Strategic Plan 2021 to 2026

A welcoming community center of discovery, engagement, and learning for all.

Prepared by Anthony Chow, PhD
Strategic Performance Systems, LLC
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Thank you for your time, dedication, and wisdom.

<h1 style="text-align:center">Executive Summary</h1>

Overview

The Davie County Public Library (DCPL) community wide assessment took place from July 2020 to March 2021 and involved identifying community needs by conducting interviews (n=14) and both paper and online surveys (n=415) and a staff survey (n=17). The total sample of the study was over 446 participants. The target sample size was 369 with 62% of the County's 42,846 population registered card holders to have a 95% confidence level that the sample was representative within ±5% margin of error. Lastly, 10 years' worth of DCPL performance data from 2011 to 2020 was analyzed to identify trends and compared to the other regional libraries in North Carolina. Participants interviewed included the county manager and superintendent, community leaders, and library users.

National Public Library Trends

A 2019 Gallup study found that libraries were by far the most popular leisure activity in America; people were twice as likely to go to a library (10.5 visits) than go to a movie (5.3 visits) or a sporting event (4.7 visits), almost three times as likely than going to a park (3.7), and four times as likely than visiting a museum (Gallup, 2019). This finding held true across age groups, gender, household income, families with and without young children, and even regions of the country. Libraries are also starting to expand their footprint in terms of what they do, who they serve, and what they circulate and lend out. ALA's State of America's Libraries 2020 noted that libraries are starting to evolve into a "library of things" that include lending non-traditional items that users need include suits and ties, bikes, trail cams, kayaks, binoculars, telescopes, dolls, etc. Libraries are also starting to take a greater leadership role in addressing literacy in their communities by focusing more on learning and parent engagement and training. Other areas of emerging focus include health and wellness, social services, and continuing to support workforce development. Nationally, libraries are responding to COVID-19 in three major ways – assisting their community's response to the pandemic, expanding virtual/phone and curbside pickup, delivery, and appointment services, and anticipating demands for access for when libraries begin to re-open fully. This includes renewed access to the collections, access to technology, helping students catch up, supporting faculty and teachers, and application support for employment, education, and government services.

North Carolina Public Library Trends

A review of five years' worth of statistics continue to show consistent trends and also lead to the conclusion that libraries are being used more and not less and also differently than in the past. Print book circulation is decreasing (-23%) while electronic materials usage continues to increase exponentially (161%) at much higher levels leading to increases in total collection use (10%) and collection use per capita (7%). Local income and support continue to grow (14% increase) while state and federal aid has decreased slightly. The overall cost of operating a library has also increased, emphasizing the point that the move to electronic resources (monthly subscriptions) has made operating libraries more, and not less, expensive. Personnel costs per capita has increased by 11%, materials per capita by 14%, and total per capita by 9%.

Libraries are being used differently in the modern era with physical library visits declining per capita by 38% and public computer usage declining by 51% but the onset of the pandemic has of course greatly impacted these numbers. Reference questions (13% increase), reference questions per capita (10% increase), and registered borrowers (12% increase) have actually been steadily increasing from 2015-2019. Total programs and program attendance have continued to increase statewide but due to COVID decreased in 2020. Looking at 2015-2019, however, total program attendance increased by 12% and attendance per capita increased by 9%. A big data study by Chow and Tien (2019) found statistical support that indeed libraries serve as community anchors in positively impacting quality of life. A public library's per capita print book circulation had predictive, positive, and statistically significant relationships with five quality of life factors including a community's level of educational attainment, per capita and median household income, and number of jobs.

Davie County Public Library Trends Over the Past Decade – 2011 to 2020

Overall population service area grew by 4% over the past decade (41,378 to 43,277). Total librarians increased from 3 to 5.6 FTE and total staff increased by 36% (9 to 12.3 FTE). In terms of funding, total municipal funding decreased by 16% from $47,528 to $40,130 in 2020 while County funding decreased by 10% over the same time period. State aid has remained static and total operating income has decreased by 7% of the past ten years. Salaries for staff increased by 8% and benefits increased by 13%.

Overall print materials expenditures have increased by 8% while the expenditures for electronic materials have increased exponentially by 697% and total collection expenditures increased by 39% and total operating expenditures increased by 11%.

Total audiovisual materials have increased by 127% and total holdings have increased by 148%. Total adult fiction (-22%) and young adult (-5%) book volumes have decreased while juvenile fiction book volumes have increased by 10%. Total book and serial volumes decreased by 17%. Audio (-18%) also decreased while video (25%) holdings increased.

