



Burke County Public Library

Strategic Plan

FY 2017 – 2021

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Executive Summary

Beginning in August 2015, 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 and the library staff committee.

Library Service Priorities and Goals

Literacy: Read for Life

Goal 1: Children from birth through 3rd grade will have access to and awareness of programs, services, and resources to help them succeed in school, develop reading skills, and enjoy reading.

Goal 2: Adults will have access to and awareness of programs, resources, and services to improve literacy skills to help them meet personal goals and fulfill responsibilities as parents, citizens, and workers.

Goal 3: English as a Second Language (ESL) speakers will have access to and awareness of programs, resources, and services to improve literacy skills to help them meet personal goals and fulfill their responsibilities as parents, citizens, and workers.

Goal 4: Reluctant readers of all ages will have access to and awareness of programs, services, and resources to foster a joy and appreciation of reading.

Lifelong Learning: Satisfy Curiosity

Goal 5: All members of the community will have access to and awareness of resources, services, and programs that enable lifelong learning.

Valuing Education: Success for Life

Goal 6: Parents will have access to and awareness of resources, services, and programs that demonstrate the value of education for themselves and their children.

Goal 7: Students will have access to and awareness of resources, services, and programs that demonstrate the value of education as it relates to success in life.

Community: Meet and Interact

Goal 8: All community members will have access to and awareness of the library as a safe, comfortable, and welcoming place to meet and interact with others, to enjoy reading, or to explore virtual spaces that support social networking.

Connect: Access the Digital World

Goal 9: All community members will have access to and awareness of technology, resources, and programs to navigate the digital world.

Introduction

Motivation for Planning

In June 2015, 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*, and augmented by the Community Needs Assessment Process employed in a recent pilot project sponsored by the State Library of North Carolina.

The library was motivated by the fact that its current five-year plan expired in 2015 and that the "library has found the planning process and the subsequent planning document very useful in defining what the community needs from the library. This type of planning helps the library to be more proactive in developing new programs, services, and collections for its users."

The Planning Process

The Burke County Public Library chose to use the planning process outlined in the book, *Strategic Planning for Results*, and augmented by the Community Needs Assessment Process employed in a recent pilot project sponsored by the State Library of North Carolina.

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, the planning process asked community stakeholders to identify the needs of the community served by the library and the ways in which the library can best meet those needs. The process also included a survey of the residents of Burke County, to which a total of 241 individuals responded.

Participants

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

Rose Ann Childres	Deborah Jones
Rita Christie	Amanda Lennex
Rountree Collett	Erin Mishoe
Janice Gravley	Margaret Ruark
Barbie Heilman	Barbara Schneider
Shea Holden	Roy Sweezy
Albert Huffman	John Whisnant

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

Page Andersen	Casey Kraay
Judy Annas	Nicole Mull
Chesley Bailey	Margaret Ruark
Halee Hildebran	Lizzie Whisnant
Tara Jacumin	Jim Wilson
Laurie Johnston	

The Burke County Public Library's planning process was facilitated by Dr. Robert Burgin, a library consultant with nearly 40 years of experience in library education, library consulting, and library administration.

Community Needs Assessment

The consultant provided the library's community steering committee with a community needs assessment, based on demographic data for Burke County, library usage and funding data, surveys of county residents and library staff, focus groups, meetings, and interviews with local community leaders.

The demographic data for Burke County reflected the fact that the county is similar to the rest of the state but is growing more slowly and is somewhat less educated at the high school level than the state as a whole. Demographic trends for the past ten years show that, relative to the

rest of the state, Burke County has experienced a more rapid decrease in younger individuals, a more rapid increase in older individuals, a much slower population growth, slower increases in median household income and the median value of homes, a faster rise in the percentage of individuals living in poverty, and a much faster rise in unemployment.

A survey of county residents found that respondents most frequently used the library for adult books, children's books, visiting the library Website, programs for children, and books for young adults. An "average" percentage of respondents rated the library as excellent in meeting their needs, but a very high percentage rated the library as excellent in customer service.

