

Long Range Plan

FY 2011-2015

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**Approved by the Braswell Memorial Public Library Board of Trustees
August 10, 2011**

Table of Contents

| | |
|--|---|
| Executive Summary | 2 |
| Introduction | 4 |
| Motivation for Planning | |
| The Planning Process | |
| Participants | |
| Library Service Priorities | 6 |
| Tag Line | 8 |
| Vision Statement | 8 |
| Service Priorities, Goals, Objectives, and Representative Activities | 9 |
| Promote Reading and Literacy | |
| Connect People to the Online World | |
| Provide Information Resources | |
| Be a Desired Destination | |

Executive Summary

In December 2010, Braswell Memorial Public Library received a federally-funded LSTA (Library Services and Technology Act) grant to develop a strategic plan for its library system with input from its users, its stakeholders, and non-users in its service area. A library staff committee used input gathered from members of the library's service community, both users and non-users, through focus groups and surveys to draft a strategic plan. A second survey was then used to gather feedback on the draft plan, and the staff committee created its final plan based on this feedback.

Tag Line

Read, learn, connect

Vision Statement

The vision of Braswell Memorial Public Library is to enrich the lives of its users by supporting reading and literacy, providing access to information, and serving as a distinctive destination for the community.

Library Service Priorities and Goals

PROMOTE READING AND LITERACY

Goal 1: Braswell Memorial Library will provide resources and programs that encourage lifelong reading and literacy for all ages.

CONNECT PEOPLE TO THE ONLINE WORLD

- Goal 2: Braswell Memorial Library will provide the information technology infrastructure necessary to meet the online information needs of library users.
- Goal 3: Braswell Memorial Library will provide library users a variety of digital content and online resources.
- Goal 4: Braswell Memorial Library will provide library users with assistance in using the electronic resources provided by or through the library.

PROVIDE INFORMATION RESOURCES

- Goal 5: Braswell Memorial Library will provide resources and programs that encourage lifelong learning for all ages.
- Goal 6: Braswell Memorial Library will provide K-12 resources and help using resources to enable this group to succeed in school.

BE A DESIRED DESTINATION

- Goal 7: Braswell Memorial Library will provide children, teens, adults, and seniors with a safe and welcoming destination that offers opportunities to read, learn, succeed at work, and interact with their community.

Introduction

Motivation for Planning

In December 2010, Braswell Memorial Public Library received a federally-funded LSTA (Library Services and Technology Act) grant to develop a strategic plan for its library system with input from its users, its stakeholders, and non-users in its service area.

The library was motivated by a desire to update its existing strategic service plan, which was approved by the Braswell Memorial Public Library Board of Trustees in 2005 and which covered the period between 2005 and 2010.

The Planning Process

Braswell Memorial Public Library chose to use a planning process that focused on gathering input from the users, stakeholders, and non-users of the library. This input was then used by a staff team to develop a draft strategic plan, and feedback on that draft was then collected from the users, stakeholders, and non-users of the library. This approach was based on the assumption that excellence must be defined locally and that excellence results when library services match user needs, interests, and priorities.

Planning process activities included focus groups, surveys, and staff planning committee meetings. Five focus group meetings were held in January and February to gain input on the library. These include a focus group consisting of the library staff, a focus group consisting of the Library Board of Trustees, two focus groups consisting of library users, and one focus group consisting of library non-users. At each of the focus group meetings, the following questions were asked:

1. What would you like Braswell Memorial Public Library to look like in five years?
2. What goals do you have for Braswell Memorial Public Library?
3. What do you think the library does well?
4. What do you think the library needs to improve?
5. What roles should the library play in the community?

Two surveys were used to gather data from members of the library's service community, both users and non-users. In March, Braswell Memorial Library surveyed users and non-users and received a total of 508 responses. In June, the library conducted a second survey to gain feedback on its draft strategic plan; a total of 298 individuals responded to this survey.

