JEFFERSON-MADISON
REGIONAL LIBRARY

LIBRARY BOARD'S AGENDA – JUNE 27, 2022
Monday – 3:00 pm
HYBRID MEETING
NORTHSIDE LIBRARY (705 West Rio Rd. Charlottesville, VA 22901) or
VIRTUAL via ZOOM or
PHONE NUMBER 888 788 0099 (Toll Free)
(Webinar ID: 848 5133 6318
Passcode: 785472)

3:00 p.m.   **Call to Order, Confirmation of Resolution Adopting Procedures for Public Meetings, & Disposition of the Minutes of the Previous Meeting**

3:05   **Announcements & Public Comments.**
*Please consider leaving public comment in advance by emailing remarks to director@jmrl.org to be read into the public record. Otherwise the comment period will be open via the above link and phone number, or physically in person.

3:35   **Trustee Continuing Education**
  1. NA

3:35   **Committee Appointments and Reports**
  1. NA

3:35   **New Business**
  1. Discussion of the Request to Change the Regional Library System Name
  2. Discussion of Administrative Services Agreement Renewal

4:35   **Old Business**
  1. Vote to Approve FY23 JMRL Budget
  2. Vote on Updated JMRL Five Year Plan
  3. Vote on FY23 Board Meeting and Budget Schedule
  4. Vote on FY23 Library Board Officers

4:45   **Library Director's Report**

4:50   **Other Matters**

4:55   **Future Agenda Items**

5:00   **Proposed Adjournment**

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Jefferson-Madison Regional Library

201 East Market Street | Charlottesville, Virginia 22902 | (434) 979-7151 | FAX (434) 971-7035

DRAFT

MINUTES OF THE MAY 23, 2022 MEETING
OF THE LIBRARY'S BOARD OF TRUSTEES

CALL TO ORDER & DISPOSITION OF THE MINUTES OF THE PREVIOUS MEETING

The regular monthly meeting of the Jefferson Madison Regional Library's (JMRL) Board of Trustees was convened **AS A HYBRID MEETING WITH SOME TRUSTEES PRESENT VIRTUALLY AND SOME PHYSICALLY CONGREGATED** on Monday, May 23, 2022 at 3:00 PM using videoconferencing software, at the Greene County Library (222 Main Street Suite 101, Stanardsville, VA 22973). (A recording of the meeting is available at: https://www.youtube.com/watch?v=RkbiA2j2RBo&t=1s.) Trustee Craig moved to accept the minutes for the April 25, 2022 Board Meeting. The motion passed unanimously.

ANNOUNCEMENTS AND PUBLIC COMMENTS

Ginny Reese, Greene County Library Branch Manager, welcomed everyone in attendance to the Greene County Library and informed all attendees about upcoming summer programs. Director Plunkett announced that Trustee James West will be stepping down from the Library Board. Greene County will appoint a new representative to the Library Board. Public guest Myra Anderson, president of Reclaimed Roots Descendants Alliance, spoke about the name of Jefferson-Madison Regional Library and made a formal request to the Board for the Library to change its name. The Board will include a discussion regarding the request for a potential name change of JMRL on next month's agenda.

TRUSTEE CONTINUING EDUCATION

NA

COMMITTEE APPOINTMENTS AND REPORTS

1. Five Year Plan Committee Report

The Five Year Plan Committee met a few weeks ago and recommended the Board approve three changes made to the current Five Year Plan. Director Plunkett presented to the Board the revisions made to Goal #2 Object #1, Goal #5 Objective #6, and Goal #5 Objective #2. The major change was adding specific objectives to Goal #2 Technology, and removing the previous Technology Plan appendices. Revisions will be voted on by the Board next month.

2. Nominating Committee Report

Trustee Craig reported that Trustee Townsend will be a nominee for Board President and Trustee Childs will be a nominee for Vice President for FY23. Nominees will be presented to the Board next month for a vote.

NEW BUSINESS
1. *FY23 Board Meeting and Budget Schedule*

Director Plunkett presented the FY23 Board Meeting and Budget Schedule to the Board. Trustee Townsend recommended changing the proposed December 28th meeting date to December 19th. The Board will take a vote on this schedule next month.

OLD BUSINESS
1. *Vote to Remove Policies 2.61 (Vehicle Use) and 2.7 (Parking Reimbursement for Central Staff*

Trustee Townsend moved that the Board remove Policies 2.61 (Vehicle Use) and 2.7 (Parking Reimbursement for Central Staff) from the Policy Manual. Motion passed unanimously.
2. *Vote on Policy 4.8 (Website)*

Trustee Woolfork moved that the Board accept the new Website Policy. Motion passed unanimously.
3. *Vote on FY23 IT Equipment Purchase from the FY22 Operating Funds*

Trustee Powers moved that the Board authorize staff to expend $31,500 to purchase new computers from operating costs in FY22. Motion passed unanimously.

LIBRARY DIRECTOR'S REPORT
Director Plunkett reported that JMRL's Central Library hosted an event Thursday, May 19, 2022 to unveil the new Swanson vs UVA Historical Marker. Director Plunkett updated the Board on the status of the new JMRL website: JMRL is seeking a new vendor to host all web assets. JMRL hopes to work out details with the winner of this process this week and can then begin the migration process. Director Plunkett, Trustee Childs, and Sylvia Elder (NAACP Education Committee) met and reviewed NAACP scholarship applications and selected a scholarship winner; an announcement will hopefully be made soon. JMRL was excited to welcome the How-To festival back to the Central Library. Director Plunkett and Kayla Payne, JMRL's Collection and IT Manager, tagged along with Nelson Memorial Library staff during Nelson's Staff Training Day to visit a 24-hour "vending machine" library in Franklin County. Nelson Memorial Library expressed interest in a similar setup using funding from the Grow Nelson renovation project. Director Plunkett, Trustee Childs, and Susan Huffman (Nelson Memorial Library Branch Manager) met with representatives from Nelson County to have a very preliminary discussion regarding interest. Director Plunkett reported that JMRL staff would begin to work on what the budget would look like for this project and will present the idea to the Nelson Board of Supervisors before FY24 budget season begins. JMRL Summer Reading kickoff begins June 1st and the Beanstack Summer Reading Challenge is currently live.

OTHER MATTERS
NA

FUTURE AGENDA ITEMS
Possible future agenda items include a discussion regarding the request for a potential name change of JMRL, a potential vote to adopt the FY23 budget, a potential vote on new Board officers, a potential vote on the Five Year Plan update, a potential vote on the Board Meeting & Budget Schedule with the change suggested, and a Policy Committee Meeting report.

CLOSED SESSION FOR ANNUAL DIRECTOR EVALUATION
Trustee Childs read the motion to enter a Closed Session. Motion passed unanimously. In Open Session: President Unsworth read the Certification of Closed Meeting Resolution. Trustee Childs motioned to adopt the Resolution. All Trustees voted "yes," with Trustee West and Trustee Harris being absent. Once Open Session resumed: Trustee Craig moved that the Board renew Director Plunkett's contract as written at his current salary with a 3 year term, a 2% cost of living adjustment and authorizing a one-time payment adjustment recently approved for staff. Motion passed unanimously.

ADJOURNMENT
The meeting adjourned at 5:32pm

Public feedback on request for JMRL name change available to view at:

https://docs.google.com/document/d/1pghma-ew-QX5yBtnb8WSlfEPiYKIuz6M3oqqOd0jVdI/edit?usp=sharing

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ADMINISTRATIVE SERVICES AGREEMENT

THIS AGREEMENT is made and entered into on the 1st day of August, 20~~19~~22, by and between the City of Charlottesville, Virginia (hereinafter the "City"), and the Jefferson-Madison Regional Library (hereinafter "JMRL").

WITNESSETH:

For and in consideration of the mutual premises contained herein, the parties agree as follows:

1. **Scope of City's Obligation.** For the term of this Agreement, the City agrees to serve in the capacity as fiscal agent to the JMRL Board of Library Trustees (hereinafter "Board"), and as such, the City, primarily through its Departments of Human Resources, Information Services, and Finance shall provide personnel, financial, and computer/information services to the Board. These services shall include, but are not necessarily limited to the following:

   a. Administration of the Board's personnel regulations. The Board adopts the City's personnel regulations as its own, except where specifically superseded in this document or in a Board personnel policy manual. The Board may adopt or revise its own personnel regulations as circumstances warrant. The City's Department of Human Resources shall be notified of any proposed revisions to the Board personnel policy manual regulations prior to approval by the Board. The City's Department of Human Resources shall use reasonable efforts to inform Board employees of applicable regulations. See Paragraph 7 below.

   b. Assistance in providing unemployment services and record keeping for purposes of payroll, retirement, health insurance, workers compensation, and other insurance, to the extent practicable. This assistance does not include procuring alternate services or coverage should the need arise for the Board.

   c. Provision of financial accounting and bookkeeping services, including the processing and payment of bills, assistance with the procurement of goods and services, and payroll services.

   d. All Information Technology Services as detailed in the "Information Technology Service Level Agreement" attached hereto as Exhibit "A."

2. **Description of Employer-Employee Relationship.** Notwithstanding any language in this Agreement which might suggest otherwise, Board employees receiving any services described herein shall remain employees of the Board and shall not be considered for any purposes to be City employees. Consistent with this provision, the Board and/or Board employees shall be charged the costs of all personnel services and benefits administered or extended under this Agreement.

3. **Board's Payment for Services.** In lieu of cash payment for personnel, financial, and computer/information services administered by the City pursuant to this Agreement, the Board shall pay to the City an annual fiscal agent fee equal to 2% of the Board's annual budget in order to cover the costs of these services. The Library cash balances shall accrue interest and the earnings shall be accrued to the Library fund, pursuant to the 2013 Regional Library Agreement.

4. **Term.** This agreement shall extend for a term of three (3) years (from August 1, ~~2019~~2022, to July 31, 202~~2~~5) and may be extended by mutual written agreement signed by both parties. Either party may terminate this Agreement during this term upon giving six (6) months' notice to the other party, subject to the terms of the 2013 Regional Library Agreement. This agreement is subject to modification upon the mutual written consent of both parties. This agreement is also subject to change based on the mandated five year review process of the JMRL Regional Agreement.

