



# ROANOKE COUNTY

## Purchasing Division

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September 2, 2022

### ADDENDUM NO. 1 TO ALL BIDDERS/OFFERRORS:

Reference – RFP #2023-019

Description: Answers to Vendor Submitted Questions

RFP Issue Date: August 18, 2022

Proposal Due: September 15, 2022

The above Project is hereby changed as addressed below:

1. Can we see your 2018 Strategic Plan?

*Answer: The strategic plan is attached to this addendum.*

2. Has new leadership been selected and transition begun?

*Answer: Jim Blanton has been selected as the new library director. He is currently in Asheville NC and begins at Roanoke County on September 19*

3. Where are you in your expansion plans? Beginning? Middle? End?

*Answer: We are at the beginning stages of the Hollins Branch replacement and will be awarding a contract for the A & E firm soon. We are in the middle of a renovation project at the Mt. Pleasant branch and the beginning of a small renovation project at the Vinton location.*

4. Are there large construction projects planned in addition to the Belmont Library expansion and the Hollins Branch replacement during the next 5 years?

*Answer: Belmont is one of Roanoke City's libraries, which is separate from us. Hollins is the only large county construction project planned.*

5. Please describe any current data collection or research that you have done regarding community or visitor usage?

*Answer: The library collects door count and circulation usage daily and files an annual report. Roanoke County's planning department has held community meetings for each district. The library has access to the data.*

6. Has there been any surveying done regarding community or visitor needs or desires from the organization?

*Answer: No surveying has been done.*

7. What is your relationship with the Library Foundation?

*Answer: Roanoke County does not have a Foundation.*

8. Who has the ultimate approval of the Strategic Plan?

*Answer: The Library Director*

9. Who on the library staff or board (or outside of the library system) will have a role in this Strategic Planning work?

*Answer: All employees will have input. Library management and administration will be attending the meetings in person with the successful offerer. The advisory board to the library will be informed of the process and may have input.*

**Note:** A signed acknowledgment of this addendum must be received at the location indicated on the original solicitation either prior to the proposal due date or attached to your proposal.

Signature on this addendum does not substitute for your signature on the original proposal/bid document. The original proposal/bid document must be signed.

Thank you,



Neil Huss  
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Sign Name:

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Print Name:

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Name of Firm:

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Date:

# STRATEGIC PLAN

## 2018-2021



**ROANOKE  
COUNTY VA  
PUBLIC LIBRARY**

# ROANOKE COUNTY PUBLIC LIBRARY 2018-2021 STRATEGIC PLAN



## FROM THE DIRECTOR

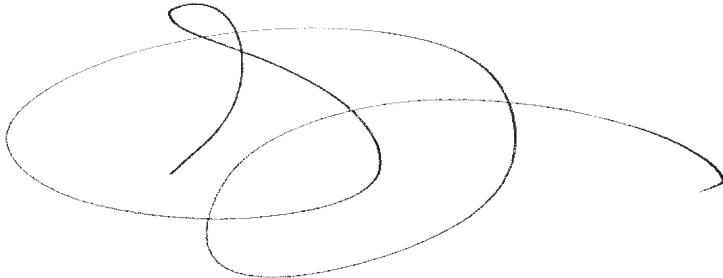
*Honor the past and create the future.* – The 5<sup>th</sup> new law of library science

I have a *Roanoke Times* article dated January 22, 1973 posted in my office. Its headline reads, “County Called Standout in Library Service.” Roanoke County Public Library (RCPL) is proud of that history. And excited to imagine what’s next.

Anyone who has passed through the doors of our libraries sees immediately what an integral part of the community they are. The findings of the most recent Pew Research Foundation’s Libraries Report confirms what our local experience tells us: 78% of the respondents said they feel public libraries help them find trustworthy and reliable information, 76% said libraries help them learn new things, 80% indicated libraries should offer programs to teach people how to use digital tools, and the majority said libraries should provide more comfortable spaces for reading, working, and relaxing. Of those 16 years of age and older, 53% had used their library in the past year.

We at RCPL are moving forward doing what libraries have always done, even as we work to add resources and services to create the best future possible. We will continue to honor the promotion of literacy and the preservation of local history, we will keep holding fast to the belief in the power of information to change lives and the value of providing a marketplace of ideas, and we will maintain our commitment to being a space where everyone can find something of interest and where all feel welcome. We’ll also relentlessly evaluate our programs, materials, and services, to ensure they are helping create the future our patrons want and deserve. We will add more technology-centric resources and programming, form more robust partnerships in the community, deliver increased resources 24/7, and find new ways to share the wealth of our offerings outside the walls of our buildings. With several beautiful facilities in place, a host of resources used voraciously by the community, and an array of ongoing popular programs, we are well poised to move forward. We take the public trust seriously, and want to deliver on it exceptionally. As we set priorities, more clearly define our role as county and regional partner, and more evenly allocate services across the system, we do so with a sense of excitement and wonder.

