1.64
Blackwater aka Walter Cecil Rawls Library	\$2,412,568	\$1,535,262	1.57
Rockbridge Regional Library	\$1,621,522	\$1,033,020	1.57
Galax Carroll Regional Library	\$760,896	\$497,248	1.53
Montgomery Floyd Regional Library	\$2,766,802	\$1,854,761	1.49
Williamsburg Regional Library	\$7,429,332	\$5,004,818	1.48
Meherrin Regional Library	\$600,163	\$410,879	1.46
Heritage Public Library	\$450,509	\$312,414	1.44
Jefferson Madison Regional Library	\$8,690,066	\$6,056,421	1.43
Lonesome Pine Regional Library	\$2,186,310	\$1,525,780	1.43
Wythe Grayson Regional Library	\$847,947	\$595,949	1.42
Central Rappahannock Regional Library	\$13,717,156	\$10,681,250	1.28
<b>Eastern Shore Public Library</b>	<b>\$603,901</b>	<b>\$1,005,144</b>	<b>0.60</b>

### Ratio Staff Expenses to Total Operating in Va. Regional Libraries



# Eastern Shore Public Library Staff Plan 2021



## EASTERN SHORE PUBLIC LIBRARY BUDGET PLAN FOR STAFFING

Jan. 2022

*FTE = Fulltime equivalent**New positions bold & highlighted.**3% annual COLA increases*

Position	Type	Degree qualification	FY2022-2023	FY2023-2024	FY2024-2025	FY2025-2026	FY2026-2027	Estimated part-time base pay
System Director	FT	MLS	\$71,000	\$73,130	\$75,324	\$77,584	\$79,911	
Administrative Assistant	FT	4 year			\$35,000	\$36,050	\$37,132	
Technical Services Manager	FT	Librarian	\$45,000	\$46,350	\$47,741	\$49,173	\$50,648	
TS Library Specialist	1.5 FTE	2 year	\$52,500	\$54,075	\$55,697	\$57,368	\$59,089	\$35,000
Interlibrary Loan	.5 FTE	2 year	\$17,500	\$18,025	\$18,566	\$19,123	\$19,696	\$35,000
Circulation Manager	FT	4 year	\$40,000	\$41,200	\$42,436	\$43,709	\$45,020	
Technology Librarian				\$50,000	\$51,500	\$53,045	\$54,636	
Delivery	.5 FTE	2 year	\$17,000	\$17,510	\$18,035	\$18,576	\$19,134	\$35,000
Library Specialist	4 FTE	2 year	\$153,830.50			\$158,445	\$163,199	\$30,000
Library Specialist	4 FTE	2 year	\$145,000	\$149,350				
Outreach/Adult Services	FT	Librarian or Social Worker		\$45,000	\$46,350	\$47,741	\$49,173	
Library Specialist - Adult services	.5 FTE	2 year					\$17,500	\$35,000
Volunteer & Events Coordinator	FT	4 year		\$35,000	\$36,050	\$37,132	\$38,245	
Branch Manager (NFL)	FT	Librarian	\$40,000	\$41,200	\$42,436	\$43,709	\$45,020	
Library Specialist - Branch	1.5 FTE	2 year	\$45,000	\$46,350	\$47,741	\$49,173	\$50,648	\$30,000
Youth Services Coordinator	FT	Librarian	\$42,000	\$43,260	\$44,558	\$45,895	\$47,271	
Children's Librarian	FT	Librarian				\$39,000	\$40,170	
Tean Librarian	FT	Librarian			\$39,000	\$40,170	\$41,375	
YS Assistant/Library Specialist	1 FTE	2 year					\$30,000	\$30,000
SUBTOTAL			\$515,000	\$660,450	\$754,264	\$815,891	\$887,868	\$230,000
<b>ESVA HERITAGE CENTER STAFF</b>								
Heritage Center Manager	FT	Archivist/Librarian	\$60,000	\$61,800	\$63,654	\$65,564	\$67,531	
Reference Librarian	FT	Librarian - Local History			\$60,000	\$61,800	\$63,654	
Local History Specialist	1.5 FTE	4 year	\$10,000	\$60,000	\$61,800	\$63,654	\$65,564	\$40,000
Field Archivist	FT	Archivist			\$70,000	\$72,100	\$74,263	
Archive Specialist	FT	4 year with special training				\$60,000	\$61,800	
SUBTOTAL			\$70,000	\$121,800	\$255,454	\$323,118	\$332,811	\$40,000
			<b>\$585,000</b>	<b>\$782,250</b>	<b>\$1,009,718</b>	<b>\$1,139,009</b>	<b>\$1,220,679</b>	<b>\$270,000</b>
Total FTE:			13	17	18.5	20.5	22	
Total FTE ESVA HC:			1.5	2.5	4.5	5.5	5.5	