5. **Nonappropriation of Funds.** This Agreement is subject to annual funding of City Departments obligated to perform the services specified herein. In the event any City Council fails to appropriate the funds necessary to perform such services, the Agreement shall be deemed canceled and of no effect provided notice of such cancellation is given to the Board within ninety (90) days of City Council's final approval of the annual City budget.

6. **Insurance.** The Board agrees to furnish a valid certificate of insurance naming the City as an additional insured solely for the City's potential liability for the acts of the Jefferson- Madison Regional Library, the Library employees or Board members. Such insurance shall remain in effect during the term of this Agreement.

7. **Personnel Regulations Variances.** The Board's personnel regulations, while based upon the City Department of Human Resources Personnel Regulations, are separate and distinct. The following is a list of differences between the two at the time of the execution of this Agreement. Additional differences may be adopted by the Board at a later date, in accordance with section 1(a) above.

- The Library Board recruits and appoints the Library Director.

- The Library Director is the appointing authority for the Library.

- The Library Board establishes vacation and sick leave policies for its employees.

Specific sections of the City Personnel Regulations that are modified include:

6.1 (Under Approved Positions) Add the Library Board approves positions.

6.3 (Under Abolishing a Position) Add the Library Board approves the elimination of positions.

7.9.2 (Under Rules of Conduct) Library Board employees are not subject to mandatory pre-employment drug screening.

7.12.3 (Under Probationary Period – Duration) Add the Library's standard.

15 Section 15 (Compensation Plan) is replaced in its entirety by the Library Board's Compensation Plan.

13.8 (Under Grievance Procedure) Add (wherever department head is shown in Step II) the department head or the "Library Director." Under Step III, replace "City Manager" with "Library Board."

The Library's annual Holiday and Closed Schedule differs from the City of Charlottesville and is submitted for Board review each year. ~~The annual schedule includes fourteen (14) leave days, 12 closed holidays and 2 personal leave days.~~

IN WITNESS WHEREOF, the City and the Board have executed this Agreement through their duty Authorized Representatives on the day and year first written above.

CITY OF CHARLOTTESVILLE

Approved as to Form:

BY:_____
     City Manager

_____
City Attorney or designee

JEFFERSON-MADISON REGIONAL LIBRARY
BOARD OF TRUSTEES

BY: _____
     President

EXHIBIT "A"

INFORMATION TECHNOLOGY SERVICE LEVEL AGREEMENT

This Service Level Agreement documents the understanding between the City of Charlottesville's Department of Information Technology (City IT) and the Jefferson-Madison Regional Library (JMRL).

1. Support Services **included** in the Administrative Services Agreement fee:

   A. City Data Center:

      i. Data Center rack space for servers belonging to JMRL

      ii. Daily backup of JMRL servers in the City Data Center

   B. City Enterprise Applications:

      i. City Email – up to five (5) users

      ii. City Intranet (Citynet) – up to five (5) users

      iii. SAP – up to six (6) users

   C. JMRL Network:

      i. Connectivity:

         a. Fiber from City Hall to JMRL (excluding service provider fees)
         b. Internal LAN wiring
         c. Internal networking switches
         d. Internet Access (excluding service provider fees)
         e. WAN connectivity (routes)

      ii. Security – Firewall configuration management

   D. Service Request Resolution:

      The City IT Helpdesk provides a single-point-of-contact for all requests relative to services included in this agreement.

      When a service request is received, Helpdesk opens a Ticket. If feasible, the request is completed; otherwise, the Ticket is routed to the appropriate City IT staff member. Helpdesk tracks request completion progress and handles Ticket escalation when appropriate.

IT Service Level Agreement

Response Time Guidelines – Although City IT makes every effort to meet these target timelines, they are not guaranteed.

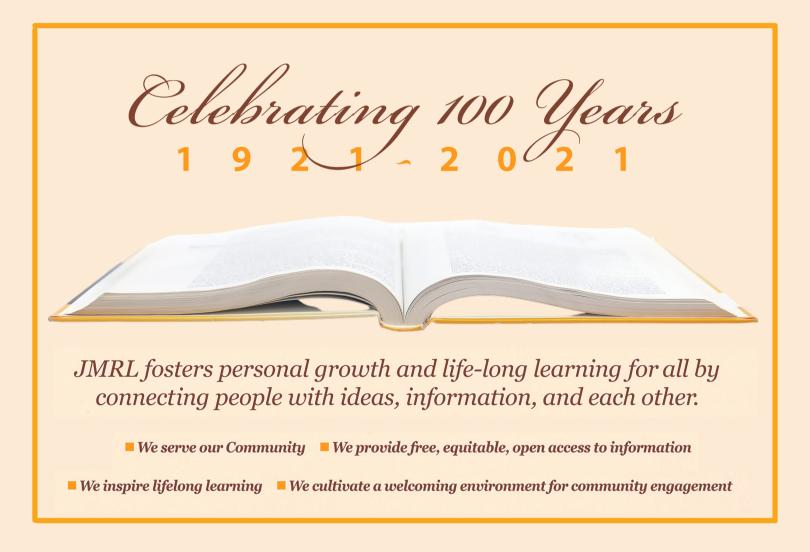| Request Priorities	All requests will be classified into four (4) levels of severity.	Severity I: The ability to conduct business has stopped (e.g., network is down) Severity II: Service is operational but seriously degraded (e.g., slow network Response times) Severity III: Problem or incident affects a single user (e.g., one user is unable to use a network printer) Severity IV: Requests for new services

Request Reporting	All requests are sent to the Helpdesk.	Business Hours (M-F 8am-5pm):
		    Call (434) 970-3194 or
		    Email helpdesk@charlottesville.org
		
		Non-Business Hours (**Emergencies Only**):
		    Call (434) 260-0999

Request Acknowledgement	Helpdesk staff will contact the requestor to acknowledge request receipt and provide a ticket number for reference.	Business Hours (M-F 8am-5pm):
		    Severity I: 30 minutes
		    Severities II & III: 90 minutes
		    Severity IV: 24 hours
		
		Non-Business Hours **Emergency:**
		    Severity I only: 60 minutes

Request Progress Update(s)	City IT staff will provide progress updates by email or phone.	Business Hours (M-F 8am-5pm):
		    Severity I: 1 hour
		    Severities II & III: As appropriate
		    Severity IV: By request
		
		Non-Business Hours **Emergency:**
		    Severity I only: 2 hours

Request Completion	The amount of time needed to complete a request depends on severity level and complexity.	Business Hours (M-F 8am-5pm):
		    Severity I: 2 hours
		    Severities II & III: 6 hours
		    Severity IV: As appropriate
		
		Non-Business Hours **Emergency:**
		    Severity I only: 3 hours

2. Support Services **not included** in the Administrative Services Agreement fee:

    A. Application software

IT Service Level Agreement

B. End-User devices (PCs, laptops, tablets, etc.)

C. Internet service provider fees

D. Printers

E. Servers

F. Wide-Area-Network (WAN) service provider fees

3. Information Technology Consultation and Strategic Planning Services **not included** in the Administrative Services Agreement fee but **available by request** at an hourly rate of $100 per assigned IT staff member(s):

A. Data Center design and implementation planning for (but not limited to):

   i. Active Directory

   ii. Corporate messaging system

   iii. End-User device deployment and management (desktop PCs, laptops, tablets, etc.)

   iv. Server architecture

B. Network design and implementation planning for (but not limited to):

   i. Audio Visual technology (including video conferencing)

   ii. Network architecture for new facilities

   iii. VoIP telephony

C. Policies and Procedures development for (but not limited to):

   i. Data Security

   ii. Disaster Recovery and Business Continuity

   iii. IT related equipment replacement

4. JMRL Responsibilities:

A. Communicate IT related issues and resolutions to JMRL staff

B. Consult with City IT before purchasing or upgrading IT related equipment or software (excluding end-user devices)

C. Cover all costs for hardware, software and vendor fees

D. Designate a JMRL staff member to serve as a single point of contact

E. Ensure all devices connected to the network are configured according to City standards

F. Ensure all hardware and software is either covered by warranty or vendor maintenance agreement

G. Manage and maintain software and hardware licenses

H. Maintain current anti-virus operating system patches on servers and end-user devices

I. Provide City IT staff with physical access to buildings and equipment when required

IT Service Level Agreement

PROPOSED BUDGET
FISCAL YEAR 2023

Celebrating 100 Years

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JMRL fosters personal growth and life-long learning for all by connecting people with ideas, information, and each other.

■ *We serve our Community* ■ *We provide free, equitable, open access to information*

■ *We inspire lifelong learning* ■ *We cultivate a welcoming environment for community engagement*

JEFFERSON-MADISON
REGIONAL LIBRARY

JEFFERSON–MADISON REGIONAL LIBRARY

Proposed Library Budget for Fiscal Year 2022 – 2023

The Library's Mission: *JMRL fosters personal growth and life-long learning for all by connecting people with ideas, information, and each other.*

2021 marks 100 years of public library service in the area. While that is a significant milestone, 2022 brings one that is just as monumental: 50 years of cooperation by Charlottesville, Albemarle, Greene, Louisa, and Nelson in the Jefferson Madison Regional Library system. In those 50 years, JMRL has provided public library service on behalf of all five jurisdictions by sharing resources, collaborating with local governments, and responding to the needs of the people in each community.

Like the rest of Charlottesville, Albemarle, Greene, Louisa and Nelson, JMRL continues to look for new and innovative ways to provide service while maintaining a safe and welcoming environment for all. The Library has spent the last year and a half helping the community meet their needs both virtually and in-person, with all branches open for full hours and services by the end of FY21.

Library staff continue to refine pandemic programming, finding creative new ways to serve the public virtually, in person, and even outdoors. All told last fiscal year, over 13,000 people were able to attend programming ranging from early literacy storytimes to book clubs to film discussions. JMRL issued over 4700 new cards in that same period, with many of them coming via the Library's new online card sign-up. JMRL also introduced Teacher Cards, allowing local educators more freedom to check out the materials they need to support our children both virtually and in the classroom. JMRL's circulation of digital materials has continued to grow. Over 300,000 digital loans were made in FY21. Despite beginning the fiscal year in contactless curbside services, JMRL circulated over 1.1 million items last year.