Respondents rated books for adults, books for children, programs for children, and books for young adults as the most important library resources and services. Fewer than one fourth of the respondents felt that some factor limited their use of the library, and the most frequently identified limits to library use included having computer and Internet access at work or at home and inconvenient library hours. When asked how the library's services, resources, and facilities could be improved, most respondents mentioned facilities, books, hours, and policies.

A survey of library staff found that a large percentage of staff felt that the libraries are doing a very good job of meeting the needs of patrons. Staff identified the library's strengths as programming, the staff, computers and other technologies, collections, and the North Carolina Room and genealogical resources. Staff saw space, technology, and collections as opportunities for improvement. Staff listed the top priorities for the library in the future as programming, collections, technology, and facilities. Staff saw the most important library services as books for adults, books for children, Internet access computers, and programs for children.

Library data showed that the Burke County Public Library exceeds the state average for county libraries on only two of the measures examined: the percentage of the population that have registered to use the library and program attendance per capita. The library is understaffed and underfunded, relative to other county libraries in the state. Over the past ten years, 11 of the 16 areas examined, usage and funding for the Burke County Public Library have fared better than they have for the average county library in the state. A recent statewide assessment of the degree to which the library has been successful in providing public access to computer technology found that the Burke County Public Library provides a very high level of service with its technologies. The Burke County Public Library exceeds the state average on all three major areas and exceeds the state average on all but two of the eleven benchmarks that make up those three areas.

Focus groups, interviews with members of the local community, and other meetings found strong support for and made recommendations related to books and other collections, children's programs, facilities, funding, marketing, programs, staff, and technology.

The library's community steering committee used the community needs assessment to recommend five service priorities or areas of focus for the library's strategic plan. The identified service priorities for the Burke County Library System were:

- Literacy: Read for Life
- Lifelong Learning: Satisfy Curiosity
- Valuing Education: Success for Life
- Community: Meet and Interact
- Connect: Access the Digital World

The library staff planning team then drafted goals and objectives for each of the service priorities, and these were reviewed and approved by the community steering committee.

Service Priorities, Goals, Objectives, and Representative Activities

Literacy: Read for Life

Goal 1: Children from birth through 3rd grade will have access to and awareness of programs, services, and resources to help them succeed in school, develop reading skills, and enjoy reading.

Objective 1.a.: Each year during the period covered by the plan, 85% of those surveyed will indicate an awareness of programs, services, and resources offered by the library for children birth through 3rd grade.

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

Objective 1.b.: Each year during the period covered by the plan, 85% of those surveyed will indicate they are satisfied or very satisfied with the programs, services, and resources offered by the library for children birth through 3rd grade.

- Identify programs, services, and resources to be evaluated.
- Develop and administer the survey to users of identified programs, services, and resources.
- Measure and record survey results.

Objective 1.c.: Each year during the period covered by the plan, the library will offer at least 500 programs for children from birth through 3rd grade to help them succeed in school, develop reading skills, and enjoy reading.

- Identify target audience.
- Determine the type of programs to be offered (examples: Paws to Read; Regular storytimes; Bookdrop and Outreach Programs at Daycares/Preschools; 1000 books before Kindergarten; Book Clubs for K-3: Nonfiction books targeted for boys, peer recommendations; Grandparents Read Day; Every Child Ready to Read).
- Identify and engage partners as appropriate.
- Develop and implement programs.
- Allocate staff, space, materials, and funding for the programs.
- Implement evaluation.

Objective 1.d.: Each year during the period covered by the plan, the library will offer at least 6 programs designed to promote kindergarten readiness.

- Identify target audience.
- Determine the type of programs to be offered (examples: Paws to Read; Baby Bookworms; Preschool Pals; Terrific Tots; Bookdrop and Outreach Programs at Daycares/Preschools; 1000 books before Kindergarten; Mobile pre-K programs; Grandparents Read Day; Every Child Ready to Read; Family reading nights; Open Houses at Schools).
- Identify and engage partners as appropriate.
- Develop and implement programs.
- Allocate staff, space, materials, and funding for the programs.
- Implement evaluation.

Objective 1.e.: The library will spend at least 5% of its annual youth services materials budget on early literacy materials for parents and children.

- Identify total dollar amount to be spent.
- Select and purchase materials (i.e. Board Books; Parent-Teacher Collection; Easy Readers).
- Record dollar amount of items purchased.

