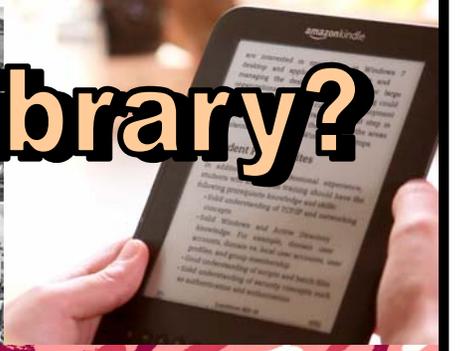


**Did You Know
\$12.06 of Your Taxes**



Buy's You the Library?



QUILTING FOR BEGINNERS

371 N. Main Street, Mocksville, NC. 336-753-6030
library.daviecounty.org

DAVIE COUNTY PUBLIC LIBRARY
TUESDAY, JUNE 6 AT 6PM



**DAVIE COUNTY PUBLIC LIBRARY
Strategic Initiative: 2017-20**

\$12.06: DID YOU KNOW WHAT THAT CAN GET YOU?

\$12.06 is the per capita amount of local tax dollars that the Davie County Public Library received in the most recent fiscal year.

The Library's leadership is committed to ensuring that the citizens and communities across the county get the highest rates of return on those dollars in the way of relevant and compelling materials, services and programs for individuals of all ages, socio-economic groups, geographic location and information needs.

During the course of the development of this strategic initiative, it became apparent that the Library needs to do a better job of informing people on what their tax dollars are providing. An enhanced communications program is a key part of this plan.

Just to get started, did you know that your \$12.06 provides:

1. More than 73,000 hardbound books on a wide range of topics
2. Access to more than 50,000 e-books.
3. One-on-one technology tutoring that is free to anyone
4. 27,551 streaming films for free through Films on Demand.
5. An app for free eBook downloads.
6. Free on-site Wi-Fi all day long.
7. Weekly story times for up to kindergarten age children to instill a love of reading, reading readiness skills, and STEM (science, technology, engineering and math) readiness.
8. Access to library materials, both physical and digital, to every student in Davie County Schools via their student ID number
9. Access to thirty different library systems and their materials.
10. Free meeting space for non-profit groups.
11. 1,500 books delivered every month to shut-ins and small children.
12. Free access to Ancestry.com using the site through the Library.
13. Free access to Pronunciator where you can learn more than 80 languages.
14. Free test proctoring for college students
15. An online tutor every evening between 3 -10 PM. to help solve 5th grade math problems.
16. A section of children's Braille books.
17. Subscriptions to 50 different magazines.

And that's not all. This plan will explain the array of assets that are available through using the Library's in-house and online resources, and the institution's commitment to make the most of them.

PREFACE: THE LIBRARY'S STEWARDSHIP OF YOUR \$12.06



The \$12.06 in local tax dollars that the Davie County Public Library has been allocated for the current fiscal year is more than 8% less than five years ago. But that reduction has not lessened the Library's dedication to delivering the highest returns on investment for those funds.

Five years ago, for example, the Library had no e-books for its patrons to access. Today it has more than 50,000 with free access for Library card holders. The number of print books has increased by some 6% and in-house public access computers almost doubled. Technological operations and materials have been significantly upgraded.

During the most recent year, the Librray hosted or participated in more than 1,000 programs that were attended by a total of more than 25,000 individuals. No other Library of similar size came even close to these figures. There was a strong emphasis on early literacy, which has been conclusively shown to be a leading indicator of not only a person's future well-being but of a region's long-term economic vitality.

These measures are just some of the evidence of the Library's commitment to delivering relevant materials, programs and services to the citizens and communities across Davie County.

This strategic initiative report describing the specific programs and projects that the Library will undertake is our commitment to you for the years immediately ahead.

Through your tax dollars, you make the Library possible. We hope that you will see fit to take advantage of what the institution offers... to you... your family... your company... and your community.



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DAVIE COUNTY PUBLIC LIBRARY 2017-20 STRATEGIC INITIATIVE

Overview

In an era of almost continuous and sometimes turbulent change, 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 communities they serve. That principle is the driving force behind the Library's ongoing efforts to ensure full relevance, and to provide full transparency and accountability for its operations. The institution has no higher obligation.



This initiative logically builds upon the first such strategic effort that was undertaken five years ago. Since then, there have been key developments in such areas as local, state and national economies, technology and population. Where possible, the Library has not only reacted to those changing conditions but anticipated them and positioned the

institution for maximum service to the citizens and communities across Davie County.

Major initiatives that give solid evidence of the Library's proactive stance in this regard include:

- Nascent school-library working partnership.
- Laptop, eReader and Google Chrome book lending.
- Workforce Development staff onsite two days per week.
- Stable and secure networked and wireless infrastructure and supportive IT staff.
- Staff changes enabling more engaged and technically competent customer service.

As during the initial strategic planning effort, Davie County Public Library officials have worked to ensure that community involvement was an integral part of the planning process. After all, the Library is supported by public dollars, and residents are entitled to a major voice in influencing how those funds are spent-- in effect, defining the desired returns on taxpayer investment.

Citizens were given this opportunity through an online survey to rate the institution's current performance and to offer their opinions on the materials, services and programs the institution should offer going forward. More than 200 individuals participated in the process. Those individuals identified a range of desired improvements in or expansion of materials, programs and services.

There was a solid appreciation of the fact that funding realities will not permit the implementation of some of the suggestions from the public, and that the Library has a clear responsibility to produce a document that is not only ambitious in scope, but realistic in terms of being actually implemented. Detailed survey results start on page 4 of this report.



The Library's management team used those survey findings, recommendations by members of the Library Board of Trustees and Friends of the Library, population projections, other socio-economic analyses, comparisons to peer library systems in North Carolina, and its own detailed knowledge of the Library's internal strengths and weaknesses and external opportunities and challenges to develop this blueprint for the years immediately ahead.

The peer libraries comparison was aided by the fact that the Davie County Public Library did a similar analysis in its first strategic effort. Therefore, as the Davie Library officials looked at such issues as how book circulation, number of patrons and computer use has changed over the last five years, they were able to put those numbers in perspective by comparing the Davie trends against those in the other libraries.



This was particularly insightful in terms of identifying conditions unique to the Davie County Public library as opposed to circumstances with which libraries in general are dealing. The analysis is found starting on page 3.

Management has sought to define an ambitiously achievable course of action-- one that will honor survey participants' wishes to the extent possible while taking into consideration real world monetary limitations. That is, after all, what return on investment (ROI) is all about.

The Library based the design of the plan on several key issues:

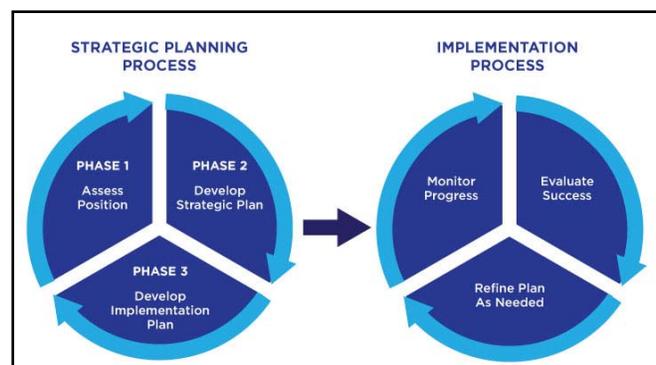
- Enhancing the public's understanding of the multiple values that the Library delivers.
- Building collaborative approaches wherever possible with other agencies.
- Clearly differentiating the Library from all other providers of information and knowledge.
- Making the best use of limited resources in a time of increased financial pressures.
- Identifying and reducing the barriers to greater use of the Library's resources, both at its physical locations and online.

