

LIBRARY BUSINESS PLAN

2020



JULY 1, 2019 – JUNE 30, 2020
TOWN OF CHAPEL HILL



Letter from the Director



On behalf of the Chapel Hill Public Library team, I am pleased to share our FY20 Business Plan and reflect on the priorities and goals in our FY19 Business Plan.

Last year's strategic priorities were organized around our values. **Opportunity** was at the core of the IDEA project, which offers easy access to Library collections for all CHCCS students and staff. **Hospitality** drove our staff training initiatives, which equip and empower staff to deliver on our Service Pledge of friendly, helpful, responsive service. **Stewardship** was on display in our leadership of community history projects.

In addition to those strategic priorities, we went about our everyday business here at 100 Library Drive:

- We welcomed an average of **1,700 people per day** into "the community's living room."
- We circulated approximately **1.4 million items to over 66,000 cardholders**.
- We hosted more than **41,500 community members at over 950 educational and cultural programs**.

These levels of *outputs*, together with our focus on creating positive *outcomes*, are the main inputs for our FY20 plan. There are three themes throughout our strategic initiatives - sustainability, access, and innovation/collaboration.

- **Sustainability.** Through our collections, services, and spaces, we have an impact in the lives of our users. Likewise, such high levels of usage have an impact on our collections, staff, and facility. Staff are stretched thin, waiting lists for materials are long, furniture is starting to wear, and our parking lots are full almost every hour of every day. The costs associated with providing diverse collections, responsive services, and welcoming spaces continue to rise. Users demand diverse content across multiple formats, publishers continue to increase prices and limit usage for e-materials, and digital platform costs rise each year. To continue serving and satisfying our community, we need sustainable solutions for library operations.
- **Access.** In recent years, we have been systemically identifying and removing barriers to access. We added hours of operation, reconfigured our stacks, increased our borrowing limits – all in the name of more access. This year, we will continue that work, with a focus on equity, diversity, and inclusion. We hope to join public libraries across the country in going fine-free, as overdue fines are now understood through a social justice lens. We will assess our collections and seek to purchase materials that serve as both mirrors and windows for our diverse community. We will launch a self-service kiosk which will give our "grab & go" users easier access to materials and create more access at the Library by freeing up approximately 60 parking spaces each day.
- **Innovation/Collaboration.** Explore More. Chapel Hill Open Data. Social Work Pop Ups. Local Music Project. These aren't projects that you will find at every public library across the country. However, like public libraries across the country, we leverage our position as a trusted civic institution, our skills with organizing and curating information, and our deep reach into the community to design and develop innovative, hyper-local projects that meet community interests and needs. And the "secret sauce" for all of these projects is collaboration – with other Town departments, with UNC, with CHCCS, and with countless other partners. Collaboration is how we extend the value and impact of the public dollars we steward as a Library.

Our value of opportunity states, "We believe in the transformative power of the public library. We make a difference in the lives of our users and we make our community a better place. Through learning, sharing, and collaborating, we make progress together." With our plans for FY2020, we believe our community will be a better, transformed place for all.

–Susan Brown, Library Director

Our Mission

Sparking Curiosity. Inspiring Learning. Creating Connections.