Objective 1.f.: By the end of the period covered by the plan, the library will partner with various groups with which the library can have ongoing relationships regarding literacy for children birth through 3rd grade.

- Identify appropriate partnership opportunities/partners (Examples: Mobile pre-K; Head Start; Local Schools; Literacy Council; Daycares/Preschools).
- Make contact with partners.
- Identify areas for partnerships (Examples: Bilingual Storytimes; Literacy Nights; Resource Fairs).
- Implement partnership through collaboration.
- Document partnerships.

Literacy: Read for Life

Goal 2: Adults will have access to and awareness of programs, resources, and services to improve literacy skills to help them meet personal goals and fulfill responsibilities as parents, citizens, and workers.

Objective 2.a.: Each year during the period covered by the plan, 85% of those surveyed will indicate an awareness of literacy programs, services, and resources offered by the library for adults.

- Identify programs, services, and resources to market to users.
- Identify appropriate audience.
- Develop marketing plan for audience (examples: printed and electronic pathfinders and Success Stories).
- Implement marketing plan.
- Develop and administer the survey.
- Measure and record survey results.

Objective 2.b.: Each year during the period covered by the plan, 85% of those surveyed will indicate they are satisfied or very satisfied with the literacy programs, services, and resources offered by the library for adults.

- Identify programs, services, and resources to be evaluated.
- Develop and administer the survey to users of identified programs, services, and resources.
- Measure and record survey results.

Objective 2.c.: The library will spend at least 5% of its annual adult nonfiction budget on literacy-related materials for adults.

- Identify total dollar amount to be spent.
- Select and purchase materials (topics to include: Current Events; Agricultural; Life Issues; Basic Literacy Skills; Financial; Health; Homemaking/Home Improving; Fiction; Websites and eResources).
- Record dollar amount of items purchased.

Objective 2.d.: By the end of the period covered by the plan, the library will partner with at least 4 groups with which they can have ongoing relationships regarding literacy for adults.

- Identify appropriate partnership opportunities/partners (examples: Literacy Council; WPCC – Continuing Ed and Adult Basic Ed; Local Schools; Churches/Community groups teaching GED and Literacy; Burke Senior Center; Assisted Living and Nursing homes; J. Iverson Riddle Center; Group Homes).
- Make contact with partners.
- Identify areas for partnerships.

- Implement partnership through collaboration.
- Document partnerships.

Objective 2.e.: The library will offer at least 6 programs annually related to adult literacy.

- Identify target audience.
- Determine the type of programs to be offered (examples: Paws to Read for Adults; Job Search Skills; Family Storytimes or Literacy Nights; Storytimes for Adult Day Programs; Outreach to J. Iverson Riddle, Adult Day Programs, and Assisted Living/Nursing Homes; Literacy Workshops).
- Identify and engage partners as appropriate.
- Develop and implement programs.
- Allocate staff, space, materials, and funding for the programs.
- Implement evaluation.

Objective 2.f.: By August 2017, the library will provide space at all locations that may be used to provide literacy tutoring for adults.

- Market available library spaces to identify groups (i.e. develop a printed and electronic brochure including library space options and applicable policies).
- Make contact with group.
- Assess group needs and library space availability (i.e. space for programs; space for advertising community resources and programs).
- Implement partnerships and space sharing opportunities.
- Document use.

Literacy: Read for Life

Goal 3: English as a Second Language (ESL) speakers will have access to and awareness of programs, resources, and services to improve literacy skills to help them meet personal goals and fulfill their responsibilities as parents, citizens, and workers.

Objective 3.a.: Each year during the period covered by the plan, 85% of those surveyed will indicate an awareness of literacy programs, services, and resources offered by the library for ESL speakers.

- Identify programs, services, and resources to market to users (i.e. Pronunciator; Learning Express; Print Resources).
- Identify appropriate audience.
- Develop marketing plan for audience (Advertise at grocery stores and local media outlets serving ESL population).
- Implement marketing plan.
- Develop and administer the survey.
- Measure and record survey results.