The Library Board acknowledges that it must upgrade its communications to the County Commissioners, the Town Boards, other funding supporters and the public in general as to the true and differentiating values that it provides, as well as the comprehensive scope of what it offers to citizens of all ages, races, ethnicities, interests, geographic locations and income levels.

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.

With the completion of this document, the Library's planning phase has ended; now strategic implementation begins. Ultimately it will be the degree to which that implementation occurs that will determine the success of the effort.

The actual strategic implementation goals and objectives are located on pages 23-28. They follow a description of the strategic structure itself.



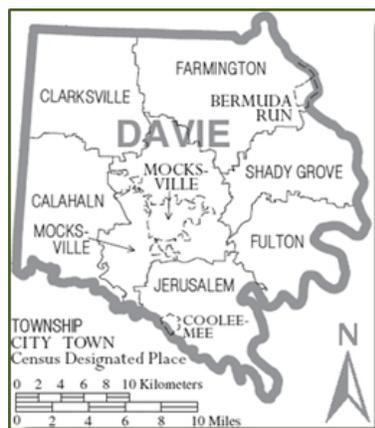
**DAVIE COUNTY PUBLIC LIBRARY'S SERVICE AREA:
AN ECONOMICALLY DIVERSE & GEOGRAPHICALLY DISPERSED POPULATION**

Davie County had an estimated population of 42,103 people as of July 2016. It is interesting to compare the county's population with that of North Carolina on a number of demographic factors:

Factor	Davie County	North Carolina
Population Change 2010-2016	+1.9%	10,146,788
Persons Under 5 Years 2015	4.8%	6.0%
Persons Under 18 Years 2015	21.6%	22.8%
Persons 65 Years and Older 2015	19.6%	15.1%
White 2015	90.3%	71.2%
African American 2015	6.7%	22.1%
Hispanic 2015	6.5%	9.1%
High School Graduate or Higher Age 25+ 2011-15	85.1%	85.8%
Bachelor's Degree of Higher Age 25+ 2011-15	24.4%	28.4%
Per Capita Money Income in Past 12 Months	\$28,141	\$25,920
Median Household Income 2011-15	\$51,527	\$46,868
Persons Living Poverty Level 2011-15	12.3%	16.4%
Unemployment Rate March 2017	4.4%	4.5%

While the average Per Capita Income is slightly above the state average, it should be noted that there are considerable differences within Davie County itself. There are seven Davie Census Tracts. The following table lists the Per Capita for each and then places that number in the context of how it ranks among North Carolina's 2,171 Census Tracts.

Davie Census Tract	Per Capita Income	Rank Among N.C.'S 2,171 Census Tracts	Percent Deviation From N.C. Average: \$25,608
080100	\$18,587	1,621	-27.4%
080200	\$29,130	589	+13.8%
080300	\$40,655	227	+58.5%
080400	\$33,416	397	+30.5%
080500	\$18,223	1,659	-28.8%
080600	\$23,400	1,014	-8.6%
080700	\$18,524	1,626	-27.7%



Accordingly, it is readily apparent that one of the major challenges for the Davie County Public Library is to serve the needs of a widely varying population in terms of income and economic status. Further, Davie County is a basically rural area; its population density of 156.2 persons per square mile is well below the state average of 196.1.

With the main facility in Mocksville and one branch in a Cooleemee shopping center, the library also faces the issue of serving a geographically dispersed population base-- a factor that could very well emphasize the importance of a user friendly website giving access to as many Library resources as possible.

RESULTS OF DAVIE COUNTY PUBLIC LIBRARY 2017 CITIZENS SURVEY

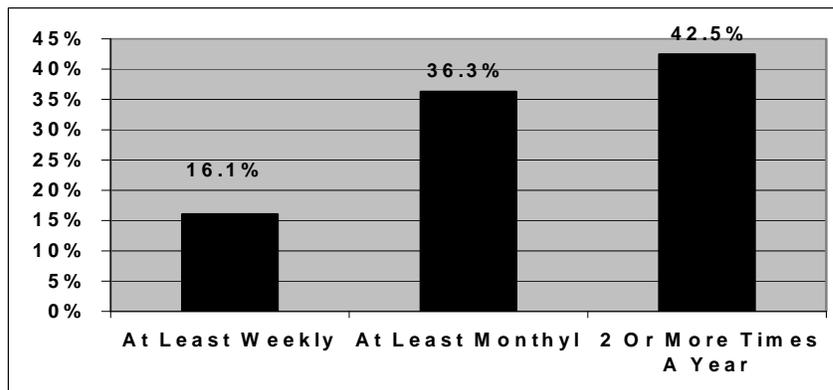
Meaningful citizen input in this strategic initiative was accomplished through the design and analysis of results from a relatively short focused survey instrument, which was completed by more than two hundred area residents in early 2017. The public was given the opportunity to comment on and rank the Library's performance by a series of criteria. The specific results are shown below immediately following the listing of the key points made by survey participants.

Key Takeaways from the Survey Results:

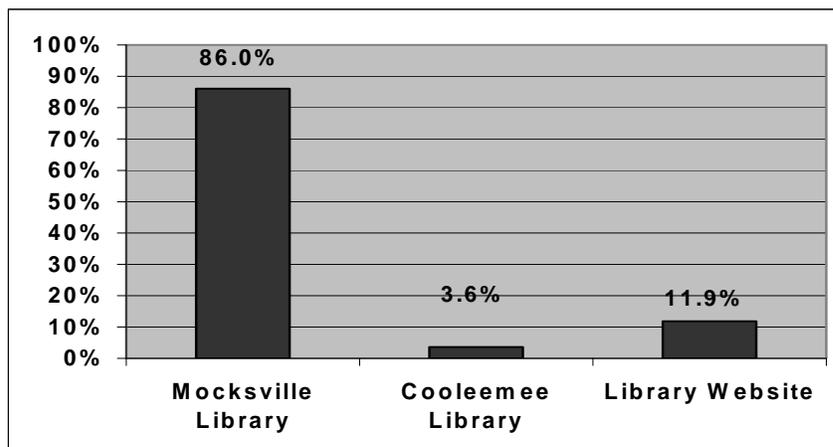
- There is a substantial and unfortunate lack of knowledge about many of the Library's services and resources, especially those available online. This must be addressed.
- There is a clear concern for the age and limited space available in both physical locations—the main branch in Mocksville and the Cooleemee branch.
- Library users consider the institution a strong part of the community's fabric.
- Many patrons respect the Library for what it currently provides, but wish it had larger and more diverse sets of materials.
- A high regard exists for the Library's customer service support.

Survey Results

1. How often do you use the Davie County Public Library?



2. Which Library "branch" do you use most often (choose two)?



3. In regards to the “branch” you listed above, how would you rate each of the following?

	Excellent	Good	Fair	Poor	Don't Know	Don't Use
Customer Service	57.6%	28.9%	7.8%	1.4%	1.0%	3.4%
Library Buildings	43.6%	39.2%	11.3%	1.5%	0.0%	4.4%
Computers & Printers	22.5%	22.0%	6.5%	0.5%	1.5%	47.0%
Wireless Internet Access	20.9%	26.9%	4.5%	1.5%	3.5%	42.8%
Collections (books, DVDs, magazines etc.)	31.7%	39.5%	12.2%	0.5%	1.5%	14.6%
Programs & Activities for Kids and Teens	29.9%	19.1%	4.4%	0.5%	2.9%	43.1%
Programs & Activities for Adults	21.3%	16.8%	6.4%	2.0%	7.4%	46.0%
Library Website	27.5%	36.8%	7.8%	1.5%	2.5%	24.0%
Library History Room	33.5%	21.2%	2.5%	0.0%	3.9%	38.9%

4. The following are online resources available using a tablet, smart phone, or home computer. Have you ever used any of these online resources?

