

Cumberland County Public Library & Information Center

Long Range Plan

FY 2016-2020

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Table of Contents

Executive Summary.....	2
Introduction.....	3
Motivation for Planning	
The Planning Process	
Participants	
Community Needs.....	4
Library Service Responses	5
Mission Statement.....	5
Service Priorities, Goals, and Objectives	5
The Library Opens Windows to the World	
Explore and Know Our Community	
Visit a Comfortable Place	
Connect to the Online World	
Lifelong Literacy	
Activities.....	9

Executive Summary

Beginning in August 2014, a community-based planning committee met and helped develop a five-year strategic plan for the Cumberland County Public Library & Information Center. 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

The library opens windows to the world by encouraging expression, enlightenment, and exploration.

Library Service Priorities and Goals

THE LIBRARY OPENS WINDOWS TO THE WORLD

Goal 1: All library customers will have access to information that they need to evaluate issues that affect their lives.

Goal 2: The library will provide customers with opportunities and experiences that support self-directed learning.

EXPLORE AND KNOW OUR COMMUNITY

Goal 3: The library will provide customers with opportunities and experiences that explore and support diversity in the community.

VISIT A COMFORTABLE PLACE

Goal 4: The library will provide safe, comfortable and welcoming places for members of the community.

CONNECT TO THE ONLINE WORLD

Goal 5: The library will support its customers in connecting to and participating in the digital world.

LIFELONG LITERACY

Goal 6: The library will provide resources that support and encourage lifelong literacy and creative expression.

Introduction

Motivation for Planning

In June 2014, the Cumberland County Public Library & Information Center 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 a desire to update its existing strategic service plan, which was approved by the Cumberland County Public Library & Information Center Board of Trustees in 2010. The existing plan covered the period between FY 2011 and FY 2015, and a new plan needed to be in place by July 1, 2015.

The Planning Process

The Cumberland County Public Library & Information Center chose to use the planning process outlined in *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, *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.

The planning process also included a community needs assessment phase, which was based on demographic data for Cumberland County; surveys of the county's citizens and the library staff; library usage, funding, and technology data; meetings with staff members and library board members; focus groups; and interviews with local community leaders. The purpose of the community needs assessment was to help those involved in the strategic planning process for the Cumberland County Public Library better understand the needs, interests, and priorities of those served by the library system.

Participants

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

Charles Broadwell	Raymond Lacey	Angelique Simmons
Sue Byrd	James Lawson	Betsy Small
Eva Hansen	John Malzone	Stewart Stafford
Mary Holmes	Eldon Meacham	Dr. Frank Till
Brenda Jackson	Deborah Mintz	Sara VanderClute
Carol Knight	Eric Redrick	Ted Vorhees

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

Brenna Armstrong	Denice Enstine	Jody Risacher
Nora Armstrong	Larry Gavin	Cathy Rudelich
Birch Barnes	Tiffany Hayes	Jennifer Taft
Janet Beaudry	Bryson Kopf	Kellie Tomita
Natasha Dass-Ford	Brian Manning	Leann West
Mary DiRisio	Keith Nease	

The Cumberland County Public Library & Information Center'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

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 Cumberland County Public Library & Information Center is well suited to meet or provide support for. These needs are listed below:

- Access to the Internet and computers
- Access to the Internet and transitioning to electronic resources
- Awareness of community resources
- Awareness of and making use of community resources
- Families with children who lack resources
- Inadequate literacy skills
- Perception of the library itself
- Reading – from babies to adults
- Technology
- Unemployment and the working poor – serving as a resource, partnering
- Youth services – from babies to age 18

Library Service Responses

Based on the community needs identified by the community planning committee and its understanding of the library's strengths and weaknesses, that committee suggested a number of potential service responses for the Cumberland County Public Library & Information Center, based on seventeen such service responses 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 responses. The staff planning committee examined the strengths and weaknesses of the library as well as the opportunities and threats presented by the suggested service responses. After consideration of these issues, the staff planning committee gave its support to these responses, suggested by the community planning committee:

- The Library Opens Windows to the World
- Explore and Know Our Community
- Visit a Comfortable Place
- Connect to the Online World
- Lifelong Literacy

The staff planning committee then met to begin drafting goals and objectives to address these service responses over the next five years. The library's mission statement, service responses, goals, and objectives are listed below.

In addition, all library staff were involved in creating a list of activities that will support and enhance the service responses, goals, and objectives of the plan. These activities are listed below.

Mission Statement

The staff planning committee felt that the mission statement from the previous long range plan was still pertinent to the Cumberland County Public Library & Information Center and chose to continue to use it:

The library opens windows to the world by encouraging expression, enlightenment, and exploration.

Service Priorities, Goals, and Objectives

The goals and objectives of the Cumberland County Public Library & Information Center support the service responses that were developed and approved by the community planning and staff planning committees.

