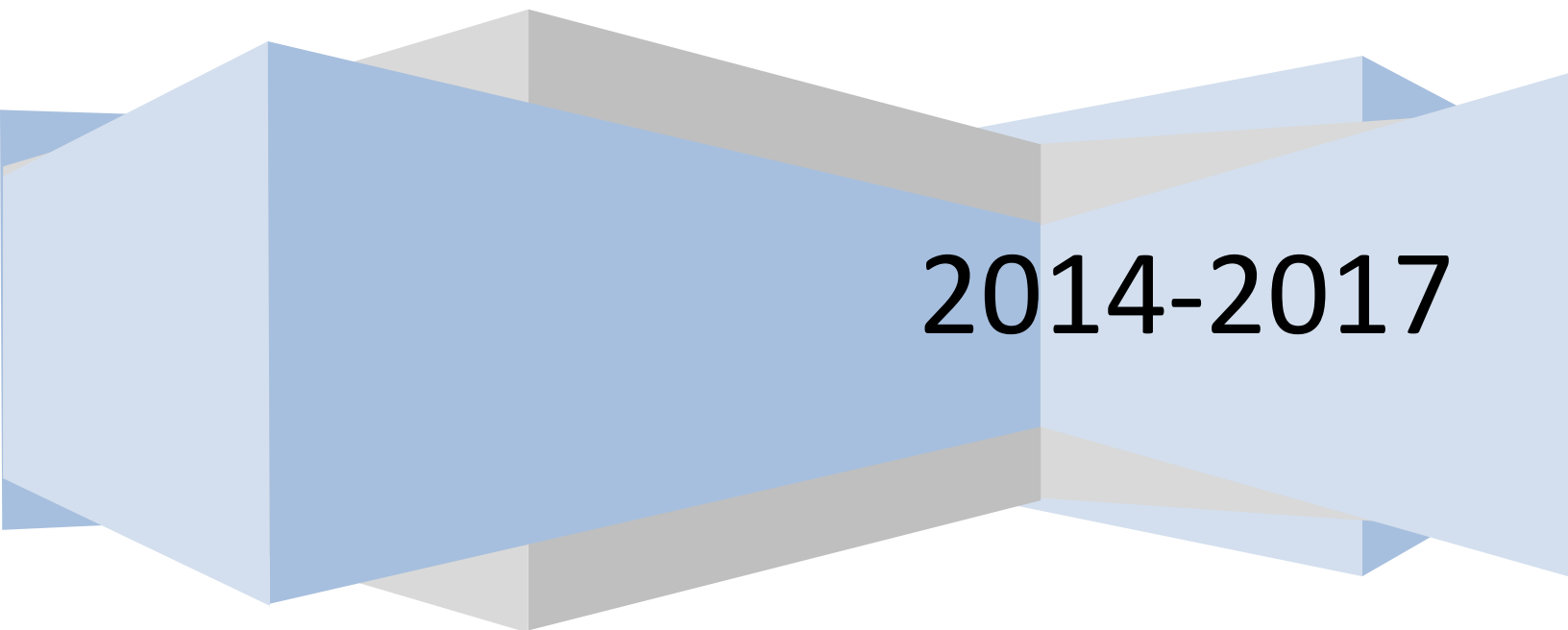


DURHAM COUNTY
Library

Strategic Plan Initiative

Engaging the community in a lifetime of discovery

DCL Strategic Planning Committee



2014-2017

Words from the Director

I believe in team efforts and having input from various levels of the organization. The Strategic Plan for Durham County Library is just that, a team effort. The vision of *creating a community of lifelong learners* is one that all staff can easily identify with and evokes passion for the work that we do on a day-to-day basis. A shared vision of working to accomplish a common mission – *encourage discovery, connect the community and lead in literacy* – moves us forward together. It moves us well beyond the sum of what anyone of us can accomplish alone.

Our strategic plan focuses on five overarching goals that confirms our dedication to being a service minded organization. Objectives further outline our target of success for the community we serve and provides a clear roadmap of how we will achieve and define success.

Our core values remind us of the foundation that any great organization is built on. Great organizations must start with basic principles as building blocks and use such blocks as a guide to everything that we do.

Our cores values, mission and vision reflect our commitment to not only meeting but exceeding community expectations. I look forward to the staff at Durham County Library working together and allowing this strategic plan to guide the path we embark on over the next five years.

Great things are happening at Durham County Library and there is more greatness to come!

Tammy Baggett

Tammy Baggett,
Director of Libraries

Durham County Library's Mission, Vision and Values

The mission of Durham County Library is to encourage **Discovery**, connect the **Community**, and lead in **Literacy**

Durham County Library's vision is one of creating a community of lifelong learners.

