"Fostering Literacy and Learning"

2012-15 Strategic Initiative

Davie County Public Library

Where inquisitive minds come to know and grow.

May 2012

INTRODUCTION

This report is the result of six months of analysis and planning by the Library's Strategic Committee to position the institution for maximum relevance and service in the years immediately ahead. At the heart of the effort has been a commitment to deliver substantial and sustainable value to the citizens of Davie County, and to be highly accountable stewards of the tax dollars that have been entrusted to it.

Spelled out is a realistic and ambitious path to guide the Library's leadership in allocating financial and personnel resources in a way that responds to the current wants and needs of Library users and anticipates those that may develop.

Importantly, the Library made community involvement a key component of the overall planning effort from the outset. After all, the Library is supported by public dollars, and taxpayers are entitled to a major voice in influencing how those funds are spent-- in effect, defining what the return on investment should be.

Several hundred residents were actively involved in shaping the Library's future through completing written and on-line surveys. Their ratings, interest and insights provided a patron perspective on how the Library is addressing their needs as well as recommending on new and expanded resources and services that should be provided.

Funding realities will not permit the implementation of some of the suggestions from the public, and the Library recognizes its responsibility to produce a document that is not only ambitious but feasible. The Library's leadership is, however, committed to providing the maximum possible benefits to its diverse constituents and to be responsive to what they said.

The plan embraces such traditional Library areas as early childhood development and lifelong learning. At the same time, however, it defines expanded responsibilities in on-line capabilities, collaboration and teen services, and identifies such new initiatives as economic development support.

The first two sections of this report describe the process through which the plan was developed, followed by a detailing of the specific goals and objectives of the plan itself. It is structured around general functional Goals and specific measurable Objectives, the collective attainment of which will fulfill the Library's redefined Vision and Mission. With public funds, good intentions are not enough-- not nearly enough. They must be matched by a commitment to excellence and a mathematically quantifiable definition of just what that excellence is. And that is precisely what this report does.

Subsequent sections of the plan explain the variety of information that the Library considered in developing its priorities. Included are the detailed results of the Citizens Surveys and a comparison of the Davie County Public Library to peer libraries in North Carolina in a variety of resource, financial and related categories.

We thank the many of you who helped us develop this plan, and we invite your scrutiny and advice as we put it into action.

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I.   PLANNING OVERVIEW

Project Background.

In times of turbulence and ever accelerating change, static organizations perform poorly and become increasingly less relevant. In particular, information and knowledge-based public agencies like the Davie County Public Library must be especially attuned to the needs of the citizens who support them and the multiple environments affecting the communities they serve.

Accordingly, when done correctly, a strategic initiative becomes very much an on-going process rather than the simple development of a plan as an end product. Strategic planning leads logically to strategic implementation and the instillation of strategic thinking throughout the organization. There can be no sense of complacency, but rather a sense of urgency on continually evaluating what has been done to date, what has changed recently and how does that effect the current course of action.

In that respect, this report will be regularly reviewed by the Library's policy and managerial leadership, and where appropriate, modified to adapt to changing circumstances, opportunities and challenges.

In the highly competitive information world of 2012 and beyond, however, the Library must differentiate itself by clearly identifying what it can do that others cannot. Some adults feel that the Library of today is pretty much the same institution they remember from the days of their youth. Some think that their home or office computers and internet access make the Library less relevant to them. It is up to the Library to prove that such beliefs are incorrect. By design, the plan is written in terms the general public can readily understand and avoids library-professional jargon and acronyms.

The Library must also address the challenges posed by ever-advancing technologies that require a regular review of the print and electronic formats in which material is acquired, stored and accessed, as well as the budget allocations that should be assigned to future purchases.

This report was developed during a time that the nation, the state and much of Davie County were experiencing an economic downturn. And while there are indications in May 2012 that conditions may be improving, the Library's Strategic Committee feels strongly that the role of the Library in contributing to the economic security of individual citizens and the vitality of the region as a whole will be critical going forward.

Increasingly advanced skills will be required for success in life and work, and Davie County's future in a globally competitive world will be determined in no small part by the quality of its knowledge infrastructure, and the Library must position itself as a critical part of that.

In defining its future programs and materials, the Library looked closely at trends and projections from a wide range of local, state and federal sources. This information coupled with the survey results and the professionalism and commitment of the Committee members resulted in discussions that were broad in scope but focused on what makes the best sense for Davie.

Lastly, the plan reflects the highly diverse nature of those that the Library serves. From expectant parents wanting information on how to best care for their children to individuals using genealogical resources to discover more about their ancestors, the Library literally provides resources from birth through death. It should be a source of personal enjoyment, educational growth, community engagement, and economic development. Through this strategic effort, the Library has worked diligently to ensure that it is all that… and more.

Project Scope.

This process was designed to generate both significant objective analysis (hard data) and subjective input (opinions of citizens) for consideration by the Library's leadership. Taken together, the two sets of information were considered to be valid bases for priority setting, resource allocations and other aspects of strategic planning.

Ten distinct but inter-related elements comprised the core efforts of the Committee's work:

1. Defining the Library by a "return on investment" approach that details the benefits that the County and its residents receive from tax dollars that support it.

2. Specifying the appropriate roles, services and resources for the Library in the future of Davie County.

3. Clearly differentiating the Library from all other providers of information and knowledge.

4. Providing substantial participation in the planning process by Library patrons in evaluating the Library's current materials, programs and services what it should be providing in the years ahead.

5. Identifying the current internal strengths and weaknesses of the Library and the external opportunities and threats to the institution.

6. Reviewing how the Davie County Public Library compares to similar systems in the state on an array of fiscal, service and staff measures.

7. Reducing the barriers to greater use of the Library's resources.

8. Providing a more strategic approach to the Library's consideration and evaluation of the geographic, economic, social and technological environments within which it functions.

9. Reviewing and possibly modifying the Library's vision and mission.

10. Sub-factoring the vision and mission to a series of general functional goals and specific measurable objectives to be achieved over the next three years.
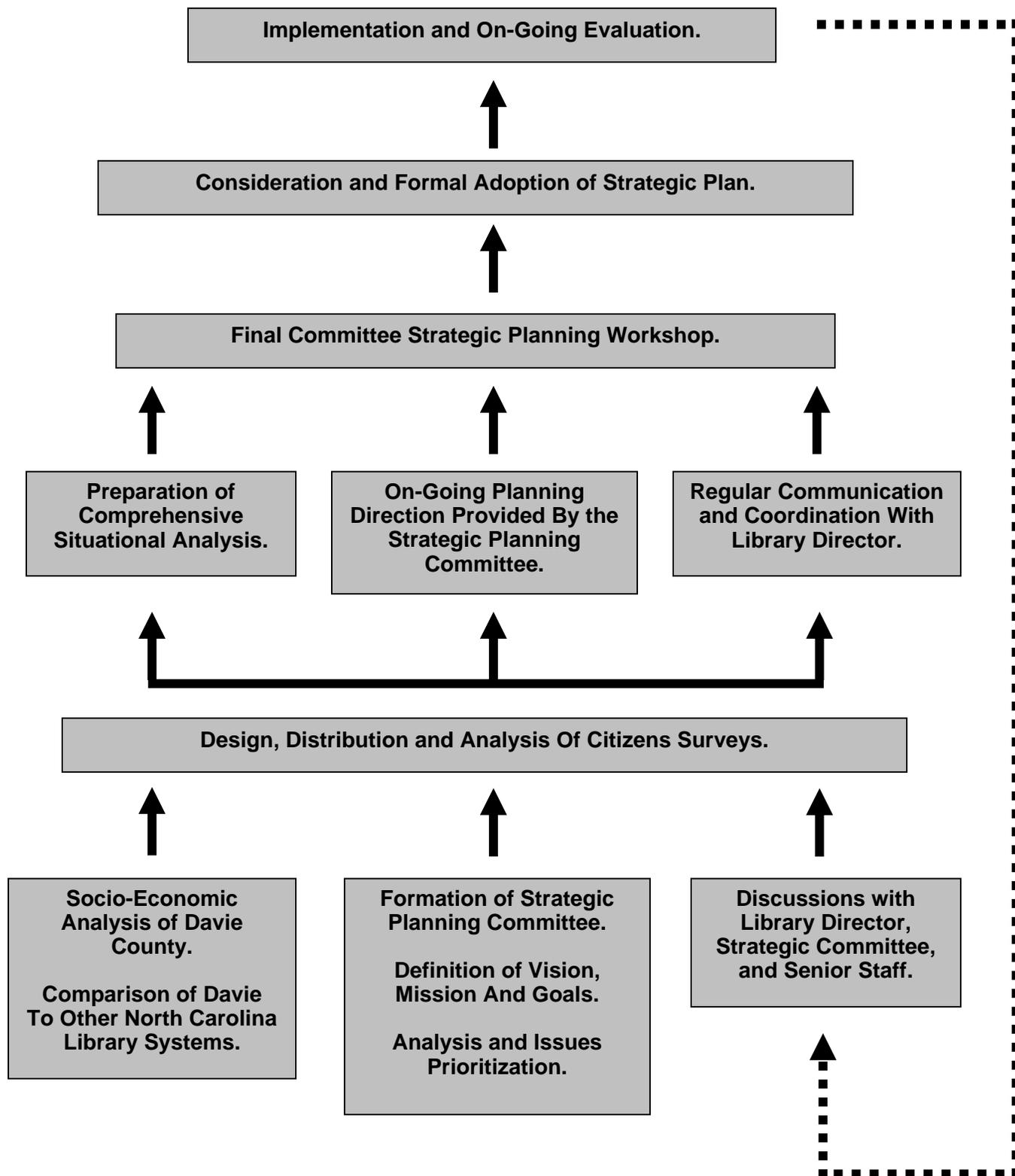
The collective intent of these issues is to make the best use of limited resources in a time of financial challenge to most appropriately address the needs and wishes of Davie County and its citizens. During the six months developing the plan, all ten were addressed by both the Strategic Committee and the Library's senior staff.