Objective 3.b.: Each year during the period covered by the plan, 85% of those surveyed will indicate they are satisfied or very satisfied with the literacy programs, services, and resources offered by the library for ESL speakers.

- Identify programs, services, and resources to be evaluated.
- Develop and administer the survey to users of identified programs, services, and resources.
- Measure and record survey results.

Objective 3.c.: By the end of 2017, the library will offer monthly bilingual storytimes for children.

- Identify target audience.
- Determine the type of programs to be offered.
- Identify and engage partners as appropriate.
- Develop and implement programs.
- Allocate staff, space, materials, and funding for the programs.
- Implement evaluation.

Objective 3.d.: By the end of the period covered by the plan, the library will partner with at least 4 groups to provide literacy programs for ESL speakers.

- Identify appropriate partnership opportunities/partners.
- Make contact with partners (examples: Hearing-Impaired Retirement Center; Literacy Council; Local groups teaching ESL).
- Identify areas for partnerships (examples: Cultural Fair; Develop brochures of resources and services; Offer marketing materials in other languages).

- Implement partnership through collaboration.
- Document partnerships.

Objective 3.e.: The library will spend at least 5% of its annual adult nonfiction budget on literacy-related materials for ESL speakers.

- Identify total dollar amount to be spent.
- Select and purchase materials (i.e. ESL books for volunteers and self-leaners; Foreign Language books appropriate for our community).
- Record dollar amount of items purchased.

Objective 3.f.: Beginning in 2017, the library will recruit volunteers who are proficient in other languages to assist with library programs and services.

- Identify needs for volunteers.
- Identify volunteers (examples: Churches; High school & College foreign language programs; Newspaper; Social media).
- Match volunteers to identified needs.
- Train volunteers.
- Schedule volunteers (i.e. during programs or for general library services).
- Market volunteer services.
- Record volunteer hours and interactions.

Objective 3.g.: By the end of 2017, the library will provide space at all locations for those working with ESL speakers to utilize for promoting literacy.

- Market available library spaces to identify groups (i.e. develop a printed and electronic brochure including library space options and applicable policies).
- Make contact with group.
- Assess group needs and library space availability (i.e. space for programs; space for advertising community resources and programs).
- Implement partnerships and space sharing opportunities.
- Document use.

Literacy: Read for Life

Goal 4: Reluctant readers of all ages will have access to and awareness of programs, services, and resources to foster a joy and appreciation of reading.

Objective 4.a.: Each year during the period covered by the plan, 85% of those surveyed will indicate an awareness of programs, services, and resources offered by the library for reluctant readers.

- Identify programs, services, and resources to market to users.
- Identify appropriate audience.
- Develop marketing plan for audience (examples: printed and electronic signage and pathfinders; displays for information and passive programming).
- Implement marketing plan.
- Develop and administer the survey.
- Measure and record survey results.

Objective 4.b.: Each year during the period covered by the plan, 85% of those surveyed will indicate they are satisfied or very satisfied with the programs, services, and resources offered by the library for reluctant readers.

- Identify programs, services, and resources to be evaluated.
- Develop and administer the survey to users of identified programs, services, and resources.
- Measure and record survey results.

Objective 4.c.: The library will provide at least one program monthly for reluctant readers.

- Identify target audience.
- Determine the type of programs to be offered (examples: Popular Series Book Clubs; Non-Traditional Book Clubs: Nonfiction, Peer Recommendations, Male-Dominated Genres; Book to Screen Movies; Display related books during library programs – especially during nonfiction topic programs; Readers Workshop; Book Displays).
- Identify and engage partners as appropriate.
- Develop and implement programs.
- Allocate staff, space, materials, and funding for the programs.
- Implement evaluation.

Objective 4.d.: Each year during the period covered by the plan, the library will utilize at least two focus groups to help identify materials to purchase for reluctant readers of all ages.

- Identify individuals to participate in focus groups (Recruit outside individuals through School Library Students, Media Coordinators, Recreation Centers, Church Groups; Pre-existing Library groups; Social Media).
- Host focus groups to obtain input and feedback.

- Incorporate input and feedback into decision making.

Objective 4.e.: By the end of the period covered by the plan, the library will partner with at least 4 groups with which the library can have an ongoing relationship to provide programs and materials for reluctant readers.