## COMPARISON OF DIRECTOR'S SALARY WITH OTHER REGIONAL LIBRARIES

Data source: Baker & Taylor Biblostat CollectConnect from 2020 state annual reports

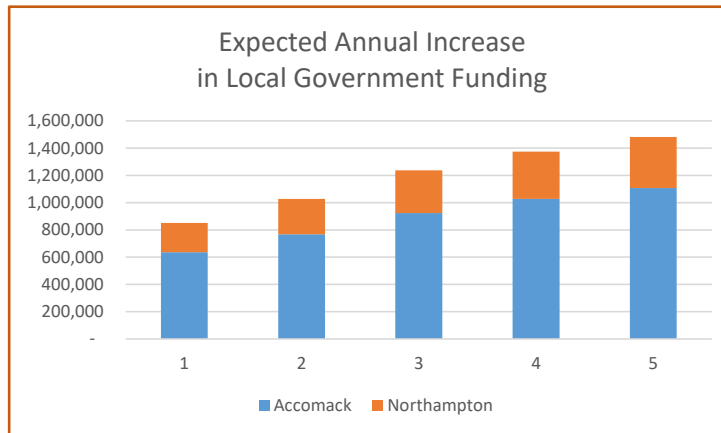
Regional Library Systems	# of Librarians with MLS Degree	Library Directors Salary	Total Operating Expenditures on Staff	Directors Salary as part of Total Staff Expenses
Pamunkey Regional Library	14.00	\$125,900	\$2,643,780	0.05
Williamsburg Regional Library	35.00	\$125,763	\$5,004,818	0.03
Central Rappahannock Regional Library	39.00	\$123,846	\$10,681,250	0.01
Jefferson Madison Regional Library	31.10	\$107,100	\$6,056,421	0.02
Massanutten Regional Library	6.56	\$99,953	\$1,390,437	0.07
Handley Library	6.00	\$95,301	\$1,737,332	0.05
Rockbridge Regional Library	6.00	\$89,900	\$1,033,020	0.09
Montgomery Floyd Regional Library	4.00	\$89,733	\$1,854,761	0.05
Appomattox Regional Library System	8.00	\$81,625	\$1,325,271	0.06
Lonesome Pine Regional Library	3.00	\$80,443	\$1,525,780	0.05
Blackwater aka Walter Cecil Rawls Library At	1.00	\$69,615	\$1,535,262	0.05
Eastern Shore Public Library	5.00	\$67,513	\$603,901	0.11
Blue Ridge Regional Library	6.00	\$63,454	\$1,073,914	0.06
Heritage Public Library	1.00	\$62,469	\$312,414	0.20
Meherrin Regional Library	1.00	\$55,729	\$410,879	0.14
Galax Carroll Regional Library	2.00	\$55,025	\$497,248	0.11
Central Virginia Regional Library	1.00	\$54,500	\$525,685	0.10
Wythe Grayson Regional Library	1.00	\$51,500	\$595,949	0.09