Total eBooks (138%), e-audio (612%), and e-video (267%) all increased exponentially.

From 2011 to 2019 (2020 has been excluded due to the pandemic), overall print book circulation has declined over that past 10 years for adults (-43%), young adult (-16%), juvenile (-44%), and overall (-40%). Overall analog audio circulation increased by 188% and video (-29%) circulation decreased. Across all physical items, circulation decreased by 18%.

Total e-book circulation, in contrast, continues to grow exponentially by 205% from 2011 to 2020 and even increased by 15% from 2019-2020. It is important to note, however, that print book circulation in terms of total numbers is still considerably higher at a 5.9 print book to eBook circulation ratio in 2019. e-audio (3,255%) and e-video (411%) have seen even larger exponential increases from 2011 to 2020. Overall e-audio circulation is higher than analog audio at 1.2 to 1 in 2019 and 2.2 to 1 in 2020. Analog video compared to e-video, however, is much more popular at 65 to 1 in 2019 and 107 to 1 in 2020.

Overall electronic materials usage has increased by 389% over the past decade but physical item circulation to electronic materials circulation was still 4.8 to 1 in 2019 and 3 to 1 in 2020. Total circulation of all materials has decreased by 23%. Technology lending has grown exponentially from 15 devices in 2014 to 7,699 devices in 2019 (51,227% increase).

In 2020, electronic materials represented 65% and physical items represented 35% of all holdings (the state average is around 53% to 47%). Children's materials represent 34% of all circulations but has been steadily decreasing over the past decade by 10%. Physical items still, however, represent 71% of all circulation. Technology lending began in 2013 but has decreased in holdings by 53%.

Total registered users have grown from 21% to 62% of the population registered over the past 10 years (1,211 new people joined from 2019-2020). Library visits have increased by 5% from 2011 to 2019. Total in-library programs continue to grow with adult (7%), young adult (50%), and children's programs (33%) all increasing. Outside-Library programs have also increased for adults (338%) and children (640%). Total programs offered have increased for adults (22%), young adults (41%), and children (123%) as well.

Programs offered at the library continues to grow for adults (713%) and juveniles (341%) while decreasing for young adults (-25%) and overall increased by 372% and represents 55% of all programs. Outside the library programs also increased for adults (108%) while decreasing for juveniles (-9%) and not being offered for young adults and decreased overall by 7% and represents 45% of all programs. Total adult programs for adults (350%) and juveniles (57%) increased while for young adults (-22%) it decreased. Attendance at programs at the library increased exponentially for adults (1,667%) and juveniles (193%) and remained static for young adults and overall increased by 319% for all age

groups. Attendance at programs outside of the library also increased exponentially for adults (3,771%) and increased slightly for juveniles (2%) and increased overall by 22% for all age groups. Overall, total program attendance increased for all three groups for adults (2,139%), young adults (107%), and juveniles (34%) and overall program attendance increased by 75%. Total attendance per program also increased by 5%.

In terms of attendance per program, adults (319%) increased averaging 26.3 adults per program while children (-15%) decreased averaging 29.8 per program. In terms of overall attendance, in 2019 juveniles represented 75% of all attendance compared to 24% for adults and 1% for young adults. Overall, 92% of programs are for children, 6% for adults, and 1.7% for young adults. Note 21% of Davie County's population are under 18, 5% are under five years old, and 16% are in between 5-18.

Reference transactions have also decreased by 43%. Meeting room use increased by 145% while overall attendance decreased by 47% over the same time period. Interlibrary loans to other libraries (7,795%) and received from other libraries (1,227%) have also increased exponentially.

Staff Internet terminals have increased over the past decade from 11 to 17 (31%) while computers for the general public have also increased by 145% (19 to 49) and overall uses of computers has decreased by 50% from 2011 to 2019. Finally, use of Wi-Fi has increased by 74%.

