

## **ORANGE COUNTY BOARD OF COMMISSIONERS**

### **AGENDA**

BOCC Regular Work Session  
September 12, 2013  
Meeting – 7:00 p.m.  
Southern Human Services Center  
2501 Homestead Road  
Chapel Hill, NC

- |                |    |   |
|----------------|----|---|
| (7:00 – 7:45)  | 1. | DRAFT 2013-2016 Library Strategic Plan                  |
| (7:45 – 8:30)  | 2. | Southern Branch Library Siting Criteria, Process Update |
| (8:30 – 9:10)  | 3. | Whitted Meeting Room Schematic Design Review            |
| (9:10 – 10:00) | 4. | Strategic Communications Plan/County Logo               |

**ORANGE COUNTY  
BOARD OF COMMISSIONERS**

**ACTION AGENDA ITEM ABSTRACT**

**Meeting Date:** September 12, 2013

**Action Agenda  
Item No. 1**

**SUBJECT:** DRAFT 2013-2016 Library Strategic Plan

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**DEPARTMENT:** Library

**PUBLIC HEARING: (Y/N)**

No

**ATTACHMENT(S):**  
Strategic Plan

**INFORMATION CONTACT:**  
Lucinda Munger, Library Director,  
(919)245-2528

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**PURPOSE:** To discuss and provide feedback to staff on the DRAFT Library Strategic Plan.

**BACKGROUND:** The Orange County Public Library received a grant on June 8, 2012 from the State Library of North Carolina to develop a Strategic Plan and conduct a Community Needs Assessment (CNA). In the fall 2012, a CNA was conducted with the assistance of a consultant, Dr. Anthony Chow. The CNA collected data from various methods: surveys, interviews, available statistical data, public forums and focus groups. The data results were compiled and analyzed by Dr. Chow, who provided a report to the library outlining the six (6) emerging themes. <http://www.orangecountync.gov/library/deeproofs.asp>

Library Staff, working with the consultant, developed a three-year Strategic Plan (2013-2016) to address the community and leadership needs identified in the CNA. The DRAFT Plan was presented by Dr. Chow at the May 14, 2013 Board work session for discussion and feedback. Based on the Board's comments, the Library set out to revise the Plan, engaging Lydian Altman of the UNC School of Government and Orange County Health Department Director Colleen Bridger. Working with senior library staff, Ms. Altman and Ms. Bridger facilitated the revision process to produce a clear and workable Plan.

Recognizing that the Library's external environment and customer needs will continue to evolve as the Plan is implemented, the document is designed not as a detailed, step-by-step approach, but is a higher-level framework that sets direction and informs future planning. It will also allow the Library to take advantage of future opportunities as they arise, especially in the areas of technology and partnerships. Future space and organizational planning, as well as annual budgeting and work planning, will take direction from this document.

Based upon the feedback provided during the presentation and discussion, the Library staff will update the document with the long-term goal of having the BOCC adopt the Plan as a guiding

instrument for library investment. After receiving comments from the Board, the Library Director anticipates presenting the plan for Board adoption at the October 5, 2013 regular meeting.

**FINANCIAL IMPACT:** There is no financial impact associated with reviewing and providing feedback on the draft Library Strategic Plan. Upon Plan adoption, the Library Director will pursue future budgetary allocations to meet the goals and objectives outlined in the Plan. These allocations will be presented during the annual budget process for years 2014-2017.

The Board has allocated funds in the 2016 Capital Investment Plan for the development and building of a Southern Branch Library.

**RECOMMENDATION(S):** The Manager recommends that the Board review, discuss and provide feedback on the Library Strategic Plan and next steps.



# **DRAFT Strategic Plan 2013-2016**

# Orange County Public Library DRAFT Strategic Plan 2013-2016

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# Acknowledgements

*The following individuals contributed to the development of the Orange County Public Library Strategic Plan*

## **Board of Orange County Commissioners**

Barry Jacobs, Chair  
 Earl McKee, Vice Chair  
 Mark Dorosin  
 Alice Gordon  
 Bernadette Pelissier  
 Renee Price  
 Penny Rich

## **Orange County Management**

Frank W. Clifton, Jr., County Manager

## **Library Senior Staff**

Lucinda Munger, Library Director  
 Andrea Tullos, Assistant Library Director  
 Amber Campbell, Library Systems Manager  
 Anne Pusey, Adult and Teen Services Supervisor  
 Erin Hils Shepherd, Communications Specialist  
 Debbie Shreve, Youth Services Supervisor

## **Consultants**

(Community Needs Assessment and Draft Strategic Plan)  
 Dr. Anthony Chow, UNC-Greensboro

(Revisions and Finalizing the Plan)  
 Dr. Lydian Altman, UNC School of Government  
 Dr. Colleen Bridger, Director, Orange County Health Department

## **County Interdepartmental Team**

Myra Austin, Department of Aging  
 Judy Butler, Health Department  
 Shoshanna Sayers, Housing, Human Rights and Community  
 Development  
 Yvonne Scarlett, Economic Development  
 Rich Shaw, Department of Environment, Agriculture, Parks &  
 Recreation  
 Jonathan Yeomans, Department of Social Services  
 The Staff of the Orange County Public Library

Many Orange County residents also contributed to this Strategic Plan. Please visit [www.orangecountync.gov/library/deeproofs.asp](http://www.orangecountync.gov/library/deeproofs.asp) for background reports.

# From the Director

A great community like Orange County deserves and expects a great library. But the notion of what constitutes a great library is changing in the 21<sup>st</sup> century as new technologies emerge, information consumption patterns evolve, and user expectations shift.

According to the *2012-2013 Pew Research Center's Internet & American Life Project*, the public still want libraries to provide books on the shelves. Orange County Public Library (OCPL) customers told us the same thing in our 2012 Community Needs Assessment (CNA) and this assertion is supported by the fact that the number of printed materials borrowed from OCPL continues to climb every year.

However, the question of how to best serve our customers in a time of unprecedented change is more complicated to answer. This Strategic Plan—the first ever for OCPL—will be the touchstone that guides our work over the next three years, sharpens our focus on customers, and extends our services into the community.

## **Strategic Plan Summary**

Recognizing that OCPL's external environment and customer needs will continue to change even as the Strategic Plan is implemented, this document was created as a high-level framework that directs future space and organizational planning, as well as annual budgeting and work planning.

This plan identifies four key strategic priorities to be undertaken by OCPL in the next three years. These are:

- Library Collections and Materials
- Community Connections
- Service and Community Space
- Technology Tools and Training

The Board of County Commissioners has allocated funds in the 2016 Capital Investment Plan (CIP) for the development and construction of a Southern Branch Library. Based on staff evaluations from the Asset Management Services Facility Use Study, we will request future CIP funds be allocated for the re-design of the interior of the OCPL Main Library. A re-design will create a library space that is accessible, collaborative and flexible, and that meets the needs of 21<sup>st</sup> century library users.

Additionally, the library will work closely with the Information Technologies department to identify and incorporate new technologies in a thoughtful way that responds to the community needs and maintains our commitment to being good stewards of public financial resources.

The areas where we will dedicate the majority of our time and energy will be to enhancing customer service and going outside the walls of the library and into the community.

We will adopt the internal customer service motto of “Find a Way to Say Yes!” At times, the library staff has been seen as the “protector of the policy” and not as a friendly and dedicated public servant. By adopting this motto we will ensure, at little or no additional cost, a positive experience for the public and our staff while ensuring fair and equitable treatment for all.

It has always been my firm belief that if a library does not extend its reach into the community, it will cease to be relevant and eventually, and deservedly, disappear. Consistent responses from the CNA reveal that the general public does not know enough about the services available through OCPL to take full advantage of all that we have to offer. The fact that valuable resources and services at OCPL are under-utilized, and that only 41 percent of county residents have active library cards, suggests the need for a broad-based, proactive outreach and marketing program. OCPL will recommend to County Management the hiring of a full-time Communication Specialist in the FY2014-15 budget. This important addition to the staff will make it possible for OCPL to communicate with key constituencies on a regular basis.

### **Community Input**

Ownership of this Strategic Plan extends to the Orange County community, library staff, and the Orange County Board of Commissioners. We will regularly review the plan with these parties, and they will assist us in evaluating our progress and update the strategic focus areas as necessary. Community input will be gathered from:

- Conversations with the Director – The Library will host a series of 2-3 forums each year with the Director and library customers/community leaders to discuss the future of the library.
- Online Survey – Visitors to the library’s website will have the opportunity to provide their input about library priorities by completing a short survey on an annual basis.
- OCPL Customer Advisors – The Library will seek at least 50 customers to provide input to online queries three to four times per year. Advisors will answer questions about their current use of library resources, the importance of library services to their lives, and their views regarding the library’s priorities.
- Community Review Group – I will convene a group of representatives from the community by June 2014 that meets with Library Administration on at least an annual basis to review our strategic process and provide general feedback.

In addition, the library will seek out opportunities to speak with PTA groups, civic associations, business and educational leaders, and other community groups whenever possible.

### **Evaluation of Plan**

Librarians and libraries are driven by data. Every aspect of library use is measured: number of items borrowed, customer visits, number and type of questions asked, number of programs given and attendance, website hits, wireless and database usage, and the list continues to expand with the emergence of new technologies.

OCPL, as part of the former Hyconeechee Regional Library System, collected data annually for the State Library of North Carolina. Now that we are no longer part of that regional library system, we will be able to see, for the first time, the data just for Orange County. This will allow us to benchmark our performance on local, state and national levels. In the *Implementation and Accountability* section of this plan, we go into further detail on the steps to be taken to make sure we are continually moving forward. Using a project timeline on the library's website, the community will know where we are in the plan and what we have accomplished.

However, the ultimate measure of our success will be whether we have positioned the library to better meet the continually changing needs and interests of the community. As outlined above, we look forward to having community conversations in order to gauge how we are doing over the course of the next three years. And in 2016 we will conduct another county-wide, multi-faceted community needs assessment.

### **In Closing**

In the next three years—and beyond—customers will see the library change in significant ways. Core aspects of the library that make it a cherished institution will be maintained, but we will be open to new approaches, technologies and priorities.

Though we have come a long way, the development of this plan is a commitment to providing even better and more relevant library services to the people of Orange County. I anticipate looking back at this plan in 2016 with a sense of pride in what can be accomplished through collaboration, innovation, creativity and hard work.

Lucinda Munger  
Director  
Orange County Public Library

## Building on Our Strengths

*The Orange County Public Library (OCPL) has provided library services to the community since 1910. During those 100-plus years, OCPL has grown the depth and breadth of our collections and connections. This plan recognizes our accomplishments, but acknowledges that we can build on them to create an organization that meets the changing needs and interests of our community, both now and in the future. OCPL and the community have identified the following strengths of the library:*

1. **Staff** – Library staff were continually rated ‘excellent’ in our Fall 2012 Community Needs Assessment for customer service, helpfulness, knowledge and support
2. **Funding** – Library services are well funded and supported by the Board of County Commissioners
3. **Facilities** – The new OCPL Main Library opened in 2010 and options for a Southern Branch library are being explored
4. **Programming** – OCPL offers programs for all ages and Youth Services programming is especially strong

### **FY 2012 - 13 Orange County Public Library Statistics**

Operational Budget: \$1,790,445 (an increase of 14% since 2010)

Circulation: 444,261 items borrowed (an increase of 64% since 2010)

Registered Customers: 29,573 (an increase of 9% since 2010)

Annual Programming Attendance: 8,746 residents (an increase of 13% since 2010)

Annual Number of Library Visitors: 198,240 (an increase of 12% since 2010)

# The Planning Process

*This Strategic Plan is the product of a thorough consideration of the current and future role of Orange County Public Library (OCPL). With input from library customers, Orange County Government management, community leaders and library staff, we evaluated what is most important to the community, and identified areas for improvement and adaptation to remain relevant in a changing world. This data and feedback informed the contents of the plan. The steps taken in the planning process included:*

❖ **Conducting the Community Needs Assessment (CNA) -**

*September through November 2012.* Dr. Anthony Chow, a State Library of North Carolina consultant, collected community input via:

- **Interviews** - Eleven people were interviewed including County Board Chair (s), County Manager, Library Director and Assistant Director, Library Systems Manager, Library Admin Assistant, Friends Board Chairs of Main and Carrboro, Presidents of the Hillsborough and Chapel Hill Chambers of Commerce, Orange County Schools Superintendent, and Chapel Hill-Carrboro City Schools Assistant Superintendent.
- **Community Forums (5) and Online Survey** – 1,500 randomly selected households were surveyed, which included 150 in the Town of Chapel Hill. A total of 387 residents participated.
- **Staff Survey and Focus Groups** - More than 50 people participated.