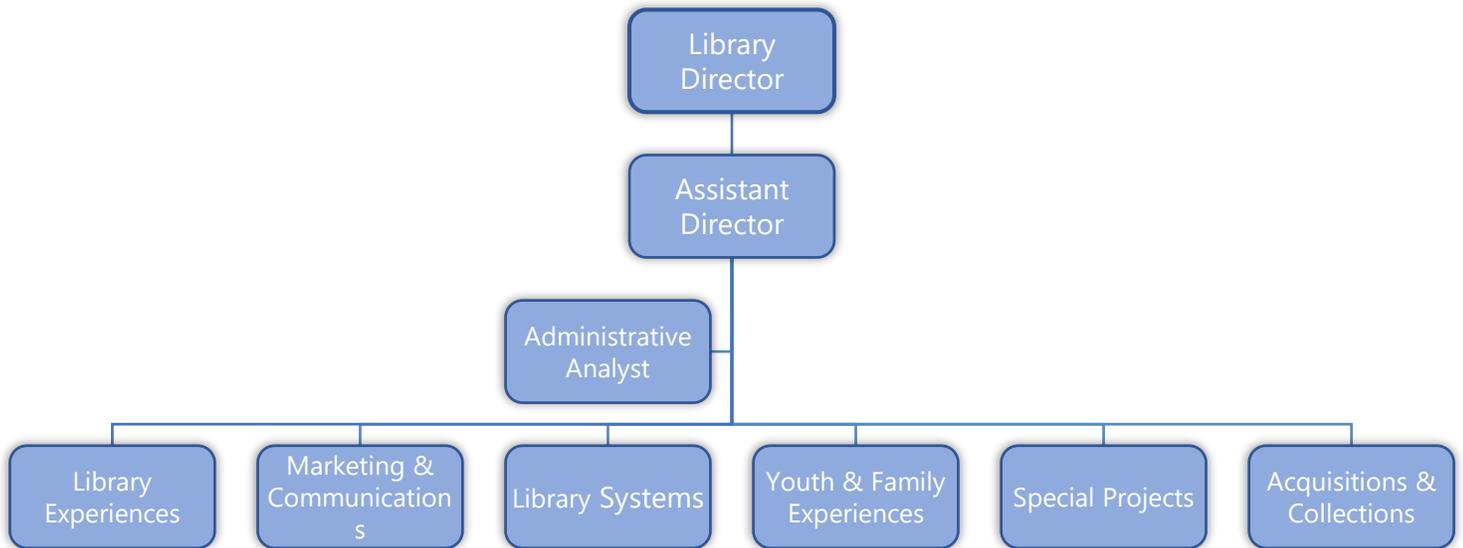
Our Guiding & Governing Documents

- [Library Mission-Values-Service Pledge](#)

Our department provides:

- A Place for Everyone
- Library Collections Management
- Materials Circulation
- Customer Service
- Community Programs

Our Department



Departmental Performance Measures Overview

Mission-level Measures		At or above target
1.	Percentage of community "satisfied" or "very satisfied" with the quality of Public Library services	<input checked="" type="checkbox"/>
2.	CHPL average program attendance per capita	<input checked="" type="checkbox"/>
3.	Cost per circulation	<input checked="" type="checkbox"/>

Program-level Measures		
Program	Performance Measure	At or above target
Customer Service	% of transactions at self-serve or virtual points (checkouts, including renewals)	<input checked="" type="checkbox"/>
	Provide quarterly customer service training opportunities for all staff members	<input checked="" type="checkbox"/>
Cultural and Community Programs for All Ages	Programs offered per 1,000 capita greater than or equal to state average (state average FY18 = 14.3)	<input checked="" type="checkbox"/>
	Number of Summer Reading Program registered participants	<input checked="" type="checkbox"/>
Serve as a Place for Everyone	Number of events held in library meeting rooms for functions not sponsored, organized or initiated by the library.	<input checked="" type="checkbox"/>
	Library visits per capita greater than state average (state average FY18 = 3.06)	<input checked="" type="checkbox"/>
	Percentage of surveyed attendees who would recommend the program to a friend	<input checked="" type="checkbox"/>
Collection Development & Management	Average hold list wait time (days) of the physical collection	<input checked="" type="checkbox"/>
	Circulation per registered borrower greater than state average (state average FY18 = 8.88)	<input checked="" type="checkbox"/>
	Cost per circulation less than state average (state average FY18 = \$4.37)	<input checked="" type="checkbox"/>
Circulation	Circulation per hour open greater than state average (state average FY18 = 50.8)	<input checked="" type="checkbox"/>
	% of population that are registered users greater than state average (state average FY18 = 65.6%)	<input checked="" type="checkbox"/>

DEPARTMENTAL
STRATEGIC INITIATIVES



Initiative 1: Building on a framework of ongoing history projects, develop a shared vision and plan for creating a community history and culture center at historic town hall

Project Manager(s): Molly Luby/Susan Brown

Strategic Alignment

Departmental SWOC- This initiative addresses: [Strength # 1, 2, 3, 4, 5, 8, 9](#)

Strategic Plan- This initiative addresses: [Vibrant & Inclusive Community, Objective 1, Initiative 2](#)

Actions

Action 1.1: Design & dedicate the Chapel Hill Nine Marker. Continuing the work of the Historic Civil Rights Commemorations Task Force, a permanent marker for the Chapel Hill Nine will be placed at 450 West Franklin Street in 2020, in conjunction with the 60th anniversary of the sit-in at Colonial Drug.

