



LEXINGTON COUNTY
PUBLIC LIBRARY



STRATEGIC PLAN 2022–2024



People are more important than books.

Lorena Miller

First director of Lexington County Public Library

The Lexington County Library Board of Trustees unanimously approved a permanent Fine Free Policy in 2022, ensuring equitable access to library resources.

Contents

| | |
|--------------------------|----|
| From the Director | 4 |
| Stakeholders | 5 |
| Process | 6 |
| Community Assessment | 7 |
| Statistics | 8 |
| Needs Analysis | 9 |
| Mission, Vision & Values | 10 |
| Goals & Objectives | 11 |
| Summary | 15 |

From the Director

Lexington County Public Library, established in 1912, consists of the main library, nine branches and a mobile library. Each location is the central source of literacy and learning in its community, and the Mobile Library brings services and resources to those who cannot travel to a local branch. Although the technologies and formats of our resources and programs may change, the heart of the Library is its people. It is my honor to lead the expansion of library services in our community.



Our central focus is to provide information and resources to foster lifelong learning for anyone who seeks it. As we periodically review our **strategic plan**, we look to ensure we are fulfilling the informational and literacy needs of our community. This renewal process is our commitment to continually strive to provide the best libraries for our citizens.

Kelly Poole

“Libraries store the energy that fuels the imagination. They open up windows to the world and inspire us to explore and achieve, and contribute to improving our quality of life.”

Sidney Sheldon
American writer & producer

Stakeholders

Residents of Lexington County, Lexington County Council, Lexington County Public Library Board of Trustees and Staff, Friends of the Library, Lexington County School Districts and charter and private schools, Lexington County businesses and nonprofit organizations

The Library Board of Trustees — a group of dedicated, civic-minded community leaders appointed by Lexington County Council — advocates for the Library and is committed to advancing library resources and services throughout the County. The Board plans for the Library's future, sets policies and submits the annual budget to Council for approval. They support the Library in its role as the literacy and information hub of the community and are the driving force behind its success.



Library Board of Trustees

Linda Griffith | **Chair**
 Bill Jones | **Vice Chair**
 Cherise Arrendale
 George Duke
 Dr. Renita Irving
 Vachel Jones
 Tiffany Lastinger
 Mary Ann McClintic
 Stephanie Sturkie



The Friends of Lexington County Public Libraries are extraordinary groups of volunteers who give their time and talent to complement library services. Their continued dedication to supplemental programming, ancillary financial support for events and services, and their powerful lobbying and advocacy efforts are greatly commended by staff and patrons alike.

Process

The Library's previous strategic plan spanned 2017—2020. In 2019, although the Pandemic brought many uncertainties, the Library began planning for 2021—2024. Staff were asked to give their input about services the Library should “start, stop or continue” during Staff Education Day. This information, coupled with feedback from a community survey and in-person focus groups in 2021, provided the needs assessment data. The Library Board of Trustees and library leadership worked together to identify the values that are imperative to realizing the mission, vision and goals. Library leadership then developed objectives and strategies to achieve the envisioned outcomes.



Community Assessment

Located in the Midlands of South Carolina, Lexington County has experienced unprecedented growth as an inviting place to live and work. The County is comprised of urban hubs in the towns of Lexington, Irmo and Cayce–West Columbia and rural portions dedicated to agriculture with an emphasis on poultry and vegetables. Census data from 2020 shows Lexington County's population grew by 12% since 2010's survey results and currently stands at 293,991 — Asian at 2.3%, Hispanic/Latino at 7.4%, African American at 14.6% and White at 72.3%. The greatest population growth is in our Hispanic/Latino community.

Lexington County attracts a higher than average median income population, and hosts several industrial parks complete with supporting infrastructure and easy access to Columbia Metropolitan Airport. According to SC Department of Employment & Workforce, 18.48% of residents have obtained a Bachelor's degree, while 10.26% have obtained a Graduate degree. Education and trade skills are highly valued. This, coupled with the continued investment and expansion of companies such as Amazon, FedEx, Michelin, Nephron Pharmaceuticals and UPS, drives the strong economic growth trajectory within the County.

Lexington County is served by five school districts, which include some of the highest-ranked schools in the state. In addition, there are a number of charter and private schools as well as a thriving homeschool community. Midlands Technical College, located in Lexington County, University of South Carolina and other nearby universities provide residents with several choices to obtain higher education.

With lower taxes, a temperate climate and a nationally ranked hospital system, Lexington County attracts veterans and retirees. Recent 2020 Census data shows senior citizens residing in Lexington County increased to 16.7% compared to 12.24% in the 2010 Census, while veterans comprise 10% of the population. Lake Murray, known as "The Jewel of Lexington County," offers more than 500 miles of shoreline and endless possibilities, including fishing, boating, waterskiing and more. Riverbanks Zoo and Garden and Three Rivers Greenway offer additional outdoor recreation opportunities.