Participants

A staff planning committee, made up of members of the staff of Braswell Memorial Public Library, directed the planning process and drafted the plan with input from the library's users, stakeholders, and non-users. The staff planning committee included:

Jane Blackburn

Jennifer Stearns

Jim Curtis

Gloria Sutton

Brenda Greene

Brenda Thibodeau

Elizabeth Gregg

Tracy Thompson

Hattie Harrington

Phillip Whitford

Braswell Memorial 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.

Library Service Priorities

The March survey and the focus groups asked individuals to rate possible service priorities for Braswell Memorial Public Library. Eighteen service priorities, based on those in the Public Library Association's *Strategic Planning for Results*, were listed, and individuals were asked to indicate the responses that they felt were most important as well as the responses that they felt were least important.

The results of these rankings were generally consistent, with over 40 per cent of the survey respondents and a good number of focus group participants listing the following service priorities as the most important:

- Create and foster young readers, so that children will enter school ready to learn to read, write, and listen.
- Help adults and teenagers learn to read and write.
- Provide free materials for reading, viewing, and listening for pleasure.
- Connect people to the online world by providing public Internet access.
- Help people learn to find, evaluate, and use information effectively.
- Help students succeed in school by providing help with homework.
- Give people a safe and comfortable place for individual or group meetings.

The staff planning committee then met to consider these suggested service priorities as well as other input from the focus groups and surveys. 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 drafted a plan based on four service priorities:

- Promote Reading and Literacy, which addressed the first three of the priorities above.
- Connect People to the Online World, which spoke to the fourth priority listed above.
- Provide Information Resources, which concentrated on the fifth and sixth of the priorities listed above.
- Be a Desired Destination, which dealt with the last of the priorities above.

The staff planning committee, with input from the complete staff, then drafted a plan for the library, based on these four service priorities and including goals, objectives, and activities for each priority. The staff planning committee also drafted six tag lines for Braswell Memorial Public Library and two vision statements.

This draft plan was then shared with individuals in the library's service area, who were asked on a survey to indicate which tag line and vision statement they preferred as well as whether they felt that the draft service priorities, goals, and objectives were appropriate to the Braswell Memorial Public Library.

The survey indicated that the most popular of the potential tag lines, by a substantial margin, was "Read, learn, connect," which was selected by 42 per cent of the respondents. The survey indicated a slight preference for one of the vision statements. The survey also indicated strong support for the service priorities, goals, and objectives. In every case, the percentage of respondents who rated a service priority and its goals and objectives as "Very appropriate" ranged from 80 per cent to 86 per cent. In no case did more than 1 per cent of respondents feel that a service priority and its goals and objectives were "Not appropriate."

Tag Line

Based on the feedback provided by the respondents to the June survey and the staff planning committee's understanding of the strengths and weaknesses of the library system as well as the opportunities and threats presented by the environment in which the library system operates, members of the staff planning committee selected the following tag line for Braswell Memorial Public Library.

Read, learn, connect

Vision Statement

Based on the feedback provided by the respondents to the June survey and the staff planning committee's understanding of the strengths and weaknesses of the library system as well as the opportunities and threats presented by the environment in which the library system operates, members of the staff planning committee selected the following vision statement for Braswell Memorial Public Library.

The vision of Braswell Memorial Public Library is to enrich the lives of its users by supporting reading and literacy, providing access to information, and serving as a distinctive destination for the community.

Service Priorities, Goals, Objectives, and Representative Activities

The goals, objectives, and activities of Braswell Memorial Public Library support the service priorities that were developed by the staff planning committee and supported by the respondents to the June survey.

Library Service Priorities and Goals

PROMOTE READING AND LITERACY

Goal 1: Braswell Memorial Library will provide resources and programs that encourage lifelong reading and literacy for all ages.

CONNECT PEOPLE TO THE ONLINE WORLD

Goal 2: Braswell Memorial Library will provide the information technology infrastructure necessary to meet the online information needs of library users.

Goal 3: Braswell Memorial Library will provide library users a variety of digital content and online resources.

Goal 4: Braswell Memorial Library will provide library users with assistance in using the electronic resources provided by or through the library.

PROVIDE INFORMATION RESOURCES

Goal 5: Braswell Memorial Library will provide resources and programs that encourage lifelong learning for all ages.