- Identify appropriate partnership opportunities/partners.
- Make contact with partners (examples: Local Schools; Recreation Centers; Churches; 4-H; Scout Troops; Local Businesses; State parks; Science Centers; Literacy Council; Colleges).
- Identify areas for partnerships.
- Implement partnership through collaboration.
- Document partnerships.

Lifelong Learning: Satisfy Curiosity

Goal 5: All members of the community will have access to and awareness of resources, services, and programs that enable lifelong learning.

Objective 5.a.: Each year during the period covered by the plan, 85% of those surveyed will indicate an awareness of programs, services, and resources offered by the library that enable lifelong learning.

- Identify programs, services, and resources to market to users.
- Identify appropriate audience.
- Develop marketing plan for audience (example: Sharing marketing materials electronically with schools).
- Implement marketing plan.
- Develop and administer the survey.
- Measure and record survey results.

Objective 5.b.: Each year during the period covered by the plan, 85% of those surveyed will indicate they are satisfied or very satisfied with the programs, services, and resources offered by the library that enable lifelong learning.

- Identify programs, services, and resources to be evaluated.
- Develop and administer the survey to users of identified programs, services, and resources.
- Measure and record survey results.

Objective 5.c.: During the period covered by the plan, the library will provide monthly programs for children through the 5th grade that enable lifelong learning.

- Identify target audience.
- Determine the type of programs to be offered (Health and Wealth; Hobby; Music and Art; Sciences; Recreational; Technology).
- Identify and engage partners as appropriate.
- Develop and implement programs.
- Allocate staff, space, materials, and funding for the programs.
- Implement evaluation.

Objective 5.d.: During the period covered by the plan, the library will provide monthly programs for young adults that enable lifelong learning.

- Identify target audience.
- Determine the type of programs to be offered (Health and Wealth; Hobby; Music and Art; Sciences; Recreational; Technology).
- Identify and engage partners as appropriate.

- Develop and implement programs.
- Allocate staff, space, materials, and funding for the programs.
- Implement evaluation.

Objective 5.e.: During the period covered by the plan, the library will provide monthly programs for adults that enable lifelong learning.

- Identify target audience.
- Determine the type of programs to be offered (Health and Wealth, including Diabetes Prevention; Hobby; Music and Art; Sciences; Recreational; Technology; History).
- Identify and engage partners as appropriate.
- Develop and implement programs.
- Allocate staff, space, materials, and funding for the programs.
- Implement evaluation.

Objective 5.f.: Each year, during the period covered by the plan, the library will utilize at least two focus groups to help identify materials for purchase that will enable lifelong learning.

- Identify individuals to participate in focus groups (Recruit outside individuals through School Library Students, Media Coordinators, Recreation Centers, Church Groups; Pre-existing Library groups; Social Media)
- Host focus groups to obtain input and feedback.
- Incorporate input and feedback into decision making.

Objective 5.g.: During the period covered by the plan, the library will partner with at least 20 groups annually to offer programs that enable lifelong learning.

- Identify appropriate partnership opportunities/partners.
- Make contact with partners (examples: Local health, financial, and legal professionals; science and nature experts; local businesses, parks, and institutions).
- Identify areas for partnerships.
- Implement partnership through collaboration.
- Document partnerships.

Objective 5.h.: By the end of 2017, the library will partner with other groups to design and implement a marketing campaign to promote North Carolina Room resources, programs, and services.

- Identify appropriate partnership opportunities/partners.
- Make contact with partners (examples: Local schools and museums; Genealogical and Historical Societies).
- Identify areas for partnerships.
- Implement partnership through collaboration.
- Document partnerships.

Objective 5.i.: By the end of the period covered by the plan, the library will offer “makerspace” opportunities at all library locations.

- Identify target audience.
- Determine the type of items to be offered (i.e. Technology-based and non-technology based items).
- Identify and engage partners as appropriate.
- Develop and implement makerspace.
- Allocate staff, space, materials, and funding for the makerspace.
- Implement evaluation.

Valuing Education: Success for Life

Goal 6: Parents will have access to and awareness of resources, services, and programs that demonstrate the value of education for themselves and their children.