Durham County Library's Core Value- **BASICS= Boldness, Accountability, Strategy, Integrity, Collaboration, Service**

Strategic Planning Goals Defined

GOAL I:

FOSTERING INNOVATION

- *Build community and infrastructure to integrate all types of innovative ideas and processes, designed to continuously improve the quality of library resources and services for all.*
- *Support staff to embrace ongoing technological change and usage so that library customers become more knowledgeable of benefits and appropriate applications.*
- *Equip each library location with the latest technology.*

OBJECTIVES

Objective #1: Exploring Innovative Ideas

The library initiates research to incorporate creativity as an *integral* part of its culture, including the use of technological advancements for the expansion of programmatic and service offerings. Transformative new ideas, insights and initiatives are acknowledged as new opportunities and ventures to be tested under the auspices of the library's "Innovation Team."

- *Adult Services Managers' Committee and Technology Management establish a process to create and implement technology petting zoos annually at every library location.*
- *Based upon outcomes of the Technology Management Plan, an evaluation process of innovative ideas is established.*
- *A pilot makerspace is created and operational at the Main Library by FY15.*

Objective #2: Embracing Change

The library becomes a "risk taking library" by adopting an "open to change" philosophy. Guided by strong leadership that sets the course, staff are motivated to follow through in embracing change.

- *The library's new Internal Strategic Communications Plan is introduced and implemented by the first quarter of FY15. The plan incorporates goals and strategies reflecting processes targeting culture shifts, redefining internal communication mechanisms.*
- *An "Idea Box" concept to solicit staff input and feedback is implemented. The process includes a 30-day turnaround for the review of ideas by the library's Administrative Council.*

Objective #3: Leading in Technology

The library seeks to lead in the awareness and implementation of technology internally; likewise, the library promotes community exploration of these innovative technologies.

- *By FY16, 100% of Durham County Library's locations will have a customized mobile technology lab.*
- *Policies guiding the public's use of technology and applicable checkout procedures are created by FY15.*
- *New technology is made available for public use and checkout by the forth quarter of FY15.*
- *Technology classes are offered in various formats for both staff and the public at every location by FY16.*

Objective #4: Realizing Capital for Growth

The procurement of funding for innovative resources and services for customers and staff is a priority. This enables the library to take advantage of unique opportunities that benefit all library customers.

- *Annually, a minimum of 25% of all grants and funding requests to outside sources are directed to funding of technology initiatives, guided by the Technology Management Plan.*
- *Opportunities to secure new funding streams for the North Carolina Collection are investigated, with a list of prospects documented by the end of the first quarter of FY15.*
- *A minimum of five new corporate/business partnerships are cultivated annually that yield in-kind and/or monetary donations.*

GOAL II:**EMPOWERING STAFF**

- *Maximize opportunities for staff empowerment by providing comprehensive training, promoting professional development, establishing clear and uniform policies, and encouraging open and effective communication at all levels.*

OBJECTIVES**Objective #1: Developing and Supporting Staff**

The library seeks to support and develop staff by fostering an environment of learning, teamwork and opportunities that encourage staff, at all levels, to perform to the best of their ability.

- *By the end of FY15, the library develops a buddy system for new staff or new positions.*
- *By the end of FY16, the library institutes an internal pilot mentoring program for staff who wish to advance within the library system or the profession.*
- *The library biannually designs internal opportunities and/or events for staff to share knowledge and ideas. These may include “train the trainer” events for staff.*
- *By the end of FY17, 50% of all library staff have taken a workplace Spanish language class.*
- *By the end of FY17, the library designs and implements a comprehensive staff-training program to develop core competencies and to support continuing education, to include community collaborations.*
- *By the end of FY15, a permanent budget line is established within the library’s budget to adequately fund conference attendance and professional association membership for staff.*

Objective #2: Consistent Policies and Enhanced Communication

Enhanced exchanges of communication among all levels of staff are encouraged, providing a foundation for more effective and open relationships between all departments and facilities.

- *By FY16, 100% of all library workplans are evaluated by supervisors for consistency according to core competencies (refer to date of core competency goal).*
- *By the end of FY15, the library’s Administrative Council holds at least two open forums annually for library staff.*
- *By the end of FY15, all staff read the Internal Strategic Communications Plan, are familiar with its strategies, and policy statement, and endorse the plan via signature acceptance.*
- *A review of old policy and procedures manuals is conducted by FY17, with updates reflecting current library needs that result in a comprehensive cross-departmental volume accessible to all staff via the intranet.*

GOAL III:**MAXIMIZING IMPACT AND REACH OF PROGRAMS, SERVICES AND COLLECTIONS**

- *Embrace people of all socio-economic and cultural backgrounds, supporting the library's renewal as a place that collaboratively addresses the needs of Durham County – including strategic initiatives that advance the region's emergence as a literate community.*

OBJECTIVES**Objective #1: *Enhancing Diverse Programs, Services and Initiatives***

The library continually seeks to employ strategies that guide future program and service development for all audiences - aligning its offerings with those provided by city and county governments, and Durham's business and educational communities.