The Library Board's primary goal in this proposed budget is to ensure JMRL's ability to recruit and retain a qualified workforce to serve the public. The proposed budget raises JMRL's minimum wage to be competitive with other regional employers, but supplements this cost from the Library's general fund so as not to overburden governmental partners facing a variety of needs. The Library Board is also seeking a 2% salary increase for staff that are not part of this minimum wage adjustment.

The proposed library budget for FY2023 was developed by the Library Board of Trustees and library staff based on the goals and objectives articulated in JMRL's Five Year Plan (www.jmrl.org/pdf/ab-5YearPlan.pdf). The library budget is being discussed monthly during open public meetings held simultaneously virtually and physically on the first Monday of each month at 3:00 PM. The Library Board plans to adopt the final library budget in June of 2022. Questions or comments about the library's budget or Five Year Plan may be sent to David Plunkett, Library Director, at director@jmrl.org.

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JMRL Proposed FY2023
Budget - Allocation by Jurisdiction

	Albemarle 59.20%	Charlottesville 23.48%	Greene 7.08%	Louisa 5.60%	Nelson 4.65%	TOTAL 100%
REGIONAL COST ALLOCATION						
Administration	$ 669,962	$ 265,722	$ 80,124	$ 63,375	$ 52,624	$ 1,131,693
Technical Services	$ 501,343	$ 198,843	$ 59,958	$ 47,424	$ 39,379	$ 846,863
Reference Services	$ 31,296	$ 12,413	$ 3,743	$ 2,960	$ 2,458	$ 52,866
Sub-Total	$ 1,202,602	$ 476,978	$ 143,825	$ 113,760	$ 94,461	$ 2,031,422

COUNTY/LOCAL ALLOCATION

	Albemarle	Charlottesville		Greene	Louisa	Nelson	TOTAL
Central *	56.18%	43.82%	$ 990,877 / $ 772,875				$ 1,763,752
Includes 90% of Reference costs							
Gordon	48.55%	51.45%	$ 233,331 / $ 247,267				$ 480,598
Northside	78.89%	21.11%	$ 1,629,218 / $ 435,959				$ 2,065,177
Scottsville			$ 208,256				$ 208,256
Crozet			$ 550,315				$ 550,315
Louisa					$ 290,811		$ 290,811
Nelson						$ 257,577	$ 257,577
Greene				$ 268,040			$ 268,040
Bookmobile	80.00%	20.00%	$ 111,527 / $ 27,882				$ 139,409
McIntire / C-A Hist Collection	50.00%	50.00%	$ 34,295 / $ 34,295				$ 68,589
Monticello Ave	50.00%	50.00%	$ 121,705 / $ 121,705				$ 243,410

	Albemarle	Charlottesville	Greene	Louisa	Nelson	TOTAL
FY 2023 PROPOSED	$ 5,082,126	$ 2,116,960	$ 411,865	$ 404,571	$ 352,038	$ 8,367,357
Less Minimum Wage Adjustment Credit	$ (115,344)	$ (41,642)	$ (10,862)	$ (12,615)	$ (6,052)	$ (186,515)
FY 2023 PROPOSED (net)	$ 4,966,782	$ 2,075,318	$ 401,002	$ 391,956	$ 345,986	$ 8,180,842
FY 2022 ALLOCATION (net)	$ 4,717,255	$ 2,050,508	$ 403,752	$ 386,568	$ 341,999	$ 7,900,082
Dollar change - FY2022 to FY2023	$ 249,527	$ 24,810	$ (2,750)	$ 5,388	$ 3,987	$ 280,760
Percent change - FY2022 to FY2023	5.3%	1.2%	-0.7%	1.4%	1.2%	3.6%
	Albemarle	Charlottesville	Greene	Louisa	Nelson	TOTAL

	Account Name	2019 Actuals	2020 Actuals	2021 Actuals	2022 Budget	2023 Proposed
Salaries & Benefits	Salaries	$ 3,914,079	$ 4,055,397	$ 4,165,507	$ 4,251,299	$ 4,545,472
	Social Security	$ 284,736	$ 295,016	$ 300,813	$ 325,226	$ 347,730
	Retirement	$ 768,363	$ 847,312	$ 726,455	$ 786,246	$ 779,059
	Life Insurance	$ 26,996	$ 26,089	$ 27,168	$ 43,160	$ 46,170
	Health Insurance	$ 827,417	$ 832,606	$ 794,670	$ 919,596	$ 938,508
Salaries & Benefits Total		**$ 5,821,591**	**$ 6,056,421**	**$ 6,014,614**	**$ 6,325,527**	**$ 6,656,939**
Operating Expenses	Office Supplies	$ 55,740	$ 53,438	$ 44,683	$ 53,000	$ 53,000
	Postage	$ 7,000	$ 7,554	$ 8,787	$ 6,500	$ 6,500
	Books	$ 763,218	$ 755,377	$ 798,956	$ 679,154	$ 735,035
	Cleaning Supplies	$ 2,210	$ 3,711	$ 12,800	$ 15,950	$ 10,750
	Uniforms & Clothing	$ 551				
	Safety Supplies			$ 904		
	Medical Supplies	$ -	$ 16,828	$ 12,465		$ 5,200
	Medical Supplies			$ 65		
	Mat. Issued Transit	$ -				
	Maintenance Supplies	$ 1,185	$ 1,284	$ 753	$ 1,400	$ 1,250
	Small Hand Tools		$ 132		$ 100	$ 100
	Food Supplies		$ 333	$ 313		
	Awards & Trophies	$ 5,724	$ 8,478	$ 7,388	$ 5,000	$ 7,000
	Exhibit Supplies	$ 317		$ 1,043	$ 500	$ 500
	Fuel	$ 38	$ 47		$ 50	
	Oil & Grease	$ 13	$ 27		$ 50	
	Library Supplies	$ 30,124	$ 26,340	$ 21,384	$ 25,000	$ 25,000
	Machinery & Equipment	$ 37,899	$ 74,944	$ 123,108		
	Computer Software (non-capital)	$ 8,361	$ 12,442	$ 22,956		
	Other Supplies	$ (5)	$ 1,469	$ 1,611		
	Regional Agreement Fee/Audit & Legal	$ 120,502	$ 125,864	$ 131,184	$ 126,500	$ 127,000
	Dues & Subscriptions	$ 4,221	$ 2,946	$ 3,814	$ 2,000	$ 3,500
	Telephone Internal Charges	$ 43,736	$ 45,901	$ 50,937	$ 45,050	$ 48,900
	Utilities	$ 79,641	$ 67,568	$ 71,058	$ 80,500	$ 80,500
	Printing/Duplicating	$ 18,902	$ 8,261	$ 662	$ 20,000	$ 15,000
	Service Contracts	$ 101,894	$ 113,631	$ 135,897	$ 126,910	$ 131,910
	Travel	$ 2,281	$ 30			
	Local Travel	$ 7,728	$ 7,581	$ 1,524	$ 7,395	$ 8,285
	Meals	$ 1,258	$ 2,372	$ 1,753	$ 1,000	$ 1,600
	Advertising	$ 7,295	$ 6,280	$ 5,263	$ 9,000	$ 9,000
	Insurance (excl Workers Comp)	$ 24,151	$ 18,029	$ 19,827	$ 24,850	$ 24,850
	Worker's Comp Insurance		$ 6,959	$ 7,585	$ 8,000	$ 8,000
	Rent	$ 739,847	$ 757,289	$ 757,240	$ 771,286	$ 810,523
	Equipment Rental	$ 2,102	$ 1,576	$ 2,250	$ 2,200	$ 2,200
	Repairs and Maintenance	$ 10,756	$ 26,937	$ 40,148	$ 22,183	$ 21,683
	Education & Training	$ 44,437	$ 36,802	$ 7,885	$ 45,000	$ 26,200
	Website Development		$ 8,400			
	Internet Access Fee	$ 290	$ 348	$ 348		
	Telephone Line Charges	$ 53,816	$ 48,829	$ 49,845	$ 56,000	$ 56,000
	Software Licenses & Maintenance	$ 90,738	$ 61,793	$ 61,793	$ 62,000	$ 62,000
	Vehicle Repair & Maintenance	$ 4,601	$ 5,278	$ 14,301	$ 6,500	$ 11,500
	Vehicle Fuel	$ 15,458	$ 11,254	$ 8,567	$ 17,000	$ 17,000
	IT User/Support Fee	$ 41,500	$ 41,500	$ 41,500	$ 41,500	$ 41,500
	Solid Waste Disp		$ 155	$ 498		
	Freight	$ 92	$ 341	$ 134		
	HVAC Charges	$ 19,600	$ 19,600	$ 19,600	$ 19,600	$ 19,600
	Temp Labor			$ 7,383		
	Credit Card Fees	$ 611	$ 719	$ 719		
	Contracted Services			$ 1,957		
	Building & Vehicle Maint - City Personnel	$ 6,357	$ 10,381	$ 286	$ 10,250	$ 10,250
	One-time Bldg Maint Svcs & Misc Empl Reimb	$ 45,475	$ 31,510	$ 9,696	$ 36,250	$ 36,250
	Warehouse Charges	$ 1,917	$ 3			
	Late Fee	$ 74				
	Vehicle Purchase			$ 62,730		
	Capital Equipment Purchase	$ 15,600				
	Computer Hardware Purchase	$ 7,086				
Operating Expenses Total		**$ 2,424,342**	**$ 2,430,542**	**$ 2,573,602**	**$ 2,327,678**	**$ 2,417,586**
Grand Total		**$ 8,245,933**	**$ 8,486,963**	**$ 8,588,216**	**$ 8,653,205**	**$ 9,074,525**