❖ **Drafting the Strategic Plan - January through April 2013.** The first draft of the Strategic Plan was written based on the results of the CNA, along with input from library staff and representatives from select County departments.

❖ **Collecting Feedback on Draft Plan – April and May 2013.** The draft of the strategic plan was shared with the public and elected officials. Feedback on the initial vision and mission

statements, as well as goals and objectives, were collected via:

- **Focus Groups** - Nine focus groups representing seniors, teenagers, Hispanic and Karen communities, and northern Orange County residents. More than 50 people participated.
- **Survey** - 1,000 randomly selected households received surveys in the mail, which included 100 in the Town of Chapel Hill. This same survey was also made available at the OCPL Main Library. Approximately 125 people participated.
- **Online Survey** - Approximately 215 people participated.

❖ **Revising the Strategic Plan - June through August 2013.** In order to effectively incorporate the community's feedback and create a plan that fit Orange County's needs, the library engaged Dr. Lydian Altman of the UNC School of Government and Dr. Colleen Bridger, Orange County Health Department director. Working with senior staff, Altman and Bridger facilitated the revision process to produce a clear and workable plan.

❖ **Finalizing the Strategic Plan - September 2013.** The strategic plan, which incorporates all of the elected official, staff, and leadership feedback, was completed and presented to the BOCC for review.

# Community Priorities and County Goals

*This Strategic Plan takes into consideration relevant Board of County Commissioner (BOCC) goals that were adopted in 2009 and themes identified in the OCPL's Community Needs Assessment (CNA) of Fall 2012.*

<b><u>BOCC Strategic Goals</u></b>	<b><u>CNA Themes</u></b>
<p>Goal 1 – <b>“Community Services”</b> Ensure a community network of basic human services and infrastructure that maintains, protects and promotes the well-being of all County residents.</p>	<p>Theme 1 – <b>Library Services</b> Develop a countywide seamless library services integration plan.</p>
<p>Goal 2 – <b>“Interactive Government Services”</b> Promote an interactive and transparent system of governance that reflects community values.</p>	<p>Theme 2 – <b>Demographics-Based Services</b> Identify list of prioritized and aligned library and information services by library demographic.</p>
<p>Goal 4 – <b>“Facility and Technology Investments”</b> Invest in quality County facilities, a diverse workforce, and technology to achieve a high-performing County government.</p>	<p>Theme 3 – <b>Technology</b> Develop a technology integration plan.</p>
<p>Goal 6 – <b>“Enhancing Quality of Life”</b> Ensure a high quality of life and lifelong learning that champions diversity, education at all levels, libraries, parks, recreation and animal welfare.</p>	<p>Theme 4 – <b>Marketing/Outreach</b> Develop a comprehensive marketing and outreach plan emphasizing partnerships and community collaboration.</p>
	<p>Theme 5 – <b>Funding</b> Prioritize funding to strengthen the core suite of library services.</p>
	<p>Theme 6 – <b>Training</b> Prioritize high quality organizational communication, training and culture.</p>

# Aligning the OCPL Plan with Community Priorities and County Goals

*The OCPL Strategic Priorities in this plan support the relevant BOCC strategic goals and addresses the CNA themes.*

<b><u>OCPL Strategic Priorities</u></b>	<b><u>BOCC Strategic Goals</u></b>	<b><u>CNA Themes</u></b>
<b>1. Library Collections and Materials</b>	<i>OCPL Strategic Priority 1 supports BOCC:</i> Goal 1 – Community Services Goal 6 – Enhancing Quality of Life	<i>OCPL Strategic Priority 1 addresses CNA:</i> Theme 1 – Library Services Theme 2 – Demographics-Based Services Theme 5 – Funding
<b>2. Community Connections</b>	<i>OCPL Strategic Priority 2 supports BOCC:</i> Goal 1 – Community Services Goal 2 – Interactive Government Services Goal 6 – Enhancing Quality of Life	<i>OCPL Strategic Priority 2 addresses CNA:</i> Theme 1 – Library Services Theme 4 – Marketing/Outreach
<b>3. Service and Community Space</b>	<i>OCPL Strategic Priority 3 supports BOCC:</i> Goal 1 – Community Services Goal 2 – Interactive Government Services Goal 4 – Facility and Technology Investments Goal 6 – Enhancing Quality of Life	<i>OCPL Strategic Priority 3 addresses CNA:</i> Theme 2 – Demographics-Based Services Theme 4 - Marketing/Outreach Theme 5 – Funding Theme 6 – Training
<b>4. Technology Tools and Training</b>	<i>OCPL Strategic Priority 4 supports BOCC:</i> Goal 4 – Facility and Technology Investments Goal 6 – Enhancing Quality of Life	<i>OCPL Strategic Priority 4 addresses CNA:</i> Theme 2 – Demographics-Based Services Theme 3 – Technology Theme 5 – Funding Theme 6 - Training

# Orange County Public Library's Guiding Principles

## Vision

*Our vision articulates what success will look like in the future.*

**We empower people by providing a place and a face to explore, enjoy, and engage.**

## Mission

*Our mission statement reflects the commitment we are making to the residents of Orange County.*

**The Orange County Public Library aims to be the heart of the community by:**

- being a welcoming gathering place for all
- having a clear focus on the future and responding with creativity and innovation
- offering relevant services, programs, collections and technologies
- serving the entire community through collaborative efforts with organizations, educational institutions, and town and County governments
- providing free and equal access to the resources and materials community members need to be informed and engaged

## Values

*To realize our vision and fulfill our mission, the following values are the beliefs that unite and inspire us in our daily service to Orange County.*

### 1. Commitment to Public Service

Providing a well-trained, enthusiastic staff that delivers superior customer service and responds to patron needs

### 2. Inclusiveness

Serving the entire community through diverse resources and programs

### 3. Fostering Fun and Lifelong Learning

Offering engaging, excellent programs and services, and promoting literacy and educational opportunities

### 4. Collaboration

Accomplishing more together with partners working toward common goals

### 5. Respect

Practicing kindness, promoting open dialogues and creating an environment of encouragement

# Orange County Public Library's Strategic Priorities

## Priority #1 – Library Collections and Materials

*With more than 100,000 print and audiovisual items, in addition to a digital collection of databases and e-books, OCPL offers the community a rich array of materials. Building on this collection, our team will improve the effectiveness of collection development through systematic evaluation and a responsive, community-oriented assessment process. Implementing this priority will provide a diverse collection that is easy to access and is well promoted.*

### Action Steps

#### Focus Area #1 – Offer collections that consider customer preferences and provide materials in quantities that meet demand

- 1) Library Staff will develop a process for identifying unmet customer needs by December 2013.
- 2) Library Staff will use Sierra software to track most popular materials to drive purchasing decisions by July 2014.
- 3) Library Staff will utilize CollectionHQ or similar software to model popular collections at other library across the nation by July 2015.

#### Focus Area #2 – Organize library materials and collections so they are easily found by customers

- 1) Library Staff will evaluate, modify and develop interior signage to improve way-finding in library buildings by December 2013.
- 2) Library Director will establish a group of library customers to advise on how to make materials easier to find by July 2014.
- 3) Library Customer Group will provide way-finding and collection-organization recommendations to Library Director by December 2014.

#### Focus Area #3 – Promote the collections and materials available through OCPL

- 1) Library Marketing Committee will develop a “Staff Recommends” program for adults, teens and youth that highlights materials endorsed by Library Staff by December 2013.
- 2) Part-time Communications Specialist and Marketing Committee will develop and implement promotions of materials via social media, eNewsletters, display units, etc. by March 2014.
- 3) Library Staff to develop Amazon.com-style “If you liked this item, then consider this...” recommendations to appear in catalog search results by December 2015.

## Priority #2 - Community Connections

*OCPL recognizes we can achieve more in partnership with others than we can on our own. By taking a thoughtful approach to initiating and expanding relationships with government and community groups, as well as individuals, OCPL can reach underserved populations and those not currently using the library. Elevating public awareness of the library's services is also crucial to connecting the library with the Orange County community.*

### Action Steps

#### Focus Area #1 – Provide opportunities for the community to engage with and support the library

- 1) Library Volunteer Coordinator will develop a formal volunteer program by December 2013.
- 2) Library Director will recruit an intern by January 2014 to research best practices and make recommendations for scope and charge of Community Review Group. The recommendation will be brought to the County Manager and BOCC by June 2014. This Review Group will meet with the Library Director annually to review OCPL's strategic progress and identified measurements and provide general feedback.
- 3) Library Director will work with the Friends of the Library group to establish a new member recruitment process by May 2014.
- 4) Library Administration will work with the Friends of the Library Board to identify a signature fundraising event by October 2015.
- 5) Library Administration will ensure that a County-wide Community Needs Assessment is conducted in the Spring 2016 in preparation for the 2016-2019 Library Strategic Plan.

#### Focus Area #2 – Provide services that extend beyond library walls

- 1) Library Director will develop FY2014-15 budget to include resources and staff investments to reach Spanish-speaking populations by October 2015.
- 2) Library Staff will work with County staff in developing a plan for the provisions of services (e.g., public internet, wireless access, youth programming, etc.) at the Northern Human Services building by January 2016.
- 3) Library Director will partner with County department heads from Aging, Health, Social Services, Emergency Management, etc. to integrate library services/support into current and future County-wide initiatives through 2016.

#### Focus Area #3 – Raise awareness of library services

- 1) Library Director will develop FY2014-15 budget to include recommendation to recruit and hire a permanent, full-time Library Communications Specialist by September 2014, to ensure full implementation of the Strategic Plan.
- 2) Library Communications Specialist and Marketing Committee will develop a comprehensive communications plan for implementation in FY2015-16 by July 2015.
- 3) Library Communications Specialist and Marketing Committee will develop a consistent and recognizable visual identify for Orange County Public Library by January 2015.

- 4) Library Communications Specialist will expand external promotions of library services via print and non-print media channels including News of Orange column, library newsletters, and Orange County Government PSAs by December 2014.

**Focus Area #4 – Collaborate with local organizations**

- 1) Library Staff will coordinate with local school media specialists to be present for at least 8 school-sponsored family events during the 2013-2014 school year. Staff will share information about library services and offer library cards.
- 2) Library Staff to host semi-annual networking events for homeschooling families to exchange ideas and promote library services starting in Spring 2014.
- 3) Library Director will establish contact with mutually beneficial community and private-sector partners such as local community colleges and literacy councils by 2015 to identify opportunities for future collaboration by 2016.
- 4) Library Director will explore from possible reciprocity options for Orange County residents with neighboring county library systems (Alamance, Chatham and Durham) through 2016.
- 5) Library Directors of CHPL and OCPL will support ease of use and access through cooperative library services such as statistics, policy alignment, programming, and staff development opportunities on an ongoing basis through 2016.

