

Beyond Just Books

Southern Pines Public Library

Strategic Plan

2011-2015



Snapshot Survey Wordle

The Public Library – knowledge for a lifetime and beyond

2010-11 Southern Pines Public Library Strategic Plan Steering Committee Members

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Adopted by Town Council _____

The graphic on the cover of this report is a “Wordle” created from the first question in the Snapshot Survey (Appendix E) conducted for this plan: “What words come to mind when you think of the Southern Pines Public Library?”

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Introduction

Static organizations perform poorly in changing times. In today's era of almost continuous change, information and knowledge-based service agencies like the Southern Pines Public Library must be especially attuned to the needs of the citizens who support them and the communities they serve. As a result, strategic planning becomes very much an on-going process rather than the development of an end-product report. This has been the philosophy of the Library in its previous planning efforts and it continues with this plan for FY 2011-2015.

While it has been the practice of the Library to continually monitor the effectiveness of its programs and services through a variety of methods and to annually revise goals and strategies, a complete reassessment of the Library's Vision, Mission and Plan has not taken place since 2003. Fortunately for the Library, the Town of Southern Pines conducted an extensive process in 2009-2010 resulting in the completion of a *Comprehensive Long-Range Plan* for the Town. In committing to align its plan to the Town plan, the Library has an additional opportunity to be responsive to changing community needs.

The Library's strategic plan is a flexible instrument—one that sets a specific direction but recognizes that it needs to be reevaluated and occasionally modified in the years immediately ahead as local needs and conditions change. What will not change is the Library's commitment to program excellence and financial accountability, maximizing the returns on those public funds invested in it. The Library will continue its practice of collecting data on both usage of and satisfaction with programs and services, and will use that information to review and adjust plan objectives annually.



Process

In the FY 2010, with the knowledge that the Town's *Comprehensive Long-Range Plan* was almost complete, the Library applied for and received an LSTA grant from the State Library to fund the cost of hiring a consultant to assist with the Library Strategic Plan process. The Library selected Bill Millett, founder and President of Scope View Strategic Advantage, and he met with the Library Director and Assistant Directors in August of 2010 to define expectations and set timelines.

Members of the Library Advisory Board, the Board of Friends of Southern Pines Public Library, the Library's Teen Advisory Board, the Southern Pines Town Council, the Town Long-Range Planning Advisory Committee, and the Library staff were approached and asked to volunteer to serve on a Strategic Plan Steering Committee. The committee had four sessions between September 2010 and March 2011; these were facilitated by the consultant.

Before the initial meeting of the Steering Committee, a survey of customers was conducted both in the Library and online at the Library's website. The survey gave the public the opportunity to rate and comment on the Library's programs and performance by a series of criteria, as well as several open-ended opportunities for participants to make any additional comments they felt appropriate.

Results of the survey were consistent with customer satisfaction surveys that the Library has routinely collected over the years. Feedback from customers has been used to annually adjust the focus of the Library's programs and services. The consultant used the data gathered by the survey to create a "snapshot" of current library services. Some of his findings are noted below:

- *There is no doubt that the Library patrons who filled out the survey regard the Library's materials highly. Not one of the more than 100 respondents said that they seldom or never found what they are looking for. Ninety-one percent indicated that they always or frequently obtained the materials. Scope View has never seen a higher rating than this.*
- *Of 102 responders to [the question concerning the overall services of the library] 97% indicated that they are "Extremely" or "Very Satisfied." No one gave a ranking below "Somewhat," and there were only three persons who checked that box. Based on Scope View's experience with fourteen other Library systems, these are exceptionally high levels of patron support for the current services that the Library delivers.*
- *The ratings for the Library staff were even more positive than those for the Library's overall service. The percentages are especially impressive in that any tax-supported public service institution is vulnerable to being seen by some of its customers as unresponsive, indifferent or even rude—a factor that is accentuated in the economic conditions of 2010.*



These findings suggested that the strategic planning process should be used by the Library to build on already high user satisfaction, to continue to be responsive to users' changing needs, and to better publicize what the Library has to offer the community.

The Committee reviewed the Town Plan, the Library's previous planning process, 2003 Vision and Mission statements, Service Responses, and progress on 2005-2010 Goals and Strategies. The Library Advisory Board, Library staff, and Steering Committee all participated in an analysis of the Library's strengths, weaknesses, opportunities, and threats (SWOT). The staff and the consultant also provided information from current national library research to the Committee. The Committee used the comments and key themes which emerged from this data and discussions in their meetings to draft new goals and objectives for the Library and ultimately to refine its Mission Statement.

Key Dates

February 16, 2010	Library applied for LSTA Planning Grant
April 13, 2010	Town <i>Comprehensive Long-Range Plan</i> adopted by Town Council
July 2, 2010	Library awarded 2010-2011 LSTA Planning Grant in the amount of \$20,000
August 17, 2010	Initial Senior Staff Planning session with Consultant Bill Millett, Consultant, Scope View Strategic Advantage
August-	
September 2010	Recruitment of Strategic Plan Steering Committee
September 10-	
September 17, 2010	Snapshot Survey of Library users
September 21, 2010	Strategic Plan Steering Committee Meeting: Background, Planning process, SWOT analysis, Survey analysis
November 10, 2010	Library Staff Planning Session: SWOT Analysis
December 13, 2010	Library Advisory Board Meeting: SWOT Analysis
January 18, 2011	Strategic Plan Steering Committee Meeting: SWOT Summary, alignment of Vision, Mission, draft Goals
February 15, 2011	Strategic Plan Steering Committee Meeting: Matrix—Town Plan, Library Plan, SWOT, Proposed Goals/Objectives
March 15, 2011	Strategic Plan Steering Committee Meeting: Draft Plan Goals and Objectives, Set Priorities
March 31, 2011	Public Hearing for Plan at Library
April 12, 2011	Public Hearing and Presentation of Plan to Town Council

Town Vision

During 2009 and 2010, a significant number of Southern Pines citizens were engaged in a comprehensive process to identify what the community should look like in the future and what measures should be implemented to ensure that desired future is, in fact, achieved. The result of that work was the adoption of the Town's formal *Comprehensive Long-Range Plan*. An integral part of that effort was defining the vision for Southern Pines. Ultimately, a vision of ten individual yet often related components was identified. From that vision, extensive policies for planning and specific program recommendations were developed to shape the Town's future. For some of the ten areas of the Town vision, the Library has only a limited role or none whatsoever. In other instances, however, the Library has an essential and critical part in realizing the vision. These areas are:

DOWNTOWN & SHOPPING: Downtown centerpiece, plus diverse and convenient offerings.