Davie County Public Library 2020 Statistics Compared to State Averages
Davie County Public library is below the 25th percentile of all libraries in terms of funding and appears to be performing slightly below average the other county libraries in North Carolina across a number of different measures. In terms of library space offered per capita population, DCPL is slightly less than the state average at 0.42 compared to 0.46. In terms of staffing, DCPL has slightly more staff per 25,000 population at 7.81 FTE compared to 7 FTE for the state and percentage of staff with an accredited MLS degree (21% compared to 22%) is on par. In terms of salaries, however, DCPL is below the 25% percentile in terms of staff salaries and wages in most areas including staff expenditures per capita (10.75 to 14.42 and 25th percentile is 11.09), average expenditures on salaries and wages ($34,422 compared to $52,264 and 25th percentile is $42,390), director's salary (average is $83,470 and 25th percentile is $63,725), youth services management salary (average is $48,184.31), adult services management salary (average is $47,616 and 25th percentile $41,893), and technical services management (average is $50,678). Circulation services management is above the state average of $30,535. For non-management, youth services (state county library average is $40,774), technical services (state average is $33,639), circulation services (state average is $17,733), and library assistants (state average is $29,762) are all above the state average in salaries. Adult services, however, is slightly below the state average of $42,413.

In terms of local funding, DCPL is below the 25th percentile ($12.02 per person) in terms local income ($10.46 per person to the state average of $18.39) and below the 25th percentile ($15.90) in total income per capita ($13.96 per person to the state average of $20.93). An increase in local income per capita to the state average would mean in increase of $7.93 per person or a total budget annual increase of $339,768.78. If spread across a five-year period, this would mean an increase of $1.58 per person or $67,953.76 per year.

Allocations in terms of collection expenditures per capita ($1.60 compared to state average of $2.05) and operating expenditures per capita ($14.26 compared to the state average of $19.65) are below state averages, which is below the 25th percentile of $15.11 per person.

In terms of collection development and holdings, DCPL is at the 25th percentile in terms of adult volumes (55% compared to the state average of 58%) and significantly below the 25th percentile (35%) in terms of % of total holdings that are print books (31.4% compared to 47%), less than the state average for total book volumes per capita (1.42 to 1.64). In contrast, DCPL is above the 75th percentile (2.4) in terms of

electronic books per capita (2.5 to 1.5 state average) as well as in terms of % of holdings that are electronic (65% compared to 47% state average), which also exceeds the 75th percentile (61%).

DCPL is also below the 25th percentile on most circulation measures including circulation of adult print books as percent of its total circulation (14% to 22% state average, which is below 18% at the 25th percentile), adult non-fiction (5% compared to 7% state average and 5% is the 25th percentile), young adult fiction (1% compared to 2% state average and 1% is the 25th percentile), and juvenile fiction (14% compared to 20% state average and 16% is the 25th percentile) and juvenile non-fiction (3% compare to 4% state average and 3% is the 25th percentile).

The balance between percent circulation that is physical vs electronic is also significantly different from state averages and too heavily electronic. Physical circulation represents 44% of all circulation compared to the state average of 71% which is significantly below the 25th percentile of 67% for the state. In contrast, DCPL is one of the state leaders in terms of overall percentage of circulation that is digital at 56% compared to the state average of 29%, which far exceeds the 75th percentile of 33% as well. Unfortunately, this means that as of 2020, the circulation per registered borrower of 7.35 is lower than the state average of 8.16 and total collection use per capita of 3.00 is lower than the 3.80 state average.

In 2020, DCPL's overall market penetration of 62% is also much higher than the state average of 49% while library visits per capita of 1.29 is below the state average of 1.82 and close to the 25th percentile of 1.26. Reference transactions are also far below the 25th percentile in terms of per capita (0.05 to .41 and 25th percentile is 0.25) and reference transactions per staff FTE (165 to 1,558 state average and 25th percentile is 768).

Programming is also different than state averages being lower in term of offering adult and young adult programming. The percentage that are adult programs of 17.5% is below the state average of 24.3%, the percentage that are young adult programs is significantly lower 0.5% compared to the state average of 7.7% and far below the 25th percentile of 4%. In contrast, DCPL is one of the state leaders in terms of the percentage of its programs that are dedicated to juveniles, which 79.4% compared to 65.6% and places it above the 75th percentile which is 76%.

In terms of program attendance, DCPL is below the 25th percentile (9.8 adults per program) at 3.9 adults per program and far below the state average of 19.1. The same is true of children's programs average attendance, which is below the 25th percentile (19.33) at 14.9 compared to the state average of 25. DCPL, however, is one of the state leaders in average young adult attendance per program at 43 compared to the state average of 30.6 and well above the 75th percentile of 17.6 per program for all NC libraries. DCPL also offers far more of its programs in the library at 89% compared to the state average of 77%, which places close to the 75th percentile of all NC libraries. This is one of the reasons why DCPL's average attendance per program of 15.8 for all age groups is below the 25th percentile of 16.4 and the state average of 23 attendees per program.