EASTERN SHORE PUBLIC LIBRARY  
5 YEAR BUDGET PLAN

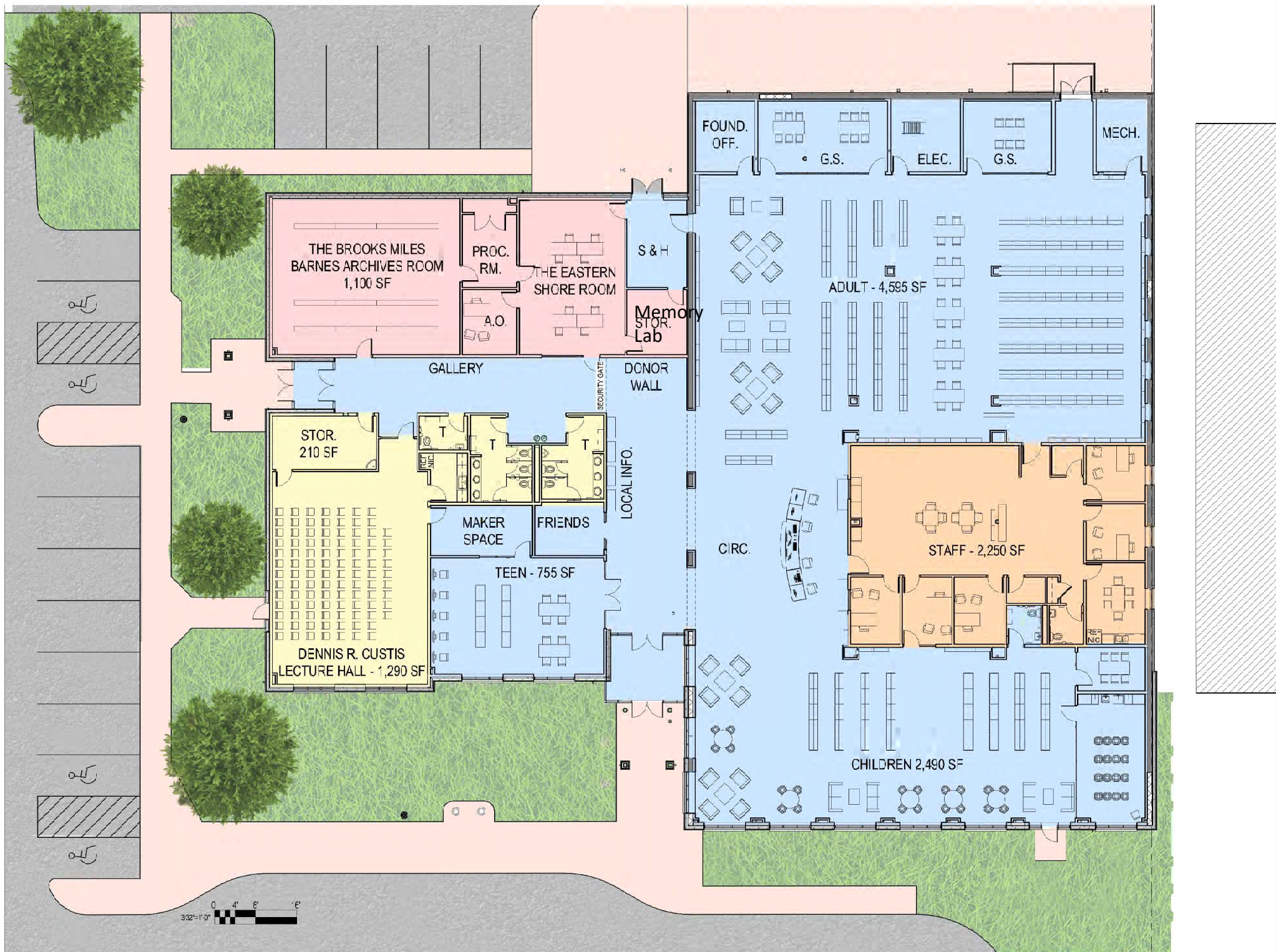
		FY23-ESPL	FY23-HC	FY24-ESPL	FY24-HC	FY25-ESPL	FY25-HC	FY26-ESPL	FY26-HC	FY27-ESPL	FY27-HC
INCOME	% of Income										
Accomack	56%	573,602	61,682								
Northampton	19%	191,201	20,560								
State Aid		241,567									
<b>TOTAL GOVT</b>		<b>1,006,370</b>	<b>82,242</b>								
Contributions		12,358									
Reimbursements		21,600									
Fines and Fees		3,000									
Endowments		2,000									
Grants		1,930	5,000								
<b>TOTAL INCOME</b>		<b>1,047,258</b>	<b>87,242</b>								
COMBINED TOTAL		<b>1,134,500</b>									
EXPENSES	Estimated annual increase										
Building - Parksley	7%	60,000		64,200		68,694		73,503		78,648	
Building - NFL	7%	40,000		42,800		45,796		49,002		52,432	
Utilities - Parksley	7%	38,000		40,660		43,506		46,552		49,810	
Utilities - NFL	7%	5,000		5,350		5,725		6,125		6,554	
Telephone	7%	6,000		6,420		6,869		7,350		7,865	
Vehicle	7%	2,800		2,996		3,206		3,430		3,670	
Insurance	7%	13,300		14,231		15,227		16,293		17,434	
Computer	10%	44,000	10,000	48,400	11,000	53,240	12,100	58,564	13,310	64,420	14,641
<b>TOTAL OPERATIONS</b>		<b>209,100</b>	<b>10,000</b>	<b>225,057</b>	<b>11,000</b>	<b>242,263</b>	<b>12,100</b>	<b>260,819</b>	<b>13,310</b>	<b>280,833</b>	<b>14,641</b>
Equipment	7%	10,000	9,000	10,700		11,449		12,250		13,108	
Programs	10%	17,000	-	18,700		20,570		22,627		24,890	
Personnel	See staff plan	515,000	70,000	660,450	121,800	754,264	255,454	815,891	323,118	887,868	332,811
Benefits	10%	102,000	10,600	112,200	11,660	123,420	12,826	135,762	14,109	149,338	15,519
Supplies	10%	32,000	5,000	35,200	5,500	38,720	6,050	42,592	6,655	46,851	7,321
Materials/Books	10%	85,000		93,500		102,850		113,135		124,449	
Other	7%	8,000	500	8,560	535	9,159	572	9,800	613	10,486	655
Misc	7%	11,300		12,091		12,937		13,843		14,812	
Professional Services	7%	40,000		42,800		45,796		49,002		52,432	
<b>TOTAL EXPENSES</b>		<b>1,029,400</b>	<b>105,100</b>	<b>1,219,258</b>	<b>150,495</b>	<b>1,361,429</b>	<b>287,002</b>	<b>1,475,721</b>	<b>357,804</b>	<b>1,605,067</b>	<b>370,947</b>
COMBINED TOTAL		1,134,500		1,369,753		1,648,431		1,833,525		1,976,014	