## Priority #3 – Services and Community Space

*OCPL wants to provide the very best experience for our library customers. This means interactions with library staff are overwhelmingly positive and that staff always “find a way to yes” when assisting customers. The best library experience also means offering programs with cultural, educational and enjoyment value, that appeal to the community, and are offered at convenient times for the intended audience. Finally, an outstanding library experience is grounded in being in a physical space that is conveniently located, attractive and maximized for current and future use.*

### Action Steps

#### Focus Area #1 – Commit to delivering high quality and personalized customer service

- 1) Library will officially adopt “Find a Way to Yes” as its customer service mantra by December 2013.
- 2) Library Director will research, evaluate and adapt a customer service training method that supports “Find a Way to Yes” by July 2014 for implementation in Fall 2014.
- 3) Library Staff will develop and offer additional personalized information access and assistance services (e.g., one-on-one appointments with a librarian, text/chat research assistance, etc.) by Spring 2014.
- 4) Senior Library Staff will research and create a professional development plan by Spring 2015 that enables staff to receive the support and training needed to deliver the best service.

#### Focus Area #2 – Offer programs for all ages that educate, engage, and entertain

- 1) Library Staff will develop a process to identify community programming preferences and needs by Spring 2014.
- 2) Library Staff will develop a comprehensive programming plan based on community feedback by Fall 2014.

#### Focus Area #3 – Provide inviting, functional library facilities

- 1) Library Director will continue conversations with the BOCC, County management, and elected town officials about future sites and scope for library services through 2016.
- 2) Library Director will work with the community through 2016 to plan services for a Southern Branch library (to include a broad range of materials and programming, public computers and wireless internet) and foster natural collaborations and partnerships
- 3) Community Review Group will work with Library Administration to assess current OCPL public spaces for adaptability and best use by December 2014, and will make recommendations for future improvements by Spring 2015.

## Priority #4 - Technology Tools and Training

*OCPL plays an important, democratizing role in the community by providing Orange County residents free access to various technology tools and training. However, technology will be deployed to further OCPL's mission and not just for the sake of having the 'latest and greatest.' We aim to carefully evaluate emerging technologies for our customers, rather than to immediately adopt leading edge products and devices before they have been adequately tested. We seek to incorporate appropriate new technologies in a mindful way that responds to the community's needs and maintains our commitment to being a good steward of public financial resources.*

### Action Steps

#### Focus Area #1 – Develop the library as a community-focused technology center

- 1) Library Director will partner with County IT department to ensure maximum public access to hardware, software and infrastructure by Fall 2014.
- 2) Library Director and IT will identify internal Technology Team to critically assess current and new technologies for integration into library by Fall 2014.
- 3) Library Staff and IT will evaluate interactive technologies (e.g. iPads, mobile devices, etc.) to develop services based on industry trends and best practices by leading libraries by January 2016.

#### Focus Area #2 – Prioritize training opportunities for the public and library staff

- 1) Library Staff will offer personalized technology instruction to the customers for emerging technologies by Spring 2014.
- 2) Library Staff will expand public class offerings that meet identified information and technology literacy needs by Fall 2014.
- 3) Technology Team will set minimum standards of technology knowledge and develop training guide for library staff by Fall 2014.

#### Focus Area #3 – Use technology as an evaluation tool

- 1) Library Administration will actively utilize available state and national metrics through 2016 in order to develop future services by branch based on trends, needs and community-specific demographics, specifically for the Southern Branch and Rural Orange County.
- 2) Library Administration will launch the “Data Dashboard” developed during the strategic planning process to measure use and activities through 2016, such as circulation, segmented collection use, customer registrations, collection, library visits and programming attendance.

# Measuring the OCPL Strategic Plan

*OCPL collects data daily to measure how the library is utilized by the community. These measurements include circulation (number of library materials borrowed), daily visitor counts, program attendance, individual one-on-one customer interactions and technology use. When implementing this Strategic Plan, OCPL will continue to collect this data, as well use surveys and polling to gather community and customer feedback. As OCPL is no longer part of a regional library system, it will be possible to take our data and compare it to state and national metric reports. These reports will allow us to complete peer review comparisons with libraries both across the state and nationally, providing us with benchmarks for the future.*

## Strategic Priority #1 – Library Collections and Materials

**Focus Area #1 – Offer collections that consider customer preferences and provide materials in quantities that meet demand**

**Focus Area #2 – Organize library materials and collections so they are easily found by customers**

**Focus Area #3 – Promote the collections and materials available through OCPL**

### **Measurements:**

- ❖ Statistical data to measure circulation, library visits, turnover rates and collection use
- ❖ Surveys and informal polling of customers to measure overall success rate of visits (ease of use and awareness of the collection)

## Strategic Priority #2 – Community Connections

**Focus Area #1 – Provide opportunities for the community to engage with and support the library**

**Focus Area #2 – Provide services that extend beyond library walls**

**Focus Area #3 – Raise awareness of library services**

**Focus Area #4 – Collaborate with local organizations**

### **Measurements:**

- ❖ Surveys and informal polling to gauge connection with the community outside the library, in particular, community leaders, businesses and customers
- ❖ Statistical data to measure programming and outreach events, annual operational funding, and marketing reach in to the community

## Strategic Priority #3 – Services and Community Space

**Focus Area #1 – Commit to delivering high quality and personalized customer service**

**Focus Area #2 – Offer programs for all ages that educate, engage, and entertain**

**Focus Area #3 – Provide inviting, functional library facilities**

### **Measurements:**

- ❖ Expert inspection of facilities by County Asset Management Services and/or design firms
- ❖ Customer surveys and informal polling of customer service experiences

- ❖ Statistical data to measure programming attendance and program types

### **Strategic Priority #4 – Technology Tools and Training**

**Focus Area #1 – Develop the library as a community-focused technology center**

**Focus Area #2 – Prioritize training opportunities for the public and library staff**

**Focus Area #3 – Use technology as an evaluation tool**

#### **Measurements:**

- ❖ Statistical data that measure public computer use, wireless use, online database and collection use and training class attendance
- ❖ State and national metric surveys to complete peer review comparisons of library systems similar to OCPL
- ❖ Customer surveys to gauge customer interest in technology and trainings
- ❖ Staff surveys and online testing to measure competencies and areas for enhanced trainings

# OCPL Strategic Plan Implementation and Accountability

*The true test of our planning will be in the results. The best strategic plans are dynamic, flexible tools with room for continuous improvement. They enable a mindset that prepares our staff to be disciplined and focused while remaining open and adaptable when opportunities that support already-identified priorities arise. When implemented, this Strategic Plan will come to life through the work with our partners and our ongoing planning and budgeting processes.*

In particular, OCPL will support the progress of the Strategic Plan by:

- 1) Monitoring the changing internal and external environment annually and making adjustments as necessary.
- 2) Providing an annual operational and personnel budget request associated with the implementation of the Strategic Plan.
- 3) Expanding interdepartmental reporting to include the Data Dashboard and aligning the Strategic Plan and benchmark indicators such as circulation, segmented collection use, customer registration, collection, library visits, and programming attendance to make data-informed decisions.
- 4) Utilizing state and national metric surveys and tools to develop future services by branch based on trends, needs and community specific demographics.
- 5) Engaging customers and staff for feedback annually, through the use of surveys, interviews and suggestion boxes.
- 6) Providing updates to the community and elected officials as the plan is implemented through our Strategic Plan website.
- 7) Posting the Strategic Plan timeline to our website and updating it as action steps are completed.
- 6) Convening a Library Review Group to meet annually with the Library Director regarding strategic progress and to provide general feedback.
- 8) Re-evaluate and update Strategic Plan through a county-wide Community Assessment in Spring 2016.

**ORANGE COUNTY  
BOARD OF COMMISSIONERS**

**ACTION AGENDA ITEM ABSTRACT**

**Meeting Date:** September 12, 2013

**Action Agenda  
Item No. 2**

**SUBJECT:** Southern Branch Library Siting Criteria, Process Update

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**DEPARTMENT:** Library, Asset Management  
Services (AMS), Planning

**PUBLIC HEARING: (Y/N)**

No
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**ATTACHMENT(S):**

- A. September 18, 2012 Site Selection  
Criteria Abstract
  - B. May 10, 2013 Carrboro Additional Sites  
Letter
  - C. Southern Library Site Locator
  - D. Additional Site Partial Phase 1 Analysis
  - E. Sample Lease Cost Illustration
- 

**INFORMATION CONTACT:**

Lucinda Munger, (919) 245-2528  
Jeff Thompson, (919) 245-2625  
Michael Harvey, (919) 245-2597

**PURPOSE:** To receive an update on additional Southern Branch Library site analysis and provide feedback to the Manager on potential next steps.

**BACKGROUND:**

**Purpose and Overview of the Site Selection Process**

On September 18, 2012, the BOCC approved a set of guiding principles and a comprehensive site selection criteria for locating the Southern Branch library, contemplated for operation during fiscal year 2016-17 within the Capital Investment Plan (note Attachment A, "September 18, 2012 Site Selection Criteria Abstract"). The criteria and its related processes is a guide for staff examination, evaluation and recommendations to the BOCC for final site selection. The criteria and process was crafted over several months with public input as well as that of the Carrboro Board of Aldermen.

The criteria focus on a process providing two tiers of analysis. The first level ("Phase 1") focuses on technical considerations for the site, including location, broad geographic attributes, jurisdiction land use requirements, site constraints, access, and general cost considerations. Preliminary staff evaluation of selected sites would lead to recommendation to the BOCC for more in-depth technical study of a given parcel(s) requiring the engagement of third party professional services firms in the areas of soils, topography, environmental, and cultural characteristics, utility capacity, access, transportation, and title issues. These in-depth studies for would require an estimated \$10,000 to \$15,000 investment for each selected site to determine the full viability and support of a Southern Branch library.

Upon the receipt of these results, staff may recommend a site (or sites) to the Board that would matriculate to the second phase of analysis involving the receipt of public comment of the sites.

At the conclusion of this process, the Manager may recommend a final site for the BOCC's approval for the complete development, construction, and operation of the Southern Branch library.

**Original sites nominated for examination by the Carrboro Board of Aldermen**

The BOCC approved site selection criteria in September of 2012 and authorized staff to send a letter to the Town of Carrboro soliciting sites for evaluation using said criteria. The Town of Carrboro offered three sites in a letter submitted in December, 2012. These sites include: 1) 301 West Main Street—Carrboro Town Hall; 2) 1128 Hillsborough Street, Carrboro; and 3) 401 Fidelity Street, Carrboro. The County Manager directed staff to evaluate these three sites in accordance with the site selection criteria.

On March 19, 2013, staff presented to the BOCC its partial Phase 1 analysis of these three sites. Staff recommended the elimination 301 West Main Street site (i.e. the Town Hall) from consideration due to significant constraints, most notably the condition of the building, limitation on usable space for the library, limitations on future expansion, and potential parking conflicts. Staff recommended 1128 Hillsborough and 401 Fidelity Street as candidates for further Phase 1 "in-depth" analysis; the summary is as follows:

1128 Hillsborough Road	401 Fidelity Street
<b>1. VISUAL APPEAL:</b> Existing power lines to the west running through an existing easement and a community garden. Property has vegetation scattered throughout and is surrounded by single-family residential developments and a property slated for development as a park.	<b>1. VISUAL APPEAL:</b> Property is partially developed as a cemetery with significant trees on the western portion of the property. Property is surrounded by non-residential and multi-family developments.
<b>2. REVIEW/APPROVAL PROCESS:</b> Project would require a heightened permit review process (i.e. Conditional Use Rezoning, text amendment, etc.)	<b>2. REVIEW/APPROVAL PROCESS:</b> Project would require a heightened permit review process (i.e. Conditional Use Rezoning, text amendment, etc.)
<b>3. ALIGNMENT WITH PLANNING TOOLS:</b> Property appears to satisfy various 'goals' with respect to the location of a library from both the County and Carrboro's standpoint. There are enhanced opportunities for synergy between a park and a library.	<b>3. ALIGNMENT WITH PLANNING TOOLS:</b> There is no clear synergy between uses (i.e. cemetery and library) allowing them to be developed together in accordance with local land use policies and regulations.
<b>4. SERVICE TO EXISTING/FUTURE POPULATION:</b> Property can serve existing and anticipated future populations in the region.	<b>4. SERVICE TO EXISTING/FUTURE POPULATION:</b> Property lends itself to serving existing, local, population.
<b>5. DEFEATS OBSOLESCENCE:</b> Sufficient space exists for development of a library facility that can morph over time to accommodate the needs of southern Orange County residents.	<b>5. DEFEATS OBSOLESCENCE:</b> There is a limited development window on this property with limited opportunities for expansion.
<b>6. SITE CONDITIONS, ALLOWANCES, AND CONSTRAINTS:</b> The site has a significant utility easement that will need to be negotiated. The parcel also lacks significant road frontage. An existing NCDOT drainage easement could complicate access.	<b>6. SITE CONDITIONS, ALLOWANCES, AND CONSTRAINTS:</b> The site has significant visible rock outcroppings as well as wet areas and tree cover, all of which will need to be confirmed with further analysis. The proximity of the cemetery poses unique challenges to the development of the property.