Objective 6.a.: Each year during the period covered by the plan, 85% of those surveyed will indicate an awareness of programs, services, and resources offered by the library for parents that demonstrate the value of education for themselves and their children.

- Identify programs, services, and resources to market to users (i.e. curated print and electronic resources and apps).
- Identify appropriate audience.
- Develop marketing plan for audience.
- Implement marketing plan (examples: school websites and social media).
- Develop and administer the survey.
- Measure and record survey results.

Objective 6.b.: Each year during the period covered by the plan, 85% of those surveyed will indicate that they are satisfied or very satisfied with the programs, services, and resources offered by the library for parents that demonstrate the value of education for themselves and their children.

- Identify programs, services, and resources to be evaluated.
- Develop and administer the survey to users of identified programs, services, and resources.
- Measure and record survey results.

Objective 6.c.: The library will offer at least 4 programs annually for parents that focus on the importance of education for success in life.

- Identify target audience.
- Determine the type of programs to be offered (College and career preparation and applications with CFNC; homeschool support groups and parent-teacher workshops; book displays and other passive programs).
- Identify and engage partners as appropriate.
- Develop and implement programs.
- Allocate staff, space, materials, and funding for the programs.
- Implement evaluation.

Objective 6.d.: The library will spend at least 5% of its annual youth services materials budget on materials for its parent-teacher collection.

- Identify total dollar amount to be spent.
- Select and purchase materials.
- Record dollar amount of items purchased.

Objective 6.e.: Each year during the period of the plan, the library will partner with various groups to provide programs demonstrating to parents the value of education for themselves and their children.

- Identify appropriate partnership opportunities/partners (examples: Local schools, counselors, and teachers).
- Make contact with partners.
- Identify areas for partnerships (community career and college fairs; school open houses, resource fairs and family programs; local internship and volunteer fairs).
- Implement partnership through collaboration.
- Document partnerships.

Valuing Education: Success for Life

Goal 7: Students will have access to and awareness of resources, services, and programs that demonstrate the value of education as it relates to success in life.

Objective 7.a.: Each year during the period covered by the plan, 85% of those surveyed will indicate an awareness of programs, services, and resources offered by the library for students that demonstrate the value of education for success in life.

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

Objective 7.b.: Each year during the period covered by the plan, 85% of those surveyed will indicate that they are satisfied or very satisfied with the programs, services, and resources offered by the library for students that demonstrate the value of education for success in life.

- Identify programs, services, and resources to be evaluated.
- Develop and administer the survey to users of identified programs, services, and resources.
- Measure and record survey results.

Objective 7.c.: Each year during the period covered by the plan, the library will offer quarterly programs that target students and their understanding of the value of education.

- Identify target audience.
- Determine the type of programs to be offered (examples: Job seeking skills; College programs with CFNC; Participating in Career Fairs, College Fairs, volunteer and internship fairs, Community resource Fairs; Monthly Career Focus displays online and in the libraries).
- Identify and engage partners as appropriate.
- Develop and implement programs.
- Allocate staff, space, materials, and funding for the programs.
- Implement evaluation.

Objective 7.d.: Beginning in 2017, a core collection of career and education resources no older than five years will be maintained at each library location.

- Identify items to be included in core collection.
- Allocate funding and purchase items.
- Regularly remove items older than 5 years.
- Regularly update core collection.

Community: Meet and Interact

Goal 8: All community members will have access to and awareness of the library as a safe, comfortable, and welcoming place to meet and interact with others, to enjoy reading, or to explore virtual spaces that support social networking.

Objective 8.a.: Each year during the period covered by the plan, 85% of those surveyed will indicate that they feel welcome at the library.

- Identify individuals to participate in an annual focus group.
- Assess focus group suggestions for changes at the library.
- Implement changes as necessary.
- Develop and administer the survey.
- Measure and record survey results.

Objective 8.b.: Each year during the period covered by the plan, 85% of those surveyed will rate the level of customer service as good or excellent at each library location.

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

Objective 8.c.: By August 2017, the new library in Hildebran and the newly renovated Lifelong Learning Center in Valdese will be open for programs and activities.