Finally, in terms of technology DCPL offers more computers per 5,000 population than the state average of 3.74, which places it in the 75th percentile for all NC libraries. Unfortunately, as the use of computers in libraries continues to decreases, this appears to have happened at an accelerated rate in Davie County as overall use of computers per hour (2.33 compared to the state average of 3.88) and wireless uses per hour (1.8 compared to the state average of 5.8) are far below state averages.

GIS Maps (Access Dynamic Map Here)

A dynamic GIS map system was created for this project. The cluster map below shows card holders by distance from each branch. Patrons outside the outer ring are more than 7 miles or approximately 20-25+ driving time away. People outside of those rings could be considered "underserved" due to the travel time and distance required to visit a library. Based on the library card concentration map, underserved areas

include Clarksville (NW), Farmington (N), Bermuda Run (NE), Shady Grove (E), and Cooleemee/Jerusalem (SE) areas (View GIS maps in Word format here).
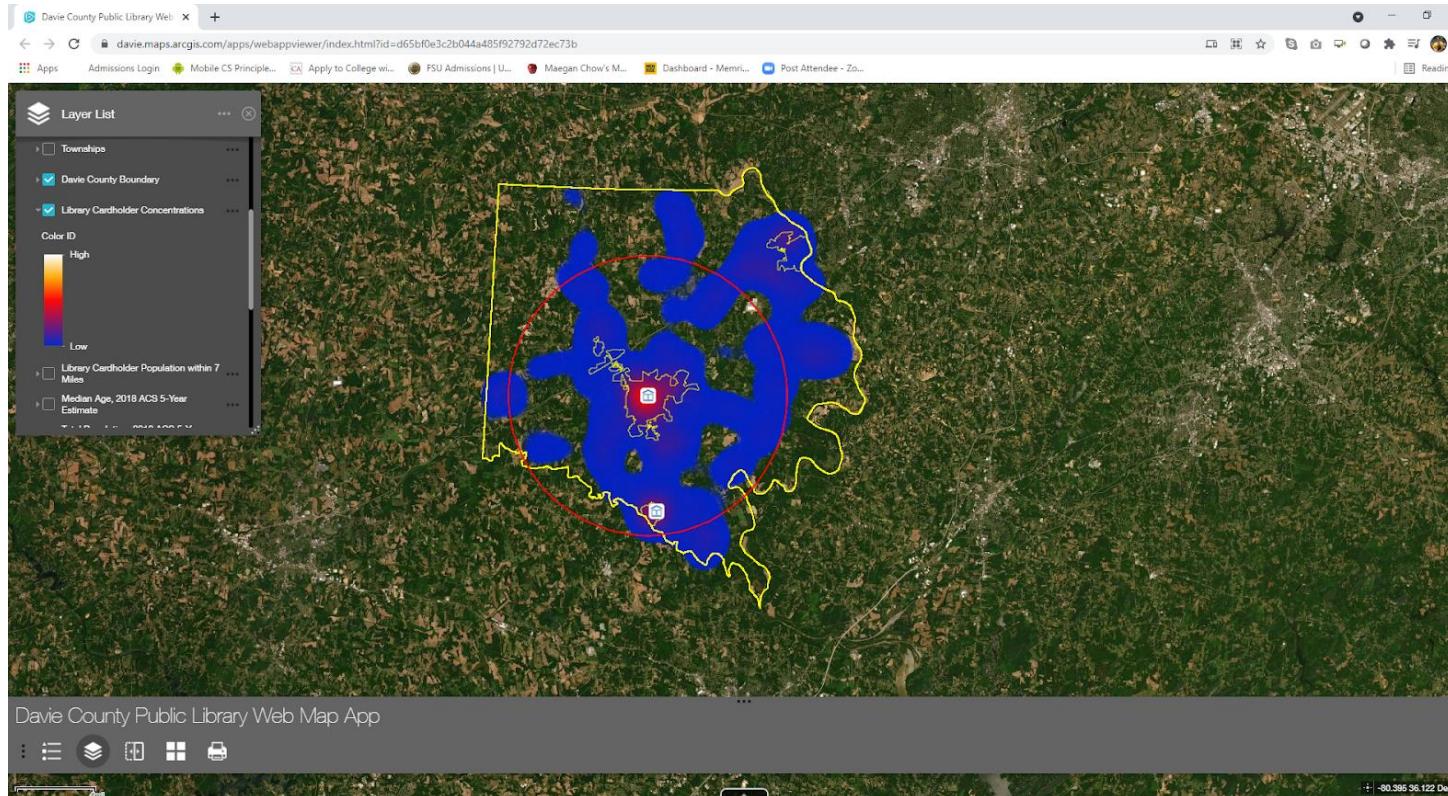
Interviews