We want to be your source for connection, inspiration, and exploration. We’re here to guide you from your now to your next. Come wonder with us and let’s see what’s next together.



**Shari Henry, Director of Library Services**

COVER PHOTO BY CAITLIN GILLS

# MISSION

RCPL is here to guide you from your now to your next.

# VISION

Your source for connection, inspiration, and exploration.

# OUR VALUES

PEOPLE: We embrace people from all walks of life.

INNOVATION: We facilitate exploration and encourage wonder.

FREEDOM: We enable freedom of speech, freedom to read, freedom to be.

KNOWLEDGE: We promote knowledge by impartially providing free and open access to information.

EXCELLENCE: We strive to be the best we can be in order to serve at the highest level possible.

# STRATEGIC INITIATIVES

- I. We are a collaborative organization and impact the community for good.
- II. We responsibly steward and generously share resources.
- III. We meet you at your wonder supported by technology.
- IV. We care for people, and about what they need.



## **I. WE ARE A COLLABORATIVE ORGANIZATION AND IMPACT THE COMMUNITY FOR GOOD.**

RCPL designs, implements, and evaluates programming to best serve Roanoke County and the surrounding area.

**GOAL 1:** Evaluate programming needs and wants based on a variety of data and customer feedback.

### **OBJECTIVES:**

- Track attendance numbers to help evaluate demand, and incorporate findings into decision making process.
- Incorporate the routine use of tools such as Business Decisions and Census data to help identify potential areas of interest.
- Develop and implement a process for surveying program attendees, and incorporate feedback to improve offerings.
- Develop and implement a process for soliciting input from non-users.

**GOAL 2:** Identify areas that are working well, those that need attention, and areas that have been neglected or unidentified to-date.

### **OBJECTIVES:**

- Create a list of, and map, existing program offerings.
- Incorporate feedback to identify programs that need to be improved, or have reached the end of their life cycles, and take action accordingly.
- Identify new programs that reflect our values, particularly focusing on creating an inclusive community and fostering economic development opportunities.

**GOAL 3:** Develop a three-year plan for implementing targeted programming, while continuing with already successful programming.

### **OBJECTIVES:**

- Identify groups/constituents with whom we are already partnering.
- Identify three groups to serve through collaborative arrangements.
- Identify and meet with selected groups/constituents.
- Design and implement programming, incorporating what we can do in collaboration with others.

## II. WE RESPONSIBLY STEWARD AND GENEROUSLY SHARE RESOURCES.

RCPL takes seriously our responsibility to wisely steward County resources so that the widest range of people may find something of interest at the library, in the timeliest manner possible.

**GOAL 1:** Ensure timely delivery of all circulating materials, especially high demand titles.

### OBJECTIVES:

- Establish process for selectors to stay abreast of, and current with, new publications.
- Design and implement a process for providing timely delivery of all materials.
- Redesign materials management division to streamline services in a way that best serves the staff and patrons.

**GOAL 2:** Employ state-of-the-art retail merchandising practices.

### OBJECTIVES:

- Identify best practices for optimizing displays.
- Create and implement a system-wide process for incorporating ideas, programs, materials, and initiatives into all displays.
- Develop and implement a method for tracking the efficacy of processes.

**GOAL 3:** Employ best practices in efficiency, money saving, and time saving tools in order to help make the best decisions possible.

### OBJECTIVES:

- Purchase, train on, and use Collection HQ or similar reporting product.
- Identify types of reports needed (i.e. marketing, use, redistribution).
- Develop process and regular schedule for running, distributing, and utilizing reports.
- Design and implement a plan for rotating the collection.

**GOAL 4:** Raise level of engagement with patrons, and increase awareness about library services and programs with patrons and non-users.

### OBJECTIVES:

- Develop and implement comprehensive customer service training for all staff (greeting patrons, body language, answering questions, common courtesies, etc.).
- Develop and implement consistent on-boarding processes, including discussions about RCPL and County cultures.
- Establish regular schedule for refresher training in all areas.
- Facilitate timely conversations according to current needs (Brown Bag lunches, for example) in specialized areas such as collections, technology, ALA guidelines, library ethics, etc.

### III. WE MEET YOU AT YOUR WONDER SUPPORTED BY TECHNOLOGY.

We provide the tools and training for people to engage with as an outlet for exploration, an answer to questions, and for prompting future wonder.

