

Burke County Public Library

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# Long Range Plan

*FY 2011-2015*

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## **Executive Summary**

Beginning in October 2010, a community-based planning committee met and helped develop a five-year strategic plan for the Burke County Public Library. A library staff committee provided input and feedback to the community planning committee throughout the process. The final plan is a combination of ideas and effort by the community planning committee, the library staff committee, and library consultant Dr. Robert Burgin.

### **Mission Statement**

Through partnerships, the Burke County Public Library develops readers, communities, and cultural awareness by providing informational, educational, and creative opportunities.

### **Library Service Priorities and Goals**

#### **Cultural Diversity**

1. All community members will have access to and awareness of resources, materials, and programs that promote interaction and understanding among diverse cultural groups.
2. All members of our diverse community will be welcomed at all locations of the Burke County Public Library.

#### **Making Career Choices**

3. All adults and young adults will have access to and awareness of resources, materials, and programs to assist them in learning about careers, making career choices, gaining necessary skills to pursue employment, and locating job opportunities.

### Stimulating the Imagination

4. All community members will have access to and awareness of resources, materials, and programs that encourage an interest in reading for enjoyment.
5. All community members will have access to and awareness of creative opportunities to stimulate the imagination and enhance leisure time.

### Be an Informed Community Member

6. All community members will have access to and awareness of resources, materials, and programs that will enable them to be informed about local, national, and global issues.
7. All community members will have access to and awareness of resources, materials, and programs that will enable them to be informed about various life issues such as personal finance and health.

### Local History and Genealogy

8. All community members will have access to and awareness of resources, materials, and programs that will allow them to learn more about their heritage, culture, and local history.
9. All community members will have access to and awareness of opportunities to share and preserve materials of historical significance.

## Introduction

### Motivation for Planning

In June 2010, the Burke County Public Library received a federally-funded LSTA (Library Services and Technology Act) grant to develop a strategic plan for its library system by implementing the planning process outlined in the Public Library Association's publication, *Strategic Planning for Results*.

The library was motivated by a desire to update its existing strategic service plan, which was approved by the Burke County Public Library Board of Trustees in 2005. The existing plan covered the period between 2006 and 2010, and a new plan needed to be in place by early 2011.

### The Planning Process

The Burke County Public Library chose to use the planning process outlined in *Strategic Planning for Results*. This planning process was developed by the Public Library Association of the American Library Association to encourage public libraries to define their services in light of the needs of the individual communities being served. *Strategic Planning for Results* was specifically written for small and medium sized public libraries and emphasizes a streamlined, community-based approach to planning.

The planning process outlined in *Strategic Planning for Results* is based on the assumption that excellence must be defined locally and that excellence results when library services match user needs, interests, and priorities. Consequently, *Strategic Planning for Results* process asks key community stakeholders to identify a vision for the community served by the library. This vision is intended to help library planners determine how the library can make a contribution toward achieving the community vision.

## Participants

The key community stakeholders for the Burke County Public Library’s planning process formed the library’s community planning committee. This committee included:

Bakh Alam	Matt Settlemyer
Judy Annas	Cooper Starnes
Lena Kenan	Jackie Welch
Alicia Lorenzo	Lizzie Whisnant
Melanie Mikusa	Larry Wilkerson
Diane Richardson	Anna Wilson
Karen Robinson	

A staff planning committee, made up of members of the staff of the Burke County Public Library, was also involved in the planning process. The staff planning committee included:

Page Andersen	Alicia Lorenzo
Judy Annas	Nicole Mull
Chesley Baker	Betty Riley
Gale Benfield	Jim Wilson
Viranya Filipiak	

The Burke County Public Library’s planning process was facilitated by Dr. Robert Burgin, a library consultant with more than 30 years of experience in library education, library consulting, and library administration.

## Community Needs

The first task of the community planning committee was to determine the most important needs of the community being served by the library and to identify those that the Burke County Public Library is well suited to meet or provide support for.

These needs are listed below. (Those marked with an asterisk were the needs that the community planning committee felt the library was well suited to meet or provide support for.)