This strategic plan is a flexible instrument-- one that sets a general direction, but that recognizes that it needs to be reevaluated and amended in the months and years ahead as conditions within the county change. What will not change is the Library's commitment to excellence and its insistence on financial transparency and accountability.

The primary challenge for the libraries today is not all that different from what businesses face-- a fight for relevance. Too many corporate and nonprofit organizations are counting on approaches that have historically served them well to continue to do so. Frequently, they don't; in fact, they may well be counterproductive. Those companies and agencies that succeed will be those that embrace transformation. The Davie County Public Library is placing itself in that category, and will exhibit the foresight and agility to justify that positioning.

Strategic Process Components and Flow.

Each individual event and milestone was sequenced so that each would build logically upon the findings of the preceding event rather than occurring in relative isolation and failing to relate to the comprehensive nature of the process.

Implementation and On-Going Evaluation.

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Consideration and Formal Adoption of Strategic Plan.

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Final Committee Strategic Planning Workshop.

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Preparation of Comprehensive Situational Analysis.	On-Going Planning Direction Provided By the Strategic Planning Committee.	Regular Communication and Coordination With Library Director.

↑ ↑ ↑

Design, Distribution and Analysis Of Citizens Surveys.

↑ ↑ ↑

Socio-Economic Analysis of Davie County. Comparison of Davie To Other North Carolina Library Systems.	Formation of Strategic Planning Committee. Definition of Vision, Mission And Goals. Analysis and Issues Prioritization.	Discussions with Library Director, Strategic Committee, and Senior Staff.

Structure of the Plan.

The Library designed the plan around an organizational framework that provides both clarity of purpose and accountability for results. By so doing, it directly addressed its primary obligation to provide full accountability for the public monies entrusted to it.

That structure provides the management tool for the Library Director and her senior staff to guide the institution to a future of relevant and professional service to its 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.

The Library first examined its existing mission statement and objectives to determine their appropriateness for guiding the institution's future direction. The existing language was:

Mission Statement: To provide modern library resources and services necessary to satisfy the evolving personal, recreational, educational, cultural and professional information needs of the community, thus enhancing the quality of life in Davie County.
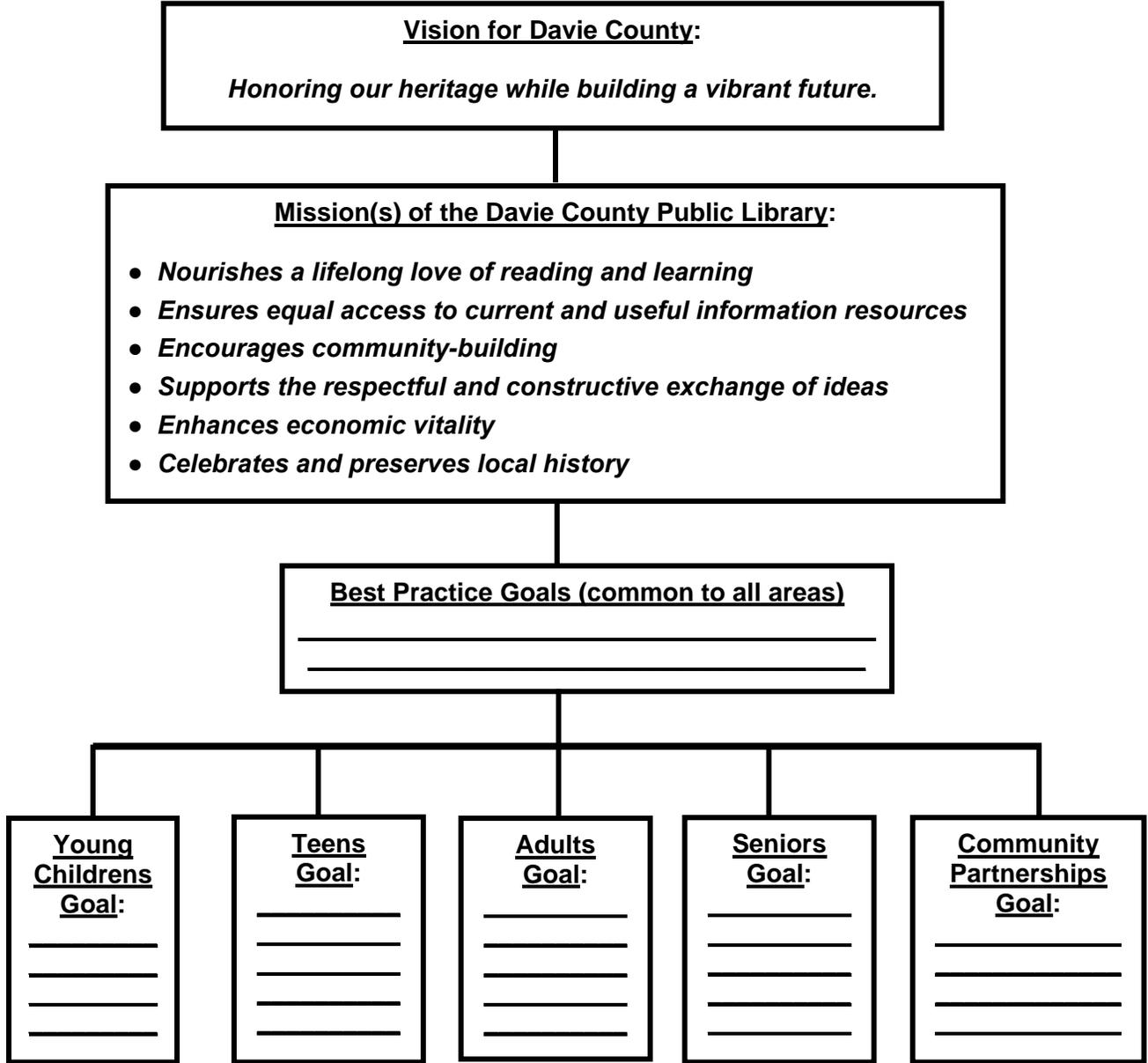
Objectives:

1. To assemble, preserve, maintain, and administer an organized collection of vital and relevant library materials, which taken as a whole will be an unbiased and diverse source of information representing as many viewpoints as possible.

2. To serve the community as center of reliable information, by providing timely, accurate, and useful information tools, both print and electronic, to aid community residents in their pursuit of personal and professional interests.

3. To provide an environment where inquiring minds may encounter the original, sometimes unorthodox and critical ideas so necessary as correctives and stimulants in a society that depends for its survival on free competition and expression of ideas.

4. To support the educational, civic, and cultural activities of community groups and organizations.

5. To provide opportunity and encouragement for citizens of all ages to pursue a lifelong interest in reading and education.

6. To seek continually to identify community interests and needs, to provide programs of service to meet such needs, and to cooperate with other organizations, agencies, and institutions which can provide programs or services to meet community interests and needs.

7. To provide opportunity for recreation and personal enrichment through the use of literature, music, films, and other art forms.

After a careful review, the Committee determined that the language, while constituting an accurate description of what a library does, was too generic and did not reflect the changing times in which the Davie County Public Library functions.

The Committee approved a new Vision and amended Mission for the Library going forward. The Vision as adopted quite correctly speaks to the county as a whole rather than just to the Library. The wording incorporates key aspects of what other Davie agencies define as important, thus emphasizing the collaborative nature of many of the Library's efforts.

The Missions on the other hand define the Library's roles in achieving that Vision, and are specifically geared to the specifics of the institution. Those missions were then sub-factored

down to a series of general Goals and ultimately precise Objectives for each. The basic structure is shown immediately below. Certain best practice goals are common to all the other goals and are shown upfront rather than listed repeatedly under each of the subsequent target population goals.

Vision for Davie County:

Honoring our heritage while building a vibrant future.