Interviews were conducted with the county manager and superintendent, chair for the chamber of commerce and Mebane Charitable Foundation, a director of a domestic violence organization, parents, BOT for the Library, church pastor, Income Case Worker, Mayor and Town Manager of Bermuda Run, branch director of the YMCA, retired Library Director and president of the humane society, and President of the Friends of the Library.

Community's highest priorities

COVID and what library services will look like in the future. The expected capital improvement project has been delayed due to financial challenges and trying to understand how County services are going to look different because of COVID. There definitely needs to be a physical presence in Bermuda Run.   The Library needs to continue looking into a fine free model and also into increasing wages for part-time staff. It is also important to focus on getting back to normal and having people began to resume their regular activities. Unemployment was pretty low prior to COVID and so it is very important to help people get back to work. Economic development is a high priority.

It is essential that the community work together and support each other and combine areas of service whenever possible. One of the priority areas has to be generating interest in and supporting education and schooling. Need to make it easily accessible. This is especially important post COVID with different modes of instruction - can the library help with more things like tutor.com – parents have reported to the district that this was helpful. The next school year will be challenging as there will be students not wanting to return to a regular schedule because they are working full time. The Library can partner and continue to partner with our community in enrichment activities to help make learning fun again. People have more control of their time so what is offered has to be attractive and inviting.

The County is growing and careful controlled growth and ensuring there is affordable housing is an issue. There is a need for additional infrastructure with the growing population. Community engagement is an important part of this growth and the Library is in a central position to help with this. There is also a push for technology and digital access and so how can the Library help with this? The Digital Divide is also a very real issue in the county. There are six elementary schools and the eastern side tends to have lower income and bigger challenges with internet access.

The County's history, both preservation and sharing it, is also a high priority as Davie County is the birthplace of Daniel Boone. The population is also aging and it is important that the younger generation is being properly prepared as the future labor force. Another issue is a lack of kid centric programs beyond sports. Can the Library help offer more programming that will get more kids into the library? This is especially important for homeschool kids and families. A lot of members of the Hispanic community do not feel comfortable going places where they are not understood or people don't understand their needs. Senior services are also an important and growing need in the community.

How can the library best align itself with meeting these needs of the county in general?
Technology and access to Internet has been a top priority. There is a strong push for broadband but people need the hardware and access to Wi-Fi to connect to it. Partnerships, especially with the community college and pushing services into the community are key (e.g., kiosks and smart lockers). The economic and workforce development and so the Library needs to help in this area. Also, as a rural community the Library can serve as a community hub – a place to gather, to grab a cup of coffee with comfortable seating and free internet. The Library can serve as the space and place as well as have staff available to provide supported as needed. It also can serve as the connection point for people who have knowledge and expertise that can and should be shared with others such as programs, training, webinars, etc.

The Library needs to fix its relationship with the community. Many people feel it is antiquated and not needed any longer. It must be assertive in letting people know how wrong they are. Partner with existing community organizations to support them and also partner with them when possible. Continue to offer special programming, especially geared to technology and forward-looking trends. Also offer fun community events like movie nights, holiday spooky movie making contests, NFL trivia, etc.

It also needs to continue to serve its core purpose - providing interesting reading and books, a place for research, helping families, focusing on early literacy and education. It must also maintain and tell the stories of the community. This includes addressing racism and ensuring it helps facilitate conversations around this topic. The also means help with bi-lingual and ESL challenges, which is both helping people speak English but also helping ensuring kids do not forget their own culture and past.

The Library needs to expand the notion of a what a library is as Forsythe County offers state-of-the art facilities. How does DCPL supplement and compliment such services? How can services be offered in different ways?

Technology hardware, software, and programming and training is essential for the community. This linked to both literacy and the ability to look for jobs as well as now doing well in school. The Library needs to be versatile in helping people with technology, connecting to the Internet, and learning how to use it.

