ORANGE COUNTY
PUBLIC LIBRARY

Providing a place and a face to explore, enjoy, and engage.

Strategic Plan 2013-2016

Orange County Public Library
Strategic Plan
2013-2016

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Many Orange County residents also contributed to this Strategic Plan. Please visit www.orangecountync.gov/library/deeproots.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 21st century as new technologies emerge, information consumption patterns evolve, and user expectations shift. 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 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

Library Collections and Materials

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. Our plan will promote customer self-discovery of our materials from how they are arranged on the shelf to where they are located within the library. Our knowledgeable staff will provide additional venues and opportunities to help everyone find that expected new favorite author or genre.

Community Connections

It has always been my firm belief that if a library does not extend its reach into the community it will cease to become relevant and eventually, and deservingly, disappear. It is easy to focus on just the people that come through our door to borrow materials, attend programs and bring their children to story time. But our real strength should be in the ties to our community and in the relationships we build with customers. The Pew Report provides evidence that tapping into community needs and interests is paramount to the success of libraries. Consistent interaction with residents, businesses, non-profits and other entities creates the opportunities for meaningful, lasting connections.

However, in order to make inroads into the community we have to be more consistent in communicating what we are able to provide to all residents of Orange County. Responses from the CNA reveal that the general public does not know enough about the services available through the library to take full advantage of all that it has 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 and pro-active outreach and marketing program.

Service and Community Space

We will adopt the internal customer service motto of "Find a Way to Say Yes!" At times, the library 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.

In thinking about the physical 21st century library we will have to make the transition from library spaces that support the consumption of knowledge, to spaces that support the production, connection and sharing of knowledge – spaces that promote creativity, collaboration and collective learning. We will take these concepts into account as we develop the future Southern Branch Library and eventually how they could apply to the Main Library as well.

Technology Tools and Training

The presence of technology is an underlying factor throughout this Plan, facilitating nearly every aspect of our work, from supporting the provision of information to communicating with our customers. As we commit to expanding this core function, we recognize the importance of continuing to examine the role of technology in a deliberate and critical manner. The library will work closely with the County Information Technology 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.

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 me 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 held 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, data exclusive to Orange County. This will allow us to benchmark our performance on the 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. The community will know where we are in the plan and how we did or did not succeed with a project time line that will be a part of the library's website.

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, both now and in the future. As outlined above, we look forward to conversations with the community to gauge how we are doing over the course of the next three years. And in 2016 we will begin again with 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 three years with a sense of pride in what can be accomplished through collaboration, innovation, creativity and hard work.

Lucinda

Lucinda M. Munger
Director
Orange County Public Library
November 5, 2013

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 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 through November 2013.* The strategic plan, which incorporated all elected official, staff, and leadership feedback, was completed and presented to the BOCC for review in September and adoption in November.

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.

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

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.

OCPL Strategic Priorities	BOCC Strategic Goals	CNA Themes
1. Library Collections and Materials	*OCPL Strategic Priority 1 supports BOCC:* Goal 1 – Community Services Goal 6 – Enhancing Quality of Life	*OCPL Strategic Priority 1 addresses CNA:* Theme 1 – Library Services Theme 2 – Demographics-Based Services Theme 5 – Funding
2. Community Connections	*OCPL Strategic Priority 2 supports BOCC:* Goal 1 – Community Services Goal 2 – Interactive Government Services Goal 6 – Enhancing Quality of Life	*OCPL Strategic Priority 2 addresses CNA:* Theme 1 – Library Services Theme 4 – Marketing/Outreach
3. Service and Community Space	*OCPL Strategic Priority 3 supports BOCC:* Goal 1 – Community Services Goal 2 – Interactive Government Services Goal 4 – Facility and Technology Investments Goal 6 – Enhancing Quality of Life	*OCPL Strategic Priority 3 addresses CNA:* Theme 2 – Demographics-Based Services Theme 4 - Marketing/Outreach Theme 5 – Funding Theme 6 – Training
4. Technology Tools and Training	*OCPL Strategic Priority 4 supports BOCC:* Goal 4 – Facility and Technology Investments Goal 6 – Enhancing Quality of Life	*OCPL Strategic Priority 4 addresses CNA:* 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 Jan 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 Spring 2014.
2) Library 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 planning and supporting the provisions of library services in rural Orange County in conjunction with future projects, county departments and possible partnership opportunities (e.g., public internet, wireless access, youth programming, etc.) An example will be working with BOCC and county staff to coordinate services at the Northern Human Services building by Fall 2015.
3) Library Director will partner with County department heads from Aging, Health, Social Services, Emergency Management, Planning, 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 Marketing Committee will develop a comprehensive library specific communications plan in support of the County-wide Communications Plan and the Public Affairs Office (PAO) for implementation in FY2015-16 by July 2015.
2) Library Marketing Committee will work with the PAO and develop a consistent and recognizable visual identify for Orange County Public Library by January 2015.