Southern Pines' downtown is recognized as the heart of the community. Downtown's historic buildings and "main street" layout, and small scale retail businesses are key to the Town's identity and to the proper function of envisioned growth; as such, new buildings and rehabilitation of existing buildings should complement the architecture and sustain the public space characteristics provided by the historic stock. Residents envision downtown continuing to be a place where residents and visitors gather frequently to shop at locally-owned specialty stores, engage needed services, enjoy fine dining and entertainment options, and work and do business with small-scale, entrepreneurial businesses. Residents envision a multitude of civic festivals, gatherings and events occurring annually in their downtown.

JOBS & ECONOMIC DEVELOPMENT: Leverage existing assets, continue to diversify.

Southern Pines residents envision a strong and healthy economy that builds on existing strengths of their community, including the presence of numerous recreational opportunities, the relative affordability of land and housing, and high quality of life factors. Residents envision economic development helping to diversify Southern Pines as a whole, and note the need for more "living-wage" jobs in the community. Residents hope that Southern Pines' economic development efforts should include encouraging the development of small- to mid-sized entrepreneurial businesses downtown combined with a diverse group of businesses in the Corporate Park, and other appropriate areas, together providing a wide variety of employment opportunities for its citizens. As the community grows, a more diverse mix of incomes, ages and educational backgrounds is sought to support the Town's long-term vitality; strategic initiatives to attract and retain young workers, business owners and entrepreneurs are seen as beneficial.

EDUCATION: Engage service providers, support Town's desired future.

Southern Pines residents know that quality public and private primary, secondary, and post-secondary schools are of critical importance to the community's future. Present levels of service, as well as locations of facilities, should be maintained to complement growth. Residents envision a more creative and dynamic relationship with educational services and providers, including greater involvement and cooperation with citizens of all ages, the business community, and civic organizations.

PUBLIC FACILITIES & SERVICES: Maintain service levels; strategic, responsible growth.

Southern Pines residents enjoy the high-quality, affordable Town services provided to them, and want to see these services maintained well into the future. As such, residents desire a full and accurate accounting of capacities and resources upon which to base its planning decisions, and the Town should not expand in such a way as to compromise the quality, quantity or affordability of essential services enjoyed today. Efficiency is seen as key to maintaining and improving services in relation to cost.

PUBLIC INVOLVEMENT: Keeping Southern Pines vital, focused.

Southern Pines is a proud community with a long and continuing history of public involvement. As important as Town government is in the provision of services and in forwarding overall goals of the community, residents recognize that they are ultimately responsible for the ongoing success of Southern Pines. The community's vision for itself cannot be accomplished without active and ongoing citizen support, and the citizens of Southern Pines pledge to work together as the community grows and evolves.

Library Vision

In that the Southern Pines Public Library is a department of the Town, the Library's strategic plan is a direct extension of the Town's blueprint. While most library plans are organized around functional groupings (collections, facilities, technology, staff, etc.), the Southern Pines Public Library's framework takes an entirely different approach. It uses the Town vision as its starting point, identifying those parts of the ten areas of the vision where the Library has a clear responsibility to play a role and make a measureable contribution. As a public body financed by taxpayer dollars, the Library has an obligation to quantify what those contributions should be, and to report regularly on the degree of its success.

One of the most important of the five areas is **Education**. The Town's formal *Comprehensive Long-Range Plan* states that residents want their schools to have a "more creative and dynamic relationship" with citizens, the business community, and civic organizations. Because the public schools fall under the county's jurisdiction and not the Town's, the Library has the opportunity to serve as a unique bridge between the Town and local educational services and providers. Collaboration and outreach have been hallmarks of the Library's interaction with local schools through classroom visits, family literacy programs, class tours of the Library, preschool programming, and summer reading programs. The Library supports and encourages readers of all ages to help them learn to read and read to learn.

As it relates to the Library, **Public Facilities and Services** implies that customers find materials and information they need and have access to the Library building and services when needed. **Downtown and Shopping** refers to the Library's role as a key civic institution that anchors the northwest end of downtown and one that offers programs and services to draw residents and visitors downtown. To support **Jobs and Economic Development** the Library collaborates with customers, local businesses, and economic development agencies to promote and support the economic vitality of the Town and its citizens. For its **Public Involvement** role the Library provides programs and information to help residents be involved and informed citizens and promotes awareness of cultural diversity in the community.



Library Mission

The Mission statement describes the business of the Library – in other words, it describes what specific services the Library will provide that will move the community in the direction defined by the Vision.

Using the data collected on current programs or services of the Library, suggestions from the survey and the SWOT analyses conducted and suggestions made during group discussions, the Strategic Plan Steering Committee sought to update the Library's mission statement from its previous incarnation to one that articulated the roles the Library should fill in advancing the Vision put forth by the Town's *Comprehensive Long-Range Plan*.

As the current library statement already aligned very well with the five areas identified from the Town's vision (see Appendix F.), the Committee decided to make only a few minor changes. The phrase *"helps to ensure the continued economic vitality of the Town"* was added, demonstrating that the Library and its resources are vital to addressing the issues Southern Pines will face in the future and to its sustainability.

In addition, a tag line was added at the end of the mission statement: *"The Public Library – knowledge for a lifetime and beyond."* The Strategic Plan Steering Committee felt this line emphasized how the Library may be used by all ages and for a multitude of purposes, from teaching a child to read to researching one's ancestry. The Library can be a lifeline to at-risk youth as well as to the newly unemployed and to seniors looking for connections to the community.

The Southern Pines Public Library helps to ensure the continued economic vitality of the Town by providing citizens of Southern Pines with:

- Current materials of interest
- Educational support
- Reference services
- Access to information on business and finance
- Opportunities for cultural awareness

thereby nurturing a love of reading and a quest for knowledge and life-long learning.

"The Public Library—knowledge for a lifetime and beyond"



Library Action Plan Goals and Objectives

There are five sections of the Action Plan—one for each of the five Vision statements. Specific Goals, Policies, and Programs from the Town Plan that are directly relevant to the Library Plan are referenced at the end of each section. The Committee identified the overall role which the Library will play in supporting each Vision statement; this is the Goal statement. The specific services or programs which the Library will provide to reach the goals are identified as quantifiable Objectives for each vision area. In developing the objectives and setting priority ratings, the Committee considered data collected on current programs or services of the Library, suggestions from the Snapshot Survey, the SWOT analyses conducted with various groups, and suggestions made during group discussions. A Matrix aligning these elements is included in Appendix G.