Describe your ideal library that would best serve the needs of your community (building, services, personnel, etc.)?
The Library must be an inviting space, promote the exchanging of ideas and move far away from the cliché of "shushing" people. It should offer coffee and do other things to make it inviting and welcoming. Ideally, it is beside a park or outdoor spaces where people can read and spend time with one another. It needs to have strong curb appeal and be attractive – a place where people want to come and spend time. Small group spaces, high tables, comfortable seating, technology stations and projection places, mobile

bookshelves, power trees, fully glassed break out rooms. Lots of flexible space for classes, tutoring, programming, and for the community to gather. It also needs to be bright and cheerful like the Hunt Library.

It will also have fun activities like puzzles, games, that helps people escape and use their minds. Lots of opportunities to interact and engage with different types of information. It also should have lots of technology that people can use and experiment with. Definitely have a lot of technology that people can check-out both inside and outside of the library. Also a lot of hands-on, interactive, and creation spaces like maker spaces, exhibits, with a science center and children's museum feel to it. It is a place where kids and teens can come to spend time with their friends as well as a place to come and study. The ideal library also welcomes you immediately when you enter their doors. It is must be welcoming from the very beginning as you enter their space.

Smart lockers and little free libraries push library services into the community and supports the power of literacy and emphasizes the need to get books into the hands of children anyway possible. The Student Access Program through NC Cardinal should also be a high priority because it increases the ease in which kids can gain access to books. Technology lending would be important.

The ideal library also has recorded programming and oral histories available throughout the building. Gathering and telling the history of the area is essential and needs to invest in recording equipment and telling the county's oral history.

Services need to be extended to the southeast side by Rohan County. Teens also need to be prioritized and have a place of their own and a place in the community to hang out. The ideal library needs to also provide easy access for all people with disabilities. Automatic doors, more restrooms.

The ideal library also provides the infrastructure and resources for people to go online - media, books, databases, without having to pay for it; free and accessible to everyone. 24/7 access is also a growing option. Outdoor spaces with access to free Wi-Fi is also important.

Does the Library do a good job of marketing itself?
Overall, it is doing a pretty good job. Active in social media, the website is user friendly but appears a bit out-of-date. The outside sign needs to be updated, similar to churches and schools – right now it looks institutional and needs a digital board. Consistently attend local events like annual fairs, barbecues, book giveaways, blood mobile, and other community events. Word of mouth is also very important. Churches would be glad to spread the word. The library has to go to the people - community partners, flyers to the clients, volunteers who speak Spanish.

What are the primary strengths of your Library?
Great history and great location in downtown Mocksville that has been there a long time and represents a big investment. Also, a well-rounded staff both racially diverse and with different perspectives and expertise. Serves as a provider of the Internet, books, and a place to gather. Serves as the foundation for Davie County history that helps celebrate heritage and community pride. Good programming and good community partnerships.

What are its primary opportunities for improvement?
Could use more advanced technology for the researching, cataloguing process, especially around history and genealogy. Leadership has been influx over the past few years. There is a need for a clear set of library priorities. Also need to tell the library story. Need to do more outreach and let the community know what is available and what they are missing. Need more of a presence in the eastern end of the community.

What should the library priorities be?
Definitely continue focusing in on children's literacy. Outreach to the community in general is critical and make sure it is touching people and impacting their lives in meaningful ways. Need to expanding digital content and online programming - a whole network of lockers, kiosks, and other ways of getting out into the community.

Also, essential to keep getting books in people's hands - go to the community and make the access easy. Need to increase foot traffic into the building; focus on being attractive and offering exciting services and programs and people will come. Technology has to be a focus along with dynamic meeting spaces and places; conference rooms, food and drink along with a place to hang out.

Outreach is best done through community engagement – collaborate with other organizations and partners that compliment library services. Find ways for people to connect with the library and seek to become the hub. Bring people together to discuss shared ideas and also serve as an information hub for the County, businesses, and people who are looking for services and resources.

The Library must have current technology – become a draw by providing resources that people cannot afford. Celebrate the county's heritage and history but also do not become archaic and/or appear old or out-of-touch. Also focus on increasing interactive children/teen programming and resources. Prioritize job training and corporations to engage adults and community college students to use the career training resources. Also, focus on bringing books to the children through lockers, LFLs, Student Access, and programming in the community. Remember to support bi-lingual services in both directions – offer classes in Spanish including technology classes.

Checkout technology - Chromebooks, tablets, laptops, hotspots, etc.; great opportunity for the Library to be the conduit for connecting to technologies for the community. Technology is one of the value-added reasons to maintain a public library; more and more funds will be placed in that line item in the future.