- 4-year college facility
- Affordable housing
- Educational opportunities \*
- Environmental awareness \*
- Expanding affordable entertainment \*
- Health awareness \*
- Historical tours
- Larger concert venue
- Learning new technologies \*
- Maintain public safety and security
- Marketing natural resources
- Marketing the county
- More retail opportunities
- Opportunities to interact with different cultures \*
- Progressive government / More cooperation
- Recruiting next generation jobs
- Tax incentives for businesses
- Thinking globally \*
- Use of empty buildings, state buildings
- Visioning effort for the entire county
- Vocational tech in high schools and for unemployed \*
- Welcome center

## Library Service Priorities

Based on the community needs identified by the community planning committee and its understanding of the library's strengths and weaknesses, that committee suggested five potential service priorities for the Burke County Public Library, based on seventeen such service priorities suggested by the authors of *Strategic Planning for Results* with input from the library community.

The staff planning committee then met to consider these suggested service priorities. The staff planning committee examined the strengths and weaknesses of the library as well as the opportunities and threats presented by the suggested service priorities. After consideration of these issues, the staff planning committee reworked two of the responses suggested by the community planning committee and gave its support to the other three.

The community planning committee then considered and approved the staff's response to their suggested service priorities. The community planning committee recommended that the Burke County Public Library adopt these five service priorities. The community planning committee then provided input on a mission statement for the library and on goal statements for each of the recommended service priorities.

- Celebrate Diversity, which combines the library's role in promoting an appreciation and understanding of individuals' personal heritage and the heritage of others in the community.
- Make Career Choices, which focuses on the library's role in providing teens and adults with the skills and resources they need to identify career opportunities that suit their individual strengths and interests.
- Stimulate the Imagination, which emphasizes the library's role in helping users who want materials to enhance their leisure time by assisting them in finding what they

want when and where they want them and by providing them with the help they need to make choices from among the options.

- Be an Informed Citizen, which focuses on the library's efforts to provide citizens with the information they need to support and promote democracy, to fulfill their civic responsibilities at the local, state, and national levels, and to fully participate in community decision-making.
- Local History and Genealogy, which emphasizes the library's role in providing residents and visitors with the resources they need to explore their heritage, to connect the past with the present through their family histories, and to understand the history and traditions of the community in which they live.

The staff planning committee then met to discuss the recommendations of the community planning committee. With input from the complete staff, the staff writing committee began drafting a mission statement for the library and identifying goals, objectives, and activities to implement the service priorities over the next five years. The mission statement, service priorities, goals, objectives, and representative activities are listed below.

## **Mission Statement**

Through partnerships, the Burke County Public Library develops readers, communities, and cultural awareness by providing informational, educational, and creative opportunities.

## **Service Priorities, Goals, Objectives, and Representative Activities**

The goals, objectives, and activities of the Burke County Public Library support the service priorities that were developed and approved by the community planning and staff planning committees.

### **Library Service Priorities and Goals**

#### **Cultural Diversity**

1. All community members will have access to and awareness of resources, materials, and programs that promote interaction and understanding among diverse cultural groups.
2. All members of our diverse community will be welcomed at all locations of the Burke County Public Library.

#### **Making Career Choices**

3. All adults and young adults will have access to and awareness of resources, materials, and programs to assist them in learning about careers, making career choices, gaining necessary skills to pursue employment, and locating job opportunities.

#### **Stimulating the Imagination**

4. All community members will have access to and awareness of resources, materials, and programs that encourage an interest in reading for enjoyment.
5. All community members will have access to and awareness of creative opportunities to stimulate the imagination and enhance leisure time.

### Be an Informed Community Member

6. All community members will have access to and awareness of resources, materials, and programs that will enable them to be informed about local, national, and global issues.
7. All community members will have access to and awareness of resources, materials, and programs that will enable them to be informed about various life issues such as personal finance and health.

### Local History and Genealogy

8. All community members will have access to and awareness of resources, materials, and programs that will allow them to learn more about their heritage, culture, and local history.
9. All community members will have access to and awareness of opportunities to share and preserve materials of historical significance.

## CULTURAL DIVERSITY

**Goal 1: All community members will have access to and awareness of resources, materials, and programs that promote interaction and understanding among diverse cultural groups.**

**Objective 1.a:** Each year during the period covered by the plan, 80% of those surveyed will indicate an awareness of cultural resources, materials, and programs offered by the library.