Action 1.1 began in [FY2019](#) and is anticipated to end in [FY2020](#)

Action 1.2: Launch Re/Collecting Chapel Hill Podcast. A podcast about local history, with a “bottom up/inside out” approach and a focus on untold stories from our shared past. The first season, about local monuments and markers, will be released in Fall, 2019 and the second season, about local music, will be developed in FY20.

Action 1.2 began in [FY2019](#) and is anticipated to end in [>FY2022](#)

Action 1.3: Present Chapel Hill 1819/2019. A collaborative program series to celebrate 200 years of local government and the agencies, organizations, people, and places that have made Chapel Hill the community it is today.

Action 1.3 began in [FY2019](#) and is anticipated to end in [FY2020](#)

Action 1.4: Create Mission/Vision/Values for History & Culture Center. Staff will engage with both the local community and national trends and best practices to create a mission/vision/values statement to inform planning for this future facility.

Action 1.3 began in [FY2019](#) and is anticipated to end in [>FY2022](#)

Performance

Performance Measure 1:	Install Historic Marker honoring CH9 at 450 W. Franklin Street in FY20
Performance Measure 2:	Upload 15 episodes of season one, Re/Collecting Chapel Hill across all major podcast platforms from September, 2019-March, 2020
Performance Measure 3:	Build audience for podcast through live events, marketing and sustained promotion
Performance Measure 4:	Measure audience engagement through # of episode downloads
Performance Measure 5:	Host Chapel Hill 1819/2019 Programs and Events around Town
Performance Measure 6:	Engage diverse cross-section of Chapel Hill Community in co-creation of Mission/Vision/Values for new History & Culture Center
Performance Measure 7:	Develop roadmap for future funding for History & Culture Center in Historic Town Hall

Resources

Account Name	FY20 Budget	FY21 Estimate	FY22 Estimate
Percent for Art funds – Chapel Hill Nine Marker	\$10,000	-	-
Library Operating budget. FTE & Program support staff time. History projects	\$63,000	\$70,000	\$75,000
CIP request Community History & Culture Center	-	-	\$100,000
Total	\$73,000	\$70,000	\$175,000

Significant Organizational Support

This initiative will need significant communications support from Communications & Public Affairs in FY20	<input checked="" type="checkbox"/>
We anticipate requesting new funding/resources in next year's budget to complete this initiative	<input checked="" type="checkbox"/>

Initiative 2: Expand efforts around climate change and environmental stewardship

Project Manager(s): Meeghan Rosen

Strategic Alignment

Departmental SWOC- This initiative addresses: [Strength # 1, 3, 5, 8, 9](#)

Strategic Plan- This addresses: [Environmental Stewardship](#), [Objective 1](#), [Initiative 2](#) and others

Actions

Action 2.1: Expand Explore More at Pritchard Park. Explore More is an ongoing series of educational programs and projects focused on environmental education, citizen science, and outdoor play. Launched with the help of grant funding and strategic partnerships in FY18 and FY19, CHPL is now a certified NC Environmental Education Center, with a certified NC Environmental Educator on staff. We will expand this initiative, both at CHPL and out in the community in FY20 and beyond.

Action 2.1 Began in FY18 and anticipated to end in [>FY2022](#)

Action 2.2: Develop Zero Waste Public Library Initiative. Develop practices, polices, and programs to significantly decrease the waste generated at the Public Library. Seek grant funding to conduct this work locally and create a model for public libraries nationally.