		FY23-ESPL	FY23-HC	FY24-ESPL	FY24-HC	FY25-ESPL	FY25-HC	FY26-ESPL	FY26-HC	FY27-ESPL	FY27-HC
<b>Local funds increase based on % of total budget.</b>					% Change		% Change		% Change		% Change
Accomack	56%	635,320		767,062	21%	923,121.37	20%	1,026,774	11%	1,106,568	8%
Northampton	19%	215,555		260,253	21%	313,202	20%	348,370	11%	375,443	8%

Note: Heritage Center supplies for specific collection processing is not included as the supplies are expected to be funded as a grant project.









## 13. Organizational Capacity

- a. **Personnel – See 13 a.** As addressed in 5b, ESPL does not have an Adult Services Librarian (see 13a.1 – Organizational Chart) which greatly limits the programming capacity. ESPL is also currently evaluating its compensation plans to ensure the library can continue to recruit quality, professional staff.
- b. **Technology Plan** – A Technology Plan is being developed with Daly consultants. It will include equipment for the new regional library and Heritage Center as well as NFL and a five year maintenance budget projection.
- c. **Facilities** – ESPL now owns only the Northampton Free Library which includes newly donated property behind the library. It is recommended that in five years, plans begin to evaluate whether to expand that facility, as was originally planned when it was built. The Parksley location will be owned by Accomack County for thirty years. Accomack County now owns the Accomac location. ESPL leases the Accomac location now (2022) and will lease the Parksley location. Excerpt from the Accomack County MOU with ESPL and the ESPL Foundation: “the County shall hold such title to the new library until the County has paid in full all the bonds financing the library. Subsequent to such repayment, the County shall immediately transfer title to the new library to the Trustees for no consideration.” Final maturity on the bond is June 1, 2039. Planning should start one in the new building as to how the maintenance will be financed so that a plan is in place by 2037. This may be in the form of a system-wide facility plan done by a consultant.
- d. **Disaster Plan** – ESPL has a basic facility Disaster Plan. This will be updated once in the new Parksley facility. The Heritage Center will need a specialized plan. This will be developed by the Heritage Center Manager in the next five years.