Goal 6: Braswell Memorial Library will provide K-12 resources and help using resources to enable this group to succeed in school.

BE A DESIRED DESTINATION

Goal 7: Braswell Memorial Library will provide children, teens, adults, and seniors with a safe and welcoming destination that offers opportunities to read, learn, succeed at work, and interact with their community.

PROMOTE READING AND LITERACY

Goal 1: Braswell Memorial Library will provide resources and programs that encourage lifelong reading and literacy for all ages.

Objective 1.1: Children's program attendance will increase by 5 per cent by the end of fiscal year 2015-2016.

Representative Activity Supporting Objective 1.1:

- Find new avenues to market Youth Services programs.

Objective 1.2: Juvenile and Young Adult book circulation will increase by 5 per cent by the end of fiscal year 2015-2016.

Representative Activities Supporting Objective 1.2:

- Sponsor book clubs for children and teens.
- Mount book displays in Youth Services and FootePrint.
- Promote Tumblebooks.
- Buy more books.
- Sponsor a school-year reading program with incentives to keep kids reading.

Objective 1.3: Adult book circulation will increase by 5 per cent by the end of fiscal year 2015-2016.

Representative Activities Supporting Objective 1.3:

- Sponsor one or more book clubs for adults.
- Invite book clubs to meet at the library.
- Mount more book displays of adult fiction and non-fiction.
- Buy more popular fiction and nonfiction.
- Invite local writers to a Local Writers Day (reading, signing, etc.).
- Develop and implement Readers Advisory services.

Objective 1.4: 85 per cent of adult participants in the adult literacy program supported by Braswell Memorial Public Library will indicate that the services provided were beneficial.

Representative Activities Supporting Objective 1.4:

- Advertise and promote the Twin Counties Literacy Council (TCLC) services.
- Have one or more library staff members serve on the TCLC Board of Directors.
- Buy adult learners materials.
- Allow staff to use one work hour per week to tutor an adult learner.

CONNECT PEOPLE TO THE ONLINE WORLD

Goal 2: Braswell Memorial Library will provide the information technology infrastructure necessary to meet the online information needs of library users.

Objective 2.1: By the end of fiscal year 2011-2012, Internet bandwidth will have doubled from 10 to 20 Mbps to keep pace with public and library operational demand.

Representative Activity Supporting Objective 2.1:

- Join to the NCREN optical network and procure required bandwidth.

Objective 2.2: During every year of the plan, at least 90 per cent of the respondents to a survey of meeting room users will agree that the technologies provided in the meeting rooms met their needs.

Representative Activities Supporting Objective 2.2:

- Investigate self-service online room booking software.
- Invest in new A/V equipment.
- Invest in teleconferencing equipment and software.

Objective 2.3: In fiscal year 2011-2012 and fiscal year 2012-2013, the library will fully implement virtual server and storage area network (SAN) technologies to double the current two virtual hosting servers to four.

Representative Activities Supporting Objective 2.3:

- Procure additional virtual hosting servers and migrate physical servers to them.
- Implement a storage area network (SAN) to provide data storage and backup for library data.

Objective 2.4: By the end of fiscal year 2015-2016, reports of the network itself being a limiting factor to library operations and services provided will be reduced to zero.

Representative Activities Supporting Objective 2.4:

- Upgrade internal wired and optical network equipment to keep pace with usage requirements.
- Upgrade existing wi-fi network equipment to meet current standards and to keep pace with usage requirements.

Objective 2.5: During every year of the plan, affiliated libraries will rate the technology services provided by Braswell Memorial Library as “Good” or better on customer service surveys.

Representative Activities Supporting Objective 2.5:

- Continue to evaluate and improve the technology resources of the affiliated libraries so as to meet the needs of their patrons.

- Expand L.S shared system use to Whitakers and Middlesex libraries.
- Implement use of the “one card” in libraries using the shared L.S system in Nash and Edgecombe Counties.
- Seek funding to support technology improvements in the affiliated libraries.
- At the beginning of fiscal year 2011-2012, take a “technology snapshot” of affiliated libraries to be used to gauge the success of this objective.