Assessment

In a corporate setting, annual reports are required because investors and stakeholders are entitled to know the state of the market, how the year has been, and where things are headed. They want their investment validated and their risks minimized.

Although it is not a corporation, Southern Pines Public Library owes the same degree of accountability and specificity to its investors and stakeholders – the Town Council and the citizens of Southern Pines. Library transparency as a key step to improved service delivery is not a new concept for Southern Pines Public Library as evidenced by Appendix B, which is a record of the Library's ongoing and completed strategies from 2005-2010.

New programs and services added during 2005-2010 included: collections of downloadable audio books, e-books, and DVDs; expanded collection of books on CD and Large Print; 1/1 hold request ratio; county-wide group to promote libraries and provide community read programs; programming for adults—Oldies and Goodies Classic Movies; programming for children—Family Fun Nights, Books for Babies; programming for caregivers—Every Child Ready to Read; Geography Center for self-directed learning for elementary age children; One-Card for all library services and fees; online holds and account management; email notifications; wireless access; RFID self-check and security system.

As stated in the Introduction to the Strategic Plan, the Library will continue to collect data on both usage of and satisfaction with programs and services, and will use that information to review and adjust plan objectives. The Library will report annually to the Town Council and Southern Pines residents on all completed objectives, on the progress of any objectives not completed, and on any new objectives which have been added as conditions have changed.

The annual report, by summarizing the Library's accomplishments, is an effective means of highlighting the vital role the Library plays within the Town of Southern Pines. In addition, documenting essential information in a consistent format year after year will enable the staff and Library "investors" to compare and develop perspective.

Goals and Objectives

Public Facilities and Services

Maintain service levels; strategic, responsible growth*

Goal:

I. Library customers find materials and information they need and have access to the Library building and services when needed.

Objectives	Priority	Start Date	Completion Date	Funding Impact
<p>A. Redesign the Library Website</p> <ul style="list-style-type: none"> • The Library website is a part of the Town's website. Library staff will work with IT and other departments to ensure uniformity across departments. • By December 1, 2012, the Library staff will provide input for redesign of Town website, including the Library's section of the site. Staff will research and present specific suggestions to make pages interactive, to meet ADA requirements for access, and to incorporate best practices for government and public library websites. 	High	July 1, 2012	Dec. 1, 2012	Ongoing staff responsibility for editing. May have budget impact, depending on findings
<p>B. Increase Power outlets</p> <ul style="list-style-type: none"> • By 6/30/2011 increase the number of outlets available to power laptops from 20 to 30. <ul style="list-style-type: none"> ○ Management Team will coordinate installation of outlets with Building and Grounds department. ○ Management Team will research retrofit of table tops with outlet access centers, and, if feasible, contract work to be done. ○ Reference team will create a map of outlet locations to guide customers. 	High	Immediately	June 30, 2011	Budgeted for 2010/11
<p>C. Provide Netbooks for checkout</p> <ul style="list-style-type: none"> • By 7/31/2012 provide 6 netbooks to be checked out to card holders for use inside the Library and an additional print station to allow netbook users to print documents through the current print management system. <ul style="list-style-type: none"> ○ Assistant Directors will develop specifications for netbooks and print station and costs by 1/15/2012 to include in the operational budget proposal for FY 2012/2013. ○ Circulation Team will create a policy and procedures to manage check out. ○ Total usage of Internet PCs and netbooks will increase by 50%. 	High	July 1, 2011	July 31, 2012	New funding would be needed Proposed to operational budget 2012/13
<p>D. Weeding Non-Fiction and Reference collections</p> <ul style="list-style-type: none"> • Aggressively weed the Library non-fiction and reference collections. Reallocate 	High	July, 1 2011	June 30, 2012	Refinement of ongoing

<p>space to decrease need for top and bottom shelves and to accommodate increased shelving for DVD and CD collections. (See also Downtown and Shopping—Fiction collection)</p> <ul style="list-style-type: none"> • By 6/30/2012 (statistics to be reported by 7/31/2012) increase the turnover rate of the collection from 1.48 (09/10) to 2.0. <ul style="list-style-type: none"> ○ By 6/30/2011 number of items withdrawn will be equal to or exceed number of items added. Each Collection Development Team member will have a plan and schedule for reviewing assigned areas at least once annually. Following established guidelines, volunteers and part-time staff will assist with procedures. • By 12/31/2011 the Reference shelving area will be decreased by 60%. Reference Team will assess current print collection to determine usage, need, and other formats, and will identify items to withdraw. Volunteers and part-time staff will assist. • By 6/30/2012 staff will shift materials to reallocated shelving. • By 6/30/2014 the Reference shelving area will be decreased by an additional 6% and materials will no longer be stored on the floor after bound Pilot newspapers are withdrawn. • Customers will report 95% average satisfaction on annual survey question “I can easily find materials I want...” 				plan
<p>E. Customer Service in Reference and Circulation</p> <ul style="list-style-type: none"> • Provide reference and circulation services to support the needs of the customers. <ul style="list-style-type: none"> ○ In the bi-annual customer satisfaction surveys, the Reference Assistance and Circulation Services responses will continue to have an average rating of 95% or higher. ○ The Assistant Directors will continue providing training for staff, and staff will undergo peer and supervisor assessments at least 4 times a year. 	High	Ongoing		Continuation of ongoing service
<p>F. Provide eBook readers for training</p> <ul style="list-style-type: none"> • By 9/30/2011 provide ebook readers of several types for staff training and demonstration to customers. <ul style="list-style-type: none"> ○ Use information gained during training provided to staff by State Library on 3/30/2011 to select readers to purchase. ○ Assistant Directors to appoint a team to develop a funding request for purchase from Friends of Southern Pines Public Library and to design and implement training for staff. ○ During FY 2011/2012, all staff will receive training in using ebook readers and staff will provide demonstrations to a total of 100 customers. Fifty % of customers who had demonstration will report increase in comfort level with using readers. 	High	March 30, 2011	Sept. 30, 2011	Additional funding would be needed. Propose to Friends to fund for 2011/12