Community Needs Assessment Survey
A total of 415 participants completed the survey – 130 random sample responses (13% response rate) and 282 general responses.

For the random sample, 44% of the participants had not used the library over the past 12 months. For the general sample, that number was 23%. The primary reasons for not using the library were use of information sources (83%) while 16% selected no convenient location or inconvenient hours. The general sample also identified not a safe or comfortable environment (10%). In addition, 42 participants said they used other libraries. Primary reasons for using the library included using online resources, for their children, school, and work.

Overall, 91% of the random sample and 95% of the general sample were 20 minutes or closer to the library. The highest priority information sources for the random sample were Internet, television, social media, and libraries. The general sample also identified ordering books online. In terms of most important activities in daily life, the random sample identified leisure reading, watching movies/TV, learning new skills. The general sample added social media as another important activity.

In terms of access to technology, the random sample had access to a computer/tablet, internet access at home, and access to a mobile device. The general sample had less access to the Internet (75%) and Wi-Fi (73%) at home. As far as physical space, for the random sample the most important were that it was welcoming, location and access, and that has quiet space to read, work, and study. The general sample also identified ensuring building accessibility for all ages.

In terms of technology, access to Wi-Fi, speed of the Internet, and personal productivity equipment were the most important for the random sample. The general sample also identified digital access to local

history and genealogy. The most important collections for adults were fiction, non-fiction, newspapers and magazines, eBooks, and access to local history and family genealogy. The general sample also selected local author collections as a priority. For children, fiction, non-fiction, and audio books were identified as priorities. For teens, collection priorities including digital magazines, eBooks, non-fiction, magazines, e-audio, and fiction.

In terms of programming, for children/teens school-age literacy, STEAM, early literacy, teen engagement, and participating in community festivals were all identified as most important. For parents, it was programs on parenting and special-needs, and for adults in general, most important programs included genealogy, local history, healthy living, programs for military/veterans, technology, personal interests, civic engagement, author visits, book clubs, and programs about/by community groups.

For future or expanded programs, the top for the random sample included a greater focus on pre/early literacy, story walks, greater access to personal productivity software, greater emphasis on job skills, live streaming library programs, and opportunities to digitize and record family histories. The general sample added access to innovative technologies.

Staff Survey and Priorities
A total of 17 surveys were completed by staff. They were highly satisfied with their jobs (6.2 out of 7.0) and felt library patrons were also satisfied (5.9 out of 7.0).

The highest rated sources and services include books for adults and children, outreach services for adults, programs for adults, online resources, programs for children, books for teens, resources for homework/school work, personal research, reference services, DVDs, e-audio, business and career related services, computers and technology for children, outreach services for children, and programs for teens.

Greatest Strengths include library staff, customer service, connecting with patrons, ties to the community, and it serves as the hub of the community. **Greatest weaknesses** include lack of physical space, unable to separate adult/children/teen areas, improving programming around the needs of the community, lack of youth/teen engagement, and lack of outreach. **Greatest opportunities** include orienting the new staff, the need for increased budget, increased material for teens and improved teen area, need for a strong print collection, increased technology, more outreach to market the library in the community, and increased salaries/wages for staff. **Greatest threats** include being closed to the public due to COVID, over reliance on digital resources, aging out of regular patrons, not keeping up with the times, staying too small and underfunded to meet demand, and being welcoming but not relevant.

The staff's highest priorities include staying relevant, increasing staff pay, hiring more full-time staff, outreach, a new building/services in Cooleemee and Bermuda Run, updating facilities to include more study/meeting space, staff development, catering more to teens, technology, adding a café/learning common, and better marketing and communication.

Climate Survey Questions
Staff were highly satisfied that coworkers were committed to doing quality work (6.6 out of 7.0), someone has talked to them about their progress (6.5 out of 7.0), their work is important (6.5), their input counts (6.3), they have received praise in the past seven days (6.3), and they have the resources do their work (6.1). The two areas for improvement were being on the same page with peers (5.2) and seeing themselves working there in five years (4.9).

Recommendations

Based on the results of the community wide assessment, the following are recommended:

1. Offer a "library of things" for checkout which is a growing state and national trend.

2. Prepare for post COVID demand – including helping students, supporting teachers, and application support for employment, education, and government services, and increased teleworking/learning support and programming (eLearning, instructional technology, working from home, etc.).