Objective 2.6: Public computer users will increase by 5 per cent by the end of fiscal year 2015-2016.

Representative Activity Supporting Objective 2.6:

- Insure provided systems are sufficient in number, type, and configuration to meet the hardware and software needs of library patrons.

CONNECT PEOPLE TO THE ONLINE WORLD

Goal 3: Braswell Memorial Library will provide library users a variety of digital content and online resources.

Objective 3.1: By the end of fiscal year 2012-2013, at least 1,000 popular e-book titles accessible through multiple e-reader device formats will be provided.

Representative Activities Supporting Objective 3.1:

- Contract with Overdrive or another provider for the e-book titles.
- Procure a small variety of e-book reader devices for staff and public training.
- Promote both the new popular titles and the existing titles available via NCLive and other free sites.

Objective 3.2: By the end of fiscal year 2015-2016, the number of digital collections available to the public will increase to eight, and the numbers of items in all online digital collections will total at least 10,000.

Representative Activities Supporting Objective 3.2:

- Continue to catalog the digitized Killebrew collection images to make them all available to the public.
- Catalog, or otherwise make accessible, other digital collections held by the library.
- Seek to obtain funding to sustain the digital collections.

- Insure that the digital collections are actively managed on par with the print collections.

Objective 3.3: During every year of the plan, at least 90 per cent of respondents to customer satisfaction surveys will rate the library's online and technology-based reader's advisory resources as "Good" or better.

Representative Activities Supporting Objective 3.3:

- Provide a dedicated reader's advisory computer in the adult fiction area.
- Provide links to free reader's advisory services on our website and on the reader's advisory computer.
- Evaluate subscription-based reader's advisory services.
- Train staff in reader's advisory services and on the use of online reader's advisory resources.
- Offer "workshops in a minute" on reader's advisory to patrons.
- Consider "press for help" stations in the library that will summon staff to help a patron.

Objective 3.4: By fiscal year 2012-2013, at least one dedicated resource via the library's website and catalog for mobile system users will be provided.

Representative Activities Supporting Objective 3.4:

- Investigate providing library-related mobile apps for smart phone users.

- Make the library website mobile device friendly.
- Investigate providing the L.S mobile device catalog app.
- Market the provided mobile device services.

Objective 3.5: During every year of the plan, at least 90 per cent of respondents to customer satisfaction surveys will rate the library’s online resources as “Good” or better.

Representative Activities Supporting Objective 3.5:

- Evaluate library web sites for relevancy, ease of use, and compliance with accessibility standards.
- Evaluate existing online resource offerings to determine if they are providing adequate value for patrons. Eliminate those that do not.
- Identify and subscribe to relevant online subscription databases and services that meet patron needs.

CONNECT PEOPLE TO THE ONLINE WORLD

Goal 4: Braswell Memorial Library will provide library users with assistance in using the electronic resources provided by or through the library.

Objective 4.1: During every year of the plan, at least 90 per cent of respondents to customer satisfaction surveys will rate the efforts to assist them in making use of online resources as "Good" or better.

Representative Activities Supporting Objective 4.1:

- Provide workshops to instruct patrons on basic technology skills.
- Develop and provide brochures and handouts on how to download e-books, audio books, getting a web based e-mail, connecting to the library's wi-fi, etc.
- Provide information on the library's websites on how to download books and how to select and use online resources.
- Market available resources via the library website, "resource of the month" features in the library newsletter, and other similar means.
- Insure that staff members meet established technology competencies.
- Insure that IT staff members are adequately trained to support the technology in use by the library.

PROVIDE INFORMATION RESOURCES

Goal 5: Braswell Memorial Library will provide resources and programs that encourage lifelong learning for all ages.

Objective 5.1: The number of adult non-fiction books will increase by 25 per cent by the end of fiscal year 2015-2016.

Representative Activities Supporting Objective 5.1:

- Spend collection grant money as planned.
- Seek outside funding for adult non-fiction materials.
- Reallocate adult books budget to purchase more nonfiction than in the past.

Objective 5.2: The use of databases will increase by 10 per cent by the end of fiscal year 2015-2016.