	<p>G. Promote online resources to high school students</p> <ul style="list-style-type: none"> At least 4 times during the 2011/12 academic year, the Assistant Director for Public Services will email or meet with teachers at Pinecrest High School to provide them with information about online resources that have information relevant to their subject matter and distribute fliers and bookmarks about the Teen Health and Wellness resource to students. Use of the Teen Health and Wellness Database will increase by 20% from FY 2010/11 to 2011/12. 	High	July 1, 2011	June 30, 2012	New idea to enhance ongoing programs of outreach to high school students No new funds needed
	<p>H. Library Services and Planning</p> <ul style="list-style-type: none"> Include Library services in planning for new neighborhoods and in planning for public transportation options to residents in areas outside of the downtown area. <ul style="list-style-type: none"> Provide a copy of the Library strategic plan to the Town Planning Director. Meet with the Planning Department staff to review the Library Plan development and relationship to the Town <i>Comprehensive Long-Range Plan</i> (CLRP). Document specific mention of Library services in future CLRP follow up work. By 12/30/2011, Library Management Team will research technical feasibility and costs of using a “Red Box” method of delivering library materials to off-site locations. Depending on results, the Team will consider proposals and funding options. 	High	July 1, 2011	Dec. 30, 2011	Additional funds may be needed, depending on results of research and Town growth.
	<p>I. North Carolina Digital Library download station</p> <ul style="list-style-type: none"> By 12/30/2012 provide a Download Station computer with which the reference team can use to provide one-on-one tutorials demonstrating the use of North Carolina Digital Library and related software. <ul style="list-style-type: none"> Assistant Directors will develop specifications for computer and costs by 1/15/2012 to include in the operational budget proposal for FY 2012/2013. Reference Team will create a policy and procedures to manage the use of the download station and training for staff. <ul style="list-style-type: none"> By implementing a download station, the circulation of downloadable formats will increase by 30%. 	Medium	July 1, 2011	Dec. 30, 2012	Additional funds would be needed to support this new service. Proposed to operating budget 2012/13
	<p>J. Bound Print Pilot Newspapers</p> <ul style="list-style-type: none"> De-accession the bound print Pilot newspapers by 6/30/2014. Work with <i>The Pilot</i> and the Moore County Historical Association to secure grant funding to digitize, OCR, and index the historical to current print edition. <ul style="list-style-type: none"> By 12/30/2011 Reference team will identify potential sources of grant funds and resources, including the NC Digital Heritage Center and State Library administered LSTA grants, and have a plan and timetable for applying for grant funds. Part-time staff will assist. Grant should include 	Medium	September 1, 2011	June 30, 2014	Additional funds would be needed. Proposed for grant funding.

<ul style="list-style-type: none"> o request for temporary or contract staff to work on project. o By 7/1/2013 secure grant funding and begin project. o Survey of Library customers before and after project will show increased success in locating specific articles in <i>The Pilot</i> as a result of the project. 				
<p>K. Library building and furniture upkeep</p> <ul style="list-style-type: none"> • Create and sustain a professional plan for maintaining the quality and comfort of the interior space, furnishings, and functional design of the Library achieved at time of construction and valued by the community. During FY 2011/12 address replacement or maintenance needs for the next 1-3 years. During FY 2012/13 assess and anticipate space needs for the next 3-5 years. <ul style="list-style-type: none"> o By 6/30/2011, secure funding for hiring an architectural design consultant to prepare the plan. By 11/30/2011, Library Management Team select and work with consultant to create plan with timetables to identify and replace or refinish furnishings and building appointments (carpet, blinds, appliances, etc.) reaching end of useful life. o By 1/15/2012, create proposed operational and capital replacement proposal to support the plan. o By 6/30/2013 identify changes in services and programs that have had and will have an impact on building space as identified in this plan and ways to effectively reallocate space. 	Medium	May 1, 2011	June 30, 2013	Additional funding would be needed. Proposed for 2011/12 and 2012/13 for planning. Replacement Items would be part of ongoing Town building upkeep. Friends may be approached to supplement major building upgrades
<p>L. Library Facebook Presence</p> <ul style="list-style-type: none"> • By July 1, 2011, the Library staff will create and maintain a Library Facebook account and a TAB Facebook account in accordance with Town policy and guidelines. <ul style="list-style-type: none"> o Library staff is part of Town team developing policy and guidelines for Town Social Media usage. o Staff will develop a schedule to monitor the pages daily and to post information about programs and pictures from programs at least twice a week. o Staff will incorporate Facebook badges on the Library's website, in email signatures, and on Library signage. o Ten % of respondents will indicate Facebook as a choice for source of information on program evaluation forms. 	Medium	Immediately	July 1, 2011	Refinement of ongoing project

<p>M. Customer Tutorials</p>  <ul style="list-style-type: none"> Beginning 9/1/2011, Reference staff will provide scheduled one-on-one tutorials for customers needing assistance with use of Library online resources. An average of 1 tutorial per month will be provided. Program evaluation forms will indicate 85% satisfaction. 	Low	Sept. 1, 2011	Ongoing	Replaces previous tutorials for catalog and basic internet use.
<p>N. DVD Collection</p> <ul style="list-style-type: none"> By 12/1/11, the Collection Development Team will assess increased demand for DVD titles/visual media and will review the Collection Development Policy to determine if changes should be proposed. Currently the policy states that the Library will consider for purchase DVDs which are of educational value. Adult DVDs will be primarily nonfiction and may include classics in cultural areas of music, art, film, and theater. Juvenile DVDs may include adaptations of classic children's literature. The Library seeks to provide items generally not available for rental at commercial video stores. The Team will consider the most effective and efficient way to meet card holder requests, along with space and budgetary implications. The Team will provide the Director with a report of factors considered, sources of input, and recommendations. 	Low	July 1, 2011	Dec. 1, 2011	Additional funds or reallocation of funds may be needed based on results of assessment.
<p>O. Promote online resources to adult users</p> <ul style="list-style-type: none"> Annually, online resources will be the focus of at least one newspaper article contributed by the Assistant Director for Public Services. By 6/30/2012, the Assistant Director for Technical Services will create instructions for card holders on using RSS feeds from catalog saved searches. Remote use of online resources will increase by 5% from FY 2011/12 to 2012/13. 	Low	July 1, 2011	Ongoing	Refinement of ongoing services

**Maintain the Town's health and essential qualities through proactive, long-range planning and implementation.(G.13)*

- Establish budget and funding methods for Town facility and service needs, supporting a logical course of implementation.(P-S.01)*
- Review, maintain and regularly update all Town planning documents.(P-S.02)*
- Budget to implement plans adopted or supported by the Town.(P-S.03)*

Develop and maintain community infrastructure supporting plan objectives throughout all of Southern Pines. (P-S.07)

Protect and enhance the civic vitality and function of Southern Pines neighborhoods. (G.04)

- Support the development of compatible neighborhood mixed-use and civic activity centers where suitable. (P-N.04)*
- Investigate public transportation opportunities in Southern Pines. (P-X.03)*

Maintain fiscal solvency while providing high levels of public service.(G.14)

- Ensure that costs of extending services to new development are generally borne by such development, except where cost-sharing is necessary to facilitate or attain larger community goals as determined by the Town. (P-S.11)*

EDUCATION

Engage service providers, support Town's desired future*

Goal:

II. The Library provides a unique bridge between the Town and local educational services and providers. The Library supports and encourages readers of all ages to help them learn to read and read to learn.