EASTERN SHORE PUBLIC LIBRARY STRATEGIC PLAN, 2022 —2027  
SECTION 13 - PERSONNEL

Goal 1:	ESPL will hire and retain staff that meet role expectations and are satisfied with their workplan and workplace environment.			
Objective #1a: ESPL will implement strategic incentives to encourage staff retention.				
Strategies/Actions	Core Function(s)	Who/Where <i>Responsible party or location?</i>	When? <i>When should action be completed?</i>	Accountability <i>How will you know the action succeeded or is complete?</i>
Create a better staff orientation packet. Include ancillary benefits like government employee discounts.	Personnel	Personnel Committee		Staff more confident in role with clear direction. Employee retention.
Provide more staff depth to alleviate the pressure of work plans. <i>See organizational staffing plan.</i>	Personnel	Personnel Committee		Staff able to take accumulated vacation. Less feedback that overworked. Employee retention.
Review changing to a 30 hour work week.	Personnel	Personnel Committee		Staff less tired and overworked. Allows for more staffing, which helps with substituting and staff taking need leave. Employee retention.
Review providing leave days and part-time staff leave.	Personnel	Personnel Committee		Staff less tired and overworked. Employee retention.
Obtain staff input for improved working conditions and performance incentives.	Personnel	Personnel Committee		New policy and incentive measures. Employee retention.
Provide training and continuing education opportunities.	Personnel	Personnel Committee		Increased job satisfaction and improved performance. Employee retention.
Review organizational opportunities with staff to help define career objectives.	Personnel	Personnel Committee		Increased job satisfaction and improved performance. Employee retention.

EASTERN SHORE PUBLIC LIBRARY STRATEGIC PLAN, 2022 —2027  
SECTION 13 - PERSONNEL

Review assisting with student loan repayments for education required for the position.	Personnel	Personnnel Committee		Increased recruitment and retention of professionals with increased job benefits.
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Goal 2:	ESPL will have clear policies and procedures for staff that follow best practices for Human Resources Management.			
Objective #2a: The Personnel Manual will be updated to be clear and updated to reflect changing workplace conditions and state law.				
Strategies/Actions	Core Function(s)	Who/Where <i>Responsible party or location?</i>	When? <i>When should action be completed?</i>	Accountability <i>How will you know the action succeeded or is complete?</i>
Inventory Personnel Policies to ensure comprehensive and no gaps.	Personnel	Personnel Committee		ESPL Board approval
Need to add a policy about overtime to reflect the new Virginia law. Add staff get overtime if they respond to emergencies like alarm calls or disasters. They do not get overtime for substituting.	Personnel	Personnel Committee		ESPL Board approval
Cybersecurity Policy that includes handling of patron devices and USB drives.	Personnel	Personnel Committee		ESPL Board approval
Develop a Workplace Wellness Policy and a plan to support it.	Personnel	Personnel Committee		ESPL Board approval
Develop a Electronic Communications and Use of Social Media Policy	Personnel	Personnel Committee		ESPL Board approval

# EASTERN SHORE PUBLIC LIBRARY STRATEGIC PLAN, 2022 —2027

## SECTION 13 - PERSONNEL

Need to evaluate what ESPL pays toward health insurance and decide if we will change to match Accomack’s policy. Additionally, the change to plan choices needs to be reviewed to see if our policy affects decisions in choosing a policy.	Personnel	Personnel Committee		ESPL Board approval
Review the Bereavement Policy.	Personnel	Personnel Committee		ESPL Board approval
Need to add employee classification and update the EEO Policy.	Personnel	Personnel Committee		ESPL Board approval
Need to add to compensation policy that staff are paid bi-monthly on the 15th and 30 <sup>th</sup> .	Personnel	Personnel Committee		ESPL Board approval
Review Annual Leave Policy wording as staff thinks it is confusing.	Personnel	Personnel Committee		ESPL Board approval
Review Performance Evaluation Policy calendar.	Personnel	Personnel Committee		ESPL Board approval
Review policies to include telecommuting and flextime staff, particularly emergency closing and holidays for part-time staff. Define parameters for telecommuting and flextime, such as when they are allowed, accountability, etc.. Review policies that can be affected by such workplans.	Personnel	Personnel Committee		ESPL Board approval
Review FMLA coverage eligibility for library staff.	Personnel	Personnel Committee		ESPL Board approval
Review safety and harassment in the personnel manual.	Personnel	Personnel Committee		ESPL Board approval
Add the Disability Plan to the Manual	Personnel	Personnel Committee		ESPL Board approval
Create a policy on use of personal devices at work.	Personnel	Personnel Committee		ESPL Board approval