The BOCC received staff analysis and directed the Manager to defer any additional Phase 1 in-depth analysis on any of the three sites. The BOCC supported 1) analysis of additional sites should they be presented to the Manager; 2) continuing honoring the Carrboro partnership; 3) consideration of multiple use facilities; 4) consideration of sites within proximity to lower/middle income neighborhoods; 5) emphasis on sites with adequate parking; and 5) better understanding and projected uses of rural and urban populations. The BOCC also supported topical analysis of in context of the library strategic plan involving long term vision, and the relationship with the Chapel Hill library.

**Additional sites nominated for examination by the Carrboro Board of Aldermen**

On May 10, 2013, the Town of Carrboro offered four additional sites in a letter submitted to the County Manager. These sites include: 1) 120 Brewer Lane, Carrboro (Butler Property); 2) 300 East Main Street, Carrboro; 3) 203 S. Greensboro Street, Carrboro (Town owned property); and 4) 201 N. Greensboro Street (CVS Property). The County Manager directed staff to evaluate these additional sites in accordance with the site selection criteria.

This letter is represented in Attachment B, entitled “May 10, 2013 Carrboro Additional Sites Letter”. A site locator is represented by Attachment C, entitled “Southern Library Site Locator”, which illustrates the original three sites proposed in addition to the four presented for evaluation within the May 7, 2013 letter.

Staff has completed a partial Phase 1 analysis of these three sites; the full analysis is Attachment D, entitled “Additional Site Partial Phase 1 Analysis”.

Staff recommends that 203 S. Greensboro Street be eliminated due to the extremely small site and severely limited parking availability should any structure be built on the site. Staff also recommends that 300 E. Main be eliminated due to its probable cost prohibitive base lease rate in excess of \$25 per square foot (note Attachment E, Sample Lease Cost Illustration). Staff recommends that 201 North Greensboro Street be eliminated due to site constraints, the probable high acquisition cost of the property, and the probable requirement to acquire more property adjacent to the site.

The summary site analysis is as follows:

120 Brewer Lane	300 East Main Street	203 S. Greensboro Street	201 N. Greensboro Street
<b>1. Visual Appeal:</b> Building to house proposed library is located within a mixed use development comprised of residential and non-residential land uses as well as a parking deck. Rear of the property looks over wooded area. An existing, unused, building is to be demolished.	<b>1. Visual Appeal:</b> Property has direct frontage along Main Street with a view of surrounding non-residential land uses.	<b>1. Visual Appeal:</b> Property has direct frontage along S. Greensboro Street, Roberson Street, E. Carr Street, and Maple Avenue with a view of surrounding residential and non-residential land uses.	<b>1. Visual Appeal:</b> Property has direct frontage along N. Greensboro Street and W. Weaver Street with a view of surrounding non-residential land uses. There is existing landscaping on adjoining lots.
<b>2. REVIEW/APPROVAL PROCESS:</b> Project would require a heightened permit review process and amending a previously approved ‘master plan’ by	<b>2. REVIEW/APPROVAL PROCESS:</b> Project would require a heightened permit review process and amending a previously approved ‘master plan’ by the Town of Carrboro.	<b>2. REVIEW/APPROVAL PROCESS:</b> Project would require a heightened permit review process (i.e. Conditional Use Rezoning, text amendment, etc.)	<b>2. REVIEW/APPROVAL PROCESS:</b> Project would require a heightened permit review process (i.e. Conditional Use Rezoning, text amendment, etc.)

the Town of Carrboro.			
<b>3. ALIGNMENT WITH PLANNING TOOLS:</b> This property appears to satisfy various 'goals' with respect to the location of a library from both the County and Carrboro's standpoint.	<b>3. ALIGNMENT WITH PLANNING TOOLS:</b> This property appears to satisfy various 'goals' with respect to the location of a library from both the County and Carrboro's standpoint.	<b>3. ALIGNMENT WITH PLANNING TOOLS:</b> This property appears to satisfy various 'goals' with respect to the location of a library from both the County and Carrboro's standpoint.	<b>3. ALIGNMENT WITH PLANNING TOOLS:</b> This property appears to satisfy various 'goals' with respect to the location of a library from both the County and Carrboro's standpoint..
<b>4. SERVICE TO EXISTING/FUTURE POPULATION:</b> Site would provide access to existing and future, local, population. County residents will have parking available to make use of the facility.	<b>4. SERVICE TO EXISTING/FUTURE POPULATION:</b> Site would provide access to existing and future, local, population. County residents will have parking available to make use of the facility.	<b>4. SERVICE TO EXISTING/FUTURE POPULATION:</b> Site would provide access to existing and future, local, population. County residents will have parking available to make use of the facility.	<b>4. SERVICE TO EXISTING/FUTURE POPULATION:</b> Site would provide access to existing and future, local, population. County residents will have parking available to make use of the facility.
<b>5. DEFEATS OBSOLESCENCE:</b> Unsure at this time as the overall size will depend on lease area. Expansion will be limited to available space to lease/purchase to expand into. Potentially assisting in building and space design is helpful in managing this criteria.	<b>5. DEFEATS OBSOLESCENCE:</b> Unsure at this time as the overall size will depend on lease area. Expansion will be limited to available space to lease/purchase to expand into. Potentially assisting in building and space design is helpful in managing this criteria.	<b>5. DEFEATS OBSOLESCENCE:</b> There is a limited development window for a library/parking on this property given its size and frontage on 4 streets. There will also be limited opportunities for expansion.	<b>5. DEFEATS OBSOLESCENCE:</b> There is a limited development window for a library/parking on this property given its size. There will also be limited opportunities for expansion.
<b>6. SITE CONDITIONS, ALLOWANCES, AND CONSTRAINTS:</b> As indicated herein this site offers more opportunities than constraints.	<b>6. SITE CONDITIONS, ALLOWANCES, AND CONSTRAINTS:</b> As indicated herein this site offers more opportunities than constraints. Lease market for frontage along E. Main probably cost prohibitive; highest and best use from a Landlord standpoint is probably not a non-retail use. The cost, however, will be 2 to 3 times more than 120 Brewer Lane (part of same development)	<b>6. SITE CONDITIONS, ALLOWANCES, AND CONSTRAINTS:</b> Development challenges due to size of property and frontage on 4 streets outweigh development potential of the site for a library.	<b>6. SITE CONDITIONS, ALLOWANCES, AND CONSTRAINTS:</b> Development challenges due to size of property outweigh development potential of the site for a library. Also purchase price of property is anticipated to be significant.

**FINANCIAL IMPACT:** There are sufficient funds available for the in-depth study for the original two properties recommended (401 Fidelity Street and 1128 Hillsborough Street) as well as for the 120 Brewer Lane property. Each in-depth study is estimated to cost \$10,000 to \$15,000.

**RECOMMENDATION(S):** The Manager recommends that the Board receive the update on additional Southern Branch Library site analysis and provide feedback to the Manager on next steps.

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**ORANGE COUNTY  
BOARD OF COMMISSIONERS****ACTION AGENDA ITEM ABSTRACT**Meeting Date: September 18, 2012

Action Agenda

Item No. 7-a

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**SUBJECT:** Siting Criteria for Southern Branch Library – Final Recommendation

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**DEPARTMENT:** Asset Management Services  
(AMS), Library**PUBLIC HEARING: (Y/N)**

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**ATTACHMENT(S):**Southern Branch Library Locational  
Criteria  
Map Denoting Southwestern Orange  
County**INFORMATION CONTACT:**Lucinda Munger, (919) 245-2528  
Michael Harvey, (919) 245-2597  
Michael Talbert, (919) 245-2308

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**PURPOSE:** To approve the siting and locational criteria governing the review and site selection process for the southern branch of the Orange County library.

**BACKGROUND:** At the June 14, 2012 BOCC work session, staff presented the DRAFT copy of the siting criteria for the southern branch library for review and discussion. During this meeting, the BOCC reviewed and discussed comments from the Carrboro Board of Aldermen and subsequent staff suggested modifications. The attached criteria incorporate(s) these revisions.

It should be noted that in a recent article printed within *The Chapel Hill News*, dated Sept 5, 2012, the Town of Carrboro has already begun an internal process of evaluating possible sites for the library based on compliance with local development regulations and processes.

Designation of library: In past memoranda, staff has consistently referred to this project as the 'southwestern branch of the Orange County library'. The term was coined in the 2004 Library Task Force Report where the Carrboro Library Workgroup recommended a '*southwest regional branch library*' be established by combining existing services and staff into a new library '*centered in the Town of Carrboro*'.

At the June 14, 2012 BOCC work session, staff was tasked with defining what 'southwest' Orange County referred to in the context of this project. In reviewing the matter, staff determined the 'southwest' quadrant of the County did not necessarily correspond to the highest concentration of population density in the area and did not properly identify all County residents intended to be served by the project.

Staff suggests it would be more appropriate to refer to this project, in current and future discussion and correspondence, as the 'southern branch of the Orange County library'. The

change in nomenclature is intended to properly identify the population base the project will serve and eliminate confusion over the anticipated location of the facility.

**FINANCIAL IMPACT:** There are no financial impacts associated with the adoption of the library siting criteria. The review of potential library locations, within Phase 1, would be conducted by County staff within adopted budgetary parameters.

Phase 2 of the process may require a financial investment to secure development rights for selected properties. Funds for the previously considered 210 Hillsborough Street properties in Carrboro were allocated from the \$215,000 set aside for future property acquisition. The County invested approximately \$60,000 for examination of the 210 Hillsborough Road site in Carrboro. This included \$25,000 in earnest money and \$10,000 for the 120 day extension (Note: The County received the \$25,000 in earnest money back). Any further 'investment' will vary depending on the individual property. The remaining balance of \$436,000 would be debt financed. There is funding totaling \$7,525,000 in the 2016-17 Capital Investment Plan (CIP) (page 21) for building construction and design services. This phase may also include the need for the County to incur 'initial due diligence' costs to ensure the viability of selected properties.

**RECOMMENDATION(S):** The Manager recommends that the Board:

1. Approve the attached Southern Branch Library Locational Criteria; and
2. Authorize the Chair to send a letter to the Town of Carrboro that:
  - a. Transmits the Board-approved locational and site selection criteria to the Town, and
  - b. Requests that the Town initiate public solicitation and review of properties for the southern branch of the Orange County library property based on the approved criteria.

## ORANGE COUNTY SOUTHERN BRANCH LIBRARY LOCATIONAL CRITERIA

### Guiding Principles

When selecting a site for a new or expanded library, the Library system takes into account three fundamental factors:

- The Library System recognizes that as a regional service provider, the location of libraries must provide for optimal service to the most number of residents within the entire System service area. This takes precedence over political boundaries or undeveloped neighborhoods.
- The Board is committed to providing an equitable level of service throughout the entire County.
- The placement of a library in a manner that maximizes its use will be more valuable over the long term than the original investment made in land or building. Typically, the original cost of a new building is exceeded in just three years by its cumulative operating costs.