Action 2.2 will begin in [FY2020](#) and anticipated to end in [FY2022](#)

Performance

Performance Measure 1:	Restore native plants to woodland around outdoor classroom with assistance from NC Botanical Garden in Fall 2019
Performance Measure 2:	Recruit first cohort of "Pritchard Park Steward" volunteers to help improve native habitat in Spring 2020
Performance Measure 3:	Develop a plan to make creek bank improvements to eliminate invasive exotics, restore native species, and reduce erosion
Performance Measure 4:	Identify funds to replace turf areas with native plantings to improve habitat
Performance Measure 5:	Seek FY20 grant funding to conduct Zero Waste Library initiative

Resources

Account Name	FY20 Budget	FY21 Estimate	FY22 Estimate
Triangle Community Foundation Grant	\$10,000	-	-
Friends of Chapel Hill Public Library gift	\$3,000	\$3,000	\$3,000
Library operating budget. FTE staff time	\$40,000	\$45,000	\$50,000
Unidentified funding sources – Grant potential	-	\$50,000	\$50,000
Total	\$53,000	\$98,000	\$103,000

Significant Organizational Support

We anticipate requesting **new** funding/resources in next year's budget to complete this initiative



Initiative 3: Increase Access to Library Collections, Services, and Programs, with a Focus on Equity, Diversity, and Inclusion

Project Manager(s): Library Management Team

Strategic Alignment

Departmental SWOC- This initiative addresses: [Weakness #1, 2, 4, 6](#), [Opportunity 1](#) and [Challenges #1-3](#)

Strategic Plan- This initiative addresses: [Vibrant & Inclusive Community](#),

Actions

Action 3.1: Go Fine Free @ CHPL. Public libraries across the country are ending the policy of assessing fines for overdue materials and framing the continued use of overdue fines as a social justice issue as fines create barriers to access across user demographic groups. We plan to include a fine-free proposal in our budget this year.

Action 5.4 will begin in [FY2021](#)

Action 3.2: Launch Off-Site Kiosk Design, develop, and install an off-site kiosk for users to pick up reserved items and return items. This will improve the experience for our “grab and go” users and increase access to the Library building and Park by freeing up approximately 60 parking spaces per day.

Action 3.2 Began in FY19 and anticipated to end in FY20

Action 3.3: Implement Parking Lot Improvements. Implement Phase 1 of parking improvement plan to add 8 parking spaces to upper lot and convert it to one-way traffic. Submit CIP proposal to add an additional 16 spaces and improved storm water management features.

Action 3.1 will begin in [FY2020](#) and anticipated to end in [>FY2022](#)

Action 3.4: Plan and conduct diversity audit of new materials purchases to establish baseline and future goals for collections and displays. Assess and address gaps, with a focus on communities and languages in Chapel Hill.

Action 5.1 Began in FY19 and anticipated to end in [FY2021](#)

Performance

Performance Measure 1:	Develop a plan to cease charging overdue materials fines in FY21
Performance Measure 2:	Make Kiosk operational before June 30, 2020
Performance Measure 3:	Complete diversity audit by June 30, 2020 to include current measures of diversity in selection of print collections and goals for growth in the next three years with a focus on world language collections.

Resources

Account Name	FY20 Budget	FY21 Estimate	FY22 Estimate
Off-site kiosk. FY20 is grant funded 72027-	\$109,600	-	-
Anticipated operating budget add. Kiosk & Vehicle maintenance yr2+	-	\$9,500	\$9,500
CIP parking improvement phase 2	-	-	\$160,000
Library gift fund 72000 – diverse library collections	\$4,200	\$2,000	\$2,000
Library operating budget. FTE staff time	\$27,200	\$22,500	\$27,500
Total	\$140,400	\$34,000	\$199,000

We anticipate requesting **new** funding/resources in next year’s budget to complete this initiative



Initiative 4: Collaborative Partnerships, Innovative Programs

Project Manager(s): Library Management Team

Strategic Alignment

Departmental SWOC- This initiative addresses: [Opportunity # 3](#) and Strengths # 8-9

Strategic Plan- This addresses: [Collaborative & Innovative Organization](#), Objective 2 & 3,

Actions

Action 4.1: Assess Chapel Hill Open Data Program. Conduct a thorough assessment of Town Open Data program, now in its fourth year. Key questions will include strategic alignment, mission and vision, program management, and overall usage and effectiveness.