**GOAL 1:** Grow technological competence and build bench strength among staff.

#### OBJECTIVES:

- Establish and implement periodic technology staff training that addresses new technology being embraced by the larger culture.
- Establish and implement ongoing training in Library-specific software and tools (GroupWise, Workflows, etc.).

**GOAL 2:** Use technology to enhance service delivery.

#### OBJECTIVES:

- Develop proposal for incorporating artificial intelligence (AI) and other technology tools into our service delivery, and secure funding.
- Update and schedule future regular updates for Envisionware, Deep Freeze, Windows, Office, etc.
- Create a more interactive and informational website.
- Develop and implement a state-of-the-art RCPL app.

**GOAL 3:** Explore and establish technology-centric partnerships and programs.

#### OBJECTIVES:

- Grow relationships with schools, community colleges, and universities by assigning appropriate staff to identify peers in those institutions, and set up meetings to explore partnership possibilities.
- Survey, assess, design, and implement circulation of technology tools (hot spots, wearables, tablets, etc.).
- Research and propose plan to assess potential for implementing use of a mobile computer lab.

**GOAL 4:** Encourage thinking beyond infinity.

#### OBJECTIVES:

- Design future lab(s) based on staff input, customer feedback, and partnership capacities.
- Develop plan for funding, equipment, and staffing.
- Develop a plan for incorporating AI into our processes and service offerings.

#### IV. WE CARE FOR PEOPLE, AND ABOUT WHAT THEY NEED.

We want all Library staff and volunteers to experience belonging to our team, and to see the importance of their role to the Library, the County, and the community.

**GOAL 1:** Recognize excellence and staff milestones.

##### OBJECTIVES:

- Establish and implement an internal employee communication tool that shares information, highlights achievements, and creates connection.
- Create system for meaningful recognition of excellent work.

**GOAL 2:** Create and implement programs that promote staff interactions within and across locations.

##### OBJECTIVES:

- Schedule and host bi-annual Town Halls.
- Establish an employee social and recognition committee to plan and carry out activities for staff.
- Assess feasibility and usability of an internal software chat function, and take action accordingly.
- Develop process to regularly share and encourage each other with what we are learning.

**GOAL 3:** Formalize staff on-boarding process and plan for retention.

##### OBJECTIVES:

- Develop new employee orientation program.
- Work with Human Resources to align employees in proper pay bands, and to update job descriptions and organizational chart.
- Create and implement a mentorship program for new hires and employees seeking growth opportunities.
- Provide stretch opportunities for growth, including more networking opportunities across the system, the County, the region, etc.

**GOAL 4:** Foster a culture of excellence.

##### OBJECTIVES:

- For all staff, establish clearly defined roles, performance expectations, goals, and a path for achievement.
- Ensure all staff understand the Roanoke County Community Strategic Plan and Internal Organization Strategic Plan, and how they relate to our work in the library, and vice versa.
- Ensure all staff understand the RCPL Strategic Plan and how it relates to the importance of their role within the library.

# STRATEGIC INITIATIVE I: PROGRAMS & OUTREACH

**GOAL 1:** Evaluate programming needs and wants based on a variety of data and customer feedback.

OBJECTIVE	TARGET DATE
Track attendance numbers to help evaluate demand, and incorporate findings into decision making process.	July 2018
Incorporate the routine use of tools such as Business Decisions and Census data to help identify potential areas of interest.	January 2019
Develop and implement a process for surveying program attendees, and incorporate feedback to improve offerings.	December 2018
Develop and implement a process for soliciting input from non-users.	June 2019

**GOAL 2:** Identify areas that are working well, those that need attention, and areas that have been neglected or unidentified to-date.

OBJECTIVE	TARGET DATE
Create a list of, and map, existing program offerings.	July 2018
Incorporate feedback to identify programs that need to be improved, or have reached the end of their life cycles, and take action accordingly.	January 2019
Identify new programs that reflect our values, particularly focusing on creating an inclusive community and fostering economic development opportunities.	January 2019

**GOAL 3:** Develop a three-year plan for implementing targeted programming, while continuing with already successful programming.

OBJECTIVE	TARGET DATE
Identify groups/constituents with whom we are already partnering.	July 2018
Identify three groups to serve through collaborative arrangements.	December 2018
Identify and meet with selected groups/constituents.	December 2018
Design and implement programming, incorporating what we can do in collaboration with others.	June 2019

**GOAL 1:** Ensure timely delivery of all circulating materials, especially high demand titles.

OBJECTIVE	TARGET DATE
Establish process for selectors to stay abreast of, and current with, new publications.	August 2018
Design and implement a process for providing timely delivery of all materials.	June 2018
Redesign materials management division to streamline services in a way that best serves the staff and patrons.	June 2018

**GOAL 2:** Employ state-of-the-art retail merchandising practices.

OBJECTIVE	TARGET DATE
Identify best practices for optimizing displays.	June 2018
Create and implement a system-wide process for incorporating ideas, programs, materials, and initiatives into all displays.	December 2018 & ongoing
Develop and implement a method for tracking the efficacy of the processes.	December 2018 & ongoing

**GOAL 3:** Employ best practices in efficiency, money saving, and time saving tools in order to help make the best decisions possible.