3. Expand focus on early literacy (0-5, 5-10) and parenting education and children's services.

4. Maintain strong print collections with a focus in increasing print book circulation per capita and balancing print to electronic collections based on state trends (47% print, 53% electronic). In 2020, DCPL's holdings are 35% print and 65% electronic.

5. Expand and invest in clear areas of growth – electronic resources, outside library services, programming, reference, and technology lending.

6. Increase per capita funding from municipalities and the county over time from $10.46 per person to $18.39 per capita (the state average for all county libraries) over the next five years (an increase of $1.58 per person or $67,953.76 per year).

7. Increase staff salaries as DCPL is at the bottom 25th percentile for all libraries in North Carolina.

8. Focus on underserved areas outside of the seven-mile radius of any branch – smart lockers, programming, little free libraries, Student Access program, partnerships with schools and senior centers, programming and resources for Spanish speaking residents, etc.

9. Serve as a community hub and anchor – welcoming, cultural center, a third space, a connection point to information and other people/organizations/services, offer food and drink (get them in the door and keep them there), and comfortable spaces inside and outside.

10. Prioritize technology and digital access and literacy as the community's technology hub – offer strong technology (connectivity that is fast and stable, productivity hardware/software, learning spaces), technology support and programs, recording and streaming programs, technology for checkout inside and outside the library supporting teleworking and remote learning, and innovative technology people can explore.

11. Offer learning experiences through maker spaces, games, technology and a close partnership with the school district.

12. Prioritize marketing and outreach and tell the library story and how it is impacting people.

13. Un-library the library by providing services, programming, and resources not typically associated with libraries that will bring in those who may not be using the library currently.

14. Maintain strong collections in fiction, non-fiction, newspapers and magazines, eBooks, and access to local history and family genealogy. For children, fiction, non-fiction, and audio books were identified as priorities. For teens, collection priorities including digital magazines, eBooks, non-fiction, magazines, e-audio, and fiction.

15. Maintain/expand programming in included genealogy, local history, healthy living, programs for military/veterans, technology, personal interests, civic engagement, author visits, book clubs, and programs about/by community groups.

16. Expand/increase programming and services focused on greater focus on pre/early literacy, story walks, greater access to personal productivity software, greater emphasis on job skills, live streaming library programs, and opportunities to digitize and record family histories. The general sample added access to innovative technologies.

Vision Statement (What we aspire to be)

A welcoming community center of discovery, engagement, and learning for all.

Tagline: *Discovery, engagement, and learning for all.*

Mission Statement (What we commit to)

DCPL champions literacy, accessibility, lifelong learning, and community.

Values (What we are)

i-CAIR

1. Inclusivity
2. Customer Service
3. Adaptive and Accessible
4. Innovative and Modern
5. Respect and Open Communication

Core Competencies (How we thrive)

1. Literacy and Lifelong Learning
2. Community Partnerships
3. Modern and Accessible Online and Physical Locations
4. Strong and Well-Trained Staff
5. Technology

Goals (What we will do)

1. Expand the Library's presence in underserved areas of the county
2. Organizational Excellence
3. Modern Facilities
4. Technology

Goals & Objectives

1. Expand the Library's presence in underserved areas of the county

1.1. Improve signage outside

1.2. Develop a sustainable awareness plan for library offerings across the community (2022)

1.3. Relevant Programming

1.4. Collection Development Plan and Relevant Collections

1.5. Have a presence in Clarksville, Farmington, Bermuda Run, Shady Grove, Cooleemee/Jerusalem) by June 2024

1.6. Create community outreach through local organizations and partners to increase access to services

1.7. Increase Library Foot Traffic

1.8. Robust Community Partnerships

2. Organizational Excellence

2.1. Increase employee retention to state average

2.2. Increase funding

2.3. Refine the consumer experience

2.4. New and Welcoming Spaces

3. Modern Facilities

   3.1. Renovate building to meet ADA and accessibility compliance by June 2024

   3.2. Reorganize library space

   3.3. Outside Reading Area/Community Garden/Programming Area by Spring 2024

4. Technology

4.1. Conduct an inventory and needs assessment

4.2. Develop a process to identify new and innovative technologies and potential application in the library

4.3. Review new technologies, balancing the needs of the community and opportunity for funding in the budget

4.4. Increase digital presence

4.5. Establish a take home lending technology collection by June 2023

4.6. High quality technology for all branches

4.7. Establish maker spaces by Summer 2024

4.8. Emerging Technologies