Action 4.1 will begin in [FY2020](#) and anticipated to end in [FY2021](#)

Action 4.2: Launch Local Music Platform. Collaborate with members of the local music scene to create a digital platform to stream/download local music. Project will position the Town as a supportive partner in the local music ecosystem and as part of a national network of libraries with local music platforms.

Action 4.2 will begin in [FY2020](#) and anticipated to end in [>FY2022](#)

Action 4.3: Expand Town/Gown Library Collaboration. Build on our existing individual connections with UNC Libraries and UNC School of Information & Library Science to create robust organizational and strategic partnerships. Continue conversations around joint programming, resource sharing, and grant opportunities and develop at least one collaborative project for launch in this fiscal year.

Action 4.3 will begin in [FY2020](#) and anticipated to end in [>FY2022](#)

Action 4.4: Streamline IDEA Project with CHCCS Continue our collaboration with CHCCS to provide students, faculty, and staff easy and immediate access to Library resource. We aim to refine technical process around data sharing and continually communicate about this service to CHCCS community.

Action 4.3 began in 2019

Action 4.5: Launch Library Social Work Pop-Up Collaborate with Chapel Hill Police Department Crisis Unit to pilot a library social work project, embedding Crisis Unit Team members at the library weekly to serve vulnerable populations where they are.

Action 4.5 will begin in [FY2020](#)

Performance

Performance Measure 1:	Assess user engagement via use cases, API calls, download, visits, session time, accounts
Performance Measure 2:	Assess value of published data measuring reuses, popularity index, embedded objects
Performance Measure 3:	Evaluate program: return on investment, resource allocation, opportunity cost, benchmarks, Strategic Plan development
Performance Measure 4:	Launch Local Music platform showcasing 40 local artists
Performance Measure 5:	Launch one new collaborative project with UNC Libraries in FY20
Performance Measure 6:	Securely extract, transfer, and load CHCCS data monthly
Performance Measure 7:	Operate Library Social Work Pop-up for 150 hours in pilot FY20

Resources

Account Name	FY20 Budget	FY21 Estimate	FY22 Estimate
Library Operating Budget. Open Data Program. Temp salaries & SAS	\$ 62,600	\$65,000	\$70,000
Local Music Project. Library gift fund. LSTA Grant funded Year 1	\$ 44,250	-	-
Local Music Project. Library gift fund. FCHPL gift Year 1	\$ 5,000	-	-
Sustain local music platform, update content annually	-	\$8,500	\$8,500
Library operating budget FTE staff time	\$32,600	\$35,000	\$36,000
Total	\$144,450	\$108,500	\$114,500

Significant Organizational Support

This initiative will need significant guidance/support from Technology Solutions in FY20	<input checked="" type="checkbox"/>
We anticipate requesting new funding/resources in next year's budget to complete this initiative	<input checked="" type="checkbox"/>

Initiative 5: Improve User Experience within Library Building

Project Manager(s): Library Management Team

Strategic Alignment

Departmental SWOC- This initiative addresses: **Weakness # 1,7 and Challenges #1,2,4,7**

Strategic Plan- This initiative addresses: Choose an item. Objective Choose an item. Initiative Choose an item.

Actions

Action 5.1: Adjust layout of collections and furnishings. Explore options to improve user access to collections and spaces that meet their needs.

Action 5.1 began in 2016 and anticipated to end in >FY2022

Action 5.2: Create a plan to maintain and replace building furniture and fixtures. Public library furniture sustains significant wear and tear annually. Many current furnishings are heavily stained and worn. Providing an accessible, welcoming environment requires ongoing maintenance. Identify funds to repair/replace worn and damaged furniture on a four-year schedule.

Action 5.2: will begin in FY2020 and anticipated to end inFY2021

Action 5.3: Complete RFP for comprehensive facility cleaning services contract. Develop an RFP that clearly defines both routine and periodic cleaning needs to maintain a healthy, welcoming community gathering space.

