



**"FURNISHING THE FUTURE"
HIGH POINT PUBLIC LIBRARY
2013-16 STRATEGIC INITIATIVE**

- Nurturing the joy of reading.
- Sharing the power of knowledge.
- Strengthening the sense of community.
- Enhancing cultural and economic vitality.

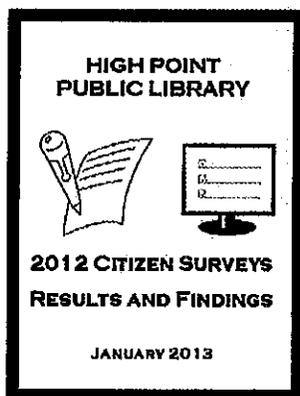
Missions of the High Point Public Library

HIGH POINT PUBLIC LIBRARY 2013-16 STRATEGIC INITIATIVE

In an era of almost continuous change, knowledge-based public service agencies like the High Point Public Library must be especially attuned to the needs of the citizens who support them and the communities they serve. That principle is the driving force behind the Library's on-going efforts to ensure maximum relevance, and to provide full transparency and accountability for its operations. The institution has no higher obligation.



This 2013-16 Strategic Initiative is the latest such effort in that regard. From the outset, Library officials worked to ensure that broad-based community involvement was an integral part of the planning process. After all, the Library is supported by public dollars, and residents are entitled to a major voice in influencing how those funds are spent-- in effect, defining the desired return on taxpayer investment.



As a key part of this latest initiative, the Library gave local residents the opportunity to rate the institution's current performance and to describe the sorts of materials, services and programs it should offer going forward. A survey instrument was developed and made available in both hard copy and on-line formats in the last two months of 2012. Almost 300 individuals participated in the process.

The Library's Management Team used the survey findings, population projections, other socio-economic analyses, comparisons to peer library systems in North Carolina, and its own detailed knowledge of the Library's strengths, weaknesses, opportunities and challenges to develop this blueprint for the years immediately ahead.

The Library based its work on several key issues:

- Clearly differentiating the Library from all other providers of information and knowledge.
- Making the best use of limited resources in a time of increased financial pressures.
- Identifying and reducing the barriers to greater use of the Library's resources, both at its physical locations and on-line.
- Fully understanding and responding to the multiple environments within which the Library functions.
- Enhancing the public's understanding of the multiple values that the Library delivers.
- Defining the appropriate roles for the Library in the future of the High Point area.
- Developing return on investment criteria that clearly define the benefits accruing to the region from tax dollars that support the Library.

There was a solid appreciation of the fact that funding realities will not permit the implementation of some of the suggestions from the public, and that the Library has a clear responsibility to produce a document that is not only ambitious in scope, but realistic in terms of being actually implemented.



The Library designed the initiative around an organizational framework that provides both clarity of purpose and accountability for results. The Library Management Team first examined and modified the agency's statement of its missions.

Those missions were then factored down to a series of goal areas. Rather than use such categories as collections, technology, programs and staff as the subjects of the goals as libraries have traditionally done, the High

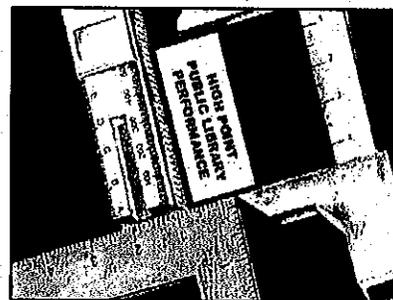
Point approach was to use its diverse service groups as the basis of the goals.

Accordingly, the primary goals in this report are for the following:

- Children: Early Literacy - Middle School (pages 3-4).
- Teens (pages 5-6).
- Young Adults: 20-29 (page 7).
- Adults: 30-60 (pages 8-9).
- Seniors: 61+ (pages 10-12).
- Immigrant/Refugee Populations (pages 13-14).
- Non-Central High Point Residents (pages 15-16).
- Economic Development (pages 17-18).
- Community Center (pages 19-20).
- Community Collaboration (pages 21-22).
- Library Facilities (pages 23-24).
- Friends of the Library / Library Foundation (pages 25-26).

Each of these goal areas is sub-factored to a series of specific measurable objectives. Achieving these quantifiable objectives will lead logically to delivering tangible and substantial information and services to the target group for that goal. By collectively and completely addressing each of the goals, the Library will successfully carry out its missions.

The Library thereby directly addresses its key responsibility to provide full accountability for the public monies entrusted to it. It also provides the management tool for the Library Director and her management team to guide the institution to a future of relevant and professional service to its highly diverse constituents. At the same time, the Library provides its funding sources with a precise definition of what it seeks to achieve and the degree of its success, or lack of same, in doing so.



This document is a flexible instrument-- one that sets a specific direction, but that recognizes that it needs to be reevaluated and occasionally modified as the needs and conditions within High Point change. What will not change is the Library's commitment to program excellence and its insistence on financial and program accountability.

As a result, strategic planning becomes very much an on-going process rather than the development of an end product report.

CHILDREN'S SERVICES: EARLY LITERACY - MIDDLE SCHOOL

Goal: The Children's Division of the High Point Public Library will work to support the educational, developmental and recreational needs of children, from birth to 14 years old, in the High Point Community by providing a variety of programs, services, materials in a various formats in the library, at schools and at daycare locations.

Objective 1: To increase community participation in programs and to be inclusive in promoting a collection and programs reflecting the diversity of the High Point community. The Children's Division currently has about 700 book titles in a variety of languages in the children's collection. In 2012, the Children's Division conducted approximately 1,500 programs for children in the library and through outreach services. Of these programs, only three were centered on a cultural theme-- Chinese New Year, Hispanic Heritage Month, and Native American Heritage Month.



How: By evaluating and increasing the world language collection for children. By holding more programs that reflect the multicultural aspects of the High Point community. By partnering with High Point elementary schools that emphasize multicultural programming as part of their curriculum. By partnering with local community groups organized around cultural identification.

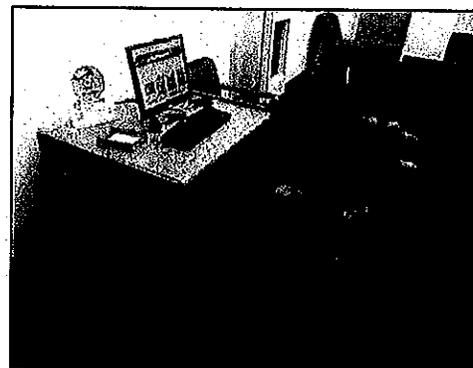
Start When: For the collection – start in year one by evaluating the current collection of world language books, DVD's music, recorded books, periodicals for children. Weed as needed. Then increase the collection with new materials for the various languages as needed. This might involve the necessity of finding more space for the children's World Language collection.

For the programs, start in the first year and add one new multi-cultural program each year. By the third year, have planned and conducted a multi-cultural festival at the library.

Completed When: By the end of the third year.

Attainment Indicator: Increased use (checkout) of world language collection. Increased participation in programs from various multicultural populations in the community.

Objective 2: To increase the availability of computers for children in the library. This was an issue mentioned multiple times in the most recent customer satisfaction survey. We currently have two educational game computers for public use in the children's room. One has programs appropriate for early literacy; the other has games that are appropriate for elementary age users. Both computers were used for over 4,000 sessions during the past year.



How: By identifying ways to purchase the necessary computer equipment and furniture.

Start When: In 2013, investigate ways to fund the increase in equipment. Develop a plan to provide necessary space in the children's room. Purchase a new computer and furniture each of the second and third years.

Completed When: By end of the 2105.

Attainment Indicator: After three years, there will be a 100% increase in available computers for children. In the next satisfaction survey, there should be a decrease in the number of requests for computers for children.

Objective 3: To establish an outdoor programming space for children's programs.

How: By using the site beside the mobile library garage to create an inviting and exciting outdoor space where children's staff can plan and conduct programs for various ages.

Start When: The basic infrastructure-- fencing, flooring and covering-- should be planned in 2013. In 2014, all affordable infrastructures should be completed and programming can begin. In 2015, funding sources for the completion of the space should be established.

Completed When: The space should be ready for programming in the second year. Plans for completing the entire project should be in place after the third year.

Attainment Indicator: The space is being used for children's programming. Sources for funding are found to complete the project.

Objective 4: To increase the productivity and effectiveness of the Children's Outreach program. In 2012, the children's outreach staff, consisting of two part time paraprofessionals, conducted 932 outreach programs and book deliveries to High Point home daycares, daycare centers and after school programs. With this staffing situation, the Children's Division is unable to take on any new site visits.

How: By producing early literacy kit bags. And by introducing new technologies to the outreach services. In order to do this, we will need to hire a children's librarian for outreach services. When the mobile library and outreach services became part of the Children's Division, it was staffed by three part-time paraprofessional staffers and one full-time librarian. Currently outreach services are staffed by two part-time paraprofessional staff.



Start When: In 2013, hire a children's librarian for outreach services. This librarian would initiate research into the types of theme kits and new technology that would most benefit the users. In 2014, the theme kits would be put together, promoted with the outreach population and circulated. In 2015, the new technology would be purchased and training and use at outreach sites would begin.

Completed When: By end of 2015.

Attainment Indicator: More sites will receive outreach services. We will conduct a customer satisfaction survey at the beginning of the first year and at the end of the third year to measure the increase of user satisfaction with library outreach services.

TEENS' SERVICES

Goal: The High Point Public Library will actively engage area teens as regular patrons by enhancing its selection of educational, developmental and recreational resources relevant to their needs and interests, and by offering those resources to them in inviting physical and on-line locations.



Readers' Services provides an excellent, well-used teen fiction collection. The collection is housed in an area that is a dedicated space for teens. Non-fiction is not part of the collection. The biggest draw for teenagers has been the "Teen Garage" a space that provides, seating, tables and is designed to appeal to teenagers. This space is reserved at all times for teenagers 13-18. The garage has also been used for limited programming.

In the past we have provided video gaming, book release parties and holiday events, but due to staff limitations we have not been able to do this a regular basis. We currently sponsor a teen anime/manga group which has been meeting weekly for over a year. We have many special activities in the summer including a teen summer reading program and video gaming days. We also have a strong teen volunteer program in place.

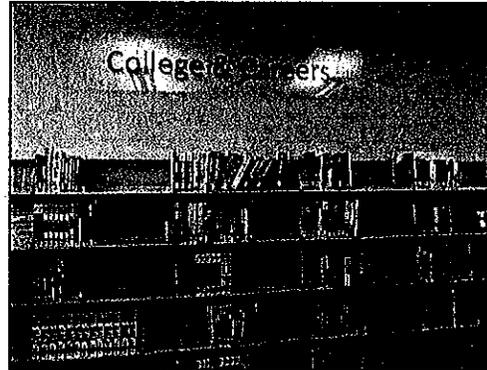
Objective 1: To provide timely and relevant non-fiction materials written and targeted to teenagers and displayed in a browsing collection.

How: By intentionally using publishers of young adult materials and distributors to purchase professionally reviewed non-fiction for browsing. The collection will contain books and media of current high interest topics for teens. (Relationships, social concerns, sexuality).

Start When: Reviewing materials and developing a purchasing plan will begin in July 2013.

Completed When: 50 titles to added by the end of the fiscal year with ongoing purchasing as needed to update annually.

Attainment Indicator: Circulation statistics for this collection reflect at least 25% of young adult circulation.



Objective 2: To provide less structured programming opportunities for teens "hanging out" in the library.

How: By providing programs that require set up by staff but not time structured management. By establishing a series of crafts and activities that can be done by teens on their own in the Teen Garage. Projects would be designed so that teens could pick up the craft items or activity items on their own and complete them with minimal assistance.

Start When: Planning for the first six months of fiscal year 2013-2014 to begin in May 2013.

Completed When: Ongoing

Attainment Indicator: Participation by teens using teen garage. First goal would be completion by a minimum of 12 teens participating in each "drop in" activity.

Objective 3: The library will provide a special event for teens each quarter of the year.

How: Planning and budgeting for events that have wide appeal and are of high interest to teens. Using the current social world and social networking systems to determine and drive the concepts and the promotion and publicity.

Start When: Planning will begin in November 2013 with programming beginning in the first quarter of the year. Must have completed at least 3 programs by November 2014.

Completed When: 2014. Will have 4 programs a year.

Attainment Indicator: Special events are well-organized and on-going.

Objective 4: To improve service to teens by expanding programming and services. (Including technology)

How: Hire an additional librarian for Readers' Services Division. This position will be a dedicated position with 80% of the staff member's time being spent on service to teens.

Start When: Hire for the fiscal year 2014-2015.

Completed When: Upon hiring and ongoing.

Attainment Indicator: Hiring of staff member and development of a full calendar of services and programs.

Objective 5: To integrate teen services from other agencies into teen services at the library.

How: Develop an ad hoc group of agencies providing mentoring, after-school programming, tutoring, leadership, social skills, and services and develop opportunities for their services to teens at the library.

Start When: Investigate and make contacts with outside agencies in 2013-2014. Establish a structured program for these services in Fiscal year 2014-2015.

Completed When: By the end of 2015.

Attainment Indicator: Participation by at least 4 outside agencies providing enhanced services for teen library users.

SERVICES TO YOUNG ADULTS: AGES 20 – 29

Goal: High Point Public Library will provide programming, services, materials and technology to meet the economic, educational, recreational and social needs of adults ages 20-29 in the greater High Point community.

Currently, the High Point Public Library is looking for ways to better reach and engage members of this age group.

Objective 1: Find ways to engage more members of this age group.

How: Develop programming that is more relevant to this age group. For example, offer gaming programs and clubs, or offer financial planning for college graduates. Offer virtual clubs and blogs relevant to this age group.

Start When: Immediately. A gaming club that has been recently established. Other programs to start in the fall of 2013.

Completed When: Ongoing.

Attainment Indicator: Development of a continuing program series or club that attracts and keeps members of this age group engaged with the library.

Objective 2: Collection development to obtain a greater number of online resources relevant to this age group.

How: Evaluate and purchase library materials that are available in virtual formats instead of hard copies.

Start When: Immediately. The library already purchases e-books, and has recently found a vendor for e-periodicals.

Completed When: Ongoing.

Attainment Indicator: The library will monitor relevant material collections from year to year to ensure that a turnover ratio of at least 40% is maintained.

ADULT SERVICES: AGES 30-60

Goal: High Point Public Library will support the City of High Point's endeavors by providing programming, services, materials and technology to meet the economic, educational, recreational and social needs of adults ages 30-60.

[PROGRAMMING]

Objective 1: Initiate fiction and nonfiction book clubs and programs that will appeal to adults ages 30-60.

How: Seek opportunities to create an interdivisional book group incorporating reading lists to include fiction and nonfiction titles on a common theme or subject.

Start When:

- Investigate staff resources to facilitate club events by June 2013; if feasible then publicize club and hold first event by fall 2013. Increase events in 2014 if public interest warrants.
- Produce two adult fiction/non-fiction author visits/lectures and book signings—mid-list authors in 2013 and 2014.

Completed When: Ongoing.

Attainment Indicator: See boxes at bottom of this page.

Objective 2: Initiate four new technology program series over next three years provided we have instructor in place

How: Hire a skilled individual to teach more computer technology classes part-time.

Start When: 2013. Potential class subjects include:

- How to set up and use a Facebook or Email account.
- Using LinkedIn for business and career interests.
- How to use MS Publisher.
- Basic MS Excel-

Completed When: When instructor is hired and classes are added over the next three years. When book clubs are established or clubs are discontinued due to lack of interest

Attainment Indicator: Continue to provide programming at the 11-12 levels shown.

Fiscal year:	
07-08	158 programs/1795 attendance.
08-09	149 programs/2416 attendance.
09-10	401 programs/3480 attendance.

Fiscal year:	
10-11	924 programs/7112 attendance.
11-12	1191 programs/8837 attendance.
12-13	Maintain current level based on 2011-2012 Fiscal year.

[TECHNOLOGY]

Objective 1: Investigate customer interest for e-reader borrowing program and for laptop or tablet in library borrowing program. Investigate feasibility and establish a pilot lending program for tablets and preloaded e-readers for popular fiction and or nonfiction titles. Investigate Envisionware for automated time extension features to give the Library's Public Computing Center customers more computer access



How: Research other libraries who initiated device lending programs. Seek information on damaged/lost equipment to gauge the expense to procure and maintain lending programs of equipment. Investigate Envisionware time extension features and implement time extensions if feasible

Start When: Envisionware- January 2013. Equipment lending investigation-July 2014

Completed When: Time extensions have been initiated since January 2013. Equipment lending- When Library leadership team makes a decision to move forward and implement or to scrap ideas

Attainment Indicators: Lending equipment- Use of statistical analysis from customer survey completed in spring 2012 to gauge interest. 82 % of customers surveyed (130) signaled positive interest in pre-loaded e-reading devices on loan. Use circulation history reports to gauge actual use in device loaning program. Statistically track computer use for increase in computer sessions usage each month after January 21, 2013

[MATERIALS COLLECTIONS]

Objective 1: Investigate and consider vendors for downloadable music and vendors for e-periodicals access.

How: Seek out vendors, set up demonstrations of resources. Contact libraries that already use downloadable music and e-periodicals.

Start When: E-Periodicals and downloadable music investigation has been on-going from 2011 through 2013.

Completed When: When funding and vendors are procured and resources are accessible to library customers or when library management team scraps project.

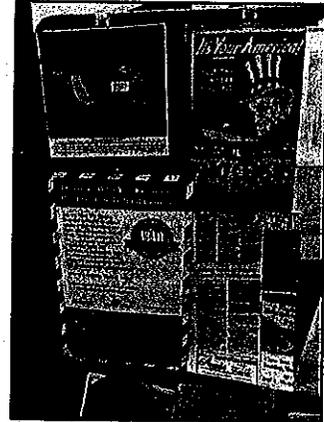
Attainment Indicator: Customer requests and customer surveys; Monthly use statistics.

SERVICES TO SENIORS: AGE 61+

Goal: To develop new methods for meeting the needs of Seniors in the community, while promoting the information resources and services that we already provide and seeking out ways to partner with organizations in the community that are already providing services to the senior population.

Objective 1: To pursue an ongoing partnership with the Culler Senior Center, also a department of the City of High Point, to provide significant informational programs for the citizens it serves.

How: Staff from the Culler Center and the Library will work together to plan and advertise a 6-part Professional Speaker series. This is intended to provide a programming customized to reach more of the retired professionals in the community and who may not be familiar with the resources available to them at the Library and the Culler Center. Also, Heritage Research Center staff will produce at least 2 programs annually of a genealogical or historical nature to be held at the Library, Culler Senior Center or other locations convenient to senior citizens



Start When: The planning for this series will begin in Summer of 2013 with the first series to be held in Spring 2014

Completed When: Fall of 2015

Attainment Indicator: We will measure the success of this project by an increase in attendance of programs sponsored by the Culler Senior Center and any increases in library cardholders due to these events.

Objective 2: Include content of interest to Seniors in monthly calendar, website, and develop programs around relevant topics

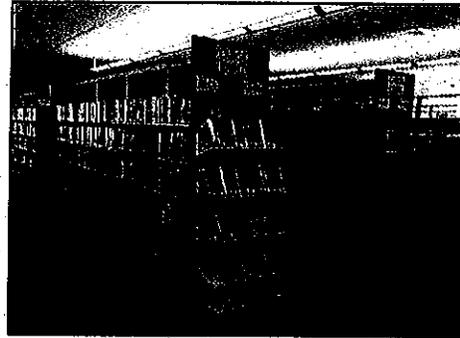
How: Library staff will post monthly questions directed to Seniors asking for topic suggestions on website, Facebook page and within the library. From the results of this informal polling, develop a "Senior Point of View" section of the monthly calendar and plan programs around some of the more requested topics. Also from this information, develop a webpage detailing organizations, government programs, etc. available locally for Seniors (do this through LibGuides).

Start When: The informal polling will be late Summer 2013-early Fall 2013 with the "Senior Point of View" column to begin running in Jan. 2014. Any related programs will be planned in Spring 2014 to begin Summer 2014. The webpage would be launched in late Summer 2014.

Completed When: If the column is popular, it would become a regular part of the calendar. The programming would run through Fall 2014 and at that point be evaluated for its success. The webpage would be an ongoing project, since the information included in it would evolve over time.

Attainment Indicator: The success of these efforts will be measured by: the number of responses we have to our informal polls, the attendance at our related programs, and the visits to our Seniors webpage.

Objective 3: To enhance the library collections to better meet the reading needs of Seniors in the community. We made 242 visits to homebound Seniors in FY 2011-12 through our SHARE (Senior Homebound Adult Reading Enrichment) program. These visits are for citizens living in retirement communities, nursing homes, and individual homes that are unable to come to the library to checkout library materials. These citizens are avid readers and usually prefer Large Print or Audiobooks and many of them have already read the materials that we currently have.



How: Library Staff will develop a strategy to add Inspirational Fiction and Biography titles to the Large Print and Book on CD collections. This will meet the growing needs of the SHARE customers who prefer these genres and have enjoyed most of the titles that we already own, as well as other customers who enjoy the Large Print and Audio collections. Currently we have over 11,600 fiction and nonfiction titles in the Large Print collection. There were almost 49,000 circulations from the Large Print collection in FY 2011-12. In our Audiobook collection we currently have 9,500 fiction and nonfiction titles and the circulation from this collection was almost 58,000 in FY 2011-12.

Start When: We will plan to add 25 titles to each collection annually starting in FY 2013-14 (based on budget and space constraints).

Completed When: We will evaluate the collection at the end of FY 2013-14 to see if the additional titles are meeting the needs.

Attainment Indicator: We will measure the success of this objective by an increase in SHARE visits and circulation of Large Print and Audiobooks from FY 2012-13 to FY 2014-15.

Objective 4: To plan special programs for Seniors throughout the year.

How: Based on ideas from library staff, and any other suggestions we get from seniors we will plan to add three programs initially. The programs will include, but not be limited to:

- Saturday at the Movies: show a classic film every other month on Saturday afternoons starting in July 2013; refreshments provided and facilitated discussion to occur after the showing.
- Senior Computer Class: to be developed by library staff and other organizations in the community that have experience with this population. The topics will be based on needs expressed by Seniors. Classes to begin in Spring 2014.
- Senior Oral History project: With the assistance of the Heritage Resource Center staff develop a project to invite Seniors to come and write and share their stories with younger family members or their peers. Pursue grant funding to begin this project. To begin planning in Spring 2014.

Ideally these programs will allow Seniors to connect with each other in a meaningful way by sharing their life experience. This will also help in raising the profile of the library as community center.

Start When: The programs will start in Summer 2014, with planning beginning in Fall 2013. The computer classes will begin in Spring 2014. The planning of the Oral History Project will begin in Spring 2014, first by pursuing any interested community partners and seeking out potential grant funding. The programs should start in Spring 2015.

Completed When: End of FY 2014-15.

Attainment Indicator: The success of these efforts will be measured by the amount of positive feedback received at the end of the first program series. We will also measure the attendance and feedback at the computer classes.

Objective 5: To continue our outreach efforts to introduce the North Carolina Digital Library (NCDL) to Seniors in the community.

Background: NCDL is a service that provides free access to download eBooks and audiobooks to users of its member libraries. This is a shared collection among 20 libraries in the state. We were one of the founding libraries in 2005 and since 2010 we have seen a tremendous increase in interest in this collection. Currently we have 10,800 eBooks and 5,600 audiobooks that can be downloaded from NCDL. In 2011-12 our total circulation for NCDL titles was 13,000 titles, we provided 22 eBook assistance programs, and over 260 one-on-one eBook assistance appointments. In December 2012 we had almost 500 library users who used NCDL on a regular basis. Even with this usage, we know that there are people in the community who are not aware that we provide this convenient service.

How: Library Staff will continue to develop relationships with retirement communities and Senior Centers and offer to present programs on NCDL for their clients and residents. In May 2012 we made our first visit to a retirement community and due to its success we have 3 more visits planned for this Spring. We will also continue to offer regular eBook assistance programs in the library and provide individualized help as needed. We will plan to offer presentations to retirement communities once a quarter from Spring 2013-Fall 2015.

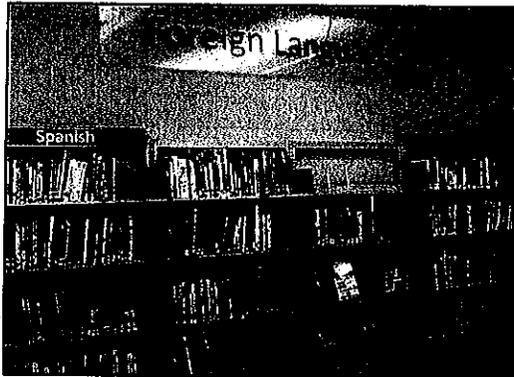
Start When: Spring 2013.

Completed When: Ongoing through 2015.

Attainment Indicator: We will measure the success of this objective by the number of outreach presentations made, an increase in NCDL circulation, increase in library users who use NCDL, and positive feedback from program presentations.

SERVICES TO IMMIGRANT AND REFUGEE POPULATIONS

Goal: The Library will support the City of High Point's endeavors by providing programming, services, materials and technology to meet the economic, educational, recreational and social needs of immigrant and refugee populations in the greater High Point community.



Currently, the High Point Public Library provides a Foreign Language Collection of about 1,800 books in various languages including: Spanish, Chinese, Korean, Urdu, Vietnamese, German, and French. By collecting data from the various users of this collection the library will be able to develop a collection that is more relevant to the needs of the immigrant and refugee populations. The High Point Public Library would also like to offer programming that is responsive to the needs of these communities.

Objective 1: Establish strong contacts within the various communities.

How: Contact existing organizations in the community that serve immigrant and refugee populations. The following organizations already work closely with the immigrant and refugee population of High Point. These organizations are: Reading Connections, GTCC ESL program, World Relief Organization, and Latino Community Center.

Start When: April 2013.

Completed When: Summer of 2013

Attainment Indicator: The library will establish contact with a representative of each community or member of one of the above organizations that interacts with that community on a regular basis.

Objective 2: Survey to discover specific information needs or services that each community is seeking from the library.

How: Gather information on the specific needs of each community using informal or formal survey methods.

Start When: Spring 2013

Completed When: Initial survey to be completed by Fall 2013. Could be repeated in the future as the need arises.

Attainment Indicator: Data gathered from each community will be analyzed to assist in enhancing collection development and library programming.

Objective 3: Educate immigrant and refugee community members about services available at the library

How: Disseminating information to community members about library services in conjunction with the survey in objective # 2 above and continuing as needed in the future.

Start When: Spring 2013.

Completed When: Ongoing.

Attainment Indicator: Distribute information about various services and programs available at the library; especially those services and programs that impact the immigrant and refugee populations.

Objective 4: Make collection development and programming more relevant to the needs of immigrant and refugee populations.

How: Using the survey data collected in objective #2 to develop better collection management for the Foreign Language Collection and to produce programming that better suits the needs of the various immigrant and refugee populations.

Start When: Fall 2013.

Completed When: Ongoing.

Attainment Indicator: The library will produce at least one program per year that is relevant to immigrant and refugee populations. The Foreign Language Collection turnover rate will increase by 10%.

SERVICES TO NON-CENTRAL HIGH POINT RESIDENTS

Goal: To provide library service to citizens living in areas of non-central High Point through the use of appropriately located City of High Point Recreation Centers and retail establishments.

Objective 1: Determine what the citizens of non-central High Point want from the library.

How: Create a survey with questions specific to the demographics of the areas & place it at local businesses in non-central High Point & City of High Point Recreation Centers.

Start When: Start in September 2013, End in October 2013

Attainment Indicator: 200 completed surveys

Objective 2: Determine the capability & desire of City of High Point Recreation Centers & retail establishments in non-central High Point to offer library services.

How: Meet with City of High Point Parks & Recreation Director & retail management

Start When: July 2013

Attainment Indicator: Completed meetings of City of High Point Parks & Recreation Director, retail management, Non-Central High Point Committee & Library Director

Objective 3: Provide library services in facilities located in the north, south, east and west of central High Point.

How: see possible service plans below

Plan 1:

- Circulating collections (Adult and Children)
- Requested item pick up- Library staff at certain time
- Retrieve materials- would need courier or Maintenance to pick up daily (not weekend). Lending staff check in on book drop.
- Staffed a couple hours a week by library staff. (Afternoon)
- Monthly- a children's afterschool program.
- Monthly/Quarterly- a teen program and a separate adult program; senior programs could be more valuable in some locations

Plan 2:

- Requested materials pick up- Library staff at certain time
- Retrieve materials- would need courier or Maintenance to pick up daily (not weekend). Lending staff check in on book drop.

Plan 3:

- Retrieve materials- would need courier or Maintenance to pick up daily (not weekend). Lending staff check in on book drop.
- Monthly- a children's afterschool program.
- Monthly/Quarterly- a teen program and a separate adult program

Plan 4:

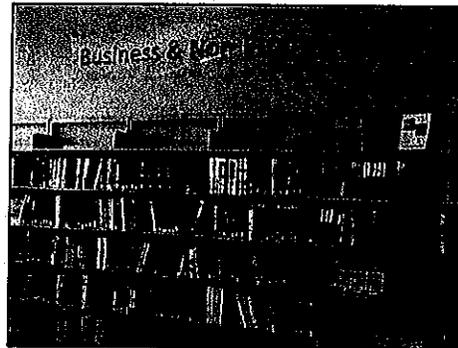
- Retrieve materials- would need courier or Maintenance to pick up daily (not weekend). Lending staff check in on book drop.

Start When: January 2014 – indefinite

Attainment Indicator: Library services offered in non-central High Point with measurable statistics of usage.

ECONOMIC DEVELOPMENT

Goal: To strongly support individual and community-wide economic development by providing materials and other resources that enhance the economic vitality of the area and the spirit of entrepreneurship.



Objective 1: Investigate ways to develop self-driven computer skills resources for computer customers. Investigate partnerships with other community agencies to initiate a career development center offering career counseling and skills building programming one day per week in library; establish ongoing relationships with entrepreneurship organizations, business incubators, small and corporate business groups to offer professional librarians as business resources in the Greater High Point Community.



How: Research basic skills free web resources and offer links on Public Computing Center desk tops or on library website; continue the productive relationships with such local organizations as: The High Point Chamber of Commerce, Guilford Merchants Association, Triad Economic Development Center, Washington Street Business Association, JobLink Career Center, N. C. Employment Security Commission, Service organizations (e. g. Kiwanis, Rotary, etc.), local networking groups for job-seekers, non-profit agencies, small business groups.

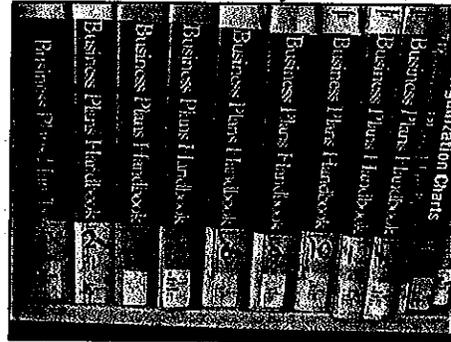
Start When: Some initiatives for business, nonprofit and economic development are already underway. Including the establishment of a slate of regularly-offered presentations at the Library by reference staff on business-specific library resources (such as the ReferenceUSA and Simply Map; this is already being done for the nonprofit-specific Foundation Directory Online). Will start investigation and implementation of self-help resources for job seekers and community partnerships to initiate a career development center one day per week in the library, promotion of entrepreneurship, and offering library professionals as community business resources in August 2014 dependent on human resources being available for these new projects.

Completed When: When self-help resources are accessible to library customers and publicity campaign to market them has been completed. Other projects will be completed when we have human resources available to implement career development center one day per week, offer professional outreach and resource demonstration classes to business, nonprofit and governmental agencies and maintain the service long term.

Attainment Indicators: Online website counter developed for self-help tools to track number of customers using job skills resources. Tally monthly the number of participants using career development resources in library; If business and Public Computing Center staff are hired to offer technical help in the center and professional outreach to the business, nonprofit organizations, small business people, business incubators in the High Point business and non profit communities, then monthly statistics will be compiled for the number of outreach appointments being made to offer assistance.

Objective 2: To significantly build upon the library's involvement in economic development by launching when financially feasible a wide range of initiatives that contribute to the economic well-being of individual citizens and their families and the community as a whole. These efforts will include but not be limited to the following areas:

- Improved documentation of individuals using the Public Computing Center to find and apply for jobs on-line, as well as identifying and publicizing people who have successfully obtained employment through this process.
- Establishment of regular ongoing working relationships with entrepreneurship-promotion organizations, esp. any "business incubators" (these organizations, in particular, serve serious entrepreneurs who have advanced beyond the "tire-kicking" stage). The library's relationship with the local SCORE office has always been quite friendly, but it seems to generate very little traffic.
- Research additional entrepreneurial resources that would be helpful to individuals wanting to start their own businesses; where appropriate add those print and digital materials to the library's collections.
- More contact with business and professional organizations, both as audiences for tailored presentations on relevant library resources, and sources of speakers for presentations intended for the general public at the library.
- Additional services to other branches of municipal government (e. g. providing demographic and statistical data).
- A far stronger and more sharply-defined presence online. "Book clubs" and "newsletters" are in the top-tier of the list of links on the left edge of the front page of the library website, but a visitor needs to click through "research" to find "business" and "find a job."
- Further collection of customer email addresses and the continued development of topic-specific mailing lists (this has already begun, but only on a rather small scale). The acquisition of an easy automatic online registration system for events and presentations at the library (the Guilford Nonprofit Consortium has such a system now).
- Hiring a non-professional (but technologically sophisticated) staff-member to take care of the bulk of the routine, but time-consuming, questions generated by the Public Computing Center ("how do I make this Word document double-spaced?" and "how do I attach this file to an email message?"). This will make the reference desk a friendlier environment for answering all kinds of research questions, including business-oriented ones.
- More contact with and service to the faith-based portion of the local nonprofit sector.
- Regular communication with community centers, missions, etc., particularly as sites for posting flyers and distributing information about library programs, and obtaining information about customer needs and preferences.



COMMUNITY CENTER

Goal: To continue to serve as a center of community activity by hosting the meetings of diverse High Point agencies and organizations.

Among the organizations that have the library's meeting facilities in the last year are:

- NC Leadership Academy.
- National Conference for Community and Justice.
- NC Court Reporters Association.
- YWCA High Point Adolescent Parenting Program.
- AARP Tax preparation.
- Hillcrest Manor Home Owners Association.
- AAU Youth.
- Leadership High Point / Chamber of Commerce.
- Model Investment Club.
- Windchase Townhomes Home Owners Association.
- Sisters in Crime writers.
- MidState Youth Organization.
- Cherokee Village Home Owners Association.
- Guardian Ad Litem.
- NC Department of Transportation.
- Reading Connections (adult literacy).
- National English Honor Society.
- HP Community Development.
- Midweek Garden Club.
- Senior Resources of Guilford.
- Sheraton Hills Swim Club.
- Guilford Parent Academy.
- Alzheimer's' training for care givers (Senior Resources of Guilford).
- Children's Home Society.
- Theatre Art Gallery.
- Delta Kappa Gamma.
- UNCG Project Enrich
- Guilford County Health Dept.
- NC Library Association Executive Board.
- NC Library Association Leadership Institute

Objective 1: To be as responsive as possible in making the library's meeting spaces available to those groups looking to use them.

How: By publicizing the availability of these rooms and scheduling their use as requests come in.

Start When: On-going.

Completed When: On-going.

Attainment Indicator: Track the number of outside groups using the library's spaces and the overall number of individuals attending those meeting. Where possible, compare these figures to previous years.

COMMUNITY COLLABORATION

Goal: To leverage Library materials, programs and other resources provided through taxpayer dollars by partnering wherever appropriate with other agencies and organizations working to enhance the quality of life for residents of the High Point area.

The organizations with whom the library collaborates include:

- United Arts Council of High Point.
- High Point Theatre.
- Theatre Art Gallery.
- Chamber of Commerce.
- Guilford Merchants Association.
- JobLink Career Center.
- Rotary Club of High Point.
- Guilford County Technical College.
- Guilford Non-Profit Consortium.
- High Point Regional Hospital.
- Culler Senior Center.
- High Point Museum.
- High Point Community Theatre.
- Guilford County Master Gardeners.
- Reading Connections.
- Piedmont Artists Network.
- Macedonia Community Center.
- Fairview Family Resource Center.
- High Point Parks and Rec.
- Guilford County Health Dept.
- Piedmont Environmental Center.
- Communities in Schools.
- Local schools (annually we visit every kindergarten class in public and private schools in HP to issue library cards – the KinderCard program).
- Therapy Dogs, Incorporated; Therapy Dogs, International; the Delta Society.
- Cornerstone Behavioral Health.
- Humane Society.
- Family Services of the Piedmont.
- NC Dept of Justice.

Objective 1: To continually look for opportunities consistent with the library's missions to work with other organizations that will benefit the High Point area.

How: To increase the staff's involvement with and engagement in community organizations

Start When: On-going.

Completed When: On-going.

Attainment Indicators: Track and regularly report on the number of groups with whom the library has active collaborative activities. Where possible, document the benefits accruing to High Point as a result.

LIBRARY FACILITIES

Goal: To improve the Library's appearance and to enhance the overall customer service given to the citizens of High Point.

Objective 1: Significantly increase staffing (whether volunteers or paid staff) for the Library's Customer Service Desk. Current staffing is approximately 20 hours per week.

How: The Assistant Library Director will work with the Lending Manager and the Volunteer Coordinator to increase staffing to at least 45 hours per week.

Start When: Secure permission from the City Administration to hire a 20 hour per week temporary overhire – March 2013. Find a suitable current volunteer, recruit, hire and train – May 2013. This will increase the hours of customer service to approximately 40 per week.

Completed When: Continue to work with the Volunteer Coordinator to locate other qualified volunteers on an ongoing basis to fill as many of the remaining 18 hours per week as possible.

Attainment Indicator: The desk will be consistently staffed a minimum of 45 hours per week.

Objective 2: Establish a coffee bar in the Café.

How: This will require a commitment of funds from City Administration and the cooperation of Facility Services. The Assistant Library Director will begin by meeting with the City of High Point's Director of Facility Services to determine what amount of prep was done during the renovation, and what else will have to be completed before we can work with Finance on an RFP.

Start When: Preliminary meeting with the Director of Facility Services will occur by May, 15, 2013. We will review the plans and work out a time line for the project. Work with Purchasing Department to prepare, send out and review responses to an RFP for an external vendor to set up and run the coffee shop. Have the City Attorney review any and all contracts offered. Oversee any renovations needed in the space, and the relocation of the current drink and snack machines occupying the area.

Completed When: Once the new Coffee Bar is up and running – tentatively by June 2014.

Attainment Indicator: Library customers will be able to enjoy fresh brewed coffee at any time during normal library hours.

Objective 3: Enhance the appearance of the library grounds.

How: Work with Parks and Recreation, the local Master Gardeners, and other local gardening groups to facilitate a more attractive outdoor appearance for the library as a whole.

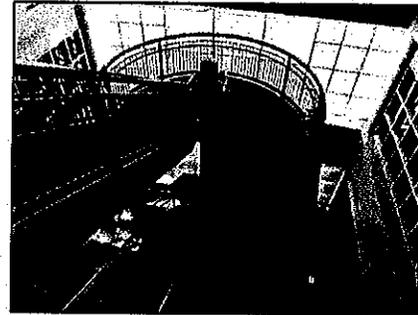
Start When: Work with Parks and Rec to begin by moving the picnic tables for the public from their current location to another location that is better suited for lingering by July 2013. Contact Master Gardeners in the area, and the Piedmont Environmental Center to begin planning landscaping options by September 2013. Contact local gardening clubs to ask them to "adopt" areas by January 2014.

Completed When: This will be an ongoing project with no foreseeable end.

Attainment Indicators: The grounds of the library will be a more welcoming and colorful environment for the citizens of High Point, and will also be a more hospitable backdrop for the Children's Outdoor Learning Center.

Objective 4: Have a Manager on Duty after 5:00 and on weekends.

How: Work with the Division Managers to plan how we can facilitate having a designated "Manager on Duty" after 5:00 during the week, and on weekends. This person will be the go to person in case of emergency, and the one to contact Administrative staff if a situation develops that needs immediate attention.



Start When: Library Director will coordinate schedules with the division managers to see where we have senior level staff working nights and weekend on a regular basis. We will then have a staff forum to inform all frontline staff of the plan, and who to contact in an emergency situation. This part will be completed by June 2013.

Completed When: This will be an ongoing project with no foreseeable end date.

Attainment Indicator: Night and weekend staff will know immediately who to contact in the building if there is an emergency situation.

Objective 5: Work with the appointed committee to put in place "Quiet Zones" in areas of the library that will allow uninterrupted study.

How: The committee will begin by defining allowable levels of noise/interaction to be allowed in each area, and which areas will be used in what way. They will then write a policy that defines the expected behavior of customers and staff for each of these areas, which will be sent to the library board of trustees for approval – tentatively by September 2013. Once the board approves the policy, signage will be developed, staff will be trained in how use the areas, and enforce the requested behavior – by November 2013. We will then begin to educate the public using the building by newspaper articles, signage, book marks, Facebook and Twitter feeds – by December 2013.

Start When: See dates listed immediately above.

Completed When: All zones should be defined and in use by February 2014.

Attainment Indicator: Customers will be able to find a quiet place for study, or a location for group work without disturbing others.

FRIENDS OF THE LIBRARY / H. P. PUBLIC LIBRARY FOUNDATION

Goal: To maximize the effectiveness of the Friends of High Point Public Library and the High Point Public Library Foundation so that these organizations are in a position to support financially and otherwise appropriate services, materials and programs found in the library's 3-year strategic plan.

Objective 1: To encourage Friends of the High Point Library and High Point Public Foundation to expand their financial support beyond equipment and furniture to include programs and other special events.

How: By working with staff to identify high quality programs with broad community appeal for the Friends and/or Foundation to sponsor, possibly on an annual basis.

Start When: In July, 2013, present Friends and Foundation Boards with programming sponsorship possibilities for the remainder of the calendar year, and repeat the same process in January 2014, establishing a pattern of program funding requests in January and July of each year.

Completed When: A regular procedure for requesting and receiving programming funding from Friends and Foundation will be in place by July 1, 2014.

Attainment Indicators: Friends and Foundation will each sponsor at least one program annually by December, 2015.

Objective 2: To assist High Point Public Library Foundation in creating an endowment fund.

How: By gathering information from other public library endowments and from endowment management agencies such as NC Community Foundation and the Winston-Salem Foundation, for review by the High Point Public Library Foundation.

Start When: At the first Foundation Board meeting of 2013, request permission to seek above mentioned information. By September, 2013, present information to board and arrange, if appropriate, for presentations by possible endowment management agencies. If Board agrees to establish an endowment, begin fundraising activities in January 2014.

Completed When: The objective will be complete when funds are sufficient to establish an endowment under the auspices of the High Point Public Library Foundation.

Attainment Indicator: The library will have a dependable source of funds for special projects and programs for the future.

Objective 3: To increase the visibility of the Friends of High Point Public Library and High Point Public Library Foundation.

How: For the Friends:

- By working with the Publicity Committee to send regular news releases about Friends book sales, basket sales, and programs/equipment funded by the Friends.

- By creating in-house signage near the ongoing book sale area that lists projects and items purchased for the library from book sale proceeds.
- By updating the Friends page on the library's website on a regular basis to include more information about membership, projects, and volunteer opportunities.

How: For the Foundation:

- By working with the Foundation Board to establish an annual year-end solicitation to raise awareness of the Foundation in addition to receiving donations.
- By updating the Foundation's page on the library's website on a regular basis to highlight projects the Foundation has funded and to encourage donations.
- By encouraging the Foundation Board to meet regularly, possibly quarterly, in order to maintain enthusiasm among members and increase the number of projects funded by the Foundation.
- By establishing an annual report for the Foundation for general distribution that features programs and projects funded by the Foundation.

Start When: At the first board meeting of 2013, present the Board with the activities listed above. At that meeting a schedule of meetings will be set, according to bylaws of the Foundation.

Completed When: The objective will be completed with both organizations have updated websites with new information added regularly; a procedure for publicizing the organizations and their activities is in place; and the projects they have funded are appropriately recognized visually throughout the library.

Attainment Indicators: Friends membership will expand, the numbers of volunteers will increase, and the Friends will support more programs and projects. The Foundation will receive more year-end donations.