EASTERN SHORE PUBLIC LIBRARY STRATEGIC PLAN, 2022 —2027  
SECTION 13 - PERSONNEL

A review of the policy manual to ensure it is inclusive, fair, and equitable.	Personnel	Personnel Committee & VRS HR consultant		ESPL Board approval
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Goal 3:	ESPL will maintain a vibrant volunteer recruitment and management program.
Objective #3a: Hire an Event and Volunteer Management staffperson.	
Objective #3b: Hold volunteer recruitment events to attract new Trustees, Foundation Directors, and Friends for all system locations.	

## LEAD STAFF BIOGRAPHIES

**Cara Burton** is the Library System Director for Eastern Shore Public Library, a system of four public libraries serving Accomack and Northampton Counties on the Eastern Shore of Virginia. She has been with ESPL since January 2016, when the Trustees began designing a \$5.5 million Regional Library and ESVA Heritage Center, building nonprofit capacity, developing a Heritage Hub, creating a Culture of Reading, and increasing library system capacity.

Cara Burton received her Masters in Library Science from Syracuse University in 1987. She received her Bachelor of Arts from Syracuse University in 1986. Cara worked for Borden, Inc. ten years as their Technical Information Manager, responsible for research archives dating back to the 19<sup>th</sup> century. Projects included being a member of the project team to develop a wallpaper archives database. She was Director of the LaFayette Public Library, LaFayette, NY, serving the Onondaga Nation for two years. As Director of the Solvay Public Library, Solvay, NY, she oversaw a \$3 million addition to a Carnegie library which included an archives room for the Solvay Process Collection. She moved to Danville, Virginia to serve as Executive Director of the Danville Museum of Fine Arts and History for three years. In 2016, Cara returned to her family's ancestral home since 1635 to become the library director.

**Jazmine Collins** is the Circulation Manager for Eastern Shore Public Library. She has been with ESPL since 2017 as a Library Specialist and assisting in local history. She has been involved in the digitization of the Frances Bibbins Latimer Collection. She is currently handling local history reference questions.

Jazmine received her Associates Degree from ESCC in 2012 and attended Old Dominion University and is now pursuing her degree in History from Southern New Hampshire University. She worked as an Independent Living Advocate with the Eastern Shore Center for Independent Living, a non-profit which works to support community living and independence for people with disabilities, for more than 5 years, before taking a full-time position with the library.

**Tiffany Flores** is the Youth Services Librarian for Eastern Shore Public Library, a system of four public libraries serving Accomack and Northampton Counties of the Eastern Shore of Virginia. She has been with ESPL since December 2021. Current projects include the Summer Reading Program, serving youth across ESVA through various services, developing a love for reading, and inviting youth into the library space.

Tiffany Flores received her Master's in Information and Library Science from Syracuse University in 2020. She received her Bachelors' in English with a concentration in Educational Psychology in 2017. Tiffany worked as a Library Assistant for Smoot Memorial Library in King George, VA for six months where she managed both the Circulation and Reference desk, assisted with Inter-Library Loan management, and kept up with everyday operations. In 2020, she began her library career by accepting the Youth Services Librarian position and moving to the Eastern Shore of Virginia.

A) SECTION: APPENDIX B – LEAD STAFF BIOGRAPHIES

**Charle Ricci** is the Acquisitions and Collection Management Librarian for Eastern Shore Public Library, and has been with ESPL for over twenty years. Charle Ricci obtained a Masters of Library and Information Science from San Jose State University in May 2017. She received her Bachelor of Science Degree from Salisbury State University in 1996. In addition to her role as Departmental Manager of Technical Services, she oversaw ESPL's migration to the Atrium ILS in 2020 and is currently working to right-size the collections of the Accomac library in preparation for its move to the new library facility in Parksley.