Lexington County Public Library has ten locations and one Mobile Library that serve as the nucleus of community life, providing vital access to lifelong learning, programs, computer technology and services and business resources.



Statistics: Fiscal Year 2021–2022



332,004
EBOOKS CHECKED OUT



1,171,769
HARD COPY ITEMS
CHECKED OUT



1,503,773
ITEMS CHECKED OUT



112,569
LIBRARY CARD HOLDERS

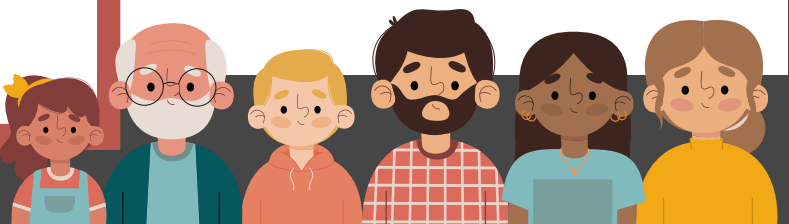
9,771
NEW LIBRARY CARD HOLDERS



2,672
STAFF TRAINING HOURS



520,234



2,120
PROGRAMS



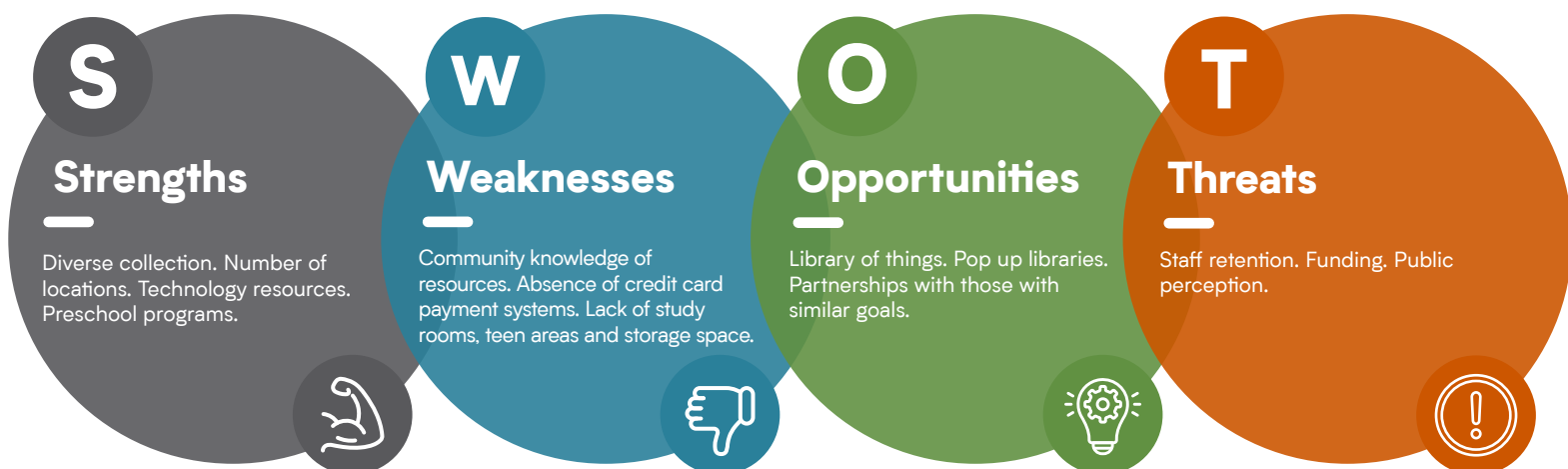
36,140
PROGRAM
ATTENDEES



665
OUTREACH
PROGRAMS

Needs Analysis

Libraries are constantly planning for the needs of their communities. We wanted to hear what resources our residents needed to better serve them. We hosted community conversations at our Batesburg-Leesville, Gaston, Irmo, Lexington and Pelion locations to get feedback directly from patrons about programs, events and materials they would like to see offered at their local branch, virtually and in their community.