JMRL Proposed FY2023 Budget

Branch		Account Name	2021 Actuals	2022 Budget	2023 Proposed	% Change
Bookmobile	Salaries & Benefits	Salaries	$ 77,753	$ 77,900	$ 95,064	22%
		Social Security	$ 4,572	$ 5,960	$ 7,272	22%
		Retirement	$ 5,731	$ 6,232	$ 7,606	22%
		Life Insurance	$ 553	$ 780	$ 970	24%
		Health Insurance	$ 13,661	$ 14,184	$ 18,912	33%
	Salaries & Benefits Total		**$ 102,270**	**$ 105,056**	**$ 129,824**	**24%**
	Operating Expenses	Dues & Subscriptions				
		Telephone Internal Charges	$ 943			
		Local Travel		$ 85	$ 85	0%
		Vehicle Repair & Maintenance		$ 3,500	$ 3,500	0%
		Vehicle Fuel	$ 26	$ 3,000	$ 3,000	0%
		Building & Vehicle Maint - City Personnel		$ 3,000	$ 3,000	0%
	Operating Expenses Total		**$ 969**	**$ 9,585**	**$ 9,585**	**0%**
Bookmobile I Total			**$ 103,239**	**$ 114,641**	**$ 139,409**	**22%**

JMRL Proposed FY2023 Budget

Branch		Account Name	2021 Actuals	2022 Budget	2023 Proposed	% Change
C-A Hist Collection	Salaries & Benefits	Salaries	$ 50,456	$ 49,691	$ 50,690	2%
		Social Security	$ 3,477	$ 3,802	$ 3,878	2%
		Retirement	$ 3,702	$ 3,975	$ 4,055	2%
		Life Insurance	$ 336	$ 500	$ 510	2%
		Health Insurance	$ 9,107	$ 9,456	$ 9,456	0%
	Salaries & Benefits Total		$ 67,078	$ 67,424	$ 68,589	2%
C-A Hist Collection Total			$ 67,078	$ 67,424	$ 68,589	2%

JMRL Proposed FY2023 Budget

Branch		Account Name	2021 Actuals	2022 Budget	2023 Proposed	% Change
Central Library	Salaries & Benefits	Salaries	$ 992,529	$ 971,901	$ 1,031,525	6%
		Social Security	$ 71,542	$ 74,350	$ 78,912	6%
		Retirement	$ 240,407	$ 242,760	$ 224,539	-8%
		Life Insurance	$ 6,465	$ 9,850	$ 10,430	6%
		Health Insurance	$ 178,249	$ 212,760	$ 210,396	-1%
	Salaries & Benefits Total		**$ 1,489,192**	**$ 1,511,621**	**$ 1,555,802**	**3%**
	Operating Expenses	Cleaning Supplies	$ 72	$ 250	$ 250	0%
		Medical Supplies	$ 1,917			
		Medical Supplies	$ 12			
		Maintenance Supplies	$ 687	$ 800	$ 800	0%
		Small Hand Tools		$ 100	$ 100	0%
		Food Supplies	$ 214			
		Awards & Trophies	$ 80			
		Machinery & Equipment	$ 3,758			
		Other Supplies	$ 273			
		Regional Agreement Fee/Audit & Legal	$ 1,486			
		Dues & Subscriptions				
		Telephone Internal Charges	$ 3,316	$ 9,000	$ 9,000	0%
		Utilities	$ 56,711	$ 65,500	$ 65,500	0%
		Service Contracts	$ 83,223	$ 85,000	$ 90,000	6%
		Local Travel	$ 145	$ 2,310	$ 1,800	-22%
		Meals	$ 18			
		Repairs and Maintenance	$ 25,384	$ 12,000	$ 12,000	0%
		Solid Waste Disp	$ 239			
		Freight	$ 49			
		HVAC Charges	$ 10,500	$ 10,500	$ 10,500	0%
		Contracted Services	$ 1,957			
		Building & Vehicle Maint - City Personnel		$ 1,000	$ 1,000	0%
		One-time Bldg Maint Svcs & Misc Empl Reimb	$ 3,306	$ 17,000	$ 17,000	0%
	Operating Expenses Total		**$ 193,348**	**$ 203,460**	**$ 207,950**	**2%**
Central Library Total			**$ 1,682,540**	**$ 1,715,081**	**$ 1,763,752**	**3%**

JMRL Proposed FY2023 Budget

Branch		Account Name	2021 Actuals	2022 Budget	2023 Proposed	% Change
Crozet	Salaries & Benefits	Salaries	$ 335,801	$ 333,436	$ 369,004	11%
		Social Security	$ 22,992	$ 25,508	$ 28,229	11%
		Retirement	$ 42,765	$ 45,244	$ 48,397	7%
		Life Insurance	$ 2,260	$ 3,400	$ 3,753	10%
		Health Insurance	$ 83,338	$ 89,832	$ 89,832	0%
	Salaries & Benefits Total		**$ 487,155**	**$ 497,420**	**$ 539,215**	**8%**
	Operating Expenses	Telephone Internal Charges	$ 7,845	$ 6,750	$ 7,100	5%
		Service Contracts	$ 20			
		Local Travel		$ 600	$ 600	0%
		Insurance (excl Workers Comp)	$ 2,403	$ 2,400	$ 2,400	0%
		Repairs and Maintenance		$ 1,000	$ 1,000	0%
	Operating Expenses Total		**$ 10,268**	**$ 10,750**	**$ 11,100**	**3%**
Crozet Total			**$ 497,424**	**$ 508,170**	**$ 550,315**	**8%**

JMRL Proposed FY2023 Budget

Branch		Account Name	2021 Actuals	2022 Budget	2023 Proposed	% Change
Gordon Avenue	Salaries & Benefits	Salaries	$ 241,794	$ 242,441	$ 261,470	8%
		Social Security	$ 17,722	$ 18,547	$ 20,003	8%
		Retirement	$ 57,043	$ 59,368	$ 61,924	4%
		Life Insurance	$ 1,590	$ 2,460	$ 2,715	10%
		Health Insurance	$ 50,109	$ 56,736	$ 56,736	0%
	Salaries & Benefits Total		**$ 368,257**	**$ 379,552**	**$ 402,848**	**6%**
	Operating Expenses	Cleaning Supplies	$ 41			
		Maintenance Supplies		$ 150	$ -	-100%
		Library Supplies	$ 345			
		Other Supplies	$ 116			
		Regional Agreement Fee/Audit & Legal	$ 1,771			
		Dues & Subscriptions				
		Telephone Internal Charges	$ 5,361	$ 4,800	$ 4,800	0%
		Utilities	$ 14,347	$ 15,000	$ 15,000	0%
		Service Contracts	$ 44,342	$ 39,200	$ 39,200	0%
		Local Travel		$ 150	$ 150	0%
		Repairs and Maintenance	$ 10,499	$ 5,000	$ 5,000	0%
		Solid Waste Disp	$ 259			
		Freight	$ 20			
		HVAC Charges	$ 9,100	$ 9,100	$ 9,100	0%
		Building & Vehicle Maint - City Personnel		$ 250	$ 250	0%
		One-time Bldg Maint Svcs & Misc Empl Reimb		$ 4,250	$ 4,250	0%
	Operating Expenses Total		**$ 86,200**	**$ 77,900**	**$ 77,750**	**0%**
Gordon Avenue Total			**$ 454,457**	**$ 457,452**	**$ 480,598**	**5%**

JMRL Proposed FY2023 Budget

Branch		Account Name	2021 Actuals	2022 Budget	2023 Proposed	% Change
Greene County	Salaries & Benefits	Salaries	$ 174,703	$ 173,404	$ 192,470	11%
		Social Security	$ 12,761	$ 13,265	$ 14,724	11%
		Retirement	$ 17,993	$ 29,295	$ 15,398	-47%
		Life Insurance	$ 1,096	$ 1,770	$ 1,960	11%
		Health Insurance	$ 31,062	$ 35,460	$ 40,188	13%
	Salaries & Benefits Total		**$ 237,615**	**$ 253,194**	**$ 264,740**	**5%**
	Operating Expenses	Maintenance Supplies		$ 200	$ 200	0%
		Telephone Internal Charges	$ 1			
		Service Contracts		$ 1,000	$ 1,000	0%
		Local Travel		$ 600	$ 600	0%
		Repairs and Maintenance	$ 339	$ 1,500	$ 1,500	0%
	Operating Expenses Total		**$ 340**	**$ 3,300**	**$ 3,300**	**0%**
Greene County Total			**$ 237,955**	**$ 256,494**	**$ 268,040**	**5%**

Branch		Account Name	2021 Actuals	2022 Budget	2023 Proposed	% Change
Library Admin Local	Salaries & Benefits	Salaries	$ 325,257	$ 384,515	$ 407,961	6%
		Social Security	$ 24,714	$ 29,415	$ 31,209	6%
		Retirement	$ 65,510	$ 88,515	$ 93,865	6%
		Life Insurance	$ 2,109	$ 3,880	$ 4,130	6%
		Health Insurance	$ 44,384	$ 56,736	$ 63,828	13%
	Salaries & Benefits Total		**$ 461,974**	**$ 563,061**	**$ 600,993**	**7%**
	Operating Expenses	Office Supplies	$ 44,683	$ 53,000	$ 53,000	0%
		Postage	$ 8,787	$ 6,500	$ 6,500	0%
		Books	$ 1,456			
		Cleaning Supplies	$ 12,687	$ 15,700	$ 10,500	-33%
		Safety Supplies	$ 904			
		Medical Supplies	$ 10,408		$ 5,200	
		Medical Supplies	$ 53			
		Food Supplies	$ 99			
		Awards & Trophies	$ 7,308	$ 5,000	$ 7,000	40%
		Exhibit Supplies	$ 1,043	$ 500	$ 500	0%
		Fuel		$ 50		-100%
		Oil & Grease		$ 50		-100%
		Machinery & Equipment	$ 38,924			
		Computer Software (non-capital)	$ 21,836			
		Other Supplies	$ 1,160			
		Regional Agreement Fee/Audit & Legal	$ 127,928	$ 125,000	$ 127,000	2%
		Dues & Subscriptions	$ 3,814	$ 2,000	$ 3,500	75%
		Telephone Internal Charges	$ 11,731	$ 6,500	$ 7,900	22%
		Printing/Duplicating	$ 662	$ 20,000	$ 15,000	-25%
		Service Contracts	$ 6,520			
		Travel				
		Local Travel	$ 1,379	$ -	$ 1,400	
		Meals	$ 1,735	$ 1,000	$ 1,600	60%
		Advertising	$ 5,263	$ 9,000	$ 9,000	0%
		Insurance (excl Workers Comp)	$ 15,089	$ 20,000	$ 20,000	0%
		Worker's Comp Insurance	$ 7,585	$ 8,000	$ 8,000	0%
		Rent	$ 24,016	$ 23,500	$ 23,700	1%
		Equipment Rental	$ 2,250	$ 2,200	$ 2,200	0%
		Repairs and Maintenance		$ 500		-100%
		Education & Training	$ 7,885	$ 45,000	$ 26,200	-42%
		Internet Access Fee	$ 348			
		Telephone Line Charges	$ 49,845	$ 56,000	$ 56,000	0%
		Software Licenses & Maintenance	$ 61,793	$ 62,000	$ 62,000	0%
		Vehicle Repair & Maintenance	$ 14,301	$ 3,000	$ 8,000	167%
		Vehicle Fuel	$ 8,542	$ 14,000	$ 14,000	0%
		IT User/Support Fee	$ 41,500	$ 41,500	$ 41,500	0%
		Freight	$ 65			
		Temp Labor	$ 7,383			
		Credit Card Fees	$ 719			
		Building & Vehicle Maint - City Personnel	$ 286	$ 6,000	$ 6,000	0%
		One-time Bldg Maint Svcs & Misc Empl Reimb	$ 6,390	$ 15,000	$ 15,000	0%
		Vehicle Purchase	$ 62,730			
	Operating Expenses Total		**$ 619,108**	**$ 541,000**	**$ 530,700**	**-2%**
Library Admin Local Total			**$ 1,081,082**	**$ 1,104,061**	**$ 1,131,693**	**3%**