*\*\* As amended by the BOCC at its June 14, 2012 work session*

### PRELIMINARY PHASE–TECHNICAL SITE REVIEW AND ASSESSMENT

#### **Visibility:**

- Visible from the street
- Classification of street where property will be accessed from (i.e. private, local, arterial, collector, major thoroughfare, etc.).
- Visual appeal

#### **Site Capacity:**

- Able to provide comprehensive library services to all the residents of southern Orange County.
- Meets minimum acreage (urban services vs. rural services)
- Space for building and on-site parking
- Adequate utilities and availability
- Space for future expansion (building to allow for additional library services, parking, etc.) to serve all the residents of southern Orange County.
- Space to accommodate the necessary setbacks, road expansions and other site amenities.

#### **Access:**

- Accessibility for pedestrians

<ul style="list-style-type: none"> <li>• Accessibility for vehicles</li> <li>• Accessibility for public transportation</li> <li>• Design capacity and existing traffic load of roadway proposed to access site.</li> </ul>
<p><b>Alignment with Planning Tools (Comprehensive Plan):</b></p> <p>Alignment with planning tools applicable for the subject property (County Comprehensive Plan, adopted Small Area Plans, Strategic Plans, etc.)</p>
<p><b>Lease versus Purchase:</b></p> <ul style="list-style-type: none"> <li>• Analysis of the long term viability of the site</li> <li>• Availability of property for lease</li> </ul>
<p><b>Centrality of Location:</b></p> <ul style="list-style-type: none"> <li>• Existing and potential future population in a given area</li> <li>• Growth and development opportunities/constraints in a given area (i.e. what is future development, as embodied in applicable plans, going to look like and how will it impact the proposed library)</li> <li>• Proximity to schools</li> <li>• Proximity to retail</li> <li>• Proximity to other libraries</li> </ul>
<p><b>Site Conditions, Allowances, and Constraints:</b></p> <ul style="list-style-type: none"> <li>• The cost-benefit conclusions of physical, legal, and land-use allowances/constraints</li> <li>• Technical and environmental assessments (planning/zoning, jurisdictional processes, etc.)</li> <li>• Environmentally sustainable (C&amp;A, storm water mgt, buffers, energy “net zero” capacity)</li> <li>• Operationally sustainable</li> <li>• Defeats obsolescence</li> </ul>
<p><b>Cost and Availability:</b></p> <ul style="list-style-type: none"> <li>• Cost for site acquisition</li> <li>• Availability of property for lease</li> <li>• Analysis of long term viability of site</li> <li>• Timeframe for development of the site</li> <li>• Terms for site control necessary for development process</li> </ul>

**ORANGE COUNTY SOUTHERN BRANCH LIBRARY LOCATIONAL CRITERIA:**

\*\* As amended by the BOCC at its June 14, 2012 work session

**PRIMARY PHASE –PUBLIC INPUT AND ASSESSMENT****Community Preference**

- Input from elected officials
- Input from a board cross-section of the area to be served
- Orange County & Carrboro Friends of the Library

**Partnerships**

- Co-location with other private or public entity
- Mutually beneficial joint development
- Enhances service possibilities

MAP DENOTING  
SOUTHWESTERN ORANGE COUNTY

NORTH

WEST

EAST

SOUTH-WEST QUADRANT  
OF ORANGE COUNTY

Approximate  
Center Point

Town of Hillsborough

Town of Chapel Hill

Town of Carrboro

SOUTH

Data shown on this map is obtained from Orange County GIS and is for reference only. Exact locations and boundaries should be verified. Map prepared by Orange County Planning & Inspections.

- USGS Water Feature
- Soils Survey Water Feature
- OC Updated Water Feature
- Water Body
- River Basins
- Watershed
- Parcels
- Township
- School System Boundary
- Contours
- County Boundary
- Soils
- Zoning
- City Limits
- ETJ
- Conservation Easements Held by Others
- Orange County Conservation Easements
- 100 YR Floodplain (Effective 02/02/07)
- Floodway (Effective 02/02/07)
- 500 YR Floodplain (Effective 02/02/07)
- Buildings
- Water and Sewer Boundary



1 inch = 16,299.149 feet

0 6,500 13,000 26,000 Feet

**TOWN OF CARRBORO**NORTH CAROLINA  
WWW.TOWNOFCARRBORO.ORG

May 10, 2013

Mr. Frank Clifton, Manager  
Orange County  
Delivery via email: fclifton@orangecountync.gov

RE: Town of Carrboro Additional Sites for the Southern Branch of the Orange County Library

Dear Frank,

At their May 7, 2013 meeting, the Carrboro Board of Aldermen reviewed four additional optional sites for the Southern Branch of the Orange County Library. The Board has asked that Orange County consider these sites in addition to the three sites that were previously submitted. The Board is enthusiastic about the library's potential at the following additional sites:

- 120 Brewer Lane (Butler Property)
- 300 E. Main Street
- 203 S. Greensboro St. (Town-owned property)
- 201 N. Greensboro Street (CVS Property)

Out of these four properties, the Board of Aldermen expressed a preference for the 120 Brewer Lane property and discussed the positive economic development potential the site brings for both the town of Carrboro and Orange County. As we have discussed, the Board is still interested in the Hillsborough Road and Fidelity Street sites that were previously forwarded to your staff. I have also included materials that were presented to the Board on May 7 that I think will be very helpful to you and your staff for review of the sites.

I look forward to continuing this discussion and am available to answer any questions you or your staff may have regarding the sites.

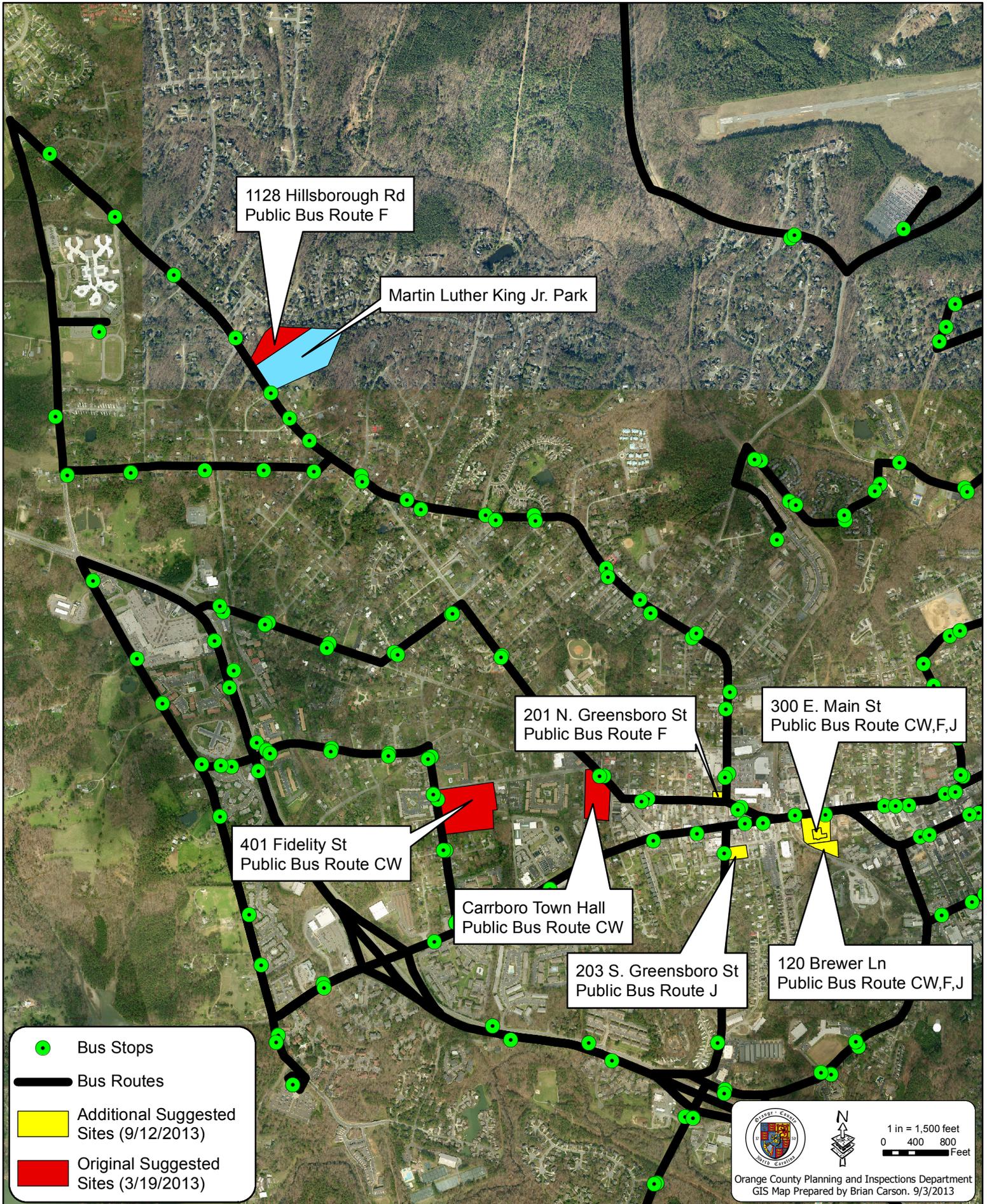
Sincerely,

David Andrews

CC: Mayor Chilton and Carrboro Board of Aldermen, via email  
Matt Efird, Assistant to the Town Manager, via email  
Trish McGuire, Planning Director, via email  
Lucinda Munger, Orange County Library Director, via email  
Michael Talbert, Assistant County Manager, via email

Enclosures

# Southern Library Site Locator



**SITE EVALUATION CRITERIA:**

**PHASE 1 - PRELIMINARY ASSESSMENT**

**VISIBILITY**

*Italicized words denote Town of Carrboro Comments*

	120 Brewer Lane	300 East Main Street	203 S. Greensboro Street	201 N. Greensboro Street
Visible From Street	Based on current conceptual layout of building location, library would not be directly visible from Main Street or other major roadway. Significant off-site directional signage will be necessary directing motorists and pedestrians to the site.	Based on current conceptual layout of building location, property location/orientation would allow a library to be visible from identified arterial street.	This property is currently utilized as a Town of Carrboro parking lot. Property location/orientation would allow a library to be visible from identified arterial street.	This property was/is proposed for development by CVS pharmacy. Property location/orientation would allow a library to be visible from identified arterial street.
Classification of Street where property will be access from	<i>TOC COMMENT: Arterial</i>	<i>TOC COMMENT: Arterial</i>	<i>TOC COMMENT: Arterial</i>	<i>TOC COMMENT: Arterial</i>
Visual Appeal	Building to house proposed library is located within a mixed use development comprised of residential and non-residential land uses as well as a parking deck. Rear of the property looks over wooded area. An existing, unused, building is to be demolished.	Property has direct frontage along Main Street with a view of surrounding non-residential land uses.	Property has direct frontage along S. Greensboro Street, Roberson Street, E. Carr Street, and Maple Avenue with a view of surrounding residential and non-residential land uses.	Property has direct frontage along N. Greensboro Street and W. Weaver Street with a view of surrounding non-residential land uses. There is existing landscaping on adjoining lots.