	Yes	No, Didn't Know About It	No, Don't Know How To	No, Other Reason *
e-i NC Digital Library (Overdrive), ebooks & audio	40.1%	28.2%	10.0%	21.8%
Tutor.com	15.0%	41.5%	6.7%	36.8%
NC Live – Research databases	28.9%	36.8%	5.5%	28.9%
Ancestry, African American Heritage, Fold3 Databases for genealogy research	14.1%	48.2%	2.5%	35.2%
eHealth Resources	8.6%	52.0%	3.0%	36.4%
Job Search Resources	12.7%	38.1%	3.6%	45.7%
Pronunciator Language Learning	9.3%	45.1%	3.1%	42.5%

* The “Other Reason” cited was usually no need for that resource.

5. Have you used the online library catalog to do any of the following? If not, why not?

	Yes	No, Didn't Know About It	No, Don't Know How To	No, Other Reason *
Online Catalog to Find Materials	62.9%	18.8%	3.1%	15.2%
Online Catalog to Place a Hold on Items	47.9%	22.1%	4.7%	25.3%
Online Catalog to Renew Items	42.9%	26.2%	5.8%	25.1%

6. Have you used any of the following at the library? If not, why not?

	Yes	No, Didn't Know About It	No, Other Reason*
Free Wireless Internet	48.3%	13.4%	38.3%
Free Computer Access	40.1%	10.2%	49.8%
Meeting Room Rental / Use	52.7%	8.0%	39.2%
Local History Room	41.5%	12.0%	46.5%
Activities, Programs, Classes- Adult	26.0%	15.8%	58.2%
Activities, Programs, Classes- Youth	36.0%	8.6%	55.3%
NC Workforce / ESC Meeting	6.2%	24.2%	69.6%

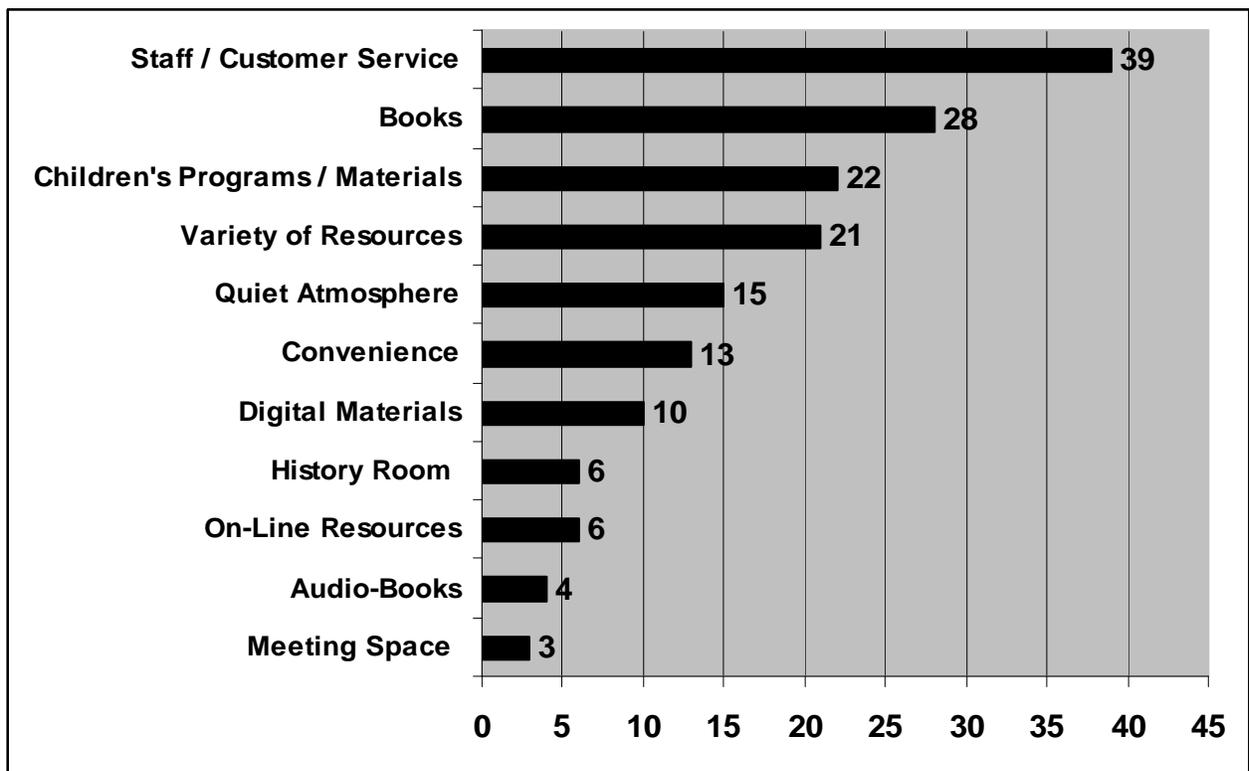
The consistently high percentages of individuals indicating "Didn't Know About It" in the three immediately preceding tables highlights the critical importance of the Library developing a communications outreach program in the months immediately ahead to give the public a far better idea of what the institution offers.

It should be remembered that these answers were given by patrons who are already generally familiar with at least of some of what the Library offers. Consider how many individuals who do not think that the Library is relevant to them could be converted to patrons if there was a much enhanced understanding of the Library's multiple values and returns on the taxpayer dollars that support it. After all, people are paying for the institution; they have a right to understand all the ways that they can use it and benefit from it.

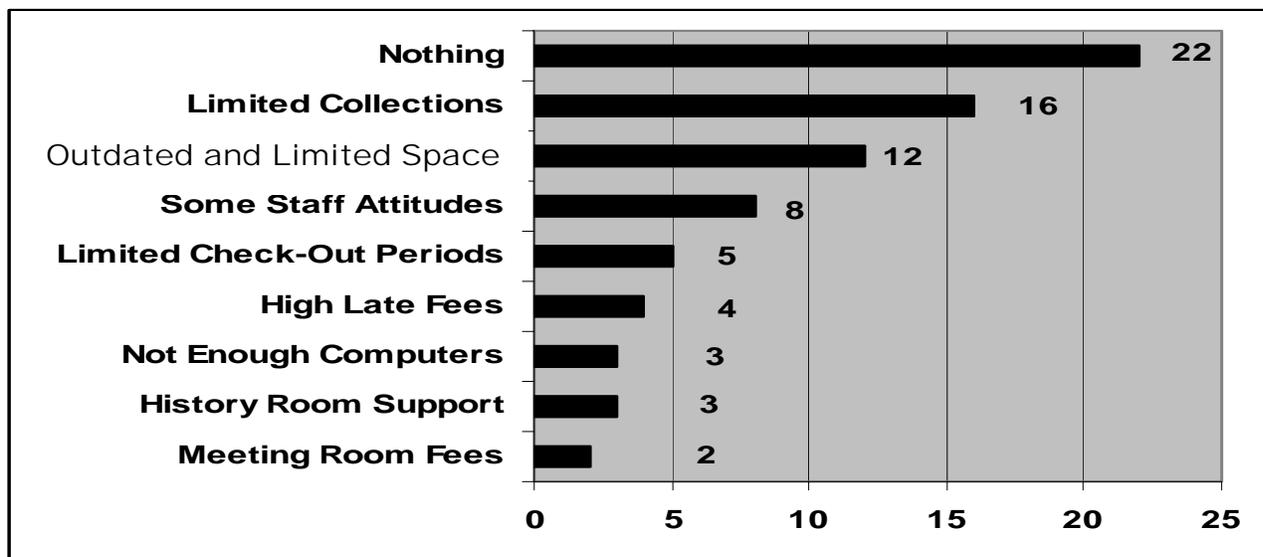
7. Please indicate the level with which you Agree or Disagree with the following statements:

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Davie County Public Library contributes to making this area a great place to live and raise a family.	63.4%	26.3%	9.3%	.5%	.5%
Davie County Library is a valuable educational resource in our community.	69.8%	25.9%	3.4%	.5%	.5%
In the past year, I or my family learned something new or interesting from library programs or resources.	44.8%	20.1%	30.5%	2.5%	1.5%
In the past year, I or my family found something that we needed or wanted at the library.	55.9%	25.0%	16.7%	1.0%	1.5%
I am familiar with library locations, services and collections.	55.4%	23.9%	9.8%	4.9%	0.0%

8. What do you like MOST about the Library? (Number on chart is the actual number of respondents listing that factor.)



9. What do you like LEAST about the Library?



10. What do you WISH the library had that it doesn't? We would love to hear more. Is there anything else you would like to say about your public library?

Everything seems fine. Just not close enough to my house or on my way home.

Ideally, there would be a location in the Advance side of the county, but the size of our county probably makes that unlikely.

Great library

Pull books for people that know exactly what they need to pick up

It would be great to have children and adult book clubs

I have a 2 year old, I would love activities for her to participate in and an easy way to learn about these events.

Longer hours

More comfy spaces for reading

Maybe more computers and some laptops or I-pads to help students and public.

I wish they had more DVDS for kids and recent movies/blockbusters for adults to rent like the collection available at Clemmons library

Book Club---liked the idea of reading a book and then watching the movie

An Advance branch

Thank you! Any time I have needed to find a book, the staff is always so helpful. The survey has opened my eyes to additional services you provide that I was not aware of.

More puppet shows

Small coffee area!

I visited many county libraries, Davie County is one of most organized and most helpful of all if them. A treasure for the citizens of Davie County and the surrounding area.

More copies of ebooks

Do we have digital books that can be borrowed by say my Kindle?

I would like a year-round monthly book club to be held in the library. I do not think it needs a designated leader or library employee.

More space

More e-book copies of popular novels

More audio books. We love them for in the car driving

A notary.

More books/resources in local history room

More audio books

Branch in Hillsdale area

More audiobooks available for temporary download. I love to listen to books during workouts, walks, etc. Books on CD are outdated for most people today.

Larger building for more books.

It was such a positive influence on me as I was growing up as it has been for my children. Keep up the good work!

Better selection of adult reading material. Romance novels and gardening isn't what everyone wants to indulge in. Graphic Novels, for the older crowd that's young at heart, new release books would be a huge improvement.

Separate space for children, youth from Adults, with room for interactive activities and 'noisy play'. More youth staff to provide more youth programming. Updated furnishings.

Bigger areas for children and teens; the teen area always has adults using chairs, tables, and computers.

DAVIE COUNTY LIBRARY COMPARATIVE STATISTICS: 09-10 / 15-16

As explained earlier, in its first strategic plan the Davie County Public Library compared its performance in a number of functional areas against similar data for six North Carolina libraries similar in terms of the populations they serve. All statistics were drawn from the [2009-10 Statistical Report of North Carolina State Libraries](#), an annual publication of the State Library of North Carolina. Incidentally, that is the same agency that provides funding to local agencies across the state to make strategic initiatives like this current Davie County strategic plan possible.



As part of this 2017 initiative, Davie Library officials ran the same comparisons, thereby providing an excellent analysis as to which movements in Davie's numbers over the past five years are consistent with what is happening with other libraries and which ones seem especially intense (positively or negatively) to Davie.

The statistical comparisons between the seven libraries for the 2009-10 and 2015-16 time periods are shown right after the key conclusions that can be drawn from the data.

Key Takeaways from the Comparative Data Analyses:

- Programs have become a major part of the Library's service to Davie County. The number of programs which the Library hosted, sponsored or otherwise participated in jumped from 856 in 2009-10 to 1,020 in 2015-16. No other peer system was even close to that number; in fact, only one exceeded half that total, and just barely so. The per capita program attendance for the Davie County Public Library in 2015-16 was the second highest of North Carolina's county library systems, and more than 250% greater than the overall state average for those systems.
- 25,825 individuals attended Davie Library programs in 2015-16. Only one peer system attained even half that number. The large majority of programs were for young children. With the overwhelming evidence pointing to the strong link between early literacy and success in life, Davie efforts are clearly appropriately targeted.
- Total operating income for the Davie Library is down sharply compared to virtually all of the peer systems.
- The number of total registered users in Davie increased by more than 62%, one of the highest percentages in the state. At the same time, however, the number of visits to Library physical facilities was the second lowest number among the peer systems. One key factor here is that the Library's policy of checking out books doubled from 2 to 3 weeks, intrinsically decreasing the frequency of trips to the Library.
- Davie Library's number of print books increased by more than 6%. The number of e-books, on the other hand, went from zero to more than 50,000. It has more e-books per capita than all but one of the peer libraries.
- The Library's personnel costs have fallen by almost 6%.
- The Library number of in-house public access computers almost doubled from 2.28 to 4.46. At the same time, however, the number of internet access users fell almost 60%. These numbers no doubt reflect the growing numbers of persons with their own smartphones or other personal means of accessing the web. And while the number of users has fallen, it should be noted that for individuals without internet access, the Library provides a critical service in this regard on both the professional and personal fronts.

Note: In reviewing all of the following tables, the middle columns show two numbers. The first is the number for that Library system in 2009-10. The second number-- the one in bold—is the corresponding number for 2015-16.

Service Population: 09-10 / 15-16

System	Number Of Residents In Service Area	Percent Change
Edgecombe	51,327 / 55,504	+ 8.1%
McDowell	44,742 / 45,231	+ 1.1%
Vance	43,613 / 45,077	+ 3.4%
Davie	41,752 / 41,507	- 0.6%
Halifax	38,601 / 38,162	- 1.1%
Alexander	37,316 / 37,436	+ 0.3%
Scotland	36,926 / 36,223	- 1.9%

FINANCIAL MEASURES.