OBJECTIVE	TARGET DATE
Purchase, train on, and use Collection HQ or similar reporting product.	December 2018
Identify types of reports needed (i.e. marketing, use, redistribution).	June 2019
Develop process and regular schedule for running, distributing, and utilizing reports.	June 2019
Design and implement a plan for rotating the collection.	

**GOAL 4:** Raise level of engagement with patrons and increase awareness about library services and programs with patrons and non-users.

OBJECTIVE	TARGET DATE
Develop and implement consistent comprehensive customer service training for all staff (greeting patrons, body language, answering questions, common courtesies, etc.).	December 2018 & ongoing
Develop and implement consistent on-boarding processes, including discussions about Library and County cultures.	June 2019
Establish regular schedule for refresher training in all areas.	June 2019
Facilitate timely conversations according to current needs (Brown Bag lunches, for example) in specialized areas such as collections, technology, ALA guidelines, library ethics, etc.	June 2018 & ongoing

# STRATEGIC INITIATIVE III: TECHNOLOGY

**GOAL 1:** Grow technological competence and build bench strength among staff.

OBJECTIVE	TARGET DATE
Establish and implement periodic technology staff training that addresses new technology being embraced by the larger culture.	June 2019

Establish and implement ongoing training in Library-specific software and tools (GroupWise, Workflows, etc.).	January 2019
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**GOAL 2:** Use technology to enhance service delivery.

OBJECTIVE	TARGET DATE
Develop proposal for incorporating artificial intelligence (AI) and other technology tools into our service delivery, and secure funding.	June 2019
Update and schedule future regular updates for Envisionware, Deep Freeze, Windows, Office, etc.	June 2018
Create a more interactive and informational website.	December 2019
Develop and implement a state-of-the-art RCPL app.	December 2020

**GOAL 3:** Explore and establish technology-centric partnerships and programs.

OBJECTIVE	TARGET DATE
Grow relationships with schools, community colleges, and universities by assigning appropriate staff to identify peers in those institutions, and set up meetings to explore partnership possibilities.	June 2018
Survey, assess, design, and implement circulation of technology tools (hot spots, wearables, tablets, etc.).	January 2019 & ongoing
Research and propose plan to assess potential for implementing use of a mobile computer lab.	December 2020

**GOAL 4:** Encourage thinking beyond infinity.

OBJECTIVE	TARGET DATE
Design future lab(s) based on staff input, customer feedback, and partnership capacities.	December 2020
Develop plan for funding, equipment and staffing.	December 2020
Develop a plan for incorporating AI into our processes and service offerings.	December 2020

## GOAL 1: Recognize excellence and staff milestones.

OBJECTIVE	TARGET DATE
Establish and implement an internal employee communication tool that shares information, highlights achievements, and creates connection.	December 2018
Create system for meaningful recognition of excellent work.	June 2019

## GOAL 2: Create and implement programs that promote staff interactions within and across locations.

OBJECTIVE	TARGET DATE
Schedule and host bi-annual Town Halls.	December 2018
Establish an employee social and recognition committee to plan and carry out activities for staff.	December 2018
Assess feasibility and usability of an internal software chat function, and take action accordingly.	December 2018
Develop process to regularly share and encourage each other with what we are learning.	June 2019

## GOAL 3: Formalize staff on-boarding process and plan for retention.

OBJECTIVE	TARGET DATE
Develop new employee orientation program.	January 2019
Work with Roanoke County Human Resources to align employees in proper pay bands, and to update job descriptions and organizational chart.	December 2018
Create and implement a mentorship program for new hires and employees seeking growth opportunities.	June 2019
Provide stretch opportunities for growth, including more networking opportunities across the system, the County, and the region, etc.	December 2019 & ongoing

## GOAL 4: Foster a culture of excellence.

OBJECTIVE	TARGET DATE
For all staff, establish clearly defined roles, performance expectations, goals, and a path for achievement.	December 2019 & ongoing
Ensure all staff understand the Roanoke County Community Strategic Plan and Internal Organization Strategic Plan and how they relate to our work in the library, and vice versa.	December 2018 & ongoing
Ensure all staff understand the RCPL Strategic Plan and how it relates to the importance of their role within the library.	December 2018 & ongoing

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