Library Service Priorities and Goals

THE LIBRARY OPENS WINDOWS TO THE WORLD

- Goal 1:** All library customers will have access to information that they need to evaluate issues that affect their lives.
- Goal 2:** The library will provide customers with opportunities and experiences that support self-directed learning.

EXPLORE AND KNOW OUR COMMUNITY

- Goal 3:** The library will provide customers with opportunities and experiences that explore and support diversity in the community.

VISIT A COMFORTABLE PLACE

- Goal 4:** The library will provide safe, comfortable, and welcoming places for members of the community.

CONNECT TO THE ONLINE WORLD

- Goal 5:** The library will support its customers in connecting to and participating in the digital world.

LIFELONG LITERACY

- Goal 6:** The library will provide resources that support and encourage lifelong literacy and creative expression.

THE LIBRARY OPENS WINDOWS TO THE WORLD

Goal 1: All library customers will have access to information that they need to evaluate issues that affect their lives.

Objective 1.1: Each location will offer one program and one display per quarter related to world, state, or local issues.

Objective 1.2: The library will provide two electronic or print resources per quarter related to world, state, or local issues.

Objective 1.3: The library will provide one program each quarter on a topic relating to personal life-choices or challenging issues.

Goal 2: The library will provide customers with opportunities and experiences that support self-directed learning.

Objective 2.1: Each year, the library will increase the average publication date of the collection on a pre-selected topic by three years.

Objective 2.2: The library's Employment and Small Business Task Force will meet quarterly to evaluate and make recommendations related to the library's economic development initiatives.

Objective 2.3: Annually, the library will meet a target (set by the library director) for the percentage of customers who attend computer skills training, jobs/career classes, and Book A Librarian sessions on employment related topics to state that their skills have improved.

EXPLORE AND KNOW OUR COMMUNITY

Goal 3: The library will provide customers with opportunities and experiences that explore and support diversity in the community.

Objective 3.1: Annually, all library staff responsible for programming and services will meet to ensure that these reflect the needs of our diverse community.

VISIT A COMFORTABLE PLACE

Goal 4: The library will provide safe, comfortable, and welcoming places for members of the community.

Objective 4.1: Annually, the library will meet a target (set by the library director) of customers surveyed who will indicate satisfaction with customer service, safety, and the state of library facilities.

CONNECT TO THE ONLINE WORLD

Goal 5: The library will support its customers in connecting to and participating in the digital world.

Objective 5.1: Annually, computer services will analyze and report public computer lab use, other device use, bandwidth use, and make recommendations for replacement and/or augmentation.

Objective 5.2: Annually, the Programs & Services Coordinator will evaluate and report on the programs and services that support the customer in receiving assistance with or benefitting from staff use of digital media.

Objective 5.3: On an ongoing basis, the Innovation Review Team will explore new ideas for technology, programs, and services, and will make recommendations for their adoption and implementation by the library.

LIFELONG LITERACY

Goal 6: The library will provide resources that support and encourage lifelong literacy and creative expression.

Objective 6.1: Each year the library will provide children's and teen programs at least equal to the FY 16 levels.

Objective 6.2: The library will provide at least one in-house program or outreach quarterly at each location that integrates and communicates the literacy concepts as outlined in *Every Child Ready to Read*.

Objective 6.3: Annually, the Programs & Services Coordinator will evaluate the programs and services for effectiveness and attendance. A report will be included in the annual trustee presentation.

Activities

The activities of the staff of the Cumberland County Public Library & Information Center support and enhance the service responses, goals, and objectives of the plan.

Area	Activities that support goals
Programs (Adult, Teen, Children)	<p><u>Adult Programs</u> Public Forums – e.g. Homelessness, Affordable Care Act, Fracking in N.C., Climate Change, Post-Traumatic Stress</p> <p>Employment Programs/Activities – e.g. Job Fairs, Job Search Boot Camp, Hands-on Interviewing Practice, computer skills classes, small business and entrepreneurship classes, How to Prepare a Business Plan, GED/SAT preparation</p> <p>Computer Classes – e.g. Microsoft Word, Excel, PowerPoint, Publisher; social networking; social media; Internet basics; computer basics; Picasa; Google searching; downloading e-books/audio books/digital media, computer troubleshooting and maintenance</p> <p>Information Programs/Activities – e.g. databases/online resources, health, disaster preparedness, social security/retirement, stress reduction, college preparation, do-it-yourself home projects, genealogy, book clubs, author/poet visits, Writers' Workshop, Summer Reading Club, Local Author Showcase</p> <p><u>Teen Programs/Activities</u> – e.g. Homework help, tutoring, college readiness, N.C. Science Festival and STEM projects, Librari-con, Teen Geek Studies, writing workshops, crafts, anime clubs, poetry projects, gaming, chess club, Summer Reading Club, homeschool support, open mic nights</p> <p><u>Children's Programs/Activities</u> – Homework Help, tutoring, N.C. Science Festival programs and STEM projects/clubs, Sensory Story Times, Summer Reading Club, Battle of the Books, Raising A Reader, Every Child Ready to Read (ECRR), homeschool support, Paws for Reading, LEGO creativity, Storytelling Festival, gaming</p> <p><u>Multi-cultural/diversity programs</u> (all ages) – e.g. Voting Rights Act; Scottish Heritage; Def Jam movie, Let's Talk About it – religion; Native American; Very Special Arts Exhibition; Banned Books Film Festival, FTCC ESL classes, 4th Fridays</p>