**Hannah Swimley** is the branch manager at Northampton Free Library in Nassawadox. She has been with the system since August 2021. Current projects include updates to the Northampton Free Library building, construction work to the outside of the building, and the implementation of a new learning tool for library workers and library patrons. Hannah Swimley received her Masters in Library and Information Science from Syracuse University in 2020. She received her Bachelor of Arts in Psychology from Syracuse University in 2017. She received her Associate of Arts in 2015 from Corning Community College

## SUMMARY FROM DOWNTOWN PARKSLEY SURVEY CONDUCTED BY PARKSLEY TOURISM BOARD

The Town of Parksley Tourism Board conducted a SurveyMonkey online survey in November 2021 to obtain feedback on current Parksley impressions and visions for the future. There were sixty one responses to the survey, which was promoted on social media. Some observations from the survey results are as follows:

One of the questions asked whether Parksley has changed in the past five years. This would indicate whether the **plan for move of the library** and the construction of it in the last two years has **had an actual impact** on visitors' and residents' impression of the Downtown. Most felt that the Downtown had remained the same or improved. The consensus is that the Town seems stuck in a rut when blight continues and renters or owners neglect to maintain property appearance, particularly trash and lawn maintenance. It is known that while the Town has worked to update its codes manual, law enforcement staffing responsible for enforcement has declined with no plans to replace position vacancies.

Responses to the question concerning **desired businesses** are typical of small town interests, however, some comments highlight the lack of basic essential businesses such as a bank, pharmacy, and grocery store. Ironically, the library is moving into the vacant grocery store building. Two banks have left town in recent years, most recently a small NMA Credit Union branch. The lack of the bank affects the local businesses leaving them without easy access to night deposits and cash denomination exchange. An ATM is available at the Club Car Café restaurant. This will not affect library operations as the library handles very little cash and the current location in Accomac does not have a bank either.

Other shops include those that provide destinations when people want to gather, such as coffee houses, bakeries, cafes, and ice cream shops. Interestingly, alcohol related venues was seldom mentioned. While the library does not plan to have a coffee shop within, it will serve as a **gathering space** with its new spaces for programs and meeting rooms. Refreshments can be served at library programs and visitors can bring in beverages with lids.

Of particular interest to library planning was the question on the **types of events** preferred. Most of the responses involved "festivals." This likely harkens back to a popular Harvest Festival the Town used to host. Traditional types of festivals seemed to be preferred. The festivals would revolve around food, music, and be family friendly. The library held several large events at the Parksley site prior to construction start, namely its multicultural fair, which interestingly was not mentioned by the respondents. The events described in the survey would require a large volunteer team and sponsorship, which may fall outside the primary goals of the library. ESPL could, however, participate in a town festival and hold smaller events that included music, which was a popular recommendation. The library parking lot will lend itself as a staging for outdoor music activities. If a festival had several stages around town, the library's large meeting room or outdoor parking lot could serve as a venue.

The library can support or implement many of the Downtown improvements, such as:



- **Additional seating.** There will be several benches outside, already sponsored.
- **Public art displays.** The library already does this with Art League exhibits, the Virginia Museum of Fine Arts Artmobile, and other traveling exhibits.
- While murals of Parksley history are not planned by ESPL, the Library can provide content and support for **digital and physical interpretive signage**. The library's Parksley History Walking Trail brochure demonstrates this commitment to Town history storytelling.
- An **information station** is planned, which will be a lockable outdoor bulletin board kiosk for event flyers. Inside will be a large Community Information Wall, which will be slatwall with acrylic holders for nonprofit brochures.
- **Parksley Concierge Service** which welcomes visitors is a role of the library's public service desk. Staff should be trained to provide more directional information for town visitors. A cadre of volunteers could man a concierge station at peak visitor times. An outdoor cart, stocked with brochures and maps, would lend itself for this purpose.
- Downtown **"First-Friday" style events** can be supported with library programming being scheduled on those evenings, particularly music programs that would be an additional reason to draw visitors to town.

The question concerning preferred **hours of operation** strongly support (60%) the library being open 10 am to 5 pm on Saturdays. Weekday hours until 7 pm was also popular and noon to 5 pm on Sunday was of interest for 20% of the respondents.

**Sources of community information** preferred support the library's chosen media used to promote its news: Facebook, WESR, local newspapers, email, and flyers. Interestingly, the library was entered as another source for getting community information.