Start

Create outdoor spaces, community gardens, small business partnerships, expand facilities

Stop

Fines

Continue

Variety of programs, focus on print books, 3-week checkouts

Friendly and helpful staff

Smaller fines for late items

I'd like the buildings to be larger

Add more print books

Mission, Vision & Values



Mission

Promote lifelong learning for the Lexington County community



Vision

A thriving, knowledgeable community dedicated to lifelong learning



Values

Teamwork — Collaborate, support and anticipate the needs of others

Communication — Be transparent, honest and listen to others during daily interactions

Fairness, Inclusivity & Respect — Welcome everyone and treat people with dignity and respect

Knowledge — Be passionate about learning and seek to understand with curiosity and vulnerability

Integrity — Lead by example, be trustworthy and make responsible decisions

Increase Services

Goal Champion: Tammie Harris | Systems Librarian

Team: Mark Mancuso, Rachael Oglesby, Jennifer Phillips, Matt Steinmetz, Amanda Stone

Objective 1: Provide online payment system

- Increase usage 10% second year after online PAC implementation

Objective 2: Expand material types to meet broader needs of the community

- Create 20 kits by FY24 Q4
- Increase kit usage 10% by FY24 Q1

Objective 3: Improve functionality of and access to patron-facing technology

- Replace 25% of Windows 7 computers with Windows 10 computers annually
- Add three iMacs at large branches by FY24 Q2
- Increase technology usage 10% by FY23 Q4

Objective 4: Augment local history collection

- Increase digital collection by one collection annually
- Increase number of catalogued local history materials in the SC room 5% by FY24 Q4

Objective 5: Provide a broader range of programs and events that reflect the community

- Increase program partnerships 3% annually
- Improve results from satisfaction surveys

Objective 6: Support local businesses and increase business-related services

- Increase database searches 10% by FY23 Q4

GOAL ONE



Provide Easier Access to Resources

Goal Champion: Amber Conger | Deputy Director of Operations

Team: Melissa Hudson, Amy Kneece, Jennifer Smith, Suri Smith, Melaney Torcoletti

Objective 1: Improve access to library card ownership

- Increase active cardholders 5% by FY24 Q4
- Increase number of new library cards issued 3% by FY24 Q4

Objective 2: Improve access to services for non-English speaking community

- Expand bilingual program offerings 20% by FY24 Q4
- Increase Spanish material circulation 10% by FY23 Q4

Objective 3: Improve online access to library services

- Increase services offered online 10% by FY23 Q4
- Increase webpage views 10% by FY23 Q4

Objective 4: Provide appealing & accessible library facilities to a wider range of patrons

- Complete ADA audit and evaluate recommendations by FY23 Q2
- Increase branch gate count 10% by FY24 Q4

Objective 5: Improve customer service experience

- Improve customer service survey results by FY24 Q1

Objective 6: Promote a culture of inclusivity

- Improve survey results by FY24 Q4



GOAL TWO

Improve Community Awareness

Goal Champion: Amajah Langford | Communications Coordinator

Team: Kate Barry, Wendy Groscost, Kim Hill, Jennifer Leary

Objective 1: Increase social media presence

- Increase likes and shares 10% by FY23 Q3

Objective 2: Increase advocacy, outreach and partnerships

- Increase outreach occurrences 3% by FY23 Q4
- Increase library card holders 2% by FY23 Q4

Objective 3: Increase non-social media marketing presence

- Increase media coverage 10% by FY23 Q4

GOAL THREE



Recruit, Support & Develop Trained, Knowledgeable Staff

Goal Champion: Michelle Williams | Deputy Director of Personnel

Team: Holly Panagiotakopoulos, Matthew Smith, Jennifer Steele

Objective 1: Improve retention to reduce turnover and retain trained and knowledgeable staff

- Increase retention rate 5% by FY24 Q4
- Implement employee satisfaction survey beginning FY23 Q4

Objective 2: Expand recruitment efforts to attract more qualified applicants

- Expand marketing methods for job postings 5% by FY22 Q4
- Reduce unfilled position rate 25% annually

Objective 3: Expand Staff Development Program to support new succession development opportunities

- Increase staff involved in Succession Development program 25% by FY23 Q4
- Increase participants in mentorship program 3% by FY23 Q4
- Increase access to system resources by FY22 Q4
- Increase leadership training opportunities and participation 5% by FY23 Q4



GOAL FOUR

Summary

The Library is a significant contributor to the quality of life that our community values. Residents expect high-quality resources to meet their educational and recreational needs. The library staff are its greatest asset. Investing in their growth and retention is imperative. Family literacy programs, local history, and study spaces are of high interest. Local partnerships are advantageous in advocating and expanding bilingual and small business programs and resources. Community events are pivotal in promoting library services. This two-year plan will enable the Library to further develop niche programming and resources for its diverse and growing patron base.



Many thanks to the Library Board of Trustees and the goal champions and their teams for setting the vision and developing the action items to meet the intended outcomes.



STRATEGIC PLAN 2022–2024

Lexington County Public Library

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