3) Library Marketing Committee 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 to identify opportunities for future collaboration ongoing from 2013 - 2016.
4) Library Director will explore 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 the short-term objectives of 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.
6) Library Director will continue to work toward the BOCC-defined, long-term goal of Interoperability with CHPL via a common library card for OC residents that allow cooperative borrowing from both systems.

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 Fall 2013.
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 to collaborate with BOCC, County Management, County Departments and community to identify and develop selected library services for future Southern Branch through 2016. During the development we will seek out opportunities to 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 2016.

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 ongoing Fall 2013 -2016.
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 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) Library Director and 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 annual customer surveys to gather community and customer feedback.

Currently, OCPL collects monthly statistical data that must be reported on an annual basis to the web-based State Library Data survey that provides advanced analysis and reporting for library metrics and data. These metrics are then fed into the National Public Library survey, which has collected national data over the past 20 years. These web-based programs provide public libraries the opportunity to analyze and view library statistics as they relate to their individual performance as well as compare to other national public libraries. These stats are available to mark trends, shifts in library use, and establish benchmarks.

As OCPL is no longer part of a regional library system, it will be possible for the first time 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 benchmarks for the future. During year one, OCPL will work with the State Library of North Carolina to identify 5-7 peer libraries in NC, and nationally.

Strategic Priority #1 – Library Collections and Materials

Source Method: Library Circulation Records

Indicator	**Baseline FY 2013**	**Goal FY 2014**	**Benchmark (Source: State Library of North Carolina Annual Statistics FY2012)**
Output: Increase in percentage of collection circulated/checked out in the last year	69.07%	72%	N/A
Increase items checked out annually per capita	5.49	5.5	3.94 (NC average)
Increase average annual use per item	3.92	4.5	N/A
Efficiency: Decrease cost to library per item checked out	$3.77	$3.50	$4.63 (NC average)

Outcome: Increase customer satisfaction with collections and materials	TBD in November through customer surveys	55%	N/A

Strategic Priority #2 – Community Connections

Source Method: Partner/Volunteer Evaluations and Reported Data

Indicator	Baseline FY 2013	Goal FY 2014	Benchmark (Source: State Library of North Carolina Annual Statistics FY 2012)
Output: Increase number of agency partner activities	10	20	N/A
Increase number of volunteers	7	15	N/A
Increase marketing outlet connections	5	10	N/A
Increase number of new registrations outside of municipal precincts (rural Orange)	2542	2580	N/A
Service Quality: Increase percentage of volunteers rating job as meaningful and worthwhile	TBD in November through volunteer surveys	65%	N/A
Outcome: Increase customer awareness of library services and activities	TBD in November through customer surveys	50%	N/A

Strategic Priority #3 – Services and Community Space

Source Method: Library Circulation Records and Customer Service Surveys

Indicator	Baseline FY 2013	Goal FY 2014	Benchmark (Source: State Library of North Carolina Annual Statistics FY 2012)
Output: Increase overall programming attendance	8,746	9,500	N/A
Increase programming attendance per capita	.12	.15	.27 (NC average)
Increase number of registrants as a percentage of population	19,338 or 26%	22,050 or 30%	61.2% (NC average)

Service Quality: Increase customer satisfaction in regards to quality of staff assistance	TBD in November through customer surveys	65%	N/A

Strategic Priority #4 – Technology Tools and Training

Source Method: Reported Data, Customer Evaluations and Staff Competency Evaluations

Indicator	Baseline FY 2013	Goal FY 2014	Benchmark (Source: State Library of North Carolina Annual Statistics FY 2012)
Output: Increase number of personalized technical assistance appointments	5/month	12/month	N/A
Increase program attendance figures for technology classes	108	140	N/A
Increase percentage of staff demonstrating technology competency	TBD in January through staff testing	65%	N/A
Service Quality: Increase class participant satisfaction regarding class usefulness	TBD in January through class exit surveys	65%	N/A

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) Complete state and national metric surveys and utilize OCPL data and peer library data collected 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) Posting the Strategic Plan timeline to the website and providing updates to the timeline that inform the community and elected officials on implementation steps.
7) Track progress and provide feedback by convening a Library Review Group to meet annually with the Library Director.
8) Re-evaluate and update Strategic Plan through a county-wide Community Assessment in Spring 2016.