Finally, the last two questions that asked about wishes for Downtown improvement had several responses that wanted **the new library to be completed**. The survey results leave an impression that the Downtown is in a holding pattern with the completion of the library being a key element in tipping the town toward better days. The library is bringing hope to a faltering small town. A new, additional attraction will be the **RailTrail**. Each of these infrastructure investments can have an impact on the Downtown, but **both** of them together will truly have a big impact to lift Parksley from its economic stalemate.

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SECTION: APPENDIX F

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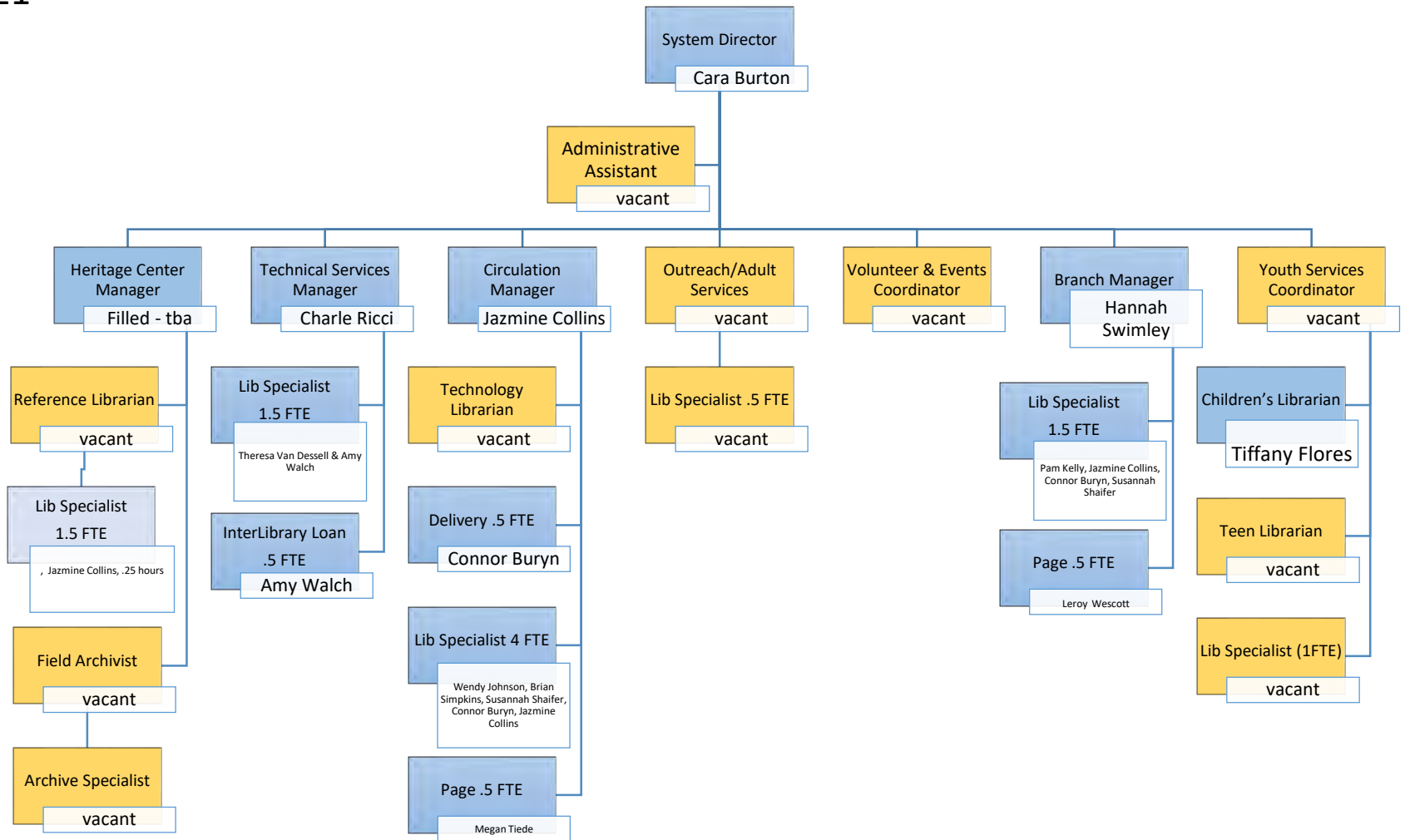
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# Eastern Shore Public Library Staff Plan 2021



**EASTERN SHORE PUBLIC LIBRARY**

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