SITE CAPACITY				
	120 Brewer Lane	300 East Main Street	203 S. Greensboro Street	201 N. Greensboro Street
Able to provide comprehensive library services to all the residents of southern Orange County	Yes	Yes	Yes	Yes
Meets minimum acreage	Yes	Yes	Property is .89 acres in area. There may be difficulty in developing building and parking on the property without constructing a parking deck or multi-story building in combination with a deck.	Property is .32 acres in area. There may be difficulty in developing building and parking on the property without constructing a parking deck or multi-story building in combination with a deck.
Space for building and on-site parking	Yes	Yes	See above	See above
Adequate utilities and availability	<i>TOC COMMENTS: Yes</i>	<i>TOC COMMENTS: Yes</i>	<i>TOC COMMENTS: Yes</i>	<i>TOC COMMENTS: Yes</i>
Space for future expansion (building to allow for additional library services, parking, etc.) to serve the residents of southern Orange County.	Based on available information from developer there will be sufficient space.	Based on available information from developer there will be sufficient space.	See above regarding meeting minimum acreage	See above regarding meeting minimum acreage
Space to accommodate the necessary setbacks, road expansions, and other site amenities	Yes	Yes	In staff's opinion there will be challenges in designing this site given its size and frontage on 4 streets.	In staff's opinion there will be challenges in designing this site given its size.

ACCESS				
	120 Brewer Lane	300 East Main Street	203 S. Greensboro Street	201 N. Greensboro Street
Accessibility for Pedestrians	Property is downtown and will be adjacent to a proposed parking deck as well as an existing sidewalk system affording pedestrian access off of Main Street. The property is part of a master planned development with internal access points for various and diverse residential/non-residential uses located on-site.	Property is downtown and will be adjacent to a proposed parking deck as well as an existing sidewalk system affording pedestrian access off of Main Street. The property is part of a master planned development with internal access points for various residential/non-residential uses located on-site.	Property is downtown and is adjacent to existing sidewalk systems affording pedestrian access directly from S. Greensboro Street.	Property is downtown and is adjacent to existing sidewalk systems affording pedestrian access from both N. Greensboro Street and W. Weaver Street.
Accessibility for Vehicles	Access would be off of Main Street and Brewer Lane.	Access would be off of Main Street and Boyd Street	Access would more than likely be off of a side street rather than a new driveway onto S. Greensboro Street.	Access would more than likely be off of W. Weaver Street in order to avoid access issues off of N. Greensboro Street.
Accessibility for public transportation	Public transportation access will be possible	Public transportation access will be possible	Public transportation access will be possible	Public transportation access will be possible
Design capacity and existing traffic load of roadway proposed to access site	<i>TOC COMMENT: 3000 (est cap)/ 2000 (est vol) COUNTY STAFF IS STILL TRYING TO VERIFY</i>	<i>TOC COMMENT: 27400 (cap) / 17000 (vol) COUNTY STAFF IS STILL TRYING TO VERIFY</i>	<i>TOC COMMENT: 13700 (cap) / 12000 (vol) COUNTY STAFF IS STILL TRYING TO VERIFY</i>	<i>TOC COMMENT: 13700 (cap) / 11000 (vol) COUNTY STAFF IS STILL TRYING TO VERIFY</i>

**ALIGNMENT WITH PLANNING TOOLS (COMPREHENSIVE PLAN)**

	120 Brewer Lane	300 East Main Street	203 S. Greensboro Street	201 N. Greensboro Street
Alignment with planning tools applicable for the subject property (County Comprehensive Plan, adopted Small Area Plans, Strategic Plans, etc.)	This property appears to satisfy various 'goals' with respect to the location of a library from both the County and Carrboro's standpoint.	This property appears to satisfy various 'goals' with respect to the location of a library from both the County and Carrboro's standpoint.	This property appears to satisfy various 'goals' with respect to the location of a library from both the County and Carrboro's standpoint.	This property appears to satisfy various 'goals' with respect to the location of a library from both the County and Carrboro's standpoint.

**LEASE VERSUS PURCHASE**

	120 Brewer Lane	300 East Main Street	203 S. Greensboro Street	201 N. Greensboro Street
Analysis of long-term viability of site	No apparent environmental or physical impediments to development identified.	No apparent environmental or physical impediments to development identified.	No apparent environmental impediments to development identified. The property size, however, will create challenges to developing a library and supporting infrastructure on the property.	No apparent environmental impediments to development identified. The property size, however, will create challenges to developing a library and supporting infrastructure on the property.
Availability of property for lease	This will be a lease/purchase situation for the County as part of an agreement with the developer	This will be a lease/purchase situation for the County as part of an agreement with the developer	Property is owned by the Town of Carrboro where a lease/purchase agreement would have to be discussed.	There is no information indicating the property is for sale

CENTRALITY OF SITE				
	120 Brewer Lane	300 East Main Street	203 S. Greensboro Street	201 N. Greensboro Street
Existing and potential future population in given area	Site would provide access to existing and future, local, population. County residents will have parking available to make use of the facility.	Site would provide access to existing and future, local, population. County residents will have parking available to make use of the facility.	Site would provide access to existing and future, local, population. County residents will have parking available to make use of the facility.	Site would provide access to existing and future, local, population. County residents will have parking available to make use of the facility.
Growth and development opportunities/constraints in a given area	The size of the 'space' for the library will be limited to a lease/purchase agreement with the developer. Expansion will be viable only if there are vacancies in other proposed 'store fronts' allowing the County to lease/purchase for expansion. Building isn't built yet, so there are advantages in structure of lease agreement and space utilization.	The size of the 'space' for the library will be limited to a lease/purchase agreement with the developer. Expansion will be viable only if there are vacancies in other proposed 'store fronts' allowing the County to lease/purchase for expansion. Building isn't built yet, so there are advantages in structure of lease agreement and space utilization.	Development and expansion will be limited on this property given its size and orientation (i.e. surrounded by street right-of-ways).	Development and expansion will be limited due to the overall size of the property (i.e. .32 acres). Expansion/development will require purchase of additional, adjacent, property.
Proximity to schools	<i>TOC COMMENT: 0.2 miles from Community Schools for People under Six, 1.2 miles from Northside Elementary</i>	<i>TOC COMMENT: 1.0 miles from Northside Elementary</i>	<i>TOC COMMENT: 0.6 miles from Carrboro Elementary, 0.7 miles from Frank Porter Graham Elementary</i>	<i>TOC COMMENT: 0.5 miles from Carrboro Elementary</i>
Proximity to retail	Will be in the heart of a retail/residential mixed use development.	Will be in the heart of a retail/residential mixed use development.	Property is surrounded by existing retail and residential land uses.	Proeprty is surrounded by retail and professional (i.e. office) land uses
Proximity to other libraries	<i>TOC COMMENT: Existing branch library at Carrboro Cybrary (0.6 miles) County Staff Comment - Approximately 3.2 miles from Town of Chapel Hill library</i>	<i>TOC COMMENT: Existing branch library at Carrboro Cybrary (0.3 miles) County Staff Comment - Approximately 3.2 miles from Town of Chapel Hill library</i>	<i>TOC COMMENT: Existing Branch Library at Carrboro Cybrary (&lt; 0.1 miles) County Staff Comment - Approximately 3.7 miles from Town of Chapel Hill library</i>	<i>TOC COMMENT: Existing branch library at Carrboro Cybrary (&lt; 0.1 miles) County Staff Comment - Approximately 3.6 miles from Town of Chapel Hill library</i>

SITE CONDITIONS, ALLOWANCES, AND CONSTRAINTS				
	120 Brewer Lane	300 East Main Street	203 S. Greensboro Street	201 N. Greensboro Street
The cost-benefit conclusions of physical, legal, and land use allowances/constraints	As indicated herein this site offers more opportunities than constraints.	As indicated herein this site offers more opportunities than constraints. (lease? Price?) Lease market for frontage along E. Main probably cost prohibitive; highest and best use from a Landlord standpoint is probably not a non-retail use. The cost, however, will be 2 to 3 times more than 120 Brewer Lane (part of same development)	Development challenges due to size of property and frontage on 4 streets outway development potential of the site for a library.	Development challenges due to size of property outway development potential of the site for a library. Also purchase price of property is anticipated to be significant.
Technical and environmental assessments (Planning/Zoning, jurisdictional process, etc.)	Library would require a heightened permit process (i.e. Conditional Use Rezoning, text amendment, etc.). Existing permit for project would have to be amended to allow for library	Library would require a heightened permit process (i.e. Conditional Use Rezoning, text amendment, etc.). Existing permit for project would have to be amended to allow for library	Library would require a heightened permit process (i.e. Conditional Use Rezoning, text amendment, etc.). Existing permit for project would have to be amended to allow for library	Library would require a heightened permit process (i.e. Conditional Use Rezoning, text amendment, etc.). Existing permit for project would have to be amended to allow for library
Environmentally Sustainable (C and A, stormwater management, buffers, energy, 'net zero capacity')	Yes.	Yes.	Probably not, given size of property.	Probably not, given size of property.
Operationally Sustainable	Yes.	Yes.	Probably not, given size of property.	Probably not, given size of property.
Defeats obsolescence	Unsure at this time as the overall size will depend on lease area. Expansion will be limited to available space to lease/purchase to expand into. Potentially assisting in building and space design is helpful in managing this criteria.	Unsure at this time as the overall size will depend on lease area. Expansion will be limited to available space to lease/purchase to expand into. Potentially assisting in building and space design is helpful in managing this criteria.	There is a limited development window for a library/parking on this property given its size and frontage on 4 streets. There will also be limited opportunities for expansion.	There is a limited development window for a library/parking on this property given its size. There will also be limited opportunities for expansion.

**COST AND AVAILABILITY**

	120 Brewer Lane	300 East Main Street	203 S. Greensboro Street	201 N. Greensboro Street
Cost for site acquisition	Developer has indicated a strong desire to discuss lease/purchase options for a space to house the library.	Developer has indicated a preference for the County to use 120 Brewer Lane for a library project. Developer states that 300 Main is not optimal for non-retail uses.	Owned by Town of Carrboro	Information available to staff at this time indicates the property is not for sale.
Availability of property for lease	Developer has indicated a strong desire to discuss lease/purchase options for a space to house the library.	Developer has indicated a preference for the County to use 120 Brewer Lane for a library project. Developer states that 300 Main is not optimal for non-retail uses.	Yes	Unknown but assumed no.
Analysis of long-term viability of the site	Property offers potential for reasonable expansion , assuming willingness of developer and vacancies, and partnership opportunities to support long-term provision of library services.	Property offers potential for reasonable expansion , assuming willingness of developer and vacancies, and partnership opportunities to support long-term provision of library services.	Existing development surrounding property (i.e. 4 streets) limits opportunities for expansion. Development of diverse partnerships to promote use/development of the property may still be achievable.	Existing size of parcel limits opportunities for expansion or the development of diverse partnerships to promote use/development of the property to meet the needs of southern Orange County.
Timeframe for development of site				
Terms of site control necessary for the development of the site				

**PHASE 2 - PUBLIC INPUT AND ASSESSMENT**  
**COMMUNITY PREFERENCE**

	120 Brewer Lane	300 East Main Street	203 S. Greensboro Street	201 N. Greensboro Street
Input from Elected officials	Pending	Pending	Pending	Pending
Input from a broad cross-section of the area to be served	Pending	Pending	Pending	Pending
Orange Couty and Carrboro Friends of the Library	Pending	Pending	Pending	Pending

<b>PARTNERSHIPS</b>
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	120 Brewer Lane	300 East Main Street	203 S. Greensboro Street	201 N. Greensboro Street
Co-location with other private or public entity				
Mutual beneficial joint development				
Enhances service possibilities				