JMRL Proposed FY2023 Budget

Branch		Account Name	2021 Actuals	2022 Budget	2023 Proposed	% Change
Library Admin State	Operating Expenses	Library Supplies	$ 21,039	$ 25,000	$ 25,000	0%
	Operating Expenses Total		**$ 21,039**	**$ 25,000**	**$ 25,000**	**0%**
Library Admin State Total			**$ 21,039**	**$ 25,000**	**$ 25,000**	**0%**

JMRL Proposed FY2023 Budget

Branch		Account Name	2021 Actuals	2022 Budget	2023 Proposed	% Change
Louisa County	Salaries & Benefits	Salaries	$ 185,239	$ 176,934	$ 189,824	7%
		Social Security	$ 13,731	$ 13,536	$ 14,522	7%
		Retirement	$ 31,306	$ 32,342	$ 34,561	7%
		Life Insurance	$ 1,096	$ 1,790	$ 1,942	8%
		Health Insurance	$ 36,445	$ 37,824	$ 42,552	13%
	Salaries & Benefits Total		**$ 267,817**	**$ 262,426**	**$ 283,401**	**8%**
	Operating Expenses	Telephone Internal Charges	$ 5,957	$ 4,400	$ 4,400	0%
		Service Contracts	$ 1,550	$ 960	$ 960	0%
		Local Travel		$ 1,800	$ 1,800	0%
		Repairs and Maintenance		$ 250	$ 250	0%
	Operating Expenses Total		**$ 7,507**	**$ 7,410**	**$ 7,410**	**0%**
Louisa County Total			**$ 275,324**	**$ 269,836**	**$ 290,811**	**8%**

JMRL Proposed FY2023 Budget

Branch		Account Name	2021 Actuals	2022 Budget	2023 Proposed	% Change
Monticello Ave	Salaries & Benefits	Salaries	$ 129,766	$ 150,479	$ 158,252	5%
		Social Security	$ 9,665	$ 11,512	$ 12,106	5%
		Retirement	$ 39,244	$ 41,955	$ 43,064	3%
		Life Insurance	$ 858	$ 1,530	$ 1,620	6%
		Health Insurance	$ 23,849	$ 28,368	$ 28,368	0%
	Salaries & Benefits Total		**$ 203,382**	**$ 233,844**	**$ 243,410**	**4%**
Monticello Ave Total			**$ 203,382**	**$ 233,844**	**$ 243,410**	**4%**

JMRL Proposed FY2023 Budget

Branch		Account Name	2021 Actuals	2022 Budget	2023 Proposed	% Change
Nelson County	Salaries & Benefits	Salaries	$ 145,225	$ 170,254	$ 179,785	6%
		Social Security	$ 10,165	$ 13,025	$ 13,754	6%
		Retirement	$ 10,576	$ 13,620	$ 14,383	6%
		Life Insurance	$ 980	$ 1,740	$ 1,820	5%
		Health Insurance	$ 31,883	$ 42,552	$ 42,552	0%
	Salaries & Benefits Total		**$ 198,829**	**$ 241,191**	**$ 252,294**	**5%**
	Operating Expenses	Maintenance Supplies	$ 67			
		Telephone Internal Charges	$ 3,491	$ 3,400	$ 3,400	0%
		Service Contracts	$ 92	$ 750	$ 750	0%
		Local Travel		$ 950	$ 950	0%
		Repairs and Maintenance	$ 1,691	$ 183	$ 183	0%
	Operating Expenses Total		**$ 5,340**	**$ 5,283**	**$ 5,283**	**0%**
Nelson County Total			**$ 204,170**	**$ 246,474**	**$ 257,577**	**5%**

JMRL Proposed FY2023 Budget

Branch		Account Name	2021 Actuals	2022 Budget	2023 Proposed	% Change
Northside	Salaries & Benefits	Salaries	$ 769,912	$ 790,986	$ 862,086	9%
		Social Security	$ 56,445	$ 60,510	$ 65,950	9%
		Retirement	$ 128,363	$ 134,573	$ 141,118	5%
		Life Insurance	$ 5,002	$ 8,070	$ 8,730	8%
		Health Insurance	$ 163,189	$ 189,120	$ 189,120	0%
	Salaries & Benefits Total		**$ 1,122,911**	**$ 1,183,259**	**$ 1,267,004**	**7%**
	Operating Expenses	Medical Supplies	$ 140			
		Maintenance Supplies		$ 250	$ 250	0%
		Other Supplies	$ 61			
		Dues & Subscriptions		$ -	$ -	
		Telephone Internal Charges	$ 8,508	$ 7,000	$ 8,000	14%
		Local Travel		$ 150	$ 150	0%
		Insurance (excl Workers Comp)	$ 2,115	$ 2,200	$ 2,200	0%
		Rent	$ 733,223	$ 747,786	$ 786,823	5%
		Repairs and Maintenance	$ 2,236	$ 750	$ 750	0%
	Operating Expenses Total		**$ 746,284**	**$ 758,136**	**$ 798,173**	**5%**
Northside Total			**$ 1,869,195**	**$ 1,941,395**	**$ 2,065,177**	**6%**

JMRL Proposed FY2023 Budget

Branch		Account Name	2021 Actuals	2022 Budget	2023 Proposed	% Change
Scottsville	Salaries & Benefits	Salaries	$ 128,981	$ 140,884	$ 146,200	4%
		Social Security	$ 7,994	$ 10,778	$ 11,184	4%
		Retirement	$ 8,860	$ 10,712	$ 10,976	2%
		Life Insurance	$ 822	$ 1,430	$ 1,500	5%
		Health Insurance	$ 21,645	$ 33,096	$ 33,096	0%
	Salaries & Benefits Total		**$ 168,302**	**$ 196,900**	**$ 202,956**	**3%**
	Operating Expenses	Machinery & Equipment	$ 1,958			
		Telephone Internal Charges	$ 3,784	$ 3,200	$ 4,300	34%
		Service Contracts	$ 150			
		Local Travel		$ 250	$ 250	0%
		Insurance (excl Workers Comp)	$ 219	$ 250	$ 250	0%
		Repairs and Maintenance		$ 500	$ 500	0%
	Operating Expenses Total		**$ 6,111**	**$ 4,200**	**$ 5,300**	**26%**
Scottsville Total			**$ 174,413**	**$ 201,100**	**$ 208,256**	**4%**

JMRL Proposed FY2023 Budget

Branch		Account Name	2021 Actuals	2022 Budget	2023 Proposed	% Change
Tech Services-Local	Salaries & Benefits	Salaries	$ 608,090	$ 588,474	$ 601,141	2%
		Social Security	$ 45,034	$ 45,018	$ 45,987	2%
		Retirement	$ 74,956	$ 77,655	$ 79,173	2%
		Life Insurance	$ 4,001	$ 5,960	$ 6,090	2%
		Health Insurance	$ 107,749	$ 113,472	$ 113,472	0%
	Salaries & Benefits Total		**$ 839,829**	**$ 830,579**	**$ 845,863**	**2%**
	Operating Expenses	Books	$ 1,945			
		Machinery & Equipment	$ 78,468			
		Computer Software (non-capital)	$ 1,120			
		Regional Agreement Fee/Audit & Legal		$ 1,500		-100%
		Dues & Subscriptions				
		Local Travel		$ 500	$ 500	0%
		Repairs and Maintenance		$ 500	$ 500	0%
	Operating Expenses Total		**$ 81,533**	**$ 2,500**	**$ 1,000**	**-60%**
Tech Services-Local Total			**$ 921,362**	**$ 833,079**	**$ 846,863**	**2%**

Branch		Account Name	2021 Actuals	2022 Budget	2023 Proposed	% Change
Tech Services-State	Operating Expenses	Books	$ 795,555	$ 679,154	$ 735,035	8%
	Operating Expenses Total		**$ 795,555**	**$ 679,154**	**$ 735,035**	**8%**
Tech Services-State Total			**$ 795,555**	**$ 679,154**	**$ 735,035**	**8%**
Grand Total			**$ 8,588,216**	**$ 8,653,205**	**$ 9,074,525**	**5%**