Total Operating Income: 09-10 / 15-16

System	Total Income	Percent Change
Edgecombe	\$707,642 / \$769,530	+ 8.7%
McDowell	\$661,916 / \$789,934	+ 19.3%
Vance	\$991,227 / \$950,721	- 4.1%
Davie	\$700,284 / \$649,527	- 7.2%
Halifax	\$658,478 / \$604,209	- 8.2%
Alexander	\$475,847 / \$611,896	+ 28.6%
Scotland	\$474,461 / \$469,942	- 1.0%

Operating Income Per Capita: 09-10 / 15-16

System	Total Operating Income Per Capita	Percent Change
Edgecombe	\$13.79 / \$13.81	+ 0.1%
McDowell	\$14.79 / \$17.46	+ 18.1%
Vance	\$22.73 / \$21.09	- 7.2%
Davie	\$16.77 / \$15.65	- 6.7%
Halifax	\$17.06 / \$15.83	- 7.2%
Alexander	\$12.75 / \$16.35	+ 28.2%
Scotland	\$12.85 / \$12.97	+ 0.9%

Total Local Funds: 09-10 / 15-16

System	Total Local Funds	Percent Change
Edgecombe	\$530,378 / \$520,378	- 1.9%
McDowell	\$512,049 / \$681,518	+ 33.0%
Vance	\$749,260 / \$749,600	+ 0.5%
Davie	\$543,193 / \$497,956	- 8.3%
Halifax	\$526,612 / \$494,045	- 6.2%
Alexander	\$374,006 / \$492,259	+ 32.6%
Scotland	\$362,879 / \$356,220	- 1.8%

Local Funds Per Capita: 09-10 / 15-16

System	Local Per Capita Funds	Percent Change
Edgecombe	\$10.33 / \$9.34	- 9.6%
McDowell	\$11.44 / \$15.07	+ 31.7%
Vance	\$17.18 / \$16.63	- 3.2%
Davie	\$13.01 / \$12.00	- 7.8%
Halifax	\$13.64 / \$12.84	- 5.9%
Alexander	\$10.02 / \$13.15	+ 27.3%
Scotland	\$9.83 / \$9.83	0.0%

Total State Funds: 09-10 / 15-16

System	Total State Funds	Percent Change
Edgecombe	\$124,438 / \$119,067	- 4.4%
McDowell	\$103,404 / \$105,234	+ 1.8%
Vance	\$112,567 / \$107,386	- 4.6%
Davie	\$ 96,693 / \$91,077	- 5.8%
Halifax	\$111,657 / \$99,183	- 11.2%
Alexander	\$ 90,879 / \$95,700	+ 5.3%
Scotland	\$104,110 / \$103,598	- 0.5%

State Funds Per Capita: 09-10 / 15-16

System	Total State Funds	Percent Change
Edgecombe	\$2.42 / \$2.14	- 11.5%
McDowell	\$2.31 / \$2.33	+ 0.9%
Vance	\$2.54 / \$2.38	- 6.3%
Davie	\$2.32 / \$2.19	- 5.6%
Halifax	\$2.89 / \$2.60	- 9.0%
Alexander	\$2.44 / \$2.56	+ 4.9%
Scotland	\$2.82 / \$2.86	+ 1.4%

SERVICE MEASURES.

Total Registered Users: 09-10 / 15-16

System	Total Registered Users	Percent Change
Edgecombe	28,787 / 16,870	- 43.2%
McDowell	25,293 / 27,994	+ 10.7%
Vance	34,289 / 32,416	- 5.5%
Davie	13,241 / 21,509	+ 62.4%
Halifax	17,936 / 21,465	+ 19.7%
Alexander	15,291 / 21,434	+ 40.1%
Scotland	7,777 / 7,460	- 4.1%

Registered Users As Percent Of Population: 09-10 / 15-16

System	Registered Users As Percent Of Population	Percent Change
Edgecombe	56% / 30.3%	- 25.7%
McDowell	57% / 61.9%	+ 4.9%
Vance	79% / 71.9%	- 7.1%
Davie	32% / 51.8%	+ 29.8%
Halifax	46% / 56.2%	+ 10.2%
Alexander	41% / 57.3%	+ 16.3%
Scotland	21% / 21.0%	0.0%

Library Visits Per Capita: 09-10 / 15-16

System	Library Visits Per Capita	Percent Change
Edgecombe	2.84 / 2.4	- 15.5%
McDowell	3.56 / 2.5	- 29.8%
Vance	3.75 / 4.2	+ 12.0%
Davie	1.72 / 1.5	- 12.8%
Halifax	1.70 / 1.9	+ 11.8%
Alexander	3.41 / 0.9	- 73.6%
Scotland	2.35 / 2.5	+ 6.4%

Total Print Books: 09-10 / 15-16

System	Total Print Books	Percent Change
Edgecombe	104,366 / 105,354	+ 9.5%
McDowell	92,353 / 89,962	- 2.6%
Vance	141,658 / 100,234	- 29.2%
Davie	69,271 / 73,543	+ 6.2%
Halifax	91,742 / 98,219	+ 7.1%
Alexander	67,130 / 53,817	- 19.8%
Scotland	48,254 / 42,964	- 11.0%

Print Books Per Capita: 09-10 / 15-16

System	Print Books Per Capita	Percent Change
Edgecombe	2.03 / 1.9	- 6.4%
McDowell	2.06 / 2.0	- 2.9%
Vance	3.25 / 2.2	- 32.3%
Davie	1.66 / 1.8	+ 8.4%
Halifax	2.38 / 2.6	+ 9.2%
Alexander	1.80 / 1.4	- 22.2%
Scotland	1.31 / 1.2	- 8.4%

Print Book Circulation Per Capita: 09-10 / 15-16

System	Print Book Circulation Per Capita	Percent Change
Edgecombe	1.63 / 1.05	- 35.6%
McDowell	2.93 / 3.25	+ 10.9%
Vance	2.86 / 1.96	- 31.4%
Davie	2.96 / 2.02	- 31.8%
Halifax	1.35 / 2.67	+ 97.8%
Alexander	2.51 / 2.97	+ 18.3%
Scotland	1.65 / 1.58	- 4.2%

Total E-Books: 09-10 / 15-16

System	Total E-Books	Number Change
Edgecombe	35,022 / 26,866	- 8,156
McDowell	1,284 / 50,523	+ 49,239
Vance	0 / 50,523	+ 50,523
Davie	0 / 50,803	+ 50,803
Halifax	0 / 50,635	+ 50,635
Alexander	0 / 27,037	+ 27,037
Scotland	0 / 50,523	+ 50,523

E-Books Per Capita: 09-10 / 15-16

System	E-Books Per Capita	Number Change
Edgecombe	0.62 / 0.49	- 0.13
McDowell	0.03 / 1.12	+ 1.09
Vance	0.0 / 1.13	+ 1.13
Davie	0.0 / 1.23	+ 1.23
Halifax	0.0 / 0.96	+ 0.96
Alexander	0.0 / 0.72	+ 0.72
Scotland	0.0 / 1.42	+ 1.42

The official U.S. 2014 Census Estimates were used in generating the per capita numbers.

Collection Budget: 09-10 / 15-16

System	Collection Budget	Percent Change
Edgecombe	\$34,595 / \$55,023	+ 59.0%
McDowell	\$87,142 / \$85,001	- 2.5%
Vance	\$90,085 / \$82,248	- 8.7%
Davie	\$108,796 / \$117,484	+ 8.0%
Halifax	\$15,153 / \$14,079	- 7.1%
Alexander	\$46,307 / \$40,309	- 13.0%
Scotland	\$59,737 / \$70,163	+ 17.5%

Collection Budget Per Capita: 09-10 / 15-16

System	Collection Budget Per Capita	Percent Change
Edgecombe	\$0.67 / \$1.06	+ 58.2%
McDowell	\$1.96 / \$1.60	- 18.4%
Vance	\$2.07 / \$1.82	- 12.1%
Davie	\$2.61 / \$2.86	+ 9.6%
Halifax	\$0.39 / \$0.27	- 30.8%
Alexander	\$1.21 / \$0.91	- 24.8%
Scotland	\$1.62 / \$1.66	+ 2.5%

PROGRAM MEASURES.