Area	Activities that support goals
Services in support of customer service	<p><u>Adult Services</u> Information, Research and Literacy – e.g. Collection materials in all formats, catalog, N.C. Cardinal, reference support/information referral, book clubs, genealogy assistance, Mobile Outreach, assistive services equipment, health information displays, book displays, databases, Book A Librarian (by appointment), information resource guides—digital and print, reading lists, Wowbrary, reader’s advisory, online meeting room reservations, proactive/roving reference</p> <p><u>Employment Assistance</u> – e.g. Job & Career Resource Centers (each location and online), Book A Librarian (by appointment), job leads updated weekly, express terminals, book displays/bulletin boards, Brainfuse, Learning Express, databases</p> <p><u>Computers/Technical Support</u> Public computer labs, laptop checkout, Wi-Fi, self-service checkout stations, express terminals, scanners, faxes, interactive whiteboards, video chat terminals, Common Access Card (CAC) readers, e-reader petting zoos, online customer purchase requests, Book A Librarian (by appointment)</p> <p><u>Teen Services</u> Collection materials in all formats, Brainfuse, tutoring, readers’ advisory, public computer labs, proactive/roving reference, database instruction at schools, print and digital resource guides, support for homeschoolers, displays, deposit collections, Wowbrary, website links</p> <p><u>Children’s Services</u> Collection materials in all formats, Early Literacy Family Corner, interactive panels in children’s areas, iPads for children, support for homeschoolers, displays, reader’s advisory, deposit collections, Dolly Parton’s Imagination Library, Tumble Books, Wowbrary, Playaways, Book Bundles, website links</p> <p><u>Services in Support of Diversity</u> Community Resource Guide for Those in Need, Pronunciator, Culture Grams, Sensory Story Times, Family Focus Handbooks, assistive services equipment, online resource guides, audio books, interpretation for those who are deaf, access to materials from the North Carolina Library for the Blind and Physically Handicapped, speech to text on public computers, marketing materials adapted with understanding of limitations of people who are color blind, marketing graphics utilizes diverse images</p>

Area	Activities that support goals
Facilities/ Infrastructure (buildings, buildings maintenance, equipment)	Schedule of grounds maintenance and improvements Signage Security cameras and patrol Custodial services Room set-up Evaluation of ADA compliance and improvement Space for book displays, posters, exhibits Meeting rooms and study spaces Laptop chairs/comfortable furniture Vehicle fleet maintenance Courier deliveries Incident Reporter
Staff Development	<u>Staff Training Program</u> Security training, ongoing staff training for topic updates and online resources, Evanced training, professional conferences funding, Staff Development Day, New Staff Training, webinars and online training, County training on diversity/PRIDE, customer service training, E-reader kits, 23 things program, e-reader training Staff Newsletter Staff suggestion program WOW awards Quarterly awards Exceptional Employee awards Health and Wellness program List Serves
Administration (how we get the work done, i.e. councils, task forces)	Adult Programming Team (APT) Information Services Council (ISC) Youth Services Council (YSC) Youth Services Advisory Council (YSAC) E-resource and Database Team (EDT) Innovation Review Team (IRT) Employment and Small Business Task Force (ESBTF) Technology Management Team (TMT) Online Presence Team (OPT) Circulation Managers Team (CMT) Public Services Managers Team (PSM) Directors Advisory Council (DAC) Facilities Team Librarian II Trainer Team Expanded Directors Management Team (EDMT) Advocacy and Marketing Team Help Desks: Computers Services, Web Team, Community Relations, etc. Incident reporter and barring Customer comment cards

Area	Activities that support goals
Partnerships/ Community Relationships (not an exhaustive list)	County Departments: Social Services, Animal Control, Public Health and Cumberland County Schools Fayetteville Technical Community College (FTCC) Workforce Development Cumberland Community Foundation, Inc. (CCF) Friends of the Cumberland County Public Library, Inc. Connections of Cumberland County Communicare Child Advocacy Center Partnership for Children of Cumberland County Salvation Army Center for Economic Empowerment and Development (CEED) Arts Council of Fayetteville/Cumberland County Chamber of Commerce United Way State Library of North Carolina Cumberland County Re-entry Council Better Health of Cumberland County