- *By FY17, each library location annually presents at least four programs for seniors and/or intergenerational customers in and outside of library walls.*
- *By FY17, multi-cultural programming is increased by 10% with an emphasis upon initiatives targeting the library's Hispanic population.*
- *With the provision of new resources – adequate space, equipment, trained personnel and materials – the library creates one fully functioning job resource center within the system by FY17.*

Objective #2: *Reaching the Community and Expanding Partnerships*

By forging positive and productive relationships with potential stakeholders, the library seeks to expand its current partnership base to gain new advocates, volunteers and much needed resources.

- *By FY16, the library establishes a volunteer recruitment and training program.*
- *By FY 17, the library develops an internship program for students by collaborating with colleges and universities.*

Objective #3: *Positioning the library as a Lifeline and Service Portal in the Greater Durham Community*

The library plays a pivotal role in the community's development and overall welfare, supporting initiatives that cultivate life-long literacy, a vibrant downtown, as well as the growth and development of neighborhoods and businesses throughout Durham County.

- *By FY15, the library establishes an annual literacy festival for families, with system-wide programming supporting the initiative.*
- *By FY16, new marketing materials are created to promote services to neighborhoods and businesses a minimum of four times a year through outreach and networking events.*
- *With the addition of social services personnel, the library officially partners with the Department of Social Services to provide referrals to community resources by FY16.*

Objective #4: *Resource Collection is Responsive and Balanced*

A priority is placed upon access to information in a manner that incorporates both new and emerging resources, while maintaining critical, traditional information resources in order to remain relevant and engaging.

- *By FY17, the library purchases a minimum of two new digital platforms, with at least one of these being multimedia.*

- *By the end of FY15, the library establishes an updated world language collection based upon collected data.*
- *In FY15, library staff conduct a complete inventory and review of Main library holdings to plan for upcoming Main renovation collection purchases in FY16 and FY17.*

GOAL IV:**ACHIEVING SERVICE EXCELLENCE**

- *Durham County Library becomes a “visionary library,” adapting the current library service model to reflect a more customer-driven, exciting user experience. The library researches “best practices” in libraries and other service providers around the country, adopting those that best fit our community and those served.*

OBJECTIVES**Objective #1: Customer-driven User Experience**

- *By FY17, the library actively recruits multilingual staff, with an emphasis upon attracting fluent Spanish speakers, resulting in a 50% increase in library staff who are speakers of other languages.*
- *By FY17, in order to provide the best customer services (e.g. reader’s advisory, technology, programming), the library increases the number of FTEs to corresponding staffing levels as outlined in the library’s plans for its regional libraries.*

Objective #2: Incorporating Best Practices

Staff will employ best practices while acknowledging trends that address the most critical library issues and needs of library customers.

- *The library studies best practices in customer service from various industries and develops strategies for implementation and training of staff by FY17.*

Objective #3: Training for Service Excellence

Our commitment to service excellence is further strengthened via staff training initiatives that support consistent, system-wide standards focusing upon the ultimate customer experience.

- *By FY 16, 80% of all staff are trained to effectively work with and address the needs of special populations, including the homeless, immigrants and the differently-abled.*
- *All library staff are trained on county and library policies and procedures by FY17.*

GOAL V: CREATING A WELCOMING AND INSPIRING LIBRARY ENVIRONMENT

- *Provide facilities that are safe, comfortable, sustainable and adaptable to current and future needs.*
- *Make spaces that empower staff and the public to create and collaborate.*

OBJECTIVES**Objective #1: Creating Inspiring Physical Environments**

Priority is placed upon the creation of reimagined, flexible spaces that evolve with new technologies, programs, initiatives and the needs of all members of the community.

- *To update and adapt to new technology and trends, the library conducts professional space utilization studies by FY17.*
- *By FY17, the library has an annual capital budget allocation to maintain facilities, furniture and equipment.*

Objective #2: Planning a New Main Library

Durham County Library is committed to the design of a state-of-the-art green building for the renovation of the Main Library that serves as a vital part of Durham's downtown community.

- *The library engages the community and staff in a planning process to update the Main library facility by FY15.*
- *By FY16, the Main Library renovation plan is completed.*

Objective #3: Maintaining Safe and Secure Spaces

The provision, communication and enforcement of uniform security standards is adopted and executed.

- *By FY17, the library creates a Facilities Management Plan to annually address security assessments and needs, maintenance issues and other capital asset needs.*