**Sample Lease Cost Illustration, 10,000 Square Foot Library Facility, 5 year term**

**Assumptions:**

<b>Rentable Square Footage:</b>	10,000 square feet	<b>Base 5 Year Lease Cost:</b>	\$1,250,000
<b>Base Annual Lease Rate:</b>	\$25 per square foot		
<b>Term:</b>	5 years		
<b>Escalator:</b>	none		
<b>Real Estate Taxes:</b>	\$2 per square foot	<b>Real Estate Taxes Paid:</b>	\$100,000
<b>Insurance:</b>	\$0.50 " " "	<b>Insurance Paid:</b>	\$25,000
<b>Common Area Maintenance ("CAM")</b>	\$6 " " "	<b>CAM Paid:</b>	\$300,000
<b>Utilities:</b>	\$1 " " "	<b>Utility Costs:</b>	\$50,000
<b>Solid Waste Removal:</b>	\$0.05 " " "	<b>Solid Waste Removal:</b>	\$2,500
<b>Lease Total:</b>	<b>\$34.55</b> per square foot		<b>\$1,727,500</b>
		annualized cost:	<b>\$345,500</b>

**One Time Costs:**

<b>Interior Upfit</b>	\$45 per square foot	\$450,000
<b>Furniture, Fixtures, and Equipment</b>	\$45 " " "	\$450,000
<b>One Time Cost Total:</b>	<b>\$90</b>	<b>\$900,000</b>

**Notes:**

1. Assumptions reflect reasonable market rates for cost categories.
2. Personnel costs and library book inventory not included in illustration.
3. Real estate taxes are paid to Orange County.
4. Potential purchase option structure for leased space not illustrated

**ORANGE COUNTY  
BOARD OF COMMISSIONERS**

**ACTION AGENDA ITEM ABSTRACT**

**Meeting Date:** September 12, 2013

**Action Agenda  
Item No. 3**

**SUBJECT:** Whitted Meeting Room Schematic Design Review

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**DEPARTMENT:** Asset Management Services

**PUBLIC HEARING: (Y/N)**

No

**ATTACHMENT(S):**  
Schematic Floor Plans

**INFORMATION CONTACT:**  
Jeff Thompson, (919) 245-2658

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**PURPOSE:** To review and comment on the schematic design of the Whitted Permanent meeting room, including meeting set-up and operational considerations, and provide guidance to the Manager for the preparation of design documents for the facility.

**BACKGROUND:** On April 4, 2013, the BOCC authorized staff to move forward with the design of permanent Board meeting facilities within the Whitted 2<sup>nd</sup> Floor "A" building in Hillsborough, and included this capital project within the adopted Capital Investment Plan in FY 2013-14.

On June 18, 2013, the BOCC authorized the Manager to move forward with the design, award a bid, and complete the necessary site work for this project as "Phase 1" in order that the work could be completed this fall during optimal outdoor weather. This site work, which will include significant paving, stormwater management, lighting, pedestrian access, handicapped access, and landscaping improvements, is currently out to bid and should be complete no later than the end of November 2013.

The County has engaged Corley, Redfoot Architects as the designer for the project. Ken Redfoot with Corley, Redfoot Architects ("CRA") will present the major elements of the schematic design and lead a discussion with the BOCC on important operational issues (Dais design, meeting setup, audio visual elements, meeting flow, etc.).

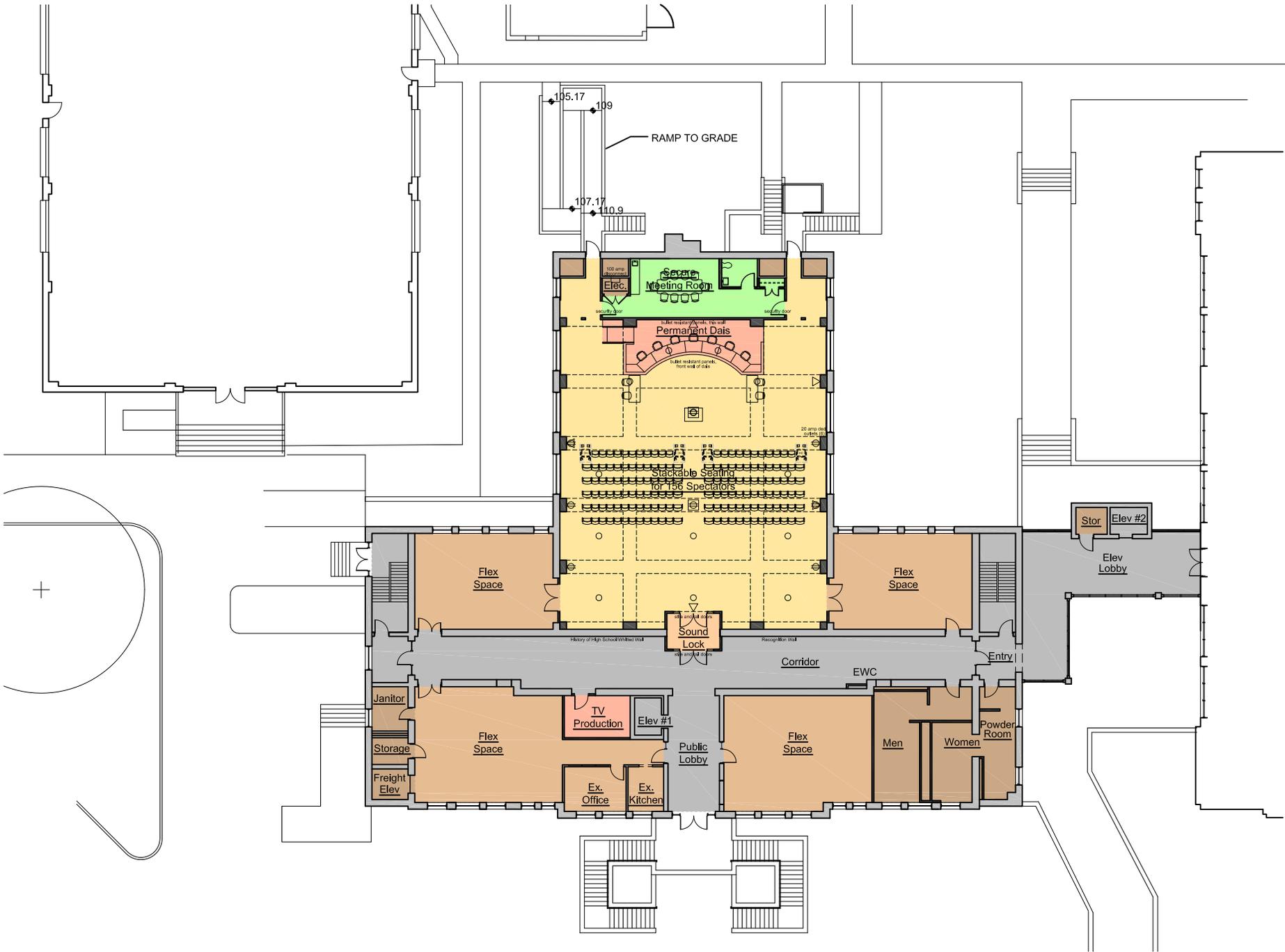
CRA will incorporate these comments into its full schematic design presentation to the BOCC as a decision item at the September 17, 2013 regular meeting. The BOCC will be asked to provide additional comment and allow the Manager to move forward with the preparation of construction drawings for the facility.

Should the BOCC approve the schematic design renderings and principles, the following timeline represents the delivery of the overall project:

<b>TASK</b>	<b>PROPOSED BEGINNING DATE</b>	<b>END BY DATE</b>
<b>BOCC Action: Approval of Schematic Design; authorization to begin preparation of construction documents</b>	<b>9/17/13</b>	<b>9/17/13</b>
Construction document prep, bid advertisement (2 month duration)	9/18/13	11/5/13
<b>BOCC Action: Approval of Final Design; authorization to advertise for bid</b>	<b>11/5/13</b>	<b>11/5/13</b>
<b>BOCC Action: Bid Award</b>	<b>12/17/13</b>	<b>12/17/13</b>
Construction (est. 4 month duration)	1/6/14	5/6/14
Grand Opening – first BOCC meeting (estimated date)	6/3/14	6/3/14

**FINANCIAL IMPACT:** The BOCC has approved \$1,500,000 for this project as part of the FY2013-14 Capital Investment Plan.

**RECOMMENDATION(S):** The Manager recommends that the Board review and provide comment on the schematic design of the Whitted Permanent meeting room, including meeting set-up and operational considerations, and provide guidance to the Manager for the preparation of design documents for the facility.