Representative Activities Supporting Objective 5.2:

- Do more advertisement about databases.
- Coordinate programs or training sessions on databases with displays.

Objective 5.3: On at least a quarterly basis, all Public Services staff will take part in training to support the use of library resources.

Representative Activity Supporting Objective 5.3:

- Conduct staff training on specific resources at least quarterly.

Objective 5.4: On at least a quarterly basis, Public Services staff will implement one or more activities that promote the library's information resources for adults and teens.

Representative Activities Supporting Objective 5.4:

- Do more advertisement about information resources inside and outside the library.
- Schedule staff to mount and maintain displays.
- Coordinate programs or training sessions on information resources with displays.

PROVIDE INFORMATION RESOURCES

Goal 6: Braswell Memorial Library will provide K-12 resources and help using resources to enable this group to succeed in school.

Objective 6.1: The Youth Services collection will increase by 10 per cent in these identified curriculum areas, in keeping with the North Carolina Standard Course of Study: Math, Reading, and Science

Representative Activities Supporting Objective 6.1:

- Identify titles and materials for purchase.
- Purchase "Reading Coach" materials.
- Purchase science-based Teacher Kits.
- Investigate "Reading Buddies" program.
- Communicate with public school personnel for suggestions.

Objective 6.2: The use of BrainFuse will increase by 10 per cent by the end of fiscal year 2015-2016.

Representative Activities Supporting Objective 6.2:

- Advertise BrainFuse internally and externally (especially at schools and with homeschoolers).
- Provide training sessions for teachers and media specialists to familiarize them with BrainFuse.

Objective 6.3: On at least a quarterly basis, all Public Services staff will take part in training to support use of the library's K-12 resources.

Representative Activities Supporting Objective 6.3:

- Conduct staff training on K-12 resources.
- Identify online tutorials for resources for staff to use.

Objective 6.4: At least twice during the school year, Public Services staff will implement one or more activities that promote the library's homework centers and homework resources.

Representative Activities Supporting Objective 6.4:

- Do more advertisement about information resources inside and outside the library.
- Schedule staff to mount and maintain displays.
- Coordinate programs or training sessions on resources with displays.

BE A DESIRED DESTINATION

Goal 7: Braswell Memorial Library will provide children, teens, adults, and seniors with a safe and welcoming destination that offers opportunities to read, learn, succeed at work, and interact with their community.

Objective 7.1: The total number of hours that the Library facility is open to the public annually will increase by 156 hours by the end of fiscal year 2015-2016.

Representative Activity Supporting Objective 7.1:

- As budget allows, request approval for increased hours from Board of Trustees.

Objective 7.2: During every year of the plan, at least 85 per cent of respondents to customer satisfaction surveys will indicate that the Library is a “Very good” or better place to meet and interact with others.

Representative Activities Supporting Objective 7.2:

- Enhance customer service by providing training to staff.
- Enhance programs to provide a wide variety of topics.
- Get teen and senior feedback on current collections, programs, and services.
- Explore ways to increase and promote usage of meeting rooms.

Objective 7.3: The number of registered borrowers will increase by 3 per cent annually each year of the plan.

Representative Activities Supporting Objective 7.3:

- Provide better access to collections through better signage.
- Investigate and implement if possible the book store look.
- Investigate and implement if possible a coffee shop.
- Mount an annual library card campaign.

Objective 7.4: The number of public meetings held at the library will increase by 3 per cent each year of the plan.

Representative Activities Supporting Objective 7.4:

- Create brochure to advertise meeting rooms.
- Survey meeting room users to gain input for improvement of meeting room offerings.

Objective 7.5: Visits to the library will increase by 3 per cent each year of the plan.

Representative Activities Supporting Objective 7.5:

- Enhance security: identify peak hours and schedule security personnel for those hours; add security cameras as budget allows; require annual security training for staff.

- Offer increased programming for all ages.
- Encourage guest speakers from local area.
- Promote use of library facility for a wider range of community organizations.
- Encourage local book clubs' involvement in the library by offering tours or programs.
- Expand and promote popular collections of DVDs, e-books, audio books, and e-audio books.