- Participate in building process.
- Allocate staffing and funding for new spaces.
- Utilize newly opened spaces for programs and activities.

Objective 8.d.: By June 2017, library staff will develop recommendations regarding child play spaces at all sites.

- Identify recommendation committees.
- Discuss and analyze issues.
- Identify opportunities.
- Develop recommendations.
- Implement recommendations as appropriate.

Objective 8.e.: By August 2018, library staff will develop recommendations for space needs and/or improving space utilization for the Morganton Public Library.

- Apply for LSTA Planning Grant for a Space Study.
- Identify recommendation committees.

- Discuss and analyze issues.
- Identify opportunities.
- Develop recommendations.
- Implement recommendations as appropriate.

Objective 8.f.: By August 2017, library staff will make recommendations regarding the provision of food/drink at all library locations.

- Identify recommendation committees.
- Discuss and analyze issues.
- Identify opportunities.
- Develop recommendations.
- Implement recommendations as appropriate.

Objective 8.g.: The library will spend at least 5% of its annual adult nonfiction materials budget on items related to inclusiveness and diversity.

- Identify total dollar amount to be spent.
- Select and purchase materials.
- Record dollar amount of items purchased.

Objective 8.h.: Each year during the period covered by the plan, the library will market and promote use of library spaces for community groups and meetings.

- Market available library spaces to identify groups (i.e. develop a printed and electronic brochure including library space options and applicable policies).
- Make contact with group.
- Assess group needs and library space availability.
- Implement partnerships and space sharing opportunities.
- Document use.

Connect: Access the Digital World

Goal 9: All community members will have access to and awareness of technology, resources, and programs to navigate the digital world.

Objective 9.a.: Each year during the period covered by the plan, 85% of those surveyed will indicate an awareness of technology programs, services, and resources offered by the library for the community.

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

Objective 9.b.: Each year during the period covered by the plan, 85% of those surveyed will indicate that they are satisfied or very satisfied with the technology programs, services, and resources offered by the library for the community.

- Identify programs, services, and resources to be evaluated.
- Develop and administer the survey to users of identified programs, services, and resources.
- Measure and record survey results.

Objective 9.c.: The library will offer monthly programs related to digital resources and technology.

- Identify target audience.
- Determine the type of programs to be offered (Basic technology classes for computers and other electronic devices; one-on-one device advice; navigating the digital world; eBook classes for all ages; incorporation of eBooks into regular storytimes; technology trends; social media and networking; coding for apps, websites, programs; cyber safety).
- Identify and engage partners as appropriate.
- Develop and implement programs.
- Allocate staff, space, materials, and funding for the programs.
- Implement evaluation.

Objective 9.d.: By January 2017, library staff will develop recommendations on educational software for the children's computers at all libraries.

- Identify recommendation committees.
- Discuss and analyze issues.
- Identify opportunities.
- Develop recommendations.

- Implement recommendations as appropriate.

Objective 9.e.: The library will spend at least 5% of the annual nonfiction book budget on technology related items.

- Identify total dollar amount to be spent.
- Select and purchase materials (Basic computer and device books; programming books for websites, apps, video games).
- Record dollar amount of items purchased.

Objective 9.f.: By January 2017, library staff will develop recommendations on wireless printing availability to patrons.

- Identify recommendation committees.
- Discuss and analyze issues.
- Identify opportunities.
- Develop recommendations.
- Implement recommendations as appropriate.

Objective 9.g.: By January 2017, library staff will develop recommendations on availability of laptops, tablets, and other devices for patrons to check out for use in the library.

- Identify recommendation committees.
- Discuss and analyze issues.
- Identify opportunities.
- Develop recommendations.
- Implement recommendations as appropriate.

Objective 9.h.: By January 2017, all libraries will have a minimum of 100mbs bandwidth available for public Internet usage.

- Identify current bandwidth at each library
- Allocate funding for additional bandwidth if needed.
- Purchase additional bandwidth and implement necessary changes.

Objective 9.i.: By August 2016, all libraries will have free public wifi access at all sites.

- Identify current wifi access at each library
- Allocate funding for additional wifi access as needed.
- Purchase additional equipment and implement necessary changes.