Department	Branch	Item Name	Unit	Unit Cost	Item Cost
Branches	**Administration**	Collection Fees	1	$ 4,500	$ 4,500
		Credit Card Fees	1	$ 2,000	$ 2,000
		Other Contactual Services	1	$ 3,500	$ 3,500
		Other Miscellaneous Services	1	$ 7,000	$ 7,000
		Service Contracts	1	$ 37,000	$ 37,000
	Administration Total				**$ 54,000**
	Central	Chairs On Main Floor Adult Reading Area	16	$ 134	$ 2,144
		Placeholder For Finishing Off /Enclosing Mail Room Offices	1	$ 5,000	$ 5,000
		Rectangular Wood End Panels, Double-Faced	14	$ 294	$ 4,116
		Rectangular Wood End Panels, Single-Faced	8	$ 212	$ 1,696
		Replace 4 Tables	4	$ 1,750	$ 7,000
		Shelving For Audio Books On The Main Floor	1	$ 3,240	$ 3,240
		Slatwall Wood End Panels, Double Face	3	$ 432	$ 1,296
	Central Total				**$ 24,492**
	Crozet	Wooden Shelving	1	$ 1,115	$ 1,115
	Crozet Total				**$ 1,115**
	Gordon	4-Station Computer Table	1	$ 6,310	$ 6,310
	Gordon Total				**$ 6,310**
	Greene	Replacement Chairs For Meeting Room (Programs)	52	$ 59	$ 3,068
		Replacement Tables For Meeting Room (Programs)	4	$ 635	$ 2,540
	Greene Total				**$ 5,608**
	Northside	Demco Shelf Backstop Adapter Economy Model 4"X33.75"X5" W13790480	47	$ 56	$ 2,632
		Demco Tablet Side Table --Mooreco W13745490	6	$ 266	$ 1,596
		Inertia Mesh Stools Mesh Back: Sky Blue Seat Fabric: Oasis, Allseating.Com #77019-T2-7Sb-8-F-Kd-As-F-Odrift	2	$ 738	$ 1,476
	Northside Total				**$ 5,704**
	Scottsville	Gaylord Slatwall Panel Square 36" X 36" X 3/4"	2	$ 550	$ 1,100
		Smith System® Buffalo Sloped Shelf Booktrucks	3	$ 530	$ 1,590
	Scottsville Total				**$ 2,690**
Branches Total					**$ 99,919**
Tech Services	**Bookmobile**	Laptop	1	$ 1,250	$ 1,250
	Bookmobile Total				**$ 1,250**
	Central	Laptops	6	$ 900	$ 5,400
		Large Format Poster Printer	1	$ 2,500	$ 2,500
	Central Total				**$ 7,900**
	Gordon	Touchscreen All-In-One Computers For Children'S Area	2	$ 600	$ 1,200
		TSP10011 Model (With Automatic Cutter) Receipt Printers	5	$ 300	$ 1,500
	Gordon Total				**$ 2,700**
	IT	Antivirus Maintenance (Annual Cost)	1	$ 4,500	$ 4,500
		Branch Manager Laptops	8	$ 1,250	$ 10,000
		Deep Freeze Maintenance (Annual Cost)	1	$ 1,500	$ 1,500
		Envisionware Maintenance (Annual Cost)	1	$ 8,000	$ 8,000
		Fortres (Annual Cost)	1	$ 450	$ 450
		Gsuite (Annual Cost)	1	$ 7,000	$ 7,000
		Hardware Discretionary Fund	1	$ 5,000	$ 5,000
		HR / Leave Software	1	$ 5,000	$ 5,000
		Hybrid Programming Cameras + Mics (AG, CR, SC)	1	$ 20,000	$ 20,000
		Jumpcloud / Active Directory (New - Annual Cost)	1	$ 22,500	$ 22,500
		Kajeet (Annual Cost)	1	$ 5,000	$ 5,000
		Knowbe4 - Cybersecurity Subscription (New - Annual Cost)	1	$ 4,856	$ 4,856
		Locker Maintenance (New - Annual Cost Tbd) - $10,000	1	$ 10,000	$ 10,000
		Medc (Annual Cost)	1	$ 6,500	$ 6,500
		Ongoing Authority Control (Annual Cost)	1	$ 1,000	$ 1,000
		Online Program Registration System (Annual Cost)	1	$ 2,700	$ 2,700
		Rda Toolkit (Annual Cost)	1	$ 528	$ 528
		Server PC (Powers Up To 20 Receivers)	1	$ 1,700	$ 1,700
		Servicedeskplus (Annual Cost)	1	$ 2,500	$ 2,500
		Sip2 Licensing Costs For Six 36 Month Licenses That Renew Every 3 Years	1	$ 5,400	$ 5,400
		Smartnet Maintenance (Annual Cost)	1	$ 5,500	$ 5,500
		Software Discretionary Fund	1	$ 5,000	$ 5,000
		SSL Certificates (Annual Cost)	1	$ 1,000	$ 1,000
		T-Mobile (Annual Cost)	1	$ 1,200	$ 1,200
		Zero/Thin Client Trial	1	$ 4,000	$ 4,000
		Web Filter Maintenance (Annual Cost)	1	$ 2,800	$ 2,800
		Website Maintenance (New, Monthly Cost ~$1,700)	1	$ 20,400	$ 20,400
		Wireless Printing (Annual Cost)	1	$ 5,800	$ 5,800
	IT Total				**$ 169,834**
	Louisa	Expanded Security Camera System	1	$ 5,000	$ 5,000
	Louisa Total				**$ 5,000**
	Mont Ave	Domain Name Registration, Network Solutions (5 Yrs)	1	$ 1,855	$ 1,855
		Hardware Discretionary Fund	1	$ 1,000	$ 1,000
		Software Discretionary Fund	1	$ 1,000	$ 1,000
		SSL, Godaddy	1	$ 150	$ 150
		Virtualmin License Renewal	1	$ 120	$ 120
	Mont Ave Total				**$ 4,125**
	Northside	Expanded Security Camera System	1	$ 5,000	$ 5,000
	Northside Total				**$ 5,000**
	Scottsville	Large Format Laminator	1	$ 1,700	$ 1,700
	Scottsville Total				**$ 1,700**
Tech Services Total					**$ 197,509**
Grand Total					**$ 297,428**

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JEFFERSON-MADISON
REGIONAL LIBRARY

Five-Year Plan
July 2019 - June 2024

Jefferson-Madison Regional Library

Five-Year Strategic Plan
July 2019 – June 2024

Table of Contents_____

JMRL's Five-Year Plan was adopted by the Library Board of Trustees in June of **2019, and updated in June of 2022.**

Introduction

Jefferson-Madison Regional Library (JMRL) is an essential part of Central Virginia's education system, providing educational resources for learners of all ages. By law, public library service is part of the Commonwealth's provision for public education (*Code of Virginia,* 42.1-46). Public library services include public access computers, WiFi, online databases, downloadable digital materials, programming for all ages, quiet places where people can study, conversational places where young people can gather to work on school projects, and meeting rooms where adults can gather to discuss topics of public concern. The public library of the 21st Century is a center for the community.

This strategic plan ensures that JMRL will provide the citizens of Charlottesville, Albemarle, Greene, Louisa, and Nelson the resources they expect and deserve in order to continue to Grow, Learn, and Connect to the information they are seeking, to each other, and to the broader world.

The Library Board of Trustees is adopting this ambitious strategic plan for 2020-2024 to set objectives for itself, library staff, and government officials. The plan is intended to keep the library focused on its goals and to show everyone where the library is heading. Highlights of the Five-Year Plan include:

- Expansion of Nelson Memorial Library
- Updating Central Library in Charlottesville
- Planning for growth of outreach and extension services
- Providing additional service hours at Northside Library and Louisa County Library
- Bringing JMRL closer to meeting the Virginia State Library Board's standards for "EE" ("Enhanced") libraries

The Five-Year Plan was developed by a 12-member planning committee representing the Library Board, library staff, and Friends of the Library. The committee met regularly between April of 2018 and March 2019. Supporting documents used to develop the plan included JMRL's Fall 2018 user feedback survey, *Planning for Library Excellence: Standards for Virginia Public Libraries* (2009), *The State of America's Libraries 2013: A Report of the American Library Association*, *Assumptions About the Future of Public Libraries* (Public Library Association, 2010), and *Strategic Planning for Results* (Public Library Association, 2008). The committee also solicited public input throughout the process, and informed the public of progress at jmrl.org/future.

Questions and comments about the Five-Year Plan are encouraged and may be directed to David Plunkett, Library Director, 201 East Market Street, Charlottesville, VA 22902, or dplunkett@jmrl.org.

Library Board of Trustees

Jefferson-Madison Regional Library

Mission Statement

JMRL fosters personal growth and life-long learning for all by connecting people with ideas, information, and each other.

Values

WE SERVE OUR COMMUNITY. Our goal is to deliver exceptional service and honor our place at the center of the communities we support. We are committed to offering you qualified and well-trained staff equipped to meet your information needs. We appreciate diversity and are mindful of the culture and history of our organization, our region, and our communities.

WE PROVIDE FREE, EQUITABLE, OPEN ACCESS TO INFORMATION. We carefully curate a collection of physical and electronic materials that reflects our community. We believe public libraries play a critical role in fostering a democratic society, and we embrace our responsibility to amplify a full spectrum of voices. We advocate for intellectual freedom and make your privacy a priority.

WE INSPIRE LIFELONG LEARNING. We provide education and experiences to community members at every stage of life. We strongly promote reading and writing, and teach critical skills that help you navigate the world of information and technology. We offer free recreational and educational events for kids, teens, and adults where you can indulge your curiosity, explore your interests, and discover new passions.

WE CULTIVATE A WELCOMING ENVIRONMENT FOR COMMUNITY ENGAGEMENT. We want our libraries to be comfortable, inviting, accessible spaces where you can work and play. We create opportunities for people to connect, exchange ideas, and discover community resources. Our libraries are inclusive spaces for people of all backgrounds, where everyone is welcomed and respected. We promote kindness and believe in service to the community.

grow. learn. connect.

JEFFERSON-MADISON
REGIONAL LIBRARY

Jefferson-Madison Regional Library Goals 2020 - 2024

Goal #1:   **Access & Outreach: Provide and promote access to all library services and materials to all community members through both in-house and outreach efforts.**

Goal #2:   **Technology: JMRL will improve infrastructure and expand technology-related services in order to provide high-quality digital and technological resources that the community needs for school, work and life.**

Goal #3:   **Staffing: Hire and retain a sufficient number of appropriately trained employees to provide superior service to all library users.**

Goal #4:   **Collection: Strengthen JMRL's collections in a variety of media to meet the continuously evolving educational, informational, vocational and recreational needs of the regional library's diverse users.**

Goal #5:   **Finance: Secure funding to earn JMRL the "EE" service rating as defined by the Library of Virginia.**

Goal #6:   **Facilities: Provide modern, welcoming, comfortable, efficient, fully-accessible, community-oriented libraries.**

Objectives & Strategies 2020 - 2024

Goal #1: **Access & Outreach: Provide and promote access to all library services and materials to all community members through both in-house and outreach efforts.**

Objective #1: Beginning in FY20 the Library Board will annually compare JMRL service measures to those of state and national libraries using Bibliocommons data. Metrics to be compared include circulation, programming, and funding.