Programs: 09-10 / 15-16

System	Adult	Young Adult	Children	Total	Percent Change
Edgecombe	149 / 57	0 / 0	468 / 401	617 / 458	- 25.8%
McDowell	256 / 62	18 / 30	269 / 522	525 / 614	+ 16.9%
Vance	168 / 57	81 / 50	295 / 200	463 / 307	- 33.7%
Davie	19 / 119	0 / 110	836 / 791	856 / 1,020	+ 19.2%
Halifax	63 / 116	0 / 4	90 / 229	153 / 349	+ 128.1%
Alexander	3 / 77	35 / 0	263 / 361	266 / 438	+ 64.7%
Scotland	1 / 44	7 / 14	21 / 128	22 / 186	+ 745.5%

Overall Program Attendance 09-10 / 15-16

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 / 695	0 / 847	19,529 / 24,283	19,965 / 25,825
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 / 15-16

System	Program Attendance Per Capita
Edgecombe	0.21 / 0.22
McDowell	0.21 / 0.14
Vance	0.35 / 0.19
Davie	0.48 / 0.62
Halifax	0.07 / 0.25
Alexander	0.22 / 0.30
Scotland	0.04 / 0.21

Staff Measures.

Full-Time Employees: 09-10 /15-16

System	Full-Time Employees Per 25,000 Population	Percent Change
Edgecombe	6.58 / 6.69	+ 1.7%
McDowell	8.10 / 10.75	+ 32.7%
Vance	7.72 / 8.32	- 7.8%
Davie	6.20 / 6.04	- 5.8%
Halifax	7.12 / 6.55	- 8.0%
Alexander	5.56 / 5.14	- 7.6%
Scotland	4.84 / 4.35	- 10.1%

Personnel Costs Per Capita: 09-10 / 14-15 (15-16 Not Yet Available)

System	Personnel Costs Per Capita	Percent Change
Edgecombe	\$ 9.41 / \$8.17	- 13.2%
McDowell	\$ 9.42 / \$11.19	- 18.8%
Vance	\$12.61 / \$14.09	+ 11.7%
Davie	\$11.87 / \$10.06	- 15.2%
Halifax	\$12.26 / \$12.77	- 4.2%
Alexander	\$ 9.46 / \$8.47	- 10.5%
Scotland	\$ 6.51 / \$7.49	+ 15.1%

Percent Library Staff With ALA/MLS Degrees: 09-10 / 15-16

System	Percent Library Staff With ALA/MLA	Percent Change
Edgecombe	15% / 13%	- 13.3%
McDowell	14% / 5%	- 64.3%
Vance	23% / 20%	- 15.0%
Davie	27% / 19%	- 29.6%
Halifax	9% / 10%	+ 11.1%
Alexander	10% / 13%	+ 30.0%
Scotland	28% / 16%	- 42.8%

Electronic Technology.

Public Internet Stations Per 5,000 Population: 09-10 / 15-16

System	Internet Stations Per 5,000 Pop.	Percent Change
Edgecombe	3.31 / 3.05	- 7.9%
McDowell	4.13 / 4.20	+ 1.7%
Vance	5.62 / 4.99	- 11.2%
Davie	2.28 / 4.46	+ 95.6%
Halifax	7.25 / 7.73	+ 6.6%
Alexander	1.74 / 1.74	0.0%
Scotland	1.62 / 1.93	+ 21.0%

Number of Users of Library Internet Computers: 09-10 / 15-16

System	Number of Users	Percent Change
Edgecombe	48,807 / 32,121	- 34.8%
McDowell	46,909 / 16,595	- 64.6%
Vance	40,668 / 43,747	- 7.4%
Davie	27,217 / 11,146	- 59.2%
Halifax	31,219 / 37,500	+ 20.1%
Alexander	19,546 / 12,359	- 36.8%
Scotland	11,967 / 16,207	+ 35.1%

THE STRATEGIC PROCESS AND FRAMEWORK

The organizational framework around which this strategic implementation plan is structured delivers both clarity of purpose and accountability for results. As outlined below, the Library's leadership first reviewed its long-term Vision for the county, and the Library's Mission(s) in helping attain that Vision.



At the same time this process was taking place, the Library Director was also participating in strategic sessions with the County Manager and other department heads. It was entirely appropriate, then, that the Library's Vision flow directly from what the County defined as its own vision for citizens and communities of the area.

Critical to the successful development of a relevant and focused strategic document is getting those two statements right, as they should drive literally everything else in the plan and

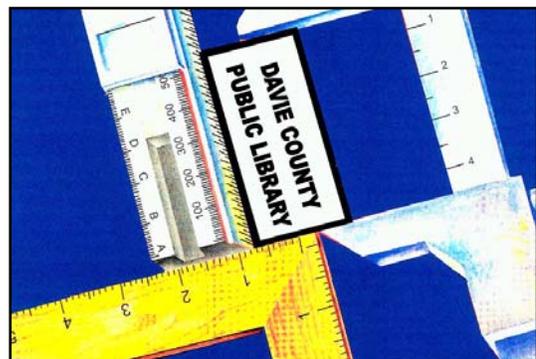
indicate what the organization seeks to achieve.

All the Goal and Objective statements that the plan encompasses must be consistent with the Vision and Mission(s), which can be properly thought of as the nucleus of the effort.

Like many governmental and nonprofit organizations, the Davie County Public Library shares one major characteristic with its for-profit counterparts: it operates in a highly competitive environment, and one that is rapidly becoming more so. Further, many of the social, economic, demographic and other environmental factors that influence how the Library functions are different than they were five years ago, and in some cases much different.

It is appropriate, therefore, that the Davie County Public Library's strategic planning efforts embraced major elements of past activities while accepting new and changing roles as well. Part of the plan is a basic continuation of the core services that the Library has always provided-- materials and programs for personal enjoyment, early childhood and youth development, and adult education and life-long learning. However, the plan also identifies several critical areas where the Library will place a new or heightened emphasis.

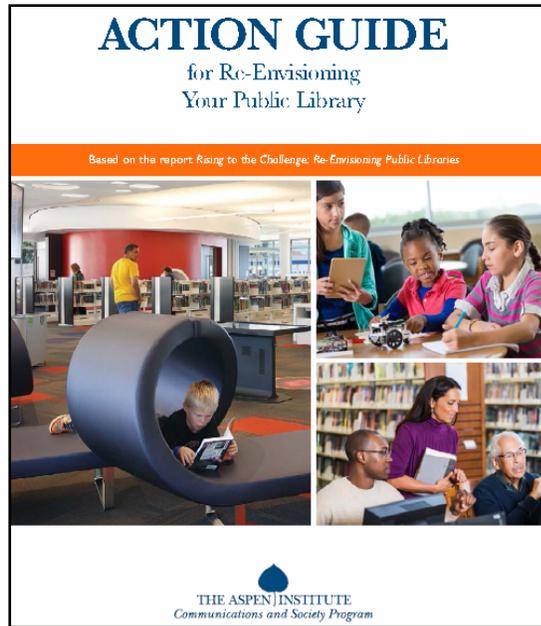
Increasingly, the Library's role is shifting from that of a repository of large amounts of raw information to that of an active and informed guide to help patrons find specific pieces of applied knowledge. It is not enough for the Library to have excellent collections and resources. The ability of its staff to assist customers in finding what they are looking for and relating it to other information has become a paramount responsibility.



The Library's role as a business resource for small business entrepreneurs, existing companies, and job seekers must be emphasized with resources that are an asset to those individuals and agencies charged with economic development. In today's knowledge-based economy, Davie County is literally competing on a global basis for economic investments and job creation, and its long-term economic vitality is substantially dependent on its knowledge infrastructure. The Library System is an important part, as intellectual capital must be consistently renewed.