Mission(s) of the Davie County Public Library:

- *Nourishes a lifelong love of reading and learning*
- *Ensures equal access to current and useful information resources*
- *Encourages community-building*
- *Supports the respectful and constructive exchange of ideas*
- *Enhances economic vitality*
- *Celebrates and preserves local history*

Best Practice Goals (common to all areas)

_____

_____

Young Childrens Goal:	**Teens Goal:**	**Adults Goal:**	**Seniors Goal:**	**Community Partnerships Goal:**

Goal:

Objective 1: _____ SPECIFICITY

Objective 2: _____ SPECIFICITY

Objective 3: _____ SPECIFICITY

II. 2012-2015 DAVIE COUNTY PUBLIC LIBRARY IMPLEMENTATION PLAN

Executive Summary.

The Library currently has 17,358 registered active patrons, representing a 42% penetration of county residents. 80% have Mocksville addresses; 16% Advance; and 4% Cooleemee.

Adults are 71% of total patrons (12,300), with youth and children comprising 29%. This is in line with the county population, with 2010 Census figures showing 24% of county population is under age 18. Circulation of books for 2010-2011 totaled 113,767; adult books represented 55% of that circulation, juvenile books 39% and young adult books 5%.

This Implementation Plan below places a strong emphasis on marketing the Library to attract new patrons and to increase awareness of resources for current and potential patrons. The 42% of residents with Library cards is not a particularly strong number, and the Library's leadership feels a strong responsibility to do a better job of making the public aware of the number of services and resources it offers.

Part of this initiative will be to establish procedures to track usage of materials by age group, author, call number range, and genre. This information will then be used to better allocate spending on most popular materials while retaining balance in the collection.

One area of recognized excellence is the quality and quantity of children's programming conducted by the Library. During Fiscal Year 2011, the Library held 173 programs in its facilities attended by 2,738 kids and 1,358 parents or caregivers. Another 683 programs were held outside the Library (many of them by the Outreach Story Lady). These were attended by 15,896 adults. The Library reached 18,634 children and 4,481 adults through 883 programs. An immediate challenge for the Library is managing the transition in youth services staff such that the breadth and quality of children's resources and programming continue unabated, and services and programming to young adults achieve some positive momentum for the future.

One issue that came through clearly in the Citizens Survey undertaken by the Library last November is the need to effectively position the institution as a key asset in helping to ensure the county's future economic vitality. The Library has never emphasized or even particularly acknowledged this role. To be economically competitive in a rapidly developing global economy, communities will have to excel in their knowledge infrastructure, developing skilled employees for today's jobs and ensuring that young children will be prepared to successfully compete in the marketplace that awaits them as adults.

The Davie County Public Library is an important component of that economic infrastructure, and-- for better or worse-- will be a factor in attracting new companies and retaining and expanding existing ones. Based on survey results, the Library's leadership should not be reluctant about identifying this role or taking steps to enhance how the institution goes about it. And a significantly enhanced role by the Library in this regard is contained in this plan. It starts with establishing a clearly identified Business Resource Collection within the Mocksville facility, which will include the library's materials on job seeking, professional development, and small business management.

With the Library's major role as a community center, as evidenced by the number and diversity of the groups using its meeting rooms (Appendix 1, page 31), it is important that the institution maintain and enhance access to those facilities and the variety of uses to which they can be put.

THE IMPLEMENTATION PLAN

VISION:

Honoring our heritage while building a vibrant future.

MISSIONS:

● Nourish a lifelong love of reading and learning.
● Provide equal access to current and useful information resources.
● Celebrate and preserve local history.
● Encourage community-building.
● Support the respectful and constructive exchange of ideas.
● Enhance economic vitality.

GOALS: BEST PRACTICES (These apply to every patron group. Specific Goals and Objectives for each of these groups follow after these Best Practices.)

1.   Offer broad, diverse, and changing collection across multiple formats to meet patron interests and information needs.

      Objectives:

      a.   Evaluate patron usage and expressed interest in subjects, genre, classification, and format on ongoing basis to aid in resource purchase decisions; generate reports from the automated library system (ILS) and other library resources (Mango, Overdrive, etc.) as tools.

      b.   Establish and follow a regular schedule for collection weeding so that collection turnover averages 10-15% annually. Regular weeding of the collection helps to ensure access to the most current non-fiction information resources, particularly important in the medical and health fields, and popular fiction releases. It also helps to address the already existing constraint of shelving availability.

      c.   Highlight collection items by topic in frequent, regularly changing displays in library; can be reinforced in ads, articles; coordinate with community organizations on displays to pair with their events, activities

2.   Build coordinated marketing plan for the Library in the community to include:

      - Regular newspaper articles.
      - Frequent library website changes.
      - Facebook page.
      - DavieLife magazine ads.
      - Cable TV information.
      - Radio public service announcements.
      - Email distribution list(s).
      - Brochures.
      - Community presentations.
      - Presence at community events (Christmas parade).
      - Patron stories of ways in which library improved their lives.
      - Community surveys.

Objectives:

a.   Develop a marketing plan with the above elements in fiscal yr 2012-13 to promote library services and usage in Davie County.

b.   Add a marketing line item to the Library budget for next fiscal year.

c.   Create brochure on Library services, resources available through Chamber, local businesses, realtors in fiscal year 2012-13

d.   Implement new Library website by 09-30-12.

e.   Implement Facebook page by 09-30-12, contingent upon development of the Davie County social media policy.

f.   Conduct annual patron surveys to determine patron usage, interests, and satisfaction with library; paper and Survey Monkey.

3.   Explore opportunities for shared resources to best use limited financial resources; examples include the following:

- NC Cardinal automated library circulation system (ILS).
- NC LIVE, a comprehensive package of information databases for all of NC's libraries.
- Ancestry genealogy database subscription through NC Public Library Directors Association (NCPLDA).
- Overdrive eBook & eAudio book consortium.

Objectives:

a.   Implement new ILS by 03-31-12; suggest enhancements to Equinox for additional software capabilities to meet our needs.

b.   Build and maintain downloadable eBook & eAudio book collection to meet patron interests with minimum annual investment of $6,000 in the system platform and materials.

c.   Stay current with developing shared resources through the State Library and NCPLDA.

4.   Upgrade technology as needed contingent upon budget approval.

Objectives:

a.   Add book scanner in the History Room in 2012-13.

b.   Increase wireless signal in history room.

c.   Add public computers to meet patron computer time needs.

-      Seek grant funding for this purpose.
-      Solicit Davie County IT support for expanded PC capacity.
-      Consider laptops and wireless printers over PCs for in-house use.

5. Partner with the Library Trustees & Friends of Davie County Public Library to highlight the library as an important community asset.

    Objectives:

    a. Keep them informed of library developments.

    b. Request their advocacy as needed.

    c. Consider fundraising campaigns as needed.

    d. As trustee vacancies occur, seek out prominent, vocal community representatives able and willing to serve as library advocates.

6. Evaluate existing library management policies and practices as baseline for formulating changes and additions going forward.

    Objectives:

    a. Formalize weeding standards and timetables.

    b. Define and document ILS policies to maintain clean patron and item records in the system on an ongoing basis.

7. Evaluate Cooleemee branch for quality of collection, programming opportunities, technology needs, and service days/hours over fiscal years 2012-2014.

8. Develop ongoing staff training program.

    -   Build knowledge of, comfort with library resources.
    -   Build level of PC-related skills.
    -   Provide for opportunities to expand day-to-day responsibilities.
    -   Provide for smooth transitions as turnover occurs.

    Objectives:

    a. Schedule staff training at least quarterly to meet staff & patron needs.

    b. Explore training options in PC skill building.

    c. New hiring opportunities will focus on high level of customer service and technology skills.

9. Maintain the library's physical facilities in such a way as to ensure that the buildings are safe and inviting, materials are well-maintained, and so that public access is maximized. This is particularly important with respect to the library's meeting spaces given high constant demand for use of library meeting spaces by a broad range of community groups.

Note: All of the above Goals and Objectives relate to the entire range of constituents that the Library serves. The pages that follow list the specific Goals and Objectives for these specific constituent groups: Youth, Adults and Seniors, and Community Partnerships. Each is divided into different functional categories: Collection, Programs, Services, Facility and Technology.

GOALS: ADULTS AND SENIORS

1. Offer programs, services, and resources needed to satisfy the evolving personal, recreational, educational, cultural and professional information needs of the community.

2. Contribute to a culturally vibrant community by offering programs that inform, entertain, engage, and enlighten people of all ages and interests.

Objectives	Adults and Seniors
Collection	Weed the collection 10-15% annually.
Programs	Offer at least 10-12 adult programs each year beginning fiscal yr 2012-13. • Continue with annual LTAI (5) & Elliot Engel (2) programs as long as interest remains. • Work in conjunction with other county departments or community organizations when joint sponsorships make sense. • Explore feasibility of offering quarterly sessions on genealogy research resources and methods; consider staffing with volunteers.
Service	Explore the feasibility in fiscal year 2012-13 of offering fully-loaded e-Readers to Outreach and senior patrons as alternative to physical books; secure funding source for program; establish rules & policies around program.
Facility	No specific objectives.
Technology	No specific objectives.

GOAL: COMMUNITY PARTNERSHIPS

1. Partner with the Chamber of Commerce and Economic Development to highlight the library as an important community asset.

Objectives	Community Partnerships – Economic Development
Collection	Establish the Business Resource Center (BRC) collection by 9-30-12.
Programs	Host a Chamber After Hours session to introduce BRC and NC LIVE by 12-31-12, and annually thereafter. Schedule presentations with other community groups re. BRC beginning 09-12; target of 3 presentations by 12-31-12.

	Participate regularly in the Chamber NetWorks group to generate leads and build awareness and usage of DCPL
Service	Meet with Chamber to develop brochure/fact sheet/talking points on library services, programs, and collections for their use in attracting newcomers by 9-30-12. Continue to work with Chamber on developing heritage tourism (Boone Trail project in process).
Facility	No specific objectives.
Technology	Add a link on the Chamber website homepage for DCPL by 12-31-12. Formulate plan in fiscal year 12-13 to better support job seekers in library with PC assistance, PC training; explore using Senior Services PC lab with volunteer instructor for classes.

GOALS: YOUTH SERVICES

1. Offer programs, services, and resources designed to prepare young children (ages 0-5) to succeed in school and be self-motivated learners.

2. Offer programs, services, and resources needed to improve the literacy skills of students K-12 and to flourish in school and in life.

3. Contribute to a culturally vibrant community by offering programs that inform, entertain, engage, and enlighten people of all ages and interests.

4. Provide staff training to develop knowledge and competency to meet information and literacy needs of young children and teens.

Objectives	Youth Services
Collection	Phase out all juvenile VHS. Increase children's music collection by 24 items per year (20% growth rate from base of 114 items in 2012). Determine average publication date of materials in specific juvenile nonfiction ranges and establish an 'earliest publication target date' for each range for material de-selection. Expand graphic novel /manga collection by at least 10% annually by purchasing 10-20 titles per year. .

	Purchase extra copies of the Battle of the Books titles for elementary and middle school, and extra copies of selected titles for Speak Out! Book club participants.
	Establish a Juvenile DVD collection focusing on educational materials for students ages 5-13 using existing titles in the collection and expanding by at least 20 titles per year.
	Expand Cooleemee branch Young Adult collection by 100% by June 2014 from a base of 72 items in 2012.
	Expand e-book collection with an emphasis on popular teen authors, assigned reading, and classic Young Adult titles.
Programs	Offer at least one Every Child Ready to Read workshop annually.
	Offer at least one family event at the Cooleemee Branch Library each year.
	Establish a schedule of regular visits to after-school programs, beginning with those housed at the elementary schools.
	Plan and initiate a Back-to-School Library Card promotion in conjunction with the elementary schools by September 2013.
	Coordinate with Davie County Early College High School to incorporate student volunteers into a Teen Advisory Council.
	Offer at least one teen-only program per year.
Service	Create and/or update at least 5 short bibliographies in EASY section per year.
	Explore increasing Youth Services staff from 1.5 full-time to 2 full-time staff as soon as possible.
	Create at least 3 bibliographies/brochures on topics related to teens per year.
	Create quarterly Young Adult book displays with bibliographies in teen corner.
Facility	Add shelving for children's music collection by 2014.
	Add shelving for Cooleemee Young Adult collection by 2014.
Technology	Explore funding for an AWE Bilingual Early Literacy Station Computer.
	Establish a Facebook presence for teens.
	Explore feasibility of acquiring up to 10 eReaders pre-loaded with popular Young Adult titles for building use in 2012-2013.

III.   2011 CITIZEN SURVEY RESULTS

| 1. | Please rate <u>the importance of the Library to the community</u> in the following areas by circling the appropriate number. <u>"5"</u> means "Very Important" while "1" indicates "Not At All Important." |

| Library Materials for Personal Enjoyment | 5 | 4 | 3 | 2 | 1 |
Early Childhood Literacy/Education:	5	4	3	2	1
Support School Students:	5	4	3	2	1
Support Adult Education/Life-long Learning:	5	4	3	2	1
Support Job Search/Economic Development:	5	4	3	2	1

<u>FINDINGS</u>:

There was a remarkable correlation between the written surveys and those completed on-line. It is important to note that participants in both categories ranked all five areas of the Library service above an average of 4.4.

Not surprisingly, the traditional Library roles of "Personal Enjoyment" and "Supporting Students" led the way. It is significant that "Job Search/Economic Development," even though it was the lowest ranked of the five areas, still averaged well above 4.

Mocksville Written Responses
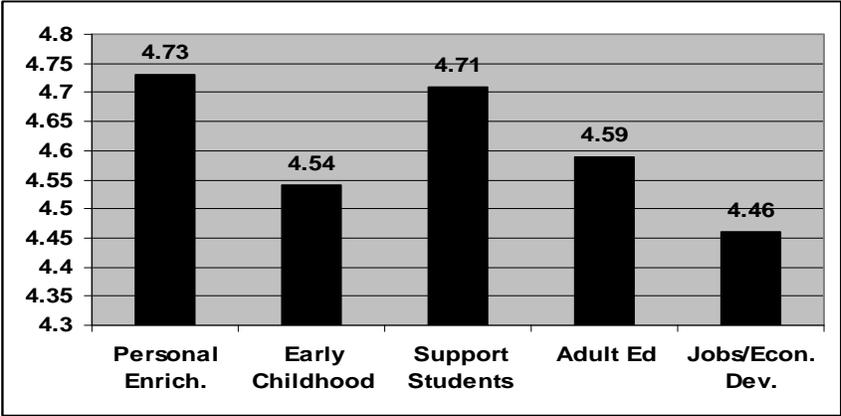
On-Line Responses
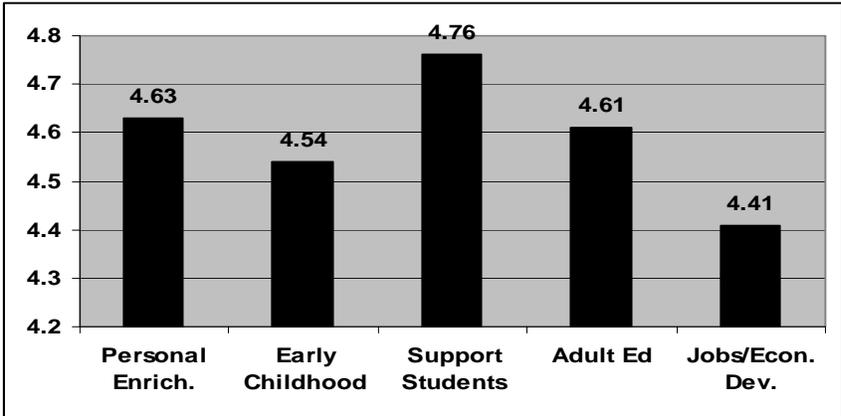
> 2. By circling the appropriate number, please rank the importance to you of the following Library services and resources from <u>"5" meaning "Very Important" to "1" indicating "Not At All Important."</u> Circle NA if the category does not apply to your use of the Library.

Books for Children:	5	4	3	2	1	NA
Programs for Children:	5	4	3	2	1	NA
Computers for Children:	5	4	3	2	1	NA
Outreach Services to Pre-school Children:	5	4	3	2	1	NA
School Homework:	5	4	3	2	1	NA
Books for Adults and Young Adults:	5	4	3	2	1	NA
Programs for Adults and Young Adults:	5	4	3	2	1	NA
Personal Research/General Information:	5	4	3	2	1	NA
Business and Work Related Research:	5	4	3	2	1	NA
Reference Service (in-house and telephone):	5	4	3	2	1	NA
Internet Access Computers:	5	4	3	2	1	NA
Library Website:	5	4	3	2	1	NA
Newspapers and Magazines:	5	4	3	2	1	NA
Check Out DVD's:	5	4	3	2	1	NA
Books on Tape and CD:	5	4	3	2	1	NA
Large Print Books:	5	4	3	2	1	NA
Genealogical Research:	5	4	3	2	1	NA
Foreign Language Materials:	5	4	3	2	1	NA
Providing Meeting Space:	5	4	3	2	1	NA

FINDINGS:

The services at the top of the ratings by both the Mocksville and On-Line respondents were the same, although in slightly different orders: "Books for Adults and Young Adults," "Books for Children," "Programs for Children," "Personal Research/General Information," and "Library Website." The two at the bottom--"Genealogical Research" and "Foreign Language Materials"-- were identical.

It follows that the middle of the pack items were also generally the same, although in different orders. Survey item #2, accordingly, produced a consistent message in Mocksville and on-line.

The "Frequency of Mention" and "Weighted Rating" columns in the tables below are useful in assessing the percentage of people for whom the services or materials are relevant. The higher the percent, the more people who gave a numerical rating (5-1) to that item. It is reasonable to conclude that those items that received a high rating and that were rated by a large percentage of people are those that participants collectively thought are the most important areas that the Library addresses.

Also, the Library's leadership must closely consider how the rankings should be used. For instance, consider the middle of the pack rating for "Business and Work Related Research." Does this mean that area should be given middle of the pack importance by the Library going forward? Or, does it suggest that the Library needs to allocate more resources to this category so that this role will assume a higher profile in the future?

Thus, while the survey rankings do an excellent job of raising legitimate issues, the Library as an institution must ultimately rely on the wisdom and best judgment of its policy and administrative leadership in providing the right answers.

Mocksville Written Responses

Rank By Rating	Library Services And Resources	Average Rating	Frequency Of Mention	Weighted Rating
1.	Books for Adults and Young Adults	4.68	86.7%	4.06
2.	Books for Children	4.59	70.6%	3.24
3.	Programs for Children	4.51	69.5%	3.13
4.	Personal Research/General Information	4.47	87.6%	3.92
5.	Library Website	4.40	84.8%	3.73
6.	School Homework	4.39	68.6%	3.01
7.	Outreach Services to Pre-school Children	4.29	66.6%	2.85
7.	Programs for Adults and Young Adults	4.29	81.9%	3.51
9.	Computers for Children	4.23	67.5%	2.86
10.	Business and Work Related Research	4.17	77.8%	3.24
11.	Large Print Books	4.11	74.2%	3.04
12.	Newspapers and Magazines	4.10	88.7%	3.64
13.	Internet Access Computers	4.09	82.0%	3.35
14.	Reference Service (in-house and telephone)	4.07	81.9%	3.33
14.	Check Out DVD's	4.07	82.8%	3.37
16.	Books on Tape and CD	3.92	83.8%	3.28
17.	Providing Meeting Space	3.87	75.3%	2.91
18.	Genealogical Research	3.83	77.1%	2.95
19.	Foreign Language Materials	3.60	64.8%	2.33

On-Line Responses

| Rank By Rating	Library Services And Resources	Average Rating	Frequency Of Mention	Weighted Rating
1.	Books for Adults and Young Adults	4.57	98.4%	4.50
2.	Books for Children	4.57	92.1%	4.21
3.	Programs for Children	4.41	88.9%	3.92
4.	Library Website	4.32	98.4%	4.25
5.	Personal Research/General Information	4.31	98.4%	4.24
6.	Programs for Adults and Young Adults	4.25	95.2%	4.04
7.	Outreach Services to Pre-school Children	4.23	88.9%	3.76
8.	School Homework	4.22	88.7%	3.74
9.	Computers for Children	4.16	88.9%	3.70
10.	Books on Tape and CD	3.97	93.7%	3.72
11.	Business and Work Related Research	3.91	95.1%	3.72
12.	Internet Access Computers	3.87	88.7%	3.43
12.	Providing Meeting Space	3.87	96.8%	3.75
14.	Large Print Books	3.82	95.2%	3.64
15.	Reference Service (in-house and telephone)	3.74	93.4%	3.49
16.	Newspapers and Magazines	3.72	98.4%	3.66
17.	Check Out DVD's	3.68	95.2%	3.50
18.	Genealogical Research	3.66	96.8%	3.54
19.	Foreign Language Materials	3.46	90.3%	3.12

3.	Please check the term below that most accurately describes how well the Library's resources and services meet your needs.

Excellent ( )	Very Good ( )	Satisfactory ( )	Unsatisfactory ( )	Poor ( )
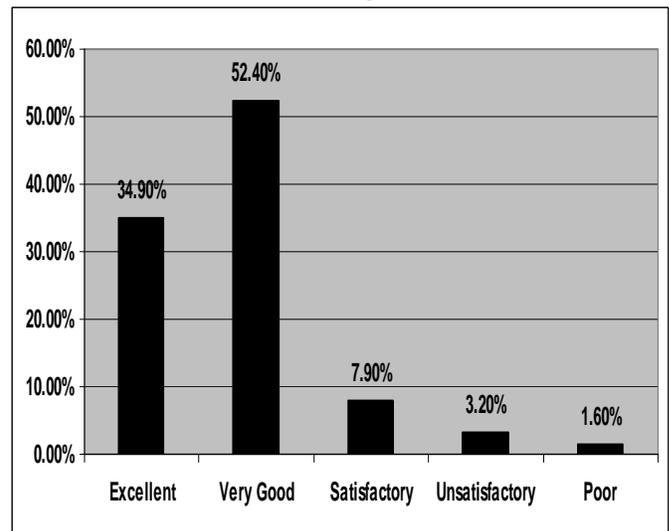
FINDINGS.

The ratings for the Library's resources and materials are generally very positive. Some 92% of Mocksville respondents rated them as "Excellent" or "Very Good," somewhat higher than the 87% on on-line participants.   Causes for concern are found in the answers to survey issue #4 immediately below this section.

Mocksville Written Responses
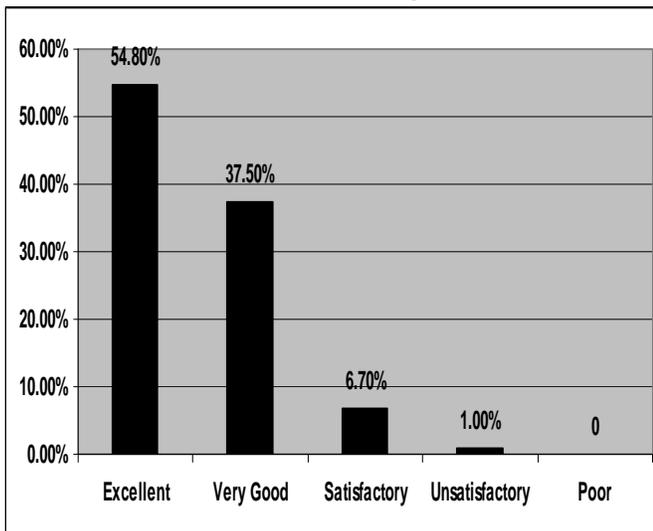
On-Line Responses

4.	Please list any ways or areas where the services, resources and facilities could be improved.

FINDINGS.

"Items are not always available at particular location - long wait lists."

"More books on CD. Longer time period to keep material."

"I believe everything is great!"

"I read mostly fiction and always in print, so I'd want more fiction in the collection . . . but I know finances are limited!"

 "Our preschool storyteller visits every other week, I'd love to have her visit more."

"Continue expanding reading materials list."

"More copies of new release books, larger selection of current adult fiction."

"I would like to see a larger selection of audio books. I travel a lot and enjoy listening to the books as I travel."

"I've been really impressed with the library since moving to Mocksville. The biggest drawback, in my opinion, is the lousy driveways :-)."

"Weed outside natural areas, properly trim crepe myrtles; maintain courtyard as user friendly."

"If there were more funds for the Library to have more copies of books and not just one."

"Going back to 4 week loans."

"I have not found any availability of e-books that other libraries have to offer." ✓✓✓✓

"Possible emails about activities coming to the library."

"More Genealogical Resources - books and database subscriptions."

"The young adult collections could be expanded to carry more of the A.R books that are listed with the schools. We have tried to check out certain authors and the books are not available."

"Kitchen facility needs basic items such as trash bags, paper towels, etc.

"Bathrooms could be cleaner." ✓✓

| 5. | Please check the term below that most accurately describes the quality of customer service and support provided to you by the Library staff. |

Excellent (　) 　 Very Good (　) 　 Satisfactory (　) 　 Unsatisfactory (　) 　 Poor (　)

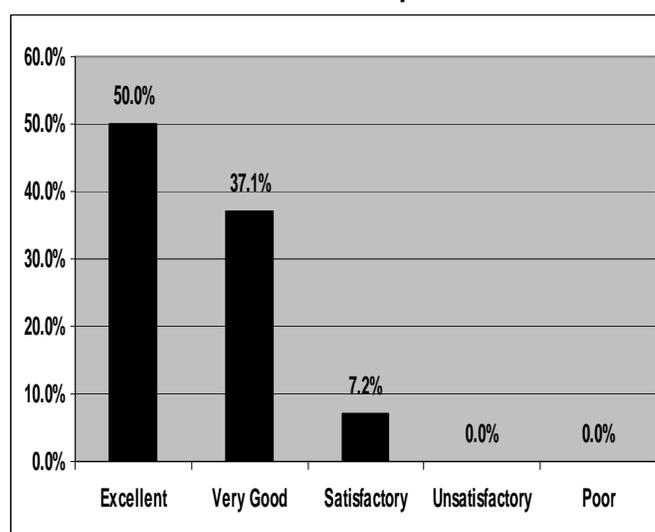**FINDINGS.**

That some 90% of survey participants rated the Library's customer service as "Excellent" or "Very Good" gives ample testimony to the institution's performance in that regard. Perhaps even more remarkable is that not a single one of the 159 individuals addressing this issue rated customer service as "Unsatisfactory" or "Poor."

Mocksville Written Responses
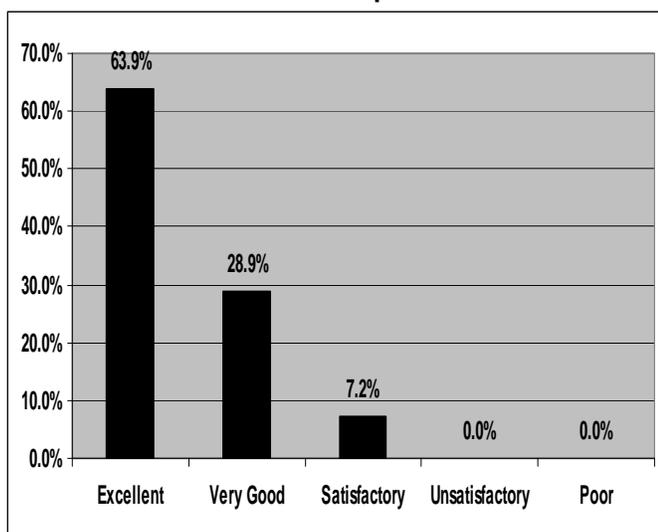
On-Line Responses

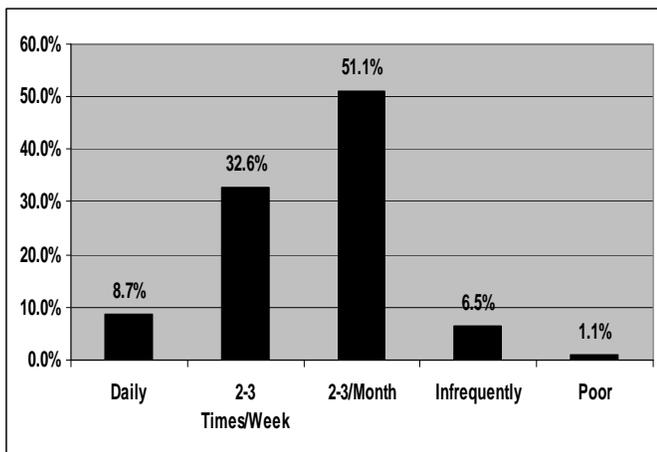| 6.	Please describe any ways or areas where the Library's customer support could be improved.

FINDINGS.

"Ms. Julie is wonderful! And so are the other staff at Mocksville Library!"

"Most everyone that is employed behind the front desk is great! However, there are a select few that need a class on manners."

"DC Library staff has always been extremely helpful!"

"Improved attitudes with desire to help or answer questions at the main circulation desk. (main branch) Also, reminders for overdue items should resume if there's going to be a late fee."

"Be a little quieter."

"There are no improvements that can be made. All staff are very helpful, supportive etc."

"Do not charge for damaged books."

"The computer system should show better information on overdue books & when fines are due."

"Can we teach a particular librarian to use her inside voice when she is chit chatting? I really object to hearing about another patron's colonoscopy or her vacations plans. I also object to being embarrassed by her broadcasting that I owe library fines."

"Often a kind word and a smile from staff would mean a lot to customers."

"Suggestions about other books/materials that might interest the patron."

7.	How often do you use the Library's materials and services including remote access?

        Daily ( )   2-3 Times Weekly ( )   2-3 Times Monthly ( )   Infrequently ( )   Never ( )

FINDINGS.

Mocksville Written Responses

	Daily	2-3 Times/Week	2-3/Month	Infrequently	Poor
	8.7%	32.6%	51.1%	6.5%	1.1%

On-Line Responses

	Daily	2-3 Times/Week	2-3/Month	Infrequently	Poor
	3.2%	15.9%	50.7%	27.0%	3.2%
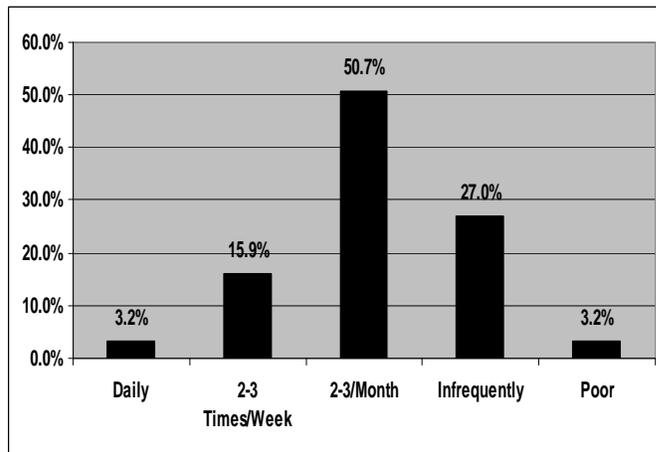
> 8. Which of the following issues, if any, limit your use of the Library and its resources? (<u>Please check any and all that apply.</u>)

Library Hours Inconvenient.   (   )   Comments_____
Library Doesn't Have What I Need.   (   )   Comments_____
Library Locations Inconvenient.   (   )   Comments_____
Size or Layout of the Library.   (   )   Comments_____
Don't Enjoy Library Atmosphere.   (   )   Comments_____
Computer & Internet Access at Work or Home.   (   )   Comments_____
Get Books, Videos, Etc. Elsewhere.   (   )   Comments_____

FINDINGS.

| Limiting Issue	Mentions in Mocksville	Mentions On-Line
Library Hours Inconvenient.	13	6
Library Doesn't Have What I Need.	7	11
Library Locations Inconvenient.	0	10
Size or Layout of the Library.	1	3
Don't Enjoy Library Atmosphere.	7	3
Computer & Internet Access at Work/Home.	2	24
Get Books, Videos, Etc. Elsewhere.	1	16
Language Barrier	0	0

> 9. The Library is committed to providing quality services to all citizens of the community. By supplying the VOLUNTARY requested information below, you will help us do so.

<u>Do you have a library card?</u> Yes (   )   No (   )
<u>Gender</u>:   Male (   )   Female (   )
<u>Ethnicity</u>:   White (   )   African-American (   )   Latino (   )   Asian (   )   Other:_____
<u>Age Group</u>:   Under 18 (   )   18-24 (   )   25-34 (   )   35-50 (   )   51-64 (   )   65+ (   )
<u>Home Zip Code</u>:   _____
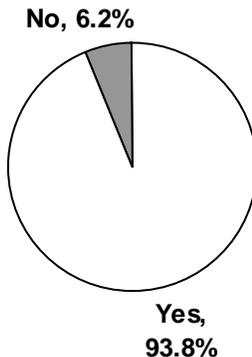
FINDINGS.

Cardholder Status: Not surprisingly, the overwhelming percentage of participants were cardholders. While it would have been interesting to see how non-patrons responded to the issues, the patrons taking part were able to give informed responses to the survey issues.

Mocksville Written Responses

No, 9.1%

Yes,
90.9%

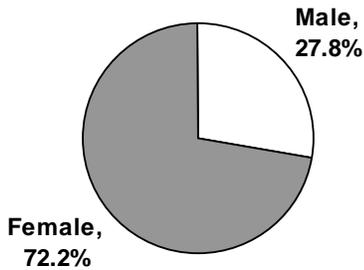**On-Line Responses**

No, 6.2%

Yes,
93.8%
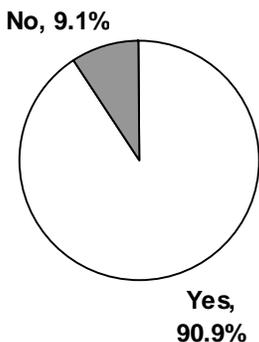
Gender: Females substantially outnumbered male participants both in Mocksville and on-line. While library surveys typically skew somewhat female, the percentages for Davie County are significantly more oriented that way than any other library survey process in which Scope View Strategic Advantage has been involved.

The great gender disparity in the on-line responses was particularly striking.

Is this an indication that the Davie Library has a much higher percentage of female patrons than most library systems, or does it simply mean that women were more willing to take part in the survey process than men? Perhaps there is another explanation altogether. In case, the issue deserves some consideration by the Strategic Committee during its deliberations

Mocksville Written Responses   **On-Line Responses**

Male, 27.8%
Female, 72.2%

Male, 11.1%
Female, 88.9%
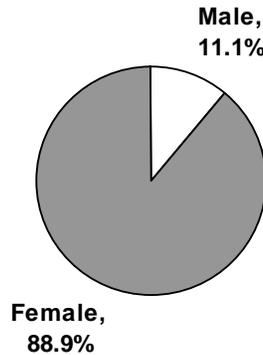
Racial and Ethnic Composition of Participants.

According to the 2010 Census, 87.5% of Davie County residents are White, 6.3% African-American, 6.1% Latino, and .6% Asian.

The Mocksville responses were a general reflection of the county's racial and ethnic demographics, although African-Americans were under-represented. The on-line participants, however, were overwhelmingly White, and did not mirror the county,

Mocksville Written Responses

White 85.8%, African American 3.3%, Latino 8.7%, Asian 0.0%, Other 2.2%

On-Line Responses

White 98.4%, African American 0.0%, Latino 0.0%, Asian 1.6%, Other 0.0%
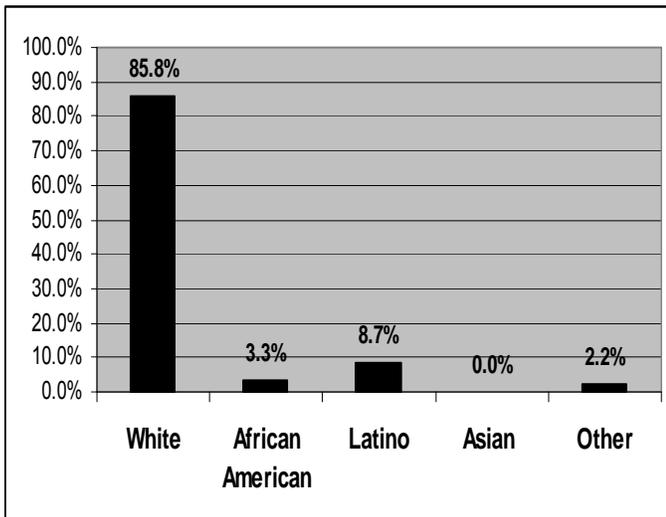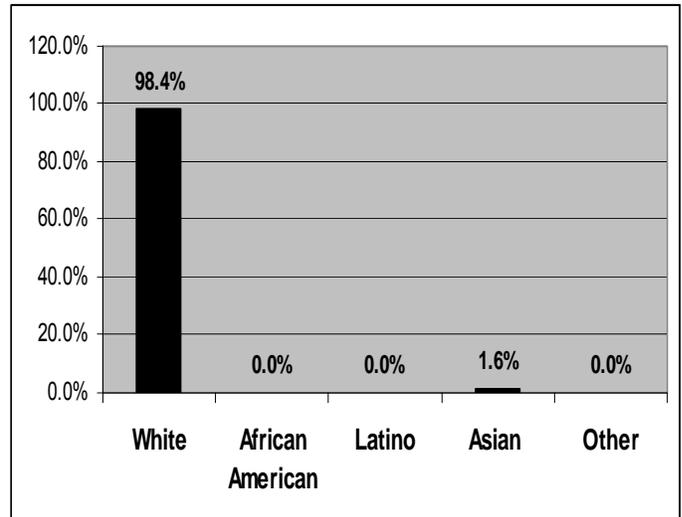
Age Composition of Survey Participants.

Library survey takers usually skew older than the general population. The Davie results were the norm in this regard.

Mocksville Written Responses
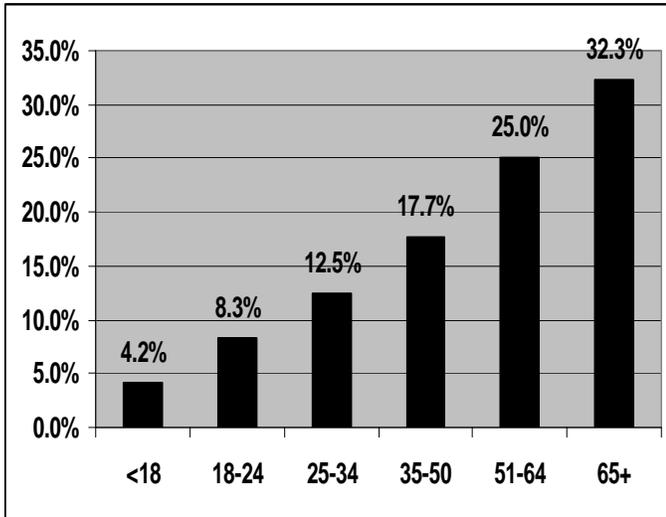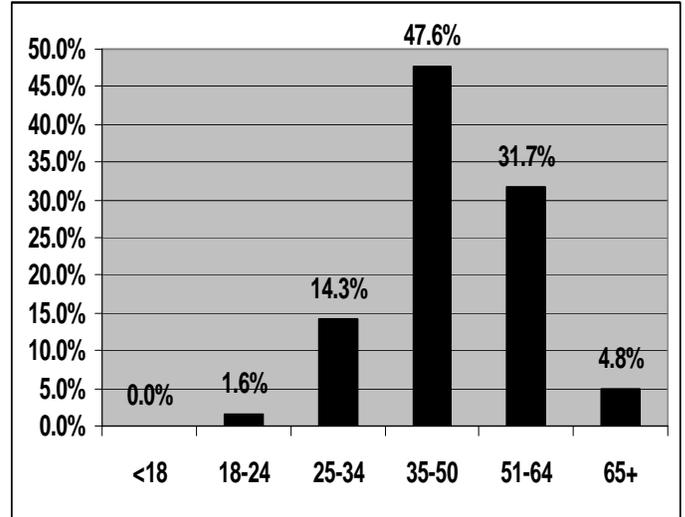
On-Line Responses

Home Zip Code.

Mocksville Written Responses

Zip Code	Area	Actual Count
27028	Mocksville	84
28634	Harmony	1
27054	Woodleaf	1
27013	Cleveland	1
28147	Salisbury	1

On-Line Responses

Zip Code	Area	Actual Count
27028	Mocksville	40
27006	Advance	17
27014	Cooleemee	0
Other		7

10.   We welcome any others comments or suggestions you may have.

FINDINGS.

"It is a very nice library and I plan to use it more now that I'm retired."

"Great library which needs as much community support as possible."

"Libraries are a treasure - but I see their use declining and this is sad. A more inviting atmosphere and a "where else would I want to be" feeling is much needed. Thank you for all the services you do provide - looking forward to a strong Library future!"

"Need more books."

"Thanks for the Sunday library hours."

"Love the library!"

"Give priority to students needing to work on school related stuff instead of booting them off and letting someone beside them be in a chat room or on other adult or nonessential websites remain on. Also, the guidelines given for job openings at the library should be followed for hiring instead of advertising as 16 year old with own transportation, and hiring 15 year old without license or experience."

"A number of other libraries allow beverages in the library as well as vend them. I really enjoy being able to have coffee when researching, etc."

"I enjoy the facilities available and utilize them for work and personal use."

"Great asset for the community. Please do not reduce hours of operation, especially on weekends."

"I love the library and the resources it has, particularly the History Room for family research."

"The library staff is always very helpful. I am concerned that funding for the library has started to limit acquiring new materials. Funding should not be reduced, but should increase."

"I appreciate the services of the local library."

"Thank you for asking for our opinions."

IV.   A COMPARATIVE OPERATIONAL ANALYSIS

Overview.

In response to questions at the second meeting of the Library's Strategic Planning Committee and as an integral part of the comprehensive strategic process for the Davie County Public Library, Scope View Strategic Advantage examined the institution in the context of some of North Carolina's other public library systems.

77 public library systems serve citizens across North Carolina. 53 of them are countywide, 14 are multi-county and 10 are purely municipal. To get the fairest possible comparisons, the tables that follow rank Davie in the context of the three county systems immediately above it in terms of service population and the three right below.

In an era of increased public sector accountability and specificity regarding the use of public monies, it is highly significant that the Davie County Public Library chose to include this level of scrutiny as an integral part of its strategic planning initiative. And while there are some areas of concern, by many standards it is clear that the Library is providing a solid rate of public service return for the tax dollars that support it.

Many of the statistics give evidence of the quality of the stewardship the Library's leadership provides over the public monies entrusted to it. This statement is supported by the comparisons of service in such areas as collections budgets and children's programming,

The entire thrust of the planning process going forward is to ensure that the citizens of Davie County get the maximum relevant level of knowledge and support from the institution.

This summary is organized around mathematical measures in four categories:

- ►   Financial.
- ►   Service.
- ►   Staff.
- ►   Electronic Technology.

Scope View undertook the analysis and compiled the comparative rankings. All raw numbers were taken from the 09/10 Statistical Report of the North Carolina Public Libraries issued by the State Library of North Carolina.

Where possible, statistics are shown on a per capita basis as well as in the aggregate.

2008 Service Population
Davie County Library and Peer Systems

System	Number Of Residents In Service Area
Edgecombe	51,327
McDowell	44,742
Vance	43,613
Davie	41,752
Halifax	38,601
Alexander	37,316
Scotland	36,926

FINANCIAL MEASURES.

Sources of Operating Dollars 09/10
Davie County Library and Peer Systems

System	Local	State	Federal	Other
Edgecombe	75%	18%	0%	7%
McDowell	77%	16%	2%	5%
Vance	76%	11%	3%	10%
Davie	78%	14%	0%	8%
Halifax	80%	17%	0%	3%
Alexander	79%	19%	0%	2%
Scotland	76%	22%	0%	2%

Total Operating Income 09/10
Davie County Library and Peer Systems

System	Total Income
Edgecombe	$707,642
McDowell	$661,916
Vance	$991,227
Davie	$700,284
Halifax	$658,478
Alexander	$475,847
Scotland	$474,461

Operating Income Per Capita 09/10
Davie County Library and Peer Systems

System	Total Operating Income Per Capita
Edgecombe	$13.79
McDowell	$14.79
Vance	$22.73
Davie	$16.77
Halifax	$17.06
Alexander	$12.75
Scotland	$12.85

Total Local Funds 09/10
Davie County Library and Peer Systems

System	Total Local Funds
Edgecombe	$530,378
McDowell	$512,,049
Vance	$749,260
Davie	$543,193
Halifax	$526,612
Alexander	$374,006
Scotland	$362,879

Local Funds Per Capita 09/10
Davie County Library and Peer Systems

System	Local Per Capita Funds
Edgecombe	$10.33
McDowell	$11.44
Vance	$17.18
Davie	$13.01
Halifax	$13.64
Alexander	$10.02
Scotland	$9.83

Total State Funds 09/10
Davie County Library and Peer Systems

System	Total State Funds
Edgecombe	$124,438
McDowell	$103,404
Vance	$112,567
Davie	$ 96,693
Halifax	$111,657
Alexander	$ 90,879
Scotland	$104,110

State Aid Per Capita 09/10
Davie County Library and Peer Systems

System	Total State Funds
Edgecombe	$2.42
McDowell	$2.31
Vance	$2.54
Davie	$2.32
Halifax	$2.89
Alexander	$2.44
Scotland	$2.82

Total Federal Funds 09/10
Davie County Library and Peer Systems

System	Total Federal Funds
Edgecombe	$0
McDowell	$15,316
Vance	$34,400
Davie	$0
Halifax	$0
Alexander	$0
Scotland	$0

SERVICE MEASURES.

Total Registered Users 09/10

Davie County Library and Peer Systems

System	Total Registered Users
Edgecombe	28,787
McDowell	25,293
Vance	34,289
Davie	13,241
Halifax	17,936
Alexander	15,291
Scotland	7,777

Registered Users As Percent Of Population 09/10

Davie County Library and Peer Systems

System	Registered Users As Percent Of Population
Edgecombe	56%
McDowell	57%
Vance	79%
Davie	32%
Halifax	46%
Alexander	41%
Scotland	21%

Library Visits Per Capita 09/10
Davie County Library and Peer Systems

System	Library Visits Per Capita
Edgecombe	2.84
McDowell	3.56
Vance	3.75
Davie	1.72
Halifax	1.70
Alexander	3.41
Scotland	2.35

Total Book Volumes Per Capita 09/10
Davie County Library and Peer Systems

System	Book Volumes Per Capita
Edgecombe	2.03
McDowell	2.06
Vance	3.25
Davie	1.66
Halifax	2.38
Alexander	1.80
Scotland	1.31

Book Circulation Per Capita 09/10
Davie County Library and Peer Systems

System	Book Circulation Per Capita
Edgecombe	1.63
McDowell	2.93
Vance	2.86
Davie	2.96
Halifax	1.35
Alexander	2.51
Scotland	1.65

Cost Per Circulation 09/10
Davie County Library and Peer Systems

System	Cost Per Circulation
Edgecombe	$8.02
McDowell	$3.45
Vance	$6.61
Davie	$4.73
Halifax	$10.21
Alexander	$3.45
Scotland	$6.09

Collection Budget 09/10
Davie County Library and Peer Systems

System	Collection Budget
Edgecombe	$34,595
McDowell	$87,142
Vance	$90,085
Davie	$108,796
Halifax	$15.153
Alexander	$46,307
Scotland	$59,737

Collection Budget Per Capita 09/10
McDowell County Library and Peer Systems

System	Collection Budget Per Capita
Edgecombe	$0.67
McDowell	$1.96
Vance	$2.07
Davie	$2.61
Halifax	$0.39
Alexander	$1.21
Scotland	$1.62

Programs 09/10
Davie County Library and Peer Systems

System	Adult	Young Adult	Children	Total
Edgecombe	149	0	468	617
McDowell	256	18	269	525
Vance	168	81	295	463
Davie	19	0	836	856
Halifax	63	0	90	153
Alexander	3	35	263	266
Scotland	1	7	21	22

Program Attendance 09/10
Davie County Library and Peer Systems

System	Adult	Young Adult	Children	Total
Edgecombe	938	0	10,050	10,988
McDowell	3,634	173	5,752	9,386
Vance	1,844	1,381	11,966	13,810
Davie	436	0	19,529	19,965
Halifax	967	0	1,766	2,733
Alexander	192	252	7,899	8,091
Scotland	11	68	1,527	1,538

Program Attendance Per Capita 09/10
Davie County Library and Peer Systems

System	Program Attendance Per Capita
Edgecombe	0.21
McDowell	0.21
Vance	0.35
Davie	0.48
Halifax	0.07
Alexander	0.22
Scotland	0.04

Staff Measures.

Full-Time Employees Per 25,000 Population 09/10
Davie County Library and Peer Systems

System	Full-Time Employees Per 25,000 Population
Edgecombe	6.58
McDowell	8.10
Vance	7.72
Davie	6.20
Halifax	7.12
Alexander	5.56
Scotland	4.84

Personnel Costs Per Capita 09/10
Davie County Library and Peer Systems

System	Full-Time Employees Per 25,000 Population
Edgecombe	$ 9.41
McDowell	$ 9.42
Vance	$12.61
Davie	$11.87
Halifax	$12.26
Alexander	$ 9.46
Scotland	$ 6.51

Percent Employees With ALA/MLS 09/10
Davie County Library and Peer Systems

System	Percent Employees With ALA/MLA
Edgecombe	15%
McDowell	14%
Vance	23%
Davie	27%
Halifax	9%
Alexander	10%
Scotland	28%

Electronic Technology.

Public Internet Stations Per 5,000 Population 09/10
Davie County Library and Peer Systems

System	Internet Stations Per 5,000 Pop.
Edgecombe	3.31
McDowell	4.13
Vance	5.62
Davie	2.28
Halifax	7.25
Alexander	1.74
Scotland	1.62

Number of Users of Internet Computers 09/10
Davie County Library and Peer Systems

System	Number of Users
Edgecombe	48,807
McDowell	46,909
Vance	40,668
Davie	27,217
Halifax	31,219
Alexander	19,546
Scotland	11,967

APPENDIX 1:
CATEGORIES OF PATRON USE FOR THE MULTIPURPOSE ROOM

Local, State & Federal Government:

- Davie County Soil & Water

- Davie County Health Department

- Davie County Employee Luncheon

- Davie Domestic Violence training and reception

- Davie County Hospital & Home Aides

- Dept of Veterans Affairs Rural Health Program

- Receptions for retiring county personnel

- Dept of Juvenile Justice – District staff meeting

- Dragonfly House meetings

- Davie County Health Fair

- Davie Parks & Recreation

- DC Board of Elections

- Center Point Human Services

- County Commissioners Town Hall Meeting

- Habitat for Humanity

- Red Cross

- Clean Water for NC

- Human Services Committee

Political Organizations:

- Meet- the- Candidate for local and state elections

- Yadkin Valley Tea Party

- Davie Democratic Women

- Democratic Party meetings, conventions

Business:

- Hospice Palliative Care Advisory Council

- Homeowners associations (Milling Way, Elisha Creek, Marbrook, New Hampshire Court, Meadow Ridge)

- Bee Keepers Association

- Almost Home Daycare

- Blue Cross/Blue Shield Medicare Advantage Enrollment Meetings

- Piano recitals for students of local teachers

- Graduation ceremonies for preschool, daycares & homeschool groups

- Davie Craft Association

- Bank of the Carolinas

- Winston-Salem Realtor Association

- Jewelry Party (sales)

Social & Religious:

- Storehouse for Jesus

- After-Funeral receptions

- Gideons

- Church group worship or meetings

- Mocksville Woman's Club

- Baby showers

- Adult birthday parties

- Youth Football organizational meetings

- Family Reunions

- Princess Tea Party

- Family gatherings and dinners

- Anniversary dinners, celebrations

- Wedding receptions, rehearsal dinners

- Musicians gatherings

- Bridal showers

- Little League

Educational:

- Grandparents Visitation Rights

- Library sponsored children's programs, Lets Talk About It, Author presentations

- Historical Society meetings and presentations (ie. Boone Trail)

- Girl Scouts

- Community Foundation (Pearls of Empowerment, Surf Board)

- Author visits sponsored by FOL or others (Eliott Engel, local authors)

- Battle of the Books (county competition)

- DC Young Filmmakers Club

- Home Schoolers meetings and clubs (Tar Heel History, Geography Club, etc)

- Head Start (Davie & Yadkin Valley)

- Davie County Educators Association

- Early Childhood Teachers School Systems

- Friends of the library meetings & book sales

- Math Foundation – public schools

- Retirement and investment seminars

APPENDIX 2:
MEMBERS OF THE LIBRARY'S STRATEGIC PLANNING COMMITTEE

Kathy Tatum Crews
Davie County Public Library Trustee

Gloria Gardner
Friends of the Library

Sherri Jefferies
Rowan Public Library
Davie County Public Library

Ashlynne Kirkpatrick
Teen patron

Jane McAllister
Director, Davie County Public Library

Lisa Neal
Youth Services, Davie County Public Library

Lee Rollins
Town Manager, Bermuda Run

Marie Roth
Community Volunteer

Debra Woodruff
Teacher, Parent