- Activity: Identify resources, materials, and programs to market to users.
- Activity: Develop marketing plan for appropriate audience.
- Activity: Implement marketing plan.
- Activity: Develop and administer the survey.
- Activity: Measure and record survey results.

**Objective 1.b:** Each year during the period covered by the plan, 80% of those surveyed will indicate that they are satisfied or very satisfied with the cultural awareness resources, materials, and programs offered by the library.

- Activity: Identify resources, materials, and programs to be evaluated.
- Activity: Develop and administer the survey.
- Activity: Measure and record survey results.

**Objective 1.c:** The library will spend at least 3% of its annual materials budget on culture-related materials.

- Activity: Identify total dollar amount to be spent (i.e. 3% of materials budget).
- Activity: Identify collections for which materials will be purchased.
- Activity: Determine dollar amount to be spent per collection.

- Activity: Purchase materials.
- Activity: Record dollar amount of items purchased.

**Objective 1.d:** At least two cultural awareness programs, activities, or exhibits will be offered annually at each library location.

- Activity: Do an assessment to determine the programs, activities, and exhibits to be offered.
- Activity: Develop programs, activities, and exhibits based on the assessment. (Examples: Taste of Culture, Irish Dance, Oktoberfest, Black History Month Celebration)
- Activity: Engage partners as appropriate.
- Activity: Allocate staff, space, and funding for the programs, activities, and exhibits.

**Goal 2: All members of our diverse community will be welcomed at all locations of the Burke County Public Library.**

**Objective 2.a:** Each year during the period covered by the plan, 85% of those surveyed will indicate that they feel welcome at all locations of the Burke County Public Library.

- Activity: Develop and administer the survey.
- Activity: Measure and record survey results.

**Objective 2.b:** Each year during the period covered by the plan, the library will survey the community regarding how the library may be more welcoming to different cultural groups.

- Activity: Develop and administer the survey.

Activity: Measure and record the survey results.

Activity: Evaluate responses and implement as appropriate.

**Objective 2.c:** By the end of the period covered by the plan, the library will establish relationships with at least six local cultural or community groups with whom the library can have ongoing partnerships.

Activity: Identify cultural/community groups (i.e. Literacy Council, Burke Arts Council).

Activity: Make contact with group.

Activity: Identify areas for partnerships such as specific programs (i.e. Taste of Culture, Black History Month Celebration, Hmongtopia).

Activity: Implement partnership through collaboration.

**Objective 2.d:** By the end of 2011, each library location will have major informational signs and forms available in English, Spanish, and Hmong.

Activity: Identify major signs and forms.

Activity: Have signs and forms translated as needed.

Activity: Produce and make available translated signs and forms

## MAKING CAREER CHOICES

**Goal 3:** All adults and young adults will have access to and awareness of resources, materials, and programs to assist them in learning about careers, making career choices, gaining necessary skills to pursue employment, and locating job opportunities.

**Objective 3.a:** Each year during the period covered by the plan, 80% of adults and young adults surveyed will indicate awareness of the career and employment resources, materials, and programs offered by the library.

- Activity: Identify resources, materials, and programs to market to users.
- Activity: Develop marketing plan for appropriate audience.
- Activity: Implement marketing plan.
- Activity: Develop and administer the survey.
- Activity: Measure and record survey results.

**Objective 3.b:** Each year during the period covered by the plan, 80% of adults and young adults surveyed will indicate that they are satisfied or very satisfied with the career and employment resources, materials, and programs offered by the library.

- Activity: Identify resources, materials, and programs to be evaluated.
- Activity: Develop and administer the survey.
- Activity: Measure and record survey results.

**Objective 3.c:** The library will spend at least 3% of its annual materials budget on career and employment related materials.

- Activity: Identify total dollar amount to be spent (i.e. 3% of materials budget).
- Activity: Identify collections for which materials will be purchased.

- Activity: Determine dollar amount to be spent per collection.
- Activity: Purchase materials.
- Activity: Record dollar amount of items purchased.

**Objective 3.d:** Beginning in 2011, a core collection of career and employment resources will be maintained at each library location.