Objective #2: JMRL programming staff, in conjunction with the JMRL Programming Committee, will use output and outcome data (including evaluations and surveys) to develop and sustain a range of accessible and representative programming on an annual basis.

Objective #3: Evaluate JMRL partnership in the [Virginia Department of Education's Summer Food Service Program](#) annually. Expand participation to each locality if feasible, with regional coordination, and in partnership with [No Kid Hungry](#).

Objective #4: In FY20, evaluate the benefits of creating institutional cards for community partner organizations, such as schools, day care centers, local non-profits, homeschool cooperatives, and other community groups.

Objective #5: In FY20, explore adding flexible non-registration programming and early literacy storytime classes at each location.

Objective #6: In FY20, conduct a comprehensive review of JMRL's policy manual. Find redundancies in policies and simplify the manual. Determine best practices for sharing relevant policies with library users.

Objective #7: By the end of FY21, develop a public engagement strategy that will give the entire community opportunities to learn more about library services and programs, including current non-users. Explore ways to educate new area residents about JMRL services.

Objective #8: By the end of FY22, evaluate extension services region-wide to assess the need for expansion. Evaluation tools to include GIS data of active cards, census data (including languages spoken), and information on local transportation resources. Survey peer libraries to evaluate potential costs of creating an Outreach Services Department in order to bring library services to new populations in the JMRL area. Develop a plan for the creation of an Outreach Services Department, including staffing, space, and equipment needs. Define the community information access needs that this department would meet.

Evaluate the feasibility of implementing this plan, including discussing benefits of these new services with each JMRL jurisdiction.

Objective #9: In FY22, evaluate methods to provide workforce development support to meet community needs.

Objective #10: By the end of FY22, perform a comprehensive policy and procedure review with the goal of removing barriers to library service. Review should include an exploration of alternate secure ways to access library resources, and a review of procedures that might prohibit account creation for juveniles.

Objective #11: By the end of FY23, develop a plan to enhance the role of JMRL in early literacy development, academic achievement, and the promotion of lifelong learning. Network with local, state, and national organizations to foster literacy in the JMRL service area.

Objective #12: By the end of FY24, increase the number of active card users by 5% over FY20. Strategies to achieve this objective including identifying community growth areas to target for potential new card holders. Active card users are defined as individuals having used library services within a year.

Objective #13: By the end of FY24, develop an institutional relationship with service area schools, allowing every enrolled child to have a library card before exiting the fourth grade. Identify gaps in the services local school systems are able to provide (such as early literacy, research skills, and workforce development), and cooperate with schools to attempt to help fill them. Coordinate with schools on Summer Reading Challenges.

Objective #14: By the end of FY24, formalize a partnership with the University of Virginia to share library resources between the university and the surrounding community. Possible projects include a local interlibrary loan (see Goal 4, Objective 7), delivery of JMRL holds to UVA libraries, and off-site account creation .

Objective #15: By the end of FY24 each branch library will develop a neighborhood-specific community action plan to address the unique needs and interests of their patrons (see Goal 6, Objective 7).

Goal #2: Technology: JMRL will improve infrastructure and expand technology-related services in order to provide high-quality digital and technological resources that the community needs for school, work and life.

Objective #1: By the end of FY23, JMRL will improve IT infrastructure and raise cybersecurity awareness among staff. Priorities include managed credentialing and a comprehensive technology assessment of hardware and software.

Objective #2: By the end of FY24, JMRL will evaluate the current public computing setup and provide a formal recommendation for the future and total number of public PCs available in the library. Potential proposals could include desktop virtualization.

Objective #3: (Ongoing) The JMRL IT Department will support continuing education and staff training needs. Considerations will be given to incorporating a virtual training platform with video storage options.

Objective #4: (Ongoing) The JMRL IT Department will support programming initiatives of library staff. These may include digitization services, augmented and virtual reality programming, and assisting patron content creation with technology-driven services.

Objective #5: (Ongoing) The JMRL IT Department will explore improvements to branch facility, phone, and networking infrastructure. Expanded wireless, secure after-hours hold lockers, and book vending machines are some ideas to increase access to library services.

Objective #6: (Ongoing) Digital Services will update JMRL's digital presence and offer new technological services for the community. This includes launching a complete website redesign reflecting the guidance of JMRL Website Policy 4.8, establishing a digital branch, and improving the mobile user experience.

Goal #3: Staffing: Hire and retain a sufficient number of appropriately trained employees to provide superior service to all library users.

Objective #1: Annually JMRL will review compression needs and apply Albemarle County's algorithm to pay increases as funding allows.

Objective #2: Library Trustees will annually seek continuing education and networking opportunities, focusing on advocacy for increased financial support. JMRL will work with the Library of Virginia and the Virginia Library Association (VLA) to attempt to create training/networking opportunities for public library trustees across the state.

Objective #3: In FY20, craft a customer service statement and form a customer service committee to standardize the library's approach to service. The customer service philosophy outlined in the new statement should be integrated into staff training materials and assessments.

Objective #4: In tandem with Goal 1, Objective 6, evaluate the need for a separate staff personnel manual in FY20. If need is determined, remove relevant policies from policy manual and create new personnel manual.

Objective #5: In FY21, assess current training needs and update the staff training plan, ensuring that a curriculum exists for each listed offering. Explore ways to improve communication about training opportunities, and to provide coverage to allow public service staff the time needed to attend. Training should enable staff to provide assistance with current technologies and devices.

Objective #6: By the end of FY21 assess needs at each branch for adding staffing to provide additional evening and weekend hours in response to community feedback gathered for this strategic plan. Develop a plan to provide staffing for additional open hours suggested by this assessment.

Objective #7: By the end of FY21, develop systems to encourage innovation from staff. Give staff tools to suggest process improvement, best practices, potential new services, and untapped resources. Provide an avenue to receive feedback on those suggestions.

Objective #8: By the end of FY22, develop a Diversity Plan in consultation with the City of Charlottesville and following ALA guidelines. This plan will address diversity hiring training for JMRL managers, and will include a definition of diversity for the organization, an assessment of need for the diversity plan, a vision for the diversity of the organization, and a statement of priorities, among other elements.

Objective #9: Secure funding by the end of FY22 to support library service hours to meet state "EE" standards.
- 60 hours per week at libraries with annual circulation exceeding 300,000 items (Northside Library)
- 48 hours per week at libraries with annual circulation under 150,000 items (Louisa County Library)

Objective #10: By the end of FY23, JMRL staff will perform a comprehensive review of the JMRL pay scale, with data from peer libraries in Virginia as well as other comparable local governmental departments. Regional living wage scales should be a part of this study. Develop a plan to update these findings regularly.

Objective #11: In FY23, develop and begin implementation of a staff cross-training plan.

Objective #12: Review JMRL's employee assessment process by the end of FY23. Compare to changes in the City of Charlottesville's assessment procedures since the last JMRL review. Adapt the process accordingly.

Objective #13: By the end of FY24, JMRL's staffing will meet or exceed the Library of Virginia "EE" standard of .5 FTE per 1,000 people in the population.

Goal #4: **Collection: Strengthen JMRL's collections in a variety of media to meet the continuously evolving educational, informational, vocational and recreational needs of the regional library's diverse users.**

Objective #1: Explore ways to enhance and ensure stability for collection funding; continue advocacy for state-level support, encourage local support, inspire private sources for gifts.

Objective #2: Annually purchase materials in support of the Virginia Standards of Learning (SOLs) for all grade levels in a range of formats, and provide materials to support school summer reading lists.

Objective #3: As physical facilities grow and change, plan for concomitant changing collection needs, aligned with each branch's community action plan (see Goal 1, Objective 15). For example, in FY20, support the expansion of Nelson Memorial Library with expanded collection support.

Objective #4: In FY20, develop and implement a sustainable plan for offering circulating digital media such as film and music through the eLibrary.

Objective #5: In FY20, update and revise the Collection Management Plan.

Objective #6: In FY21, using benchmarks from FY17 and collection data gathered biannually since, evaluate foreign language and English as a Second Language (ESL) learning materials available with respect to community needs; plan for growth where determined.

Objective #7: In FY22, assess current InterLibrary Loan (ILL) service. Explore eliminating fees for this service and combining requests for material purchase with those for material lending. Seek to formalize a lending partnership with the University of Virginia Libraries for efficient ILL delivery and return (see Goal 1, Objective 14).

Objective #8: By the end of FY23, explore and evaluate alternative pricing and licensing models in the digital marketplace. For example, costs per use versus simultaneous access licensing.

Goal #5:   Finance: Secure funding to earn JMRL the "EE" service rating as defined by the Library of Virginia.

Objective #1: Annually JMRL will work with VLA, the Friends of the Library, and local jurisdictions in advocacy efforts to increase State Aid to 100% of the amount mandated by State Code. Develop strategies to help these advocacy efforts, potentially including visits to state legislators, sending advocacy mailings/newsletters out, working with VLA's lobbyist to improve local efforts, and coordinating the efforts of other regional library systems. JMRL will work closely with the Friends of the Library to increase advocacy efforts by local members to the State of Virginia for full funding of State Aid.

Objective #2: The Library Board, led by Trustees from Greene, Louisa, and Nelson, will encourage JMRL's jurisdictions to attain the "EE" funding standard as defined by the Library of Virginia. JMRL staff and Trustees will develop a road-map for each jurisdiction to increase support to this standard (see Goal 3, Objective 9 and Goal 3, Objective 13), highlighting the additional services that will come with the increased contribution of resources and providing a timeline to phase these increases into jurisdictional budgets.

Objective #3: JMRL's budgeting process will annually utilize goals and objectives from jurisdictional strategic plans in prioritizing and presenting budget objectives. The Library Board and staff will also review and potentially tie-in to goals and objectives from local school districts in this process.