Objectives	Priority	Start Date	Completion Date	Funding Impact
<p>A. Library Card Fee - Students</p> <p> By 6/30/12, the Library Management Team will develop a specific proposal to present to the Town council to provide library cards at no charge to individual non-resident students who attend schools located in the town limits of Southern Pines and/or Southern Middle School and who qualify for free or reduced lunch support. The proposal will document how this service will support the goals of the Town's <i>Comprehensive Long-Range Plan</i> and the will benefit the Town and its citizens.</p>	High	July 1, 2011	June 30, 2012	May result is some loss of revenue or increase in demand for services.
<p>B. Integral Part of Education Process</p> <ul style="list-style-type: none"> The Southern Pines community views the Library as an integral part of the education process. By 6/30/2014 Library customer satisfaction surveys will show increase from 89.58% (FY 2009/10) to 95% in participants reporting the Library is an integral part of the education process. 	High	July 1, 2011	June 30, 2014	Refinement of ongoing plan
<p>C. Provide an engaging, interactive environment in the Library for young children and their parents.</p> <ul style="list-style-type: none"> Continue providing access to Geography Center for self-guided learning. <ul style="list-style-type: none"> Geography Team will focus on new games and software to include at the geography station by 12/30/11. Assistant Director for Technical Services will determine if there is a method to track the usage of the Geography Computer by 6/30/11. By 6/30/2012 Library Associate for Preschool Outreach will complete arrangement of the children's area. An Early Literacy Activity Center will be installed using a model presented by Virginia libraries. In this center children will have the opportunity to manipulate materials on their own as well as with other children and their parents. Parents and caregivers will have access to talking points for each activity, such as vocabulary to discuss and open ended questions to ask that inspire higher reasoning skills. By 6/30/2014 customer satisfaction surveys will show increase from 83.93% (FY 2009/10) to 89% in participants reporting satisfaction with materials for children. 	High	July 1, 2011	June 30, 2012	Refinement of ongoing services of displays in children's area.

<p>D. The Read to Your Bunny Program story program conducted both in the Library and at Southern Pines daycares and preschools provides modeling and instruction for caregivers of children age birth to 5 in early literacy activities to help children be ready to read.</p> <ul style="list-style-type: none"> • By 5/30/2012 caregivers participating in the Read to Your Bunny program will report a 50% increase in incorporation of early literacy activities in interactions with children on the end of year survey. • Staff uses Every Child Ready to Read techniques in program delivery. By 6/30/2012 the percentage of Library staff that incorporate 4 of 6 pre-reading skills will increase from 88% to 92%. • Read to Your Bunny staff members received annual training. Ninety % of providers will rate staff as well prepared and skilled in delivery of the programs in annual surveys. 	High	July 1, 2011	June 30, 2012	Refinement of ongoing program
<p>E. Every Child Ready to Read</p> <ul style="list-style-type: none"> • The Library Associate for Preschool Outreach continues to provide Every Child Ready to Read parent training sessions quarterly. A total of 25 will attend each year. All attendees report gain in knowledge or insight as a result of training. Beginning FY 2011/12, new target will be parents/caregivers of children not in care settings who are not engaging in early literacy activities with their children. <ul style="list-style-type: none"> ○ By 6/30/2012 Library staff will have identified 12 parents/caregivers of children not in care settings who are not engaging in early literacy activities with their children. ○ At least 5 will attend Every Child Ready to Read training provided by the Library Associate for Preschool Outreach. Participants in training will report increase in understanding of early literacy activities. 	High	July 1, 2011	June 30, 2012	Refinement of ongoing program
<p>F. Read Around Book Boxes</p> <ul style="list-style-type: none"> • Staff delivers a rotating collection of quality children's books in Read around Book Boxes each month to day care classes with guides on ways to incorporate books in classroom activities. <ul style="list-style-type: none"> ○ A total of 2000 books are delivered annually. ○ Seventy-five % of day care providers report they used at least 1 of the suggested activities during the month. ○ Increase percentage of sites that state the Read around Boxes are important to their curriculum on end of year evaluations from 33% to 60%. 	High	Ongoing		Refinement of ongoing program
<p>G. Books for Babies Program</p> <ul style="list-style-type: none"> • Continue to provide the Books for Babies program which distributes books to parents of children 12 months and under who come to the Library. The program also provides free books to other area libraries to share with their customers. Library Associate for Preschool Outreach will provide evaluation of the program to continue to request funding from the Rotary Club of the Sandhills to purchase the 	High	Ongoing		Refinement of ongoing program

	books. The Books for Babies program will distribute 50 books annually.				
	<p>H. Information Sessions for Teachers</p> <ul style="list-style-type: none"> Beginning FY 2012/2013 Library staff will provide an annual informational session for teachers in schools serving Southern Pines on the resources and services of the Library. Staff will coordinate with principals on scheduling and encouraging attendance. Library will provide refreshments, incentives to come to Library, and token of appreciation for teachers. Program survey will indicate 85% satisfaction and relevance of topic. Ten % of teachers will come to the Library. 	High	July 1, 2012	Ongoing	New program May require additional funds for incentives Request Friends funds
	<p>I. Children Programming</p> <ul style="list-style-type: none"> Library staff provides programs for children in grades K-5 and their families to encourage them to visit the Library, use its resources, and promote reading. By 3/30/2012 Library staff will provide 2 additional programs for children grades K-5. <ul style="list-style-type: none"> Library staff continues to make 3 outreach visits per year to at Southern Pines Primary and Southern Pines Elementary Schools (Coordinated with Friends RIF distributions). A total of 32 class rooms will be visited annually. Annually Library staff conducts at least 4 class tours and information sessions once a semester for teachers from Southern Pines schools. The Library will continue to hold an annual GIS Day program and promote Geography Bee for elementary schools. A total of 150 students will attend annually. The Library will continue to conduct annual summer reading programs involving creative programs and reading incentive for all ages. A total of 100 will register annually and a total of 425 will attend programs annually. The Library will provide at least three K-2 and three 3-5 Family Fun Night* programs per year. *New programming for this age could include a focus on math, science, and technology using topics of interest to elementary aged children. Provide at least four Sunday Afternoon at the Movies (grades 3-5) programs per semester. 	High	July 1, 2011	March 30, 2012	Refinement of ongoing programs
	<p>J. Middle School Programming</p> <ul style="list-style-type: none"> Library staff provides programs for middle and high school students to encourage them to visit the Library, use its resources, and promote reading. <ul style="list-style-type: none"> Hold regularly scheduled monthly <i>Pizza with Pizzazz</i> programs at which students have a chance to visit with friends, make positive connections with librarians, and explore their creative talents Sponsor Teen Read Week activities (including class visits) Hold two programs on high interest teen topics annually Guide and support Teen Advisory Board 	Medium	Ongoing		Refinement of ongoing plan

<p>K. Outreach Services</p> <ul style="list-style-type: none"> • Library staff provide outreach services to share expertise and encourage use of the Library for lifelong learning. <ul style="list-style-type: none"> ○ Library staff visits with Early Childhood Education classes at Sandhills Community College to demonstrate story telling techniques and how-to information for developing and using visuals. ○ Library staff partners with Sandhills Community College Adult Basic Ed students and HeadStart parents when possible. ○ Attend at least 2 community events/year to promote Library services. 	Medium	Ongoing		Refinement of ongoing plan
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***Engage service providers, support Town’s desired future.**

Southern Pines residents know that quality public and private primary, secondary, and post-secondary schools are of critical importance to the community’s future.

Present levels of service, as well as locations of facilities, should be maintained to complement growth.

Residents envision a more creative and dynamic relationship with educational services and providers, including greater involvement and cooperation with citizens of all ages, the business community, and civic organizations.

DOWNTOWN AND SHOPPING

Downtown centerpiece, plus diverse and convenient offerings*

Goal:

III. The Library is a key civic institution that anchors the northwest end of downtown. The Library offers programs and services that draw residents and visitors downtown.

Objectives	Priority	Start Date	Completion Date	Funding Impact
<p>A. Library Marketing Plan</p> <p> By 9/1/2012 complete and implement a Southern Pines Public Library Marketing Plan, incorporating best practices recommended by <i>The Marketing Toolkit</i>, prepared by the State Library. At the end of FY 2012/2013, library attendance, program attendance, and circulation will each increase by 5% over the previous year.</p> <ul style="list-style-type: none"> ○ By 9/1/2011, Assistant Directors will recruit a staff Marketing Team and establish a schedule for completion of the plan. ○ By 1/15/2012, the Marketing Team will have a draft plan with budget proposals for FY 2012/2013. 	High	July 1, 2011	Sept. 1, 2012	New funding would be needed. Proposed to operational budget or grant funding for 2012/13
<p>B. Weeding Fiction Collection</p> <ul style="list-style-type: none"> ● Aggressively weed the Library fiction collection. Reallocate space to decrease need for use of top and bottom shelves. <ul style="list-style-type: none"> ○ By 6/30/2012 (statistics to be reported by 7/31/2012) increase the turnover rate of the collection from 1.48 (09/10) to 2.0. ○ By 6/30/2011 number of items withdrawn will be equal to or exceed number of items added. Each Collection Development Team member will have a plan and schedule for reviewing assigned areas at least once annually. Following established guidelines, volunteers and part-time staff will assist with procedures. ○ By 12/31/2012 the Circulation Team and the Collection Development Team will combine the Mystery and Fiction sections to provide a seamless method of finding fiction titles for the customers, and to create a better flow on the fiction side of the Library. 	High	July 1, 2011	Dec. 31, 2012	Refinement of ongoing plan
<p>C. Connections of Displays to Downtown Shopping Areas</p> <p> Use displays to connect to downtown shopping areas.</p> <ul style="list-style-type: none"> ○ As part of the Marketing Plan, staff will initiate one promotional 	High	July 1, 2012	Sept. 1, 2013	New funding would be needed.

<p>idea annually in order to collaborate with downtown merchants and to promote the downtown business district. Programs may include hosting a breakfast meeting for the Southern Pines Business Association or displaying the “big library card” in the window of various merchants and having a “Where’s the Big Card this Month?” contest.</p> <ul style="list-style-type: none"> ○ Solicit coupons to local coffee shops for discounts. Put gift books in local coffee shops with invitations to the Library. 				Proposed to operational budget or grant funding for 2012/13
<p>D. Adult Programming</p> <ul style="list-style-type: none"> ● The Program Team will continue to plan and present Oldies and Goodies Classic Movies series at least 10 times/year. <ul style="list-style-type: none"> ○ Staff will provide introductory information and suggested reads for all movies and will provide Reading Maps for at least 3 of the movies. ○ At least one of the movies will be coordinated with a special “Books into Movies” program. Staff will select a book that was made into a movie to promote, with multiple copies for check-out and a book discussion before the showing of the movie. Copies of the selected title will circulate a total of at least 30 times. ○ Program attendance at the book discussion and movie will increase by 25% (as compared to other Oldies and Goodies film showings). ○ Program evaluations for all Oldies and Goodies programs will indicate an average satisfaction of 90% or higher. 	High	Ongoing		Refinement of ongoing program
<p>E. Author Read Series</p> <ul style="list-style-type: none"> ● Beginning FY 2011/2012, provide an “Author Read” series featuring the works of one author each year. <ul style="list-style-type: none"> ○ The Program Team will plan and implement the events and other activities. The author will be announced in August, with relevant programs, book discussions, Reading Maps, and displays coordinated to the choice to be held at least monthly during the year. ○ Feedback from program evaluations and user satisfaction surveys will indicate an average of 90% satisfaction with the programs. 	High	July 1, 2011	Ongoing	Refinement of ongoing program
<p>F. Relationships with Book Clubs</p> <ul style="list-style-type: none"> ● Develop closer relationships with area book clubs. <ul style="list-style-type: none"> ○ By 9/15/2012 hold a Book Club Party. Invite Book Clubs who are willing to accept new members and readers interested in 	High	July 1, 2011	Sept. 15, 2012	Refinement of ongoing program

joining Book Clubs. At least 4 clubs and 20 readers will participate. <ul style="list-style-type: none"> ○ By 9/15/2012 create 5 Book Club Kits for check out. Program Team and Circulation staff will create procedures. Kits will circulate at least 3 times annually. 				
 G. New Adult Programs <ul style="list-style-type: none"> ● Beginning FY 2011/12, the Program Team will hold two new adult programs annually. Possible programs include: <ul style="list-style-type: none"> ○ A Literary Speed Dating program wherein everyone brings their favorite books to use for conversation starters. ○ A Gaming Night. ○ Median age of attendees at programs will be 30 years, and 25% of attendees will be first-time visitors to the Library. 	Low	July 1, 2011	Ongoing	Additional funds required from Friends for support

***Downtown centerpiece, plus diverse and convenient offerings.**

Protect and enhance the civic vitality and function of downtown, including its residential neighborhoods. (G.02)

- *Give first consideration to downtown for placement of major symbolic civic institutional and office buildings, enhancing pedestrian activity and reinforcing downtown's prominence as the "heart" of the community. (P-D.06)*
 - *Develop and adopt a downtown plan, including a needs assessment, catalog of critical architectural, transportation, historic and public-space characteristics, and retail and marketing strategies. (PR.01)*

Support the development and growth of the arts and cultural activities in Southern Pines. (P-E.13)

JOBS AND ECONOMIC DEVELOPMENT

Leverage existing assets, continue to diversify*

Goal:

IV. The Library collaborates with customers, local businesses, and economic development agencies to promote and support the economic vitality of the Town and its citizens.

Objectives	Priority	Start Date	Completion Date	Funding Impact
 <p>A. Library Card Fee – Business Owners</p> <ul style="list-style-type: none"> • By 6/30/12, the Library Management Team will develop a specific proposal to present to the Town Council to provide library cards at no charge to individual business owners who have licenses to do business in the Town. The proposal will document how this service will support the goals of the Town's <i>Comprehensive Long-Range Plan</i> and the economic vitality of the Town and its citizens. 	Medium	July 1, 2011	June 30, 2012	May result in some loss of revenue or increase in demand for services.
<p>B. Kiosk Computer</p> <ul style="list-style-type: none"> • By 5/1/2011, the Library will replace the non-functioning Kiosk machine with a new, functioning computer for fee-based computer access for non-card holders. This service was initiated and funded by Friends of Southern Pines Public Library and it allows the Library to provide this service without impacting card holders and at no cost to tax payers. 	Medium	Immediately	May 1, 2011	Funds for replacement to be requested from Friends.
 <p>C. Library Marketing Plan</p> <ul style="list-style-type: none"> • Incorporate better marketing of Library services to businesses as part of the Marketing Plan (see <i>Downtown and Shopping</i>) by 9/1/2012. <ul style="list-style-type: none"> ▪ Plan will include specific objectives/strategies to target Southern Pines businesses including local business support groups. 	Medium	July 1, 2012	Sept. 1, 2013	New funding would be needed Proposed to operational budget or grant funding for 2012/13
 <p>D. Business Support Champion</p> <ul style="list-style-type: none"> • By 6/30/2011, the Library Director and Assistant Directors will identify a “business support champion”, a member of the Library staff, who will work closely with local businesses. 	Medium	Immediately	June 30, 2011	Refinement of ongoing programs

<p>E. Resume and Cover Letter Workshop</p> <ul style="list-style-type: none"> Annually, beginning 12/31/2012, the Program Team will arrange to provide a resume and cover letter workshop at the Library with local career counselors. Attendees will receive one-on-one feedback on their resumes/cover letters. A total of 10 participants will attend each session. Program evaluations will indicate 85 % satisfaction. Participants will also be asked to provide feedback on success in finding employment, with at least 4 participants reporting success. 	Medium	Dec. 31, 2012	Ongoing	Refinement of ongoing programs
<p>F. Promote NC Live in Schools</p> <ul style="list-style-type: none"> Annually, beginning 1/1/2012, the Reference Team will work with local schools to promote NC Live and other resources for college selection and career choices after graduation. The Reference Team will visit local school libraries (high school and middle school) once a year to discuss the NC Live career and test preparation resources. One hundred students will attend each year. 	Medium	Jan. 1, 2012	Ongoing	Refinement of ongoing programs
<p>G. Partnership with Sandhills Community College Small Business Center</p> <ul style="list-style-type: none"> Continue partnership with Sandhills Community College Small Business Center. In years past the Library has distributed on average 24 business planning bibliographies. The reference team will help increase the bibliographies distributed by 25% through suggesting use of it when customers ask for business related items in reference interviews. 	Medium	Ongoing		Refinement of ongoing programs
<p>H. Partnership with AARP representatives</p> <ul style="list-style-type: none"> Continue partnership with the American Association of Retired Persons (AARP) for tax assistance. In years past, an average of 436 people used this service. The circulation team will help increase usage of this service by 20% by posting information on the Library website and around the downtown area beginning 12/1/2011 – two months before the service begins. 	Medium	Ongoing		Refinement of ongoing program
<p>I. Promote Personal Investing NC Live Resources</p> <ul style="list-style-type: none"> By 6/30/2012 the Reference Team will create methods of publicizing the NC Live online resources related to personal investing such as <i>MorningStar</i>. The Assistant Director for Technical Services will determine if there is a method to include statistics from online personal investing 	Medium	July 1, 2011	June 30, 2012	Refinement of ongoing program

databases in the Library's monthly statistics.				
J. Reference Staff Training <ul style="list-style-type: none"> • Provide more intensive ongoing Reference Team training to ensure best service. Customer satisfaction surveys will indicate 85% satisfaction with Business Reference services(new measure). • The Reference Team will meet six times a year for training on specialized business resources. Each team member will select a resource (print, database, online) and become the library "expert." She will then present search strategies and other information to team members. She will also publicize the resource by writing an article for publication, possibly in <i>The Pilot</i> or The Chamber newsletter. • Reference Team members will complete reference training of some form (webinar, online class, etc. to be approved by supervisor) within one year of their annual evaluation. When completed, training will be reported upon to the rest of the team. 	Medium	Ongoing		Refinement of ongoing plan

*** Leverage existing assets, continue to diversify.**

Achieve a sustainable, balanced economy, providing community prosperity and fiscal health. (G.08)

Improve Southern Pines' and Moore County's economic resilience and self-reliance. (G.09)

- *Balance Southern Pines economic development efforts between encouraging business diversity and developing key business sectors. (P-E.01)*
- *Define and build Southern Pines' economic base on those qualities that make the town unique and desirable. (P-E.02)*
- *Collaborate with regional partners to position Southern Pines' qualities and assets in the regional economy. (P-E.03)*
- *Ensure economic development efforts aid the diversification of Southern Pines' age and demographic makeup. (P-E.05)*
- *Support and encourage local entrepreneurship as a fundamental component of economic resilience. (P-E.08)*
- *Work with educational providers to match curricula with economic development objectives and opportunities. (P-E.09)*
- *Recognize and support the regional agricultural economy for its role in sustaining local lifestyles and improving self-reliance. (P-E.10)*
- *Support local small business, service and retail activities in and near downtown.(P.E.11)*
- *Support the development and growth of the arts and cultural activities in Southern Pines. (P-E.13)*

PUBLIC INVOLVEMENT

Keeping Southern Pines vital, focused*

Goal:

V. The Library provides programs and information to help residents be involved and informed citizens and promotes cultural diversity awareness in the community.

Objective	Priority	Start Date	Completion Date	Funding Impact
<p>A. Explorations Series</p> <ul style="list-style-type: none"> • Library staff will continue to present 10 programs a year for the Explorations series for adults. <ul style="list-style-type: none"> ○ Total attendance for Explorations programs will increase by 15%, and program evaluations will report the average satisfaction rate to be 85% or higher. 	High	Ongoing		Refinement of ongoing program
<p>B. Outreach Events</p> <ul style="list-style-type: none"> • Library staff will continue to hold 2 outreach events or activities annually. Outcome-survey responses will reflect demographics of community. <ul style="list-style-type: none"> ○ Staff will continue representing the Library at established programs like “National Night Out” and will continue providing tours of the Library for community groups, such as scout troops and Junior Historians. Staff will also work with other Town departments on special events. ○ By December 2011 Library staff will contact the local Boys & Girls Club and homeschool groups to establish contacts and promote Library services. 	High	Ongoing		Refinement of ongoing plan
<p>C. Educate Citizens</p> <ul style="list-style-type: none"> • Educate citizens of Southern Pines about the goals of the Town’s <i>Comprehensive Long-Range Plan</i> (CLRP.) <ul style="list-style-type: none"> ○ Beginning FY 2011/2012, the Program Team will incorporate the themes of the CLRP into at least 4 of the Explorations series of programs for adults. ○ Program evaluations will report increased awareness of the CLRP goals by participants. 	High	July 1, 2011	Ongoing	Refinement of ongoing program
<p>D. Citizen Academy for Teens and Teen Advisory Board</p> <ul style="list-style-type: none"> •  Work with Teen Advisory Board to plan and present Citizen Academy for Teens. A Citizen Academy is a series of programs or classes which introduce participants to the services, responsibilities, and activities of 	Medium	July 1, 2011	June 1, 2012	Refinement of ongoing program. May require

<p>the various departments of the Town in order to enrich youth understanding and participation in local governance.</p> <ul style="list-style-type: none"> ○ By 6/1/2012, Library staff will complete a plan for establishing Citizen Academy. Staff will identify key contacts within the community to serve as resources and to provide input for the plan. In cooperation with other Town departments, the Library will facilitate opportunities for local teens to become involved in civic matters and to contribute to Town boards where possible. 				<p>additional funds for supplies</p>
<p>E. Cultural Diversity Team</p> <ul style="list-style-type: none"> ● Reestablish the Cultural Diversity Team in order to complete and implement an outreach plan. <ul style="list-style-type: none"> ○ Beginning FY 2011/2012, the Program Team will incorporate one program of interest to multicultural audiences into the Explorations series for adults and one into programming for each age level of children. Program evaluations will include questions to assess interest and suggestions for future related programs and services. Possible programs include a Cinco de Mayo party and a Salsa dancing night. ○ By 6/30/2012, at least one Librarian will add ALA Ethnic & Multicultural Information Exchange Round Table to her membership. ○ By 9/1/2012, Assistant Directors will recruit a staff Outreach Team and establish a schedule for completion of an Outreach plan. The Team will identify key contacts within the community to serve as resources and to provide input for the plan. ○ By 1/15/2013, the Team will have a draft plan with budget proposals for FY 2014/2015. ○ At the end of FY 2014/2015, library attendance, program attendance and circulation by more diverse demographics will each increase by 5% over the previous year. 	<p>Medium</p>	<p>July 1, 2011</p>	<p>June 30, 2015</p>	<p>Refinement of ongoing plan</p> <p>New funding for Operational budget may be needed based on assessment of Outreach Team</p>
<p>F. Update Oral History</p> <ul style="list-style-type: none"> ●  Work with residents of West Southern Pines to update the book <i>Oral History of West Southern Pines</i> published in 1987. <ul style="list-style-type: none"> ○ Using the nationally recognized StoryCorps program as a guide, staff will interview at least 25 longtime residents of West Southern Pines by 6/30/2013. ○ Library staff will select and train volunteers to conduct the interviews. 	<p>Low</p>	<p>July 1, 2011</p>	<p>June 30, 2013</p>	<p>New funding would be needed. Proposed to operational budget or grant funding for 2012/13</p>

***Keeping Southern Pines vital, focused.**

Protect and enhance the civic vitality and function of Southern Pines neighborhoods. (G.04)

Involve the community of Southern Pines in local government planning and decision-making. (G.16)

- *Ensure economic development efforts aid the diversification of Southern Pines' age and demographic makeup. (P-E.05)*
 - *Develop and maintain community infrastructure supporting plan objectives throughout all of Southern Pines. (P-S.07)*
 - *Develop and adopt a West Southern Pines neighborhood plan, including a needs assessment, catalog of critical architectural, transportation, historic and public-space characteristics, specific overlay regulations (if any), and implementation strategies and programs.(PR.03)*
 - *Involve the community in plan reviews and updates. (P-S.08)*
 - *Encourage and support citizen involvement with Town boards, commissions, and civic organizations. (P-S.09)*
 - *With community partners, identify and implement at least two pilot activities that enrich youth understanding and participation in local governance. (PR.14)*
- Maintain public access and openness to Town services, deliberations and activities. (P-S.10)*