- Activity: Identify items to be in the core collection.
- Activity: Identify existing items at each site in the core collection.
- Activity: Purchase and distribute items need to complete the core collection.

**Objective 3.e:** Beginning in 2011, career and employment related materials in the collection will be no older than five years.

- Activity: Identify items in the collection on an annual basis.
- Activity: Remove items older than five years.

**Objective 3.f:** At least one career or employment related program will be offered quarterly at each library location.

- Activity: Do an assessment to determine the programs to be offered.
- Activity: Develop programs based on the assessment. (Examples: Career/Job Fair, Resume Writing workshop, Applying for Jobs Online workshop, Small Business workshop, Specific careers workshops)
- Activity: Engage partners as appropriate.
- Activity: Allocate staff, space, and funding for the programs.

## STIMULATING THE IMAGINATION

**Goal 4:** All community members will have access to and awareness of resources, materials, and programs that encourage an interest in reading for enjoyment.

**Objective 4.a:** Each year during the period covered by the plan, 80% of those surveyed will indicate an awareness of the resources, materials, and programs offered by the library that encourage reading for enjoyment.

- Activity: Identify resources, materials, and programs to market to users.
- Activity: Develop marketing plan for appropriate audience.
- Activity: Implement marketing plan.
- Activity: Develop and administer the survey.
- Activity: Measure and record survey results.

**Objective 4.b:** Each year during the period covered by the plan, 80% of those surveyed will indicate that they are satisfied or very satisfied with the collection of reading materials located at each library site.

- Activity: Identify materials to be evaluated.
- Activity: Develop and administer the survey.
- Activity: Measure and record survey results.

**Objective 4.c:** By the end of the period covered by the plan, the library will engage at least three outside groups to sponsor reading materials in that group's area of interest.

- Activity: Identify groups and area of interest in the collection (i.e. Do-it-yourself, Home Improvement – Lowes, Morganton Hardware, Brinkley Lumber, Espy's Hardware)

Activity: Solicit group to donate materials in the area of interest.

Activity: Purchase materials and acknowledge donor.

**Objective 4.d:** Each library location will create at least one display or other resource each month that encourages reading for enjoyment.

Activity: Do an assessment to determine displays and resources needed.

Activity: Develop and make available displays and resources.

Activity: Engage partners as appropriate.

Activity: Allocate staff, space, and funding for the displays and resources.

**Objective 4.e:** Each library location will host at least one program annually that encourages reading for enjoyment.

Activity: Do an assessment to determine the programs to be offered.

Activity: Develop programs based on the assessment. (Examples: Uncommon Reader Book discussion group, Heroine’s Bookshelf book discussion group, Young adult book discussion group, Fairy Book Club for children, Poetry Month event/s, Author visits, Summer Reading Programs).

Activity: Engage partners as appropriate.

Activity: Allocate staff, space, and funding for the programs.

**Goal 5: All community members will have access to and awareness of creative opportunities to stimulate the imagination and enhance leisure time.**

**Objective 5.a:** Each year during the period covered by the plan, 80% of those surveyed will indicate an awareness of the creative opportunities offered by the library.

- Activity: Identify creative opportunities to market to users.
- Activity: Develop marketing plan for appropriate audience.
- Activity: Implement marketing plan.
- Activity: Develop and administer the survey.
- Activity: Measure and record survey results.

**Objective 5.b:** Each year during the period covered by the plan, 80% of those surveyed will indicate that they are satisfied or very satisfied with the creative opportunities offered by the library to stimulate the imagination and enhance leisure time.

- Activity: Identify creative opportunities to be evaluated.
- Activity: Develop and administer the survey.
- Activity: Measure and record survey results.

**Objective 5.c:** Each library will offer at least one creative opportunity each month to children, young adults, and adults.

- Activity: Do an assessment to determine the creative opportunities to be offered.
- Activity: Develop creative opportunities based on the assessment. (Examples: Needlework in the Morning monthly program, Hobby-of-the-Month series, iKnit for Teens, Library Explorers, craft workshops)
- Activity: Engage partners as appropriate.
- Activity: Allocate staff, space, and funding for the programs.