Objective #4: In FY21, explore alternatives to the current Out-of-Area fee that jurisdictions charge to non-residents.

Objective #5: In FY21, develop and implement a fundraising plan and annual calendar. This plan will address ongoing communication to the community online and in print. Individual objectives in that plan should include raising awareness for annual giving; the solicitation of major gifts for the Friends of the Library Endowment; support for JMRL's materials budget; and donations for capital improvement projects on a branch by branch basis.

Objective #6: In FY23, restructure deposit transmittal forms and procedures to isolate revenue received exclusively from fines. In FY24, run fiscal analysis to determine the impact of a fine-free library. Findings will be reported to the Library Board.

Goal #6: Facilities: Provide modern, welcoming, comfortable, efficient, fully-accessible, community-oriented libraries.

Objective #1: In FY20, work with Nelson County to implement an expansion of the Nelson Memorial Library. JMRL will support and sustain this expansion by working with fundraisers (see Goal 5, Objective 5), expanding and sustaining the Nelson Memorial collection (see Goal 4, Objective 3), and providing ongoing support for administrative, reference, and technical service needs in the expanded space.

Objective #2: In FY23, create a workgroup comprised of trustees, staff, Friends of the Library, community members, and Charlottesville and Albemarle staff to plan and advocate for the renovation of the Central Library.

Objective #3: Led by JMRL's public communications specialist, inventory all signage and create a plan to standardize both internal and external signage at all locations by the end of FY22.

Objective #4: By the end of FY23, establish plans and a timeline to create a drive-through book return and pickup at the Gordon Avenue branch.

Objective #5: By the end of FY23, design and perform a parking study for each location. This study will take into account ADA requirements, local jurisdictional requirements, usage statistics, and alternative options for parking (such as cooperation with public transit authorities, bike racks, and drive through services). Study should include cost estimates for any recommendations to improve parking.

Objective #6:   By the end of FY24, assist Albemarle County with the county's exploration and planning for a Southern Urban Area library. This objective aligns with Albemarle's Comprehensive plan Community Facilities Goal, Objective 8: Provide high quality library services for County residents, Strategy 8c: Evaluate the feasibility of constructing a new library facility to serve the southern part of the Development Areas.

Objective #7: By the end of FY24 each JMRL branch will have an individualized plan to detail the future physical needs of the facility to meet the information-seeking needs of current and future library patrons (see Goal 1, Objective 15 and Goal 4, Objective 3). Plans should also address regular maintenance needs of each location, developing a regular maintenance schedule for painting, carpeting, refurbishment, and other improvements. Plans will be developed by the branch manager, JMRL business manager, and JMRL director (with input from staff and trustees), and will be a part of each location's community action plan. After plans are complete, a schedule will be set to implement, review, and revise.

Appendix A
2020 – 2024 Planning Checklist

Ongoing Initiatives
- Annually review JMRL service measures ([Goal 1, Objective 1](#))
- Use outcome and output measures to develop and sustain programming ([Goal 1, Objective 2](#))
- Evaluate JMRL participation in [Virginia Department of Education's Summer Food Service Program](#) annually ([Goal 1, Objective 3](#))
- Review and apply compression algorithm annually ([Goal 3, Objective 1](#))
- Library Trustees to seek training and networking opportunities outside board meetings ([Goal 3, Objective 2](#))
- Advocate for increased State funding to support the Library collection ([Goal 4, Objective 1](#))
- Purchase materials in support of the Virginia Standards of Learning (SOLs) for all grade levels ([Goal 4, Objective 2](#))
- Plan for changing collection needs in new or renovated facilities ([Goal 4, Objective 3](#))
- Annually lobby to increase State Aid to Public Libraries ([Goal 5, Objective 1](#))
- Annually aim for jurisdictions to fund at "EE" state standards for libraries ([Goal 5, Objective 2](#))
- Utilize jurisdictional and school strategic plan goals in budgeting ([Goal 5, Objective 3](#))

FY20
- Evaluate creating institutional cards ([Goal 1, Objective 4](#))
- Explore adding non-registration and early literacy storytime classes regionally ([Goal 1, Objective 5](#))
- Conduct a comprehensive review of JMRL's policy manual ([Goal 1, Objective 6](#))
- Form customer service committee ([Goal 3, Objective 3](#))
- Evaluate need for staff personnel manual, create manual if necessary ([Goal 3, Objective 4](#))
- Develop and implement a plan to offer streaming media to patrons ([Goal 4, Objective 4](#))
- Update and revise JMRL's Collection Management Plan ([Goal 4, Objective 5](#))
- Work with Nelson County on expansion of Nelson Memorial Library ([Goal 6, Objective 1](#))

FY21
- Develop a public relations strategy ([Goal 1, Objective 7](#))
- Update JMRL's staff training plan ([Goal 3, Objective 5](#))
- Develop staffing plan for evening/weekend hours as needed ([Goal 3, Objective 6](#))
- Begin use of new systems to encourage innovation from staff ([Goal 3, Objective 7](#))
- Evaluate ESL learning materials collection ([Goal 4, Objective 6](#))
- Explore alternatives to out-of-area fee ([Goal 5, Objective 4](#))
- Develop and implement a fundraising plan and annual calendar ([Goal 5, Objective 5](#))
- Create a workgroup for Central Library renovation ([Goal 6, Objective 2](#))

FY22

- Evaluate extension services regionwide (Goal 1, Objective 8)
- Evaluate methods to provide workforce development support regionally (Goal 1, Objective 9)
- Review barriers to access with view to removal (Goal 1, Objective 10)
- Develop a Diversity Plan (Goal 3, Objective 8)
- Additional service hours at the Louisa and Northside branches (Goal 3, Objective 9)
- Assess Interlibrary Loan services (Goal 4, Objective 7)
- Run fiscal analysis on a fine-free JMRL scenario (Goal 5, Objective 6)
- Create signage plan (Goal 6, Objective 3)

FY23

- Plan to enhance the role of libraries in early literacy development, academic achievement, and the promotion of lifelong learning (Goal 1, Objective 11)
- Complete pay scale review (Goal 3, Objective 10)
- Implement cross-training plan (Goal 3, Objective 11)
- Review JMRL's employee assessment process (Goal 3, Objective 12)
- Establish plans and a timeline for a drive-through book return and pick up at Gordon Avenue Library (Goal 6, Objective 4)
- Parking study for each location (Goal 6, Objective 5)
- Explore and evaluate alternative pricing for digital content (Goal 5, Objective 8)

FY24

- Expand active card holders by targeting growth areas (Goal 1, Objective 12)
- Develop an institutional relationship with area schools (Goal 1, Objective 13)
- Explore a shared resources partnership with UVA (Goal 1, Objective 14)
- Develop branch community action plans (Goal 1, Objective 15)
- Increase staffing to meet or exceed the Library of Virginia "EE" standard of .5 FTE per 1,000 people in the population (Goal 3, Objective 13)
- Assist Albemarle County with the county's exploration and planning for a Southern Urban Area library (Goal 6, Objective 6)
- Develop branch facilities plans (Goal 6, Objective 7)

Appendix C

JMRL Peer Libraries, 2020-2024

Virginia Peer Libraries (those serving populations between 150,000 and 350,000):

Arlington Department of Libraries	Loudoun County Public Library
Central Rappahannock Regional Library	Newport News Public Library System
Chesapeake Public Library	Norfolk Public Library
Chesterfield County Public Library	Richmond Public Library
Henrico County Public Library	

National Peer Libraries (those with populations and staffing 15% above or below JMRL's with a minimum of 7 branches):

Anderson County Library (SC)	Lafayette Public Library (LA)
Athens Regional Library System (GA)	Mohave County Library District (AZ)
Atlantic County Library (NJ)	Ramsey County Library (MN)
Central Mississippi Reg. Library (MS)	Richmond Public Library (VA)
Chattahoochie Valley Reg. Library (GA)	Santa Cruz Public Library (CA)
Clermont County Public Library (OH)	Siouxland Libraries (SD)
Glendale Public Library (CA)	Yuma County Library (AZ)

June 24, 2019

Tech Plan Updated
May 24, 2021

Five Year Plan
Updated
June 27, 2022

16

FY2023 Library Board Meeting and Budget Schedule

July 25, 2022	**Board Meeting (Northside Library)**
August 22, 2022	**Board Meeting (Northside Library)** - Library Board self-evaluation
September 16, 2022	Department and Branch Managers submit personnel and operational (non-equipment) budget requests
September 26, 2022	**Board Meeting (Northside Library)** - Library Board sets budget objectives/guidelines
Early October	Personnel Committee meets to discuss personnel requests from library staff
October 24, 2022	**Board Meeting (Northside Library)** - Library Director presents branch and department budget requests to the Library Board; Library Board discusses and ranks budget requests, using recommendations from Personnel Committee
Early November	Budget Committee meets to draft 2023/24 proposed budget and sends draft to Library Board
November 28, 2022	**Board Meeting (Central Library)** - Proposed budget adopted by Library Board
December 19, 2022	**Board Meeting (Northside Library)**
Dec 2022- Jan 2023	Library Trustees and Library Director meet with City/County officials to discuss proposed budget
January 15, 2023	Deadline for submitting proposed budget to jurisdictions
January 23, 2023	**Board Meeting (Northside Library)**- Library Director mid-year goals update, if requested
February 24, 2023	Department and Branch Managers submit equipment requests with justifications to Business Manager
February 27, 2023	**Board Meeting (Louisa County Library)**
March/April 2023	Budget work sessions with Albemarle, Charlottesville, Greene, Louisa and Nelson
March 27, 2023	**Board Meeting (Greene County Library)**
April 7, 2023	Department and Branch Managers submit Friends' budget requests to Library Director
April 24, 2023	**Board Meeting (Nelson Library)** - Library Board reviews Five Year Plan
May/June 2023	Budget adoption by jurisdictions
May 22, 2023	**Board Meeting (Northside Library)** - Library Director Annual Evaluation
Early June 2023	Library Board Budget Committee drafts Final Budget and sends draft to Library Board
June 26, 2023	**Board Meeting (Northside Library)** - Library Board adopts Final Budget

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