THE OVERALL STRATEGIC STRUCTURE

The structure of the Davie County Public Library's 2017-20 Strategic Initiative is based on **Action Guide for Re-Envisioning Your Public Library** issued in 2016 by the Aspen Institute. The report "serves as a framework for dialogue among the library's many audiences to re-envision the public library as a center of learning, creativity and innovation of the 21st century."



The Action Guide identifies three specific perspectives from which libraries should be viewed: **People, Place and Platform**.

As **People**, libraries should "reflect the shift away from building collections to building human capital, relationships and knowledge networks in the community." No other institution serves a more diverse audience in terms of age, geographic location and other socio-economic indicators. People are at the center of the library's responsibility to inspire and cultivate learning, advance knowledge and nurture and strengthen communities.

As **Place**, libraries actually function in two worlds--physical and virtual. In an era of constant change, libraries ideally are composed of physical spaces that can adapt to evolving operational models. Libraries as they exist in the virtual world must be

separate but highly integrated with their physical counterparts, and constructed on the principles of equitable access, learning and civic development.

As **Platform**, libraries promote development of the community and society by identifying and filling gaps in community services including early-childhood education, lifelong learning, technology literacy and e-government. "The library as platform makes the library a participatory enterprise. The library as platform creates community dialogue that makes way for new expertise and creates social knowledge."

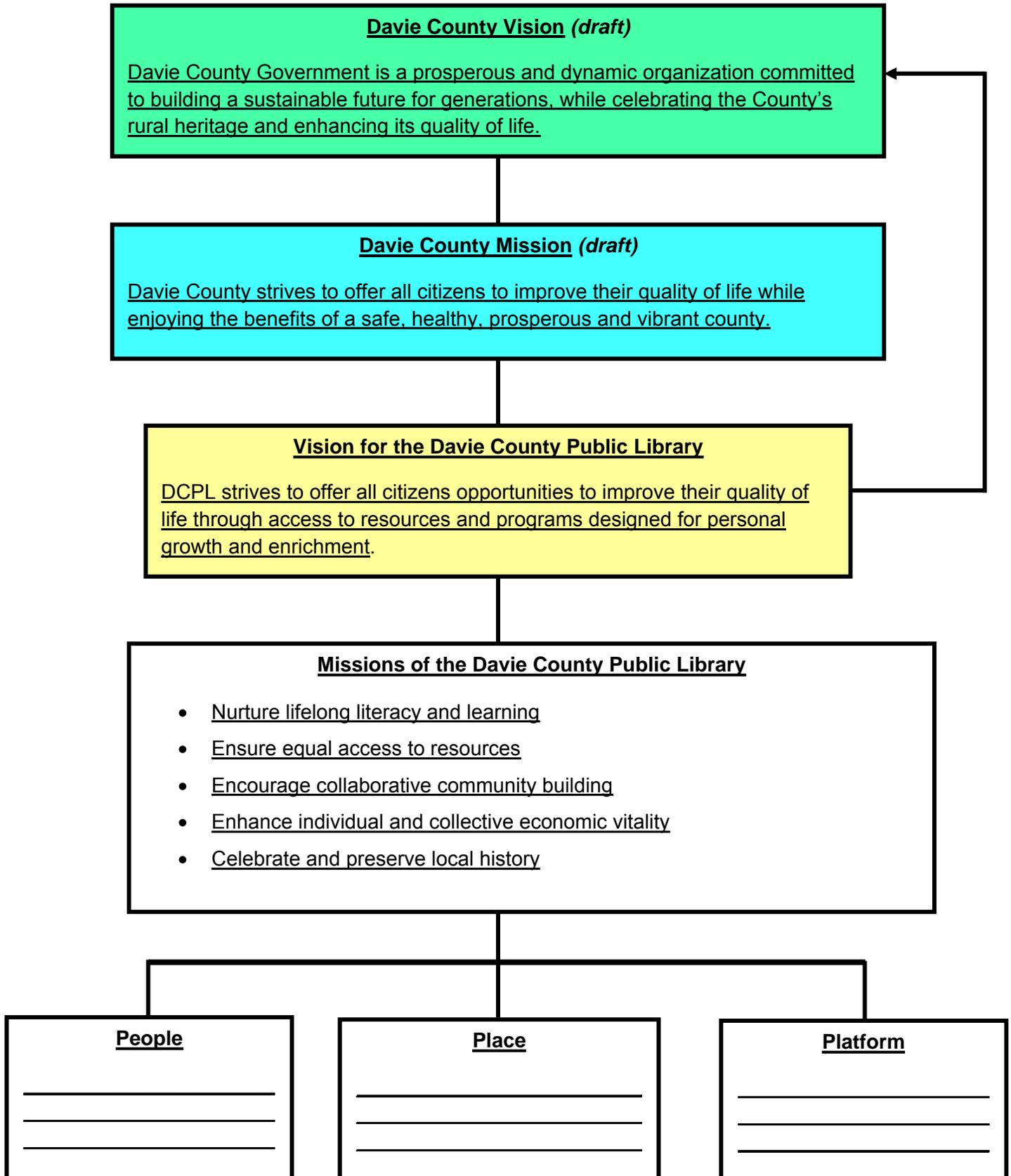
It is absolutely essential that the Davie County Public Library's policy and management leadership exercises as much foresight and insight as possible in positioning the institution for maximum service to the region. The specific Strategic Implementation Plan detailed in the pages that follow is designed to do precisely that.

This initiative, however, should generate not simply a comprehensive strategic implementation plan, but also a process to ensure that an ongoing and rigorous strategic mindset is the core operating principle. Future allocations of the Library's financial and human resources must be driven by such thinking and characterized by a lack of comfort and complacency.



In the final analysis, the real measure of the effectiveness of the institution is not the size of its budget, but rather the impact made by how those funds are invested to strengthen lives across the region.

As an agency of local government, the Library's basic direction should flow logically from the general direction set by local elected officials. The first two boxes below contain the tentative Vision and Mission statements adopted by Davie County Commissioners. Below that are the Library's Vision and Missions followed by the People, Place and Platform structure described on the preceding page. The specific implementation plan elements follow this structure.



STRATEGIC IMPLEMENTATION PLAN

Timeframes

Near Term = 1 year
 Intermediate = 2-4 years
 Long Term = 5 years+
 Ongoing = continuous

PEOPLE

Staff

Goal: Field a team prepared and committed to deliver best possible customer service to our patrons and our community

Objectives:

- Hire staff who possess both solid customer service and technology skills, in order to maximize their public service value and ability to perform library project work. (*ongoing*)
- Explore using internships as one means of meeting service delivery goals and objectives; MLIS students could assist with technical processing or youth services. (*near term*)
- Create a staff training curriculum and carry out regular staff development exercises in order to build new skills and awareness where necessary and to create top-of-mind awareness of new and featured resources and services. Training will include customer service, conflict resolution, and emergency management topics. Training curriculum will be a mandatory job component for all new and existing staff with timeframes for completion. Peer mentoring program will be developed to encourage staff development. (*near term*)
- Establish communication plan to ensure that staff is positioned to hear all news items or announcements as they happen and to access/recall them later in a convenient location, ie. Staff intranet and/or notebook. (*near term*)
- Conduct full staff meetings on a quarterly basis to ensure that all staff members hear the same thing regarding policy, procedure, and resources; meeting will also provide opportunity to discuss and decide on upcoming initiatives. (*intermediate*)
- Invite staff input and initiative on resources, services, and programs of interest to patrons. (*near term and ongoing*)



- Advocate to Davie County Government for increased staff size in order to roll out new and enhanced services and programs of interest to patrons (*intermediate*); additional staffing is needed for:
 - Youth Services
 - Technical Processing
 - Digital Resource Librarian
 - Local History/Genealogy room
- Position librarian hiring and training to provide for succession when possible. (*ongoing*)

Patrons

Goal: Build loyalty and support of our patrons by offering resources, services and programs that meet their needs and interests, recognizing the broad spectrum of our constituencies.

Objectives:

- Job Seekers: contact community temp agencies about NC Works representatives at DCPL to drive both job seekers and employers; work with NC Works and the DC Chamber of Commerce to sponsor job fairs; explore hosting workshops for soft interview skill building exercises; promote assistance with resume creation. (*intermediate*)
- Business Owners: build awareness in local businesses of library resources geared to business development, primarily through involvement in Chamber of Commerce. (*near term*)
- Adults: develop year-round adult enrichment programs both solo and in collaboration with community organizations and county departments; segment programs by age groups and interests to encourage broad participation over time; offer both educational and entertaining program subjects; tap community expertise for topics such as healthy living, financial literacy, immigration, sustainability, etc.; continue to develop a rich and balanced collection for adults. (*near term and ongoing*)
- Families: position the library as a Family Learning Center (*near term*) by:
 - Evaluate and choose an early learning interventions program with suggestions from Growing Young Minds and Vroom for initiation at DCPL; consider collaborative partners
 - Consider quarterly family multi-generation program/events not necessarily related to holidays
 - Expand “Every Child Ready to Read” (ECRR) training for families
 - Collaborate with HeadStart and daycare facilities to offer ECRR workshops to parents



- Add ECRR tips to EASY Books so families can consider and use the tips with the book without formal training
- Strengthen relationship with DC Schools “Read to Achieve” Summer Program
- Maintain a robust Summer Reading Program, adapting the platform to DCPL's specific needs and abilities
- Teens: provide opportunities to build skills and interests in preparation for life beyond high school (*near term*):
 - Provide opportunities for youth volunteerism
 - Maintain relationship with Big Brothers Big Sisters (BBBS) as an agency for youth volunteer placement
 - Explore means to fund a stipend program to pay teens to manage juvenile arts, crafts and technology programs. (*intermediate*)
 - Maintain the Adult Next Chapter Book Club (NCBC) and foster the formation of a Teen-NCBC
- Students: support education with resources and services that enhance learning opportunities (*ongoing*):
 - Maintain Network to Enhance Student Access (NEST), enhance as available or needed; pursue inclusion of home schooled students (*intermediate*)
 - Maintain access to Tutor.com, continue to promote to increase patron awareness
 - Develop and post to the website bibliographies for Juvenile and Teen Readers with additional Youth Services Department (YSD) staff hours (*intermediate*)
 - Maintain and enhance relationships with Davie County Schools (DCS) Media Specialists
- Children: focus on early literacy skill building with resources and programs (*near term*):
 - Offer anytime/real time resources for parents of young children to enhance brain development to maximum potential (Vroom)
 - Expand Story Time to after-school care programs with addition of YSD staff. (*intermediate to long term*)
 - Increase interactive learning modes within the facility for Youth patrons to include dress-ups, manipulatives, interactive learning and Lego walls, and a teen forum wall, and maker-space capabilities.
 - Collaborate with DCS media specialists to ensure we meet curriculum needs, and the “Read to Achieve” Summer Program to foster a love of reading and books among challenged learners.



- All:
 - Purchase digital conversion equipment for patron use to convert old media to new media allowing patrons to save and maintain access to family memories and history or favorite audio/visual media. (*near term*)
 - Track and adjust allocation of budget dollars across various material media to meet demographic trends (ex. more large print given aging population?), circulation patterns, and emerging formats. (*near term and ongoing*)

Community partners

Goal: Nurture collaboration in order to stay abreast of community issues and opportunities and maximize community impact.

Objectives:

- Cross promote events and news from partners; coordinate major events to avoid booking at same time whenever possible (*ongoing*)
- Offer programs to and solicit programs from community partners to broaden audience and program opportunities; include art, theater, and music offerings. (*ongoing*)
- Maintain ongoing conversations with community partners about service/resource gaps and new offerings with objective of supplementing offerings where possible and avoiding redundancies (*ongoing*)



Local Government

Goal: Demonstrate the value of library funding by communicating positive impacts on the local community

Objectives:

- Consistently inform local government officials, county and town, of library developments so that successes can be celebrated and issues addressed (*ongoing*)
- Enlist the support of local government officials when advocacy at the state level is necessary (*ongoing*)
- Develop a system for collecting data that measures specific outcomes (*near term*)

PLACE

Physical

Goal: Assess building refurbishment and expansion needs to be able to meet library service delivery needs and to provide a desirable and versatile community gathering place.

Objectives:

- Include DCPL in county-wide facility space study for purpose of evaluating current constraints and future needs (*near term*)

- Propose inclusion of DCPL into Capital Improvement Plan in next cycle; decide on time frame; decide on breadth of project and investigate possible costs (*intermediate*)
- Seek grant funding for more immediate capital needs such as revamped teen corner furnishings, new auditorium chairs, new furniture for public spaces, and possible reconfiguration of periodical archives space into proctoring space. (*near term*)



- Consider ways to enhance the appearance of the auditorium; permanent art work, etc. (*intermediate*)
- Explore using some of the balance in the library building fund for short-term facility needs. (*near term*)
- Ensure that facility cleaning contract provides as comprehensive cleaning as possible (*intermediate*)
- Explore using outdoor spaces on library property as inviting gathering places and event venues (*long term*)

Virtual

Goal: Invite interaction with DCPL virtually by means of a compelling and persistent online presence and outreach.

Objectives:

- Increase following on library social media by increasing posting frequency, broadening posts to include governmental and community events and news, and humor (*ongoing*)
- Refresh DCPL website frequently to reflect current programs and services and provide links for tutorials and public interaction with the library; including online room reservation system. (*ongoing*)
- Consider Twitter account based on user demographics (*intermediate*)

PLATFORM

Goal: Create a public library that evolves, engages, and satisfies

Objectives:

- Conduct a thorough policy and procedure review to reduce barriers for community to use the library and to have updated material to share with staff. (*near term*)
 - Review will include circulation function and collection development policy.
- Enhance library program scheduling to attract more people to the library as outlined elsewhere. (*near term and ongoing*)
 - Tie programs into national/seasonal observances where possible (Sr. Citizens month).



- Maximize visual appeal of collections and resources in the library building to draw attention and interest. *(ongoing)*
 - Changing displays, lobby cases, signage, posters, etc.
- Develop an effective promotional/marketing program to consistently inform the community of library services, programs, and resources. *(near term and ongoing)*
 - Regular newspaper articles and ads; magazine exposure.
 - Consistent social media posting; create calendar for specific campaigns over year.
 - Consistent website refreshing.
 - Email listserv for county employees plus opt-in for patrons.
 - Direct mail.
 - Pursue regular column in Davie County School Matters with library focus.
 - Signage within the building, on front lawn, and digital signage to capture attention.
- Explore outreach initiatives to make the most of opportunities to take the library to the community.
 - Outreach to homebound and home schooled to include devices, info on digital resources such as Overdrive, and Tutor.com including paper reviews *(intermediate)*
 - Book clubs for teens and adults, either in or out of the library facility. *(intermediate)*
 - Job interview workshops or writing center for teens onsite at school. *(intermediate)*
 - Cultivate productive and consistent partnership with Davie County Schools and School Media professionals to ensure that existing services continue to meet students' needs and that new opportunities are created and launched. *(near term and ongoing)*