## BE AN INFORMED COMMUNITY MEMBER

**Goal 6:** All community members will have access to and awareness of resources, materials, and programs that will enable them to be informed about local, national, and global issues.

**Objective 6.a:** Each year during the period covered by the plan, 80% of those surveyed will indicate an awareness of resources, materials, and programs offered by the library that enable them to be informed about local, national, and global issues.

Activity: Identify resources, materials, and programs to market to users.

Activity: Develop marketing plan for appropriate audience.

Activity: Implement marketing plan.

Activity: Develop and administer the survey.

Activity: Measure and record survey results.

**Objective 6.b:** Each year during the period covered by the plan, 80% of those surveyed will indicate that they are satisfied or very satisfied with the resources, materials, and programs offered by the library related to local, national, and global issues.

Activity: Identify resources, materials, and programs to be evaluated.

Activity: Develop and administer the survey.

Activity: Measure and record survey results.

**Objective 6.c:** The library will spend at least 3% of its annual materials budget on items related to local, national, and global issues.

Activity: Identify total dollar amount to be spent (i.e. 3% of materials budget).

Activity: Identify collections for which materials will be purchased.

- Activity: Determine dollar amount to be spent per collection.
- Activity: Purchase materials.
- Activity: Record dollar amount of items purchased.

**Objective 6.d:** Beginning in 2011, a core collection of current materials will be located at each library site, which will enable its community to be informed of local, national, and global issues.

- Activity: Identify items to be in the core collection.
- Activity: Identify existing items at each site in the core collection.
- Activity: Purchase and distribute items need to complete the core collection.

**Objective 6.e:** The library will offer at least one program annually on a local, national, and global issue.

- Activity: Do an assessment to determine the programs to be offered.
- Activity: Develop programs based on the assessment. (Examples: Environmental films, Earth Day event, Electronics Recycling, Candidates Forum, Great Decisions discussion group)
- Activity: Engage partners as appropriate.
- Activity: Allocate staff, space, and funding for the programs.

**Goal 7: All community members will have access to and awareness of resources, materials, and programs that will enable them to be informed about various life issues such as personal finance and health.**

**Objective 7.a:** Each year during the period covered by the plan, 80% of users surveyed will indicate an awareness of the resources, materials, and programs offered by the library on various life issues.

Activity: Identify resources, materials, and programs to market to users.

Activity: Develop marketing plan for appropriate audience.

Activity: Implement marketing plan.

Activity: Develop and administer the survey.

Activity: Measure and record survey results.

**Objective 7.b:** Each year during the period covered by the plan, 80% of those surveyed will indicate that they are satisfied or very satisfied with programs, materials, and resources offered by the library on various life issues.

Activity: Identify resources, materials, and programs to be evaluated.

Activity: Develop and administer the survey.

Activity: Measure and record survey results.

**Objective 7.c:** By the end of the period covered by the plan, the library will establish relationships with at least six groups or agencies with whom the library can have ongoing partnerships to enhance offerings related to life issues.

Activity: Identify groups/agencies.

Activity: Make contact with groups/agencies.

Activity: Identify areas for partnerships such as specific programs (i.e. Burke County Department, Western Piedmont Council of Governments, Burke Agricultural Extension, Blue Ridge Health Care, Appalachian Family Innovations).

Activity: Implement partnership through collaboration.

**Objective 7.d:** The library will spend at least 3% of its annual materials budget on items related to various life issues.

- Activity: Identify total dollar amount to be spent (i.e. 3% of materials budget).
- Activity: Identify collections for which materials will be purchased.
- Activity: Determine dollar amount to be spent per collection.
- Activity: Purchase materials.
- Activity: Record dollar amount of items purchased.

**Objective 7.e:** Beginning in 2011, materials in the collection related to life issues will be no older than five years.

- Activity: Identify items in the collection on an annual basis.
- Activity: Remove items older than five years.

**Objective 7.f:** Each library location will offer a minimum of one program per year on one or more life issues.

- Activity: Do an assessment to determine the programs to be offered.
- Activity: Develop programs based on the assessment. (Examples: Personal Finance workshop, Internet and Cell Phone Safety, Sexplanations workshops for teens and parents, Home Canning, Alternative Healing Fair, Yoga workshop, Elder care)
- Activity: Engage partners as appropriate.
- Activity: Allocate staff, space, and funding for the programs.

## LOCAL HISTORY AND GENEALOGY

**Goal 8:** All community members will have access to and awareness of resources, materials, and programs that will allow them to learn more about their heritage, culture, and local history.

**Objective 8.a:** Each year during the period covered by the plan, 80% of those surveyed will indicate an awareness of resources, programs, and materials offered by the North Carolina Room.

- Activity: Identify resources, materials, and programs to market to users.
- Activity: Develop marketing plan for appropriate audience.
- Activity: Implement marketing plan.
- Activity: Develop and administer the survey.
- Activity: Measure and record survey results.

**Objective 8.b:** Each year during the period covered by the plan, 80% of those surveyed will indicate that they are satisfied or very satisfied with resources, programs, and materials offered by the North Carolina Room.

- Activity: Identify resources, materials, and programs to be evaluated.
- Activity: Develop and administer the survey.
- Activity: Measure and record survey results.

**Objective 8.c:** Each library location will offer a minimum of one program per year on genealogy and local history.

- Activity: Do an assessment to determine the programs to be offered.

- Activity: Develop programs based on the assessment. (Examples: Black History Month Celebration, Ancestors in the Attic genealogy workshop, school tours, Waldensian History)
- Activity: Engage partners as appropriate.
- Activity: Allocate staff, space, and funding for the programs.

**Objective 8.d:** By the end of the period covered by the plan, the library will establish relationships with at least six groups or agencies with whom the library can have ongoing partnerships to enhance offerings related to local history and genealogy.

- Activity: Identify groups/agencies.
- Activity: Make contact with groups/agencies (i.e. Burke County Historical Society, Burke County Genealogical Society, Historic Burke Foundation, Sons of Confederate Veterans, Committee for the Preservation of Black History, The History Museum of Burke County, Waldensian Museum, Burke Quilters Guild).
- Activity: Identify areas for partnerships such as specific programs.
- Activity: Implement partnership through collaboration.

**Objective 8.e:** The library will spend at least 3% of its annual materials budget on items for the North Carolina Room.

- Activity: Identify total dollar amount to be spent (i.e. 3% of materials budget).
- Activity: Identify collections for which materials will be purchased.
- Activity: Determine dollar amount to be spent per collection.
- Activity: Purchase materials.
- Activity: Record dollar amount of items purchased.

**Objective 8.f:** Picture Burke will develop and present quarterly displays related to local history both in and out of the library.

- Activity: Do an assessment to determine displays needed.
- Activity: Develop and make available displays (i.e. Weekly photo in the News Herald, Morganton Then and Now exhibit).
- Activity: Allocate staff, space, and funding for the displays.

**Objective 8.g:** Picture Burke will upload at least 10 photos to its website on a monthly basis.

- Activity: Identify new photos to be uploaded.
- Activity: Upload photos to website monthly.

**Goal 9: All community members will have access to and awareness of opportunities to share and preserve materials of historical significance.**

**Objective 9.a:** Each year during the period covered by the plan, 80% of those surveyed will indicate an awareness of opportunities to share and preserve materials of historical significance.

- Activity: Identify resources, materials, and programs to market to users.
- Activity: Develop marketing plan for appropriate audience.
- Activity: Implement marketing plan.
- Activity: Develop and administer the survey.
- Activity: Measure and record survey results.

**Objective 9.b:** Each year during the period covered by the plan, 80% of those surveyed will indicate that they are satisfied or very satisfied with opportunities offered by the library to share and preserve materials of historical significance.

Activity: Identify resources, materials, and programs to be evaluated.

Activity: Develop and administer the survey.

Activity: Measure and record survey results.

**Objective 9.c:** Each year during the period covered by the plan, each library location will offer at least one opportunity to its community to share and preserve local history.

Activity: Do an assessment to determine the programs to be offered.

Activity: Develop programs based on the assessment. (Examples: Scanning/digitizing old photographs and county records for preservation, workshop on how to preserve old photographs and paper documents, Quilt/Textile preservation workshop).

Activity: Engage partners as appropriate.

Activity: Allocate staff, space, and funding for the programs.