

Orange County Libraries Community Needs Analysis Final Report

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“Libraries and librarians will always be relevant to the success of the community, even with the rise of e-books. Libraries may reduce the size of their physical collection but that doesn't mean they will become irrelevant or should be obsolete. Libraries are gathering places for the community. They provide free access to technology and books of all types for people that may not have access to these resources otherwise. Librarians provide valuable research information, ways to manage and archive important information for historical purposes; they can enrich the communities' lives with their knowledge by teaching classes” (Community survey respondent, November 2012).

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“I think having access to a library is critical. My family uses it to find books and DVDs for enjoyment, to research topics of interest, and for educational development. It saves us money in a time when finances are tight. It is a pleasurable outing for my preschooler and I” (Community survey respondent, November 2012).

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“The alternative to a communal reading environment is everyone sitting alone at home, tapping on their computers. A library fosters a sense of community, and helps express the values of that community” (Community survey respondent, November 2012).

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Executive Summary

Funded by the North Carolina State Library, a community needs analysis (CNA) of the Orange County Libraries (OCL) was conducted over a three month period from September to November 2012. Approximately 500 people participated in this study including interviews (n=11) with the county manager, county board chair, county library director, and superintendents of Orange County and Chapel Hill Carrboro schools, the presidents of Chapel Hill and Hillsborough's chamber of commerce, community forums (n=4) across the county, two staff focus groups, and survey responses gathered both inside the library and outside in the community.

The Orange County Library community needs analysis represents a comprehensive study involving community leaders, community voices, and library staff and administration. Although sample size was lower than targeted and the diversity of the sampling frame is problematic due to a lack of diversity, the process of triangulating the data through both qualitative and quantitative data collection and use of a random sample suggests the results have strong internal and external validity for the specific demographic profile of the study's respondents, which in this case are predominately white (91%) and female (56%).

Qualitative factor analysis and quantitative statistical analysis of the data suggests clear trends in community preferences for information services, entertainment, and library services. Staff also identified high priority issues for the library. Interview and community forum results suggest consistent ideas around the role of the library and its opportunities for improvement. Common themes emerged when examining all of the data collectively.

Orange County exceeds state and national averages in a number of areas – higher white population, higher levels of education, higher levels of income, and higher housing values. The Hispanic/Latino, 8% of the Orange County population, and the Asian community, 6.7% of the population, rapidly grew by 109% and 89%, respectively, over the past ten years. Both, however, are unfortunately underrepresented in this study's sample – Hispanic/Latino respondents were only 1% and Asian respondents were only 2% of the sample. Library services, library usage, and per capita spending also have grown in parallel to these other Orange County indicators over the past ten years.

Results from the interviews and community forums suggest that OCL can best ensure it is aligned with the county's strategic needs through continuing to provide high quality services to all residents of Orange County. Its value and contributions to the community were consistently recognized across all methods of data collection. The central themes that emerged were to continue to reach out to the underserved, continue evolving with emerging technology, and continue to allocate the appropriate resources to ensure this happens.

The typical information needs of the community is an integrated mix of traditional resources (i.e. books, print newspapers, reference, archives, movies, and audio music and books) and high technology via online (i.e. Internet-based activities such as email, web surfing, blogs, online news, social networking), computing (desktop and laptop), and mobile (Tablets, smart phones) technologies. Orange County

residents consume information in a wide variety of mediums and expect their libraries to provide information in a similar fashion with an essential recognition that not all people have equal access to technology or literary resources.

With the emergence of the information-age, libraries have both stayed the same in terms of its pervasive goal of providing information and educational and social services to the community; the means, however, in which it now does this along with an extended suite of services including technology training and support, employment resources, and renewed value in serving as a community resource center have grown. The definition of patron has become more diverse and expanded to truly all members of society. As schools and society embrace technology, libraries and their staff must equally embrace, become skilled in, and provide relevant resources and access. As society rapidly changes, however, the emphasis on quality books must remain as the library's core function.

The community envisions their ideal library as a centerpiece of its community both in terms of resources and services but also in aesthetic form and beauty that enriches all those that use it. Outside of a world-class collection of books, services, and technology and digital resources, the ideal library would be a vibrant community center focusing on both the community's repository of information and training but also as the community's hub for cultural exchange, self-empowerment, and civic activity. This library would emphasize user centered design in all that it does and make use of pervasive user needs assessment, data mining, and use of big data to ensure it is well aligned and continuously improves in an agile, relevant, and efficient fashion. This library would also have seamless services throughout the county and reach out to those who traditionally face major barriers such as transportation, illiteracy, and poverty. This library would have information common areas to encourage and support collaboration and group work as well as private space for studying, research, training, and literacy tutoring. In addition, this library would have lots of community space as well as a business incubation center that supports the unique business needs of small business and entrepreneurs.

The library's primary strengths are its staff and existing high quality resources and services as well as strong county and community support. Its main opportunities for improvement involve continuing to work towards seamless library services with municipalities such as Chapel Hill, increase outreach and partnership activities with fellow city and county agencies and other community organizations, continuing to offer relevant programming and services, and seeking to reach out to underserved populations.

The community surveys suggest that its highest, most prevalent sources of information and entertainment are books, email, browsing the Internet, watching TV, using cellphones, listening to music on the radio and CD, reading/watching news online, and reading print newspapers. Orange County residents overwhelmingly view libraries as a place whose most important services include books for adults, maintaining a website that provides access to its digital resources and services, free wireless access, public computing, books for children and teens, programs for children, and e-books.

Overall the community is very satisfied with overall library services although they would like to see a greater increase in overall materials and services with an emphasis on maintaining an up-to-date and

relevant collection and technology services. They would like to see both hours and parking improved. They view libraries as very relevant, a community resource that levels the playing field for all residents, provides free access to quality resources and entertainment, and community engagement.

A number of statistically significant differences were identified by demographic factors. Women placed a higher value on a number of information and library services than men. Black or African American participants placed a significantly higher value on laptops, MP3 players, and tablets than all other groups and were less satisfied with library parking, locations, and computer access. In terms of age, the 65+ age group were more dissatisfied with library location and hours than all other age groups. Those without a computing device at home placed a significantly higher value on magazine and newspapers and foreign language library services than those who had technology at home. In terms of library usage, those who used the library daily or every week placed the highest priority on study space, laptops, tablets, and wireless access, while those who use the library once or twice a year prioritized these the least.

The Orange County staff are proud of their work, believe they are effectively meeting the needs of the community, but also believe there is room for improvement. The priorities for provision of library and information services are well aligned with the communities. Staff feel that the strengths of the library are the commitment and work of the staff, especially in regards to customer service and children's services in particular, and are also very proud of their main library facility and the high level of support and resources provided by the county and community. Their primary opportunities for improvement and, what they believe should be the library's top priorities, are the need to increase marketing, outreach, and advocacy, addressing and increasing staff morale, continuing to improve programming, services, and resources, and continuing to embrace new technologies and digital services and the requisite training that need to go with them.

Based on the results of this study, the following six recommendations are suggested for consideration as strategic objectives for the Orange County Library system:

- 1) **Develop a countywide seamless library services integration plan.**
- 2) **Identify list of prioritized and aligned library and information services by library demographic profile.**
- 3) **Develop a technology integration plan.**
- 4) **Develop a comprehensive marketing and outreach plan emphasizing partnerships and community collaboration.**