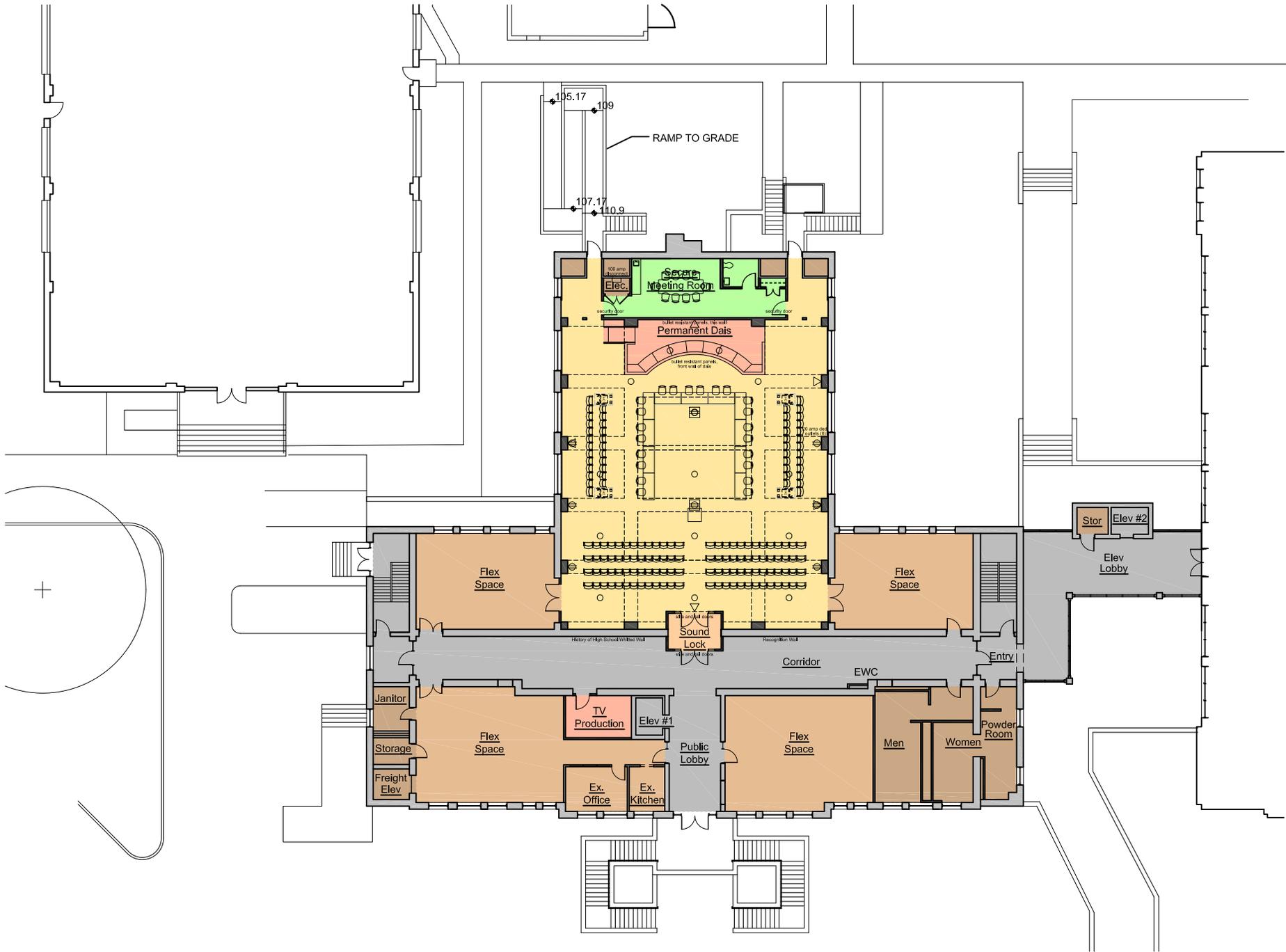


# Proposed BoCC Layout

August 30, 2013

## Whitted Building Renovations

COUNTY OF ORANGE  
HILLSBOROUGH, NORTH CAROLINA

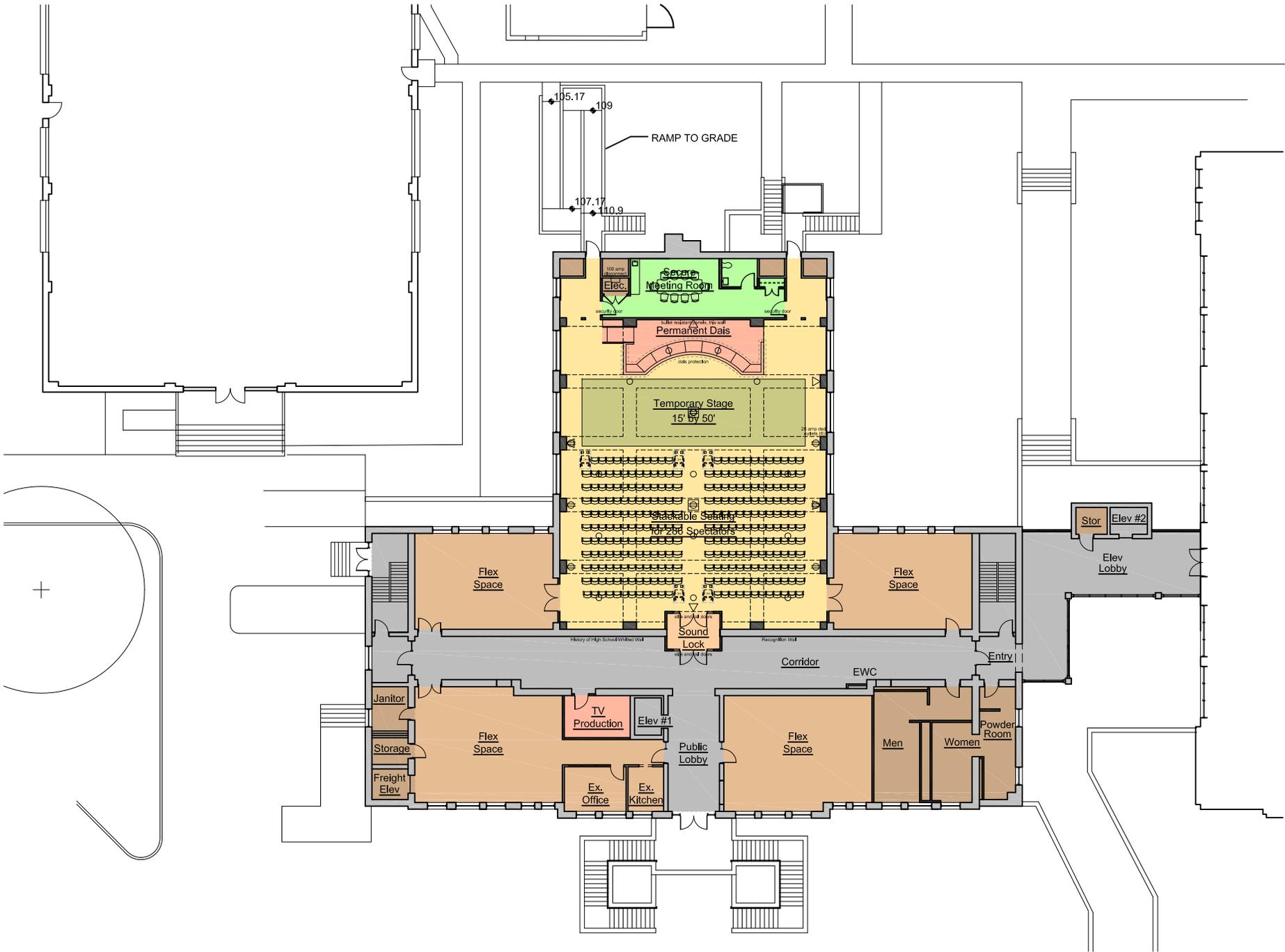


# BoCC Joint Meeting Layout

August 30, 2013

## Whitted Building Renovations

COUNTY OF ORANGE  
HILLSBOROUGH, NORTH CAROLINA



# Proposed Theater Layout

August 30, 2013

**Whitted Building Renovations**

COUNTY OF ORANGE  
 HILLSBOROUGH, NORTH CAROLINA

**ORANGE COUNTY  
BOARD OF COMMISSIONERS**

**ACTION AGENDA ITEM ABSTRACT**

**Meeting Date:** September 12, 2013

**Action Agenda  
Item No.** 4

**SUBJECT:** Strategic Communications Plan/County Logo

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**DEPARTMENT:** County Manager/Public Affairs

**PUBLIC HEARING:** (Y/N)

No

**ATTACHMENT(S):**

Proposed Outline – Orange County  
Strategic Communications Plan

**INFORMATION CONTACT:**

Carla Banks, 919.245.2302

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**PURPOSE:** To discuss the proposed outline highlighting the elements to be included in the Orange County Strategic Communications Plan; provide input to determine the content of the proposed plan and how it will support Goals 2, 3, 4, and 6 identified during the Board's February 10, 2012 Planning Retreat; and to further discuss the County logo design.

**BACKGROUND:** The Office of Public Affairs is seeking input from the Board of County Commissioners regarding the proposed Strategic Communications Plan for the County. This document will detail the steps taken to promote a professional image of the County, while increasing the public's awareness of the County's operations, services and programs by utilizing multiple mediums, such as radio, television, print, social media, etc.

This topic also includes the continuation of the initial discussion regarding the design of the new County logo, which took place during the regular Board meeting on May 21, 2013.

**FINANCIAL IMPACT:** The financial impact is to-be-determined based on whether the Board wants to enter into a contract with a private firm to formulate the Strategic Communications Plan and incur the cost associated with pursuing another design for the County logo.

**RECOMMENDATION(S):** The Manager recommends that the Board provide direction to staff on proceeding with the development of the proposed Strategic Communications Plan and any possible actions regarding the County logo.



## **PROPOSED OUTLINE**

### **ORANGE COUNTY STRATEGIC COMMUNICATIONS PLAN**

#### **Purpose**

The Strategic Communications Plan will provide the basis for providing complete and timely messaging through a variety of mediums for the purpose of making the County transparent and interactive with the public. This will benefit residents, media outlets, visitors, County volunteers, and County employees by educating them about the daily operations and inner workings of Orange County government. The plan will also be developed to establish guidelines, policies and vehicles for accomplishing the County's goals for effective communication.

The plan will support the following Goals and Priorities identified during the Commissioner Planning Retreat on February 10, 2012:

**Goal 2-** Promote an interactive and transparent system of governance that reflects community values

**Priority 6-** Develop plan and tools to improve how County and citizens communicate with each other; foster two-way exchange

**Priority 26-** Clarify and communicate to public how and why County funding is allocated the way it is

**Goal 3: Priority 19-** Communicate well with all County partners

**Goal 4: Priority 11-** Invest in technology to increase work efficiencies and have technology improve communication

#### **Overview**

The Strategic Communications Plan will be developed to accomplish the following objectives:

- Enhance external communication between the County and residents;
- Enhance internal communications between County and the employees;

- Enhance the ability for Commissioners and residents to access information;
- Provide information to the media and public in a clear, concise, and timely and reliable manner;
- Use a variety of mediums to reach a wide portion of the County population;
- Coordinate with emergency Services Department for a unified response during a crisis;
- Establish a brand for Orange County to create consistency in shaping the County's message

These objectives will be accomplished through the following communication tools: Media Relations, Electronic Communications, Advertising, OCTV Channel 180, Intranet, Brand Marketing, and Other Mediums.

**I. Media Relations (Goals 2 and 3)**

1. Press releases
2. Media Interviews
3. Opinion/Editorial Pieces
4. Newspaper Columns

**II. Electronic Communications (Goals 2, 3, and 4)**

1. Orange County Web site
2. Digital Message Monitors
3. Facebook
4. Twitter
5. On Hold Phone Messages
6. County Web site- Citizen Comment Option

**III. Advertising (Goal 2: Priority 6 and Goal 3: priority 19)**

1. Radio Ads and Public Service Announcements
2. Newspaper Ads (monthly, full page ads in each local newspaper)
3. Bus Ads (poster ads displayed on the inside of the bus)
4. Billboard in Hillsborough
5. Traveling Banner Exhibit

**IV. OCTV Channel 180 (Goals 2, 3, and 4)**

The County is currently using channel 180 as a resource for broadcasting the live and taped versions of the Board of County Commission meetings. Recently, a new software/equipment package was installed to replace failing DVD machines to allow for remote channel programming.

The TV channel could offer a wider range of information made available to the public if a full service production studio were available. Currently, continued equipment failure is posing technical difficulties.

The County outsources the video taping of the County Commissioner meetings. However, the decision of whether or not to invest in the equipment and staffing required for a fully functional TV Production suite will need to be determined to meet additional BOCC requests, such as producing a monthly County TV show and other original programming that showcases the members of the BOCC, County programs, services, employees, etc.

V. **Intranet (Goal 4: Priority 11)**

1. Continue efforts through Human Resources Department to use the Intranet as an information outlet for County employees

VI. **Brand Marketing** (See attached document)

1. Establish County Logo
2. Produce professional brochures, flyers, posters, banners, etc.
3. Hire Public Relations Specialist to assist Director of Public Affairs
4. Develop a Style Guide

VII. **Additional Communication Methods (Goal 2 and Goal 3)**

1. Annual Report to the Community
2. Resident Newsletter (electronic and print version to northern Orange)
3. Guide to Orange County Government (reference for residents)
4. Speakers Bureau (opportunity to engage the public by request)



## NOTES

Name \_\_\_\_\_



## **Orange County Logo and Branding**

A primary component of cohesive marketing involves establishing a brand for the County. The first step in the process involves designing an official logo that will assist the public in becoming more familiar with Orange County based on seeing an identifiable logo displayed on various County informational pieces.

The Orange County logo **will not** be replacing the County seal, but rather, it will be used to launch and solidify the County's brand marketing efforts. The logo is to be phased in gradually and will be visible on a variety of items, such as letterhead, envelopes, business cards, press releases, brochures, promotional items, etc. the purpose of this is to aid in shaping the county's image and establishing consistency with collateral materials. The proper use of the logo will be explained in a Style Guide.

The Office of Public Affairs contracted with a local graphic design firm in the spring of 2012 to produce the logo displayed in the header of this document.

The design concept is based on the direction and overall vision explained by the Director of Public Affairs. The basis for the logo design is a clean simplistic approach, using text as opposed to a series of intricate details or artwork often seen in many government logos.

The colors of burgundy (#484) and sage green (#5497) were selected to offer a subtle yet striking contrast. Lastly, the design places the emphasis on Orange County – while including the reference to North Carolina as a way to distinguish this community from other Orange Counties in the United States.

### **County Logo Implementation (*Prior to May 21, 2013, Agenda Item/Discussion*)**

**Hillsborough Phone Directory** - \$10, 278 annually (will reprint in June 2014)

**Real Yellow Pages** - Chapel Hill/Carrboro = \$7,800 annually (reprint in June 2014)

**County Presentation Folders** - \$255 for a quantity of 250

**Business Note/Thank You Cards** - \$150 for a quantity of 500

**Executive Ink Pens** - \$85

**Executive Portfolios** - \$437

**Orange County Facility Report Cover** - \$27 for a quantity of 25

**Walnut Grove Convenience Center Invitations** - \$127 for a quantity of 100

**Employee Appreciation Cards** - \$360 for a quantity of 1,250

**Press Release Template** - No Cost

**County E-mail Signatures** - No Cost

**Human Resources Letterhead** - No Cost

**Employee Orientation Video** - No Cost