Action 5.3: will begin in FY2020 and anticipated to end inFY2021

Action 5.4: Assess digital infrastructure performance. Develop a plan to maintain up-to-date, responsive internet access for all users.

Action 5.4: will begin in FY2020 and anticipated to end inFY2022

Performance

Performance Measure 1:	Install new non-fiction signage in main reading room
Performance Measure 2:	Develop plan to assess and improve collection layout in the Kids Room
Performance Measure 3:	Develop new sign plan in the Kids Room
Performance Measure 4:	Develop re-upholstery and replacement schedule for public furniture
Performance Measure 5:	Execute RFP for building cleaning services in FY20
Performance Measure 6:	Assess and adjust audio collections to address evolving needs and formats
Performance Measure 7:	Create collaborative project team to assess and improve digital infrastructure

Resources

Account Name	FY20 Budget	FY21 Estimate	FY22 Estimate
Signage and furniture. Library Gift Fund Budget.	\$19,000	-	-
Library operating budget. Small Equipment - Furniture	-	\$10,000	\$10,000
Library operating budget. Contracted services. Cleaning contracts	\$95,595	\$105,000	\$105,000
Library operating budget. FTE staff time	\$21,600	\$10,100	\$7,000
Total	\$136,195	\$125,100	\$122,000

Significant Organizational Support

This initiative will need significant guidance/support from Technology Solutions in FY20	<input checked="" type="checkbox"/>
We anticipate requesting new funding/resources in next year's budget to complete this initiative	<input checked="" type="checkbox"/>

Initiative 6: Improve Operational Sustainability

Project Manager(s): Library Management Team

Strategic Alignment

Departmental SWOC- This initiative addresses: [Weakness # 1,2, 4, 5](#)

Strategic Plan- This initiative addresses: [Collaborative & Innovative Organization](#), Objectives 1-3

Actions

Action 5.1: Engage with Town Classification & Compensation Study and Town Employee Management & Development System revisions. Support and engage with HRD-led initiatives. Focus on both internal and external peer benchmarking for Library staff across all levels, and efficient, effective, meaningful EPMDS processes.

Action 5.1 will begin in [FY2020](#) and anticipated to end in [FY2020](#)

Action 5.2: Assess Orange County funding level and funding formula. Provide support to Library Board and Council-led work on library funding.

Action 5.2 will begin in [FY2020](#)

Action 5.3: Support Town initiatives to improve timekeeping and payroll processes. Assist in implementing process improvements and platform updates to improve timekeeping and payroll processes.

Action 5.3 will begin in [FY2020](#) and anticipated to end in [FY2020](#)

Action 5.4: Address staffing needs to support current core operations & initiatives. Assess all FY20 vacancies and create and fill positions that best meet current needs. Plan for future needs.

Action 5.4 will begin in [FY2020](#) and anticipated to end in [FY2020](#)

Action 5.5: Identify funds to meet growing demand for library collections in multiple formats for diverse audiences. Benchmark collections against peer usage, population, and funding data to set meaningful targets.

Action 5.5 will begin in [FY2020](#) and anticipated to end in [>FY2022](#)

Performance

Performance Measure 1:	Decrease payroll compression and compensate staff for required skills/education/job duties
Performance Measure 2:	Revise position descriptions, responsibilities, and performance indicators
Performance Measure 3:	Respond to Board and Council requests promptly and accurately
Performance Measure 4:	Adopt new timekeeping & payroll processes asap
Performance Measure 5:	Fill vacant positions
Performance Measure 6:	Conduct 1-2 staff development days in FY20
Performance Measure 7:	Make incremental progress toward meeting benchmarks in funding library collections

Resources

Account Name	FY20 Budget	FY21 Estimate	FY22 Estimate
Library operating budget. Materials collections accounts	\$ 229,300	\$239,300	\$249,300
Library operating budget. FTE staff time	\$21,200	\$10,000	\$10,000
Total	\$250,500	\$249,300	\$249,300

Significant Organizational Support

We anticipate requesting **new** funding/resources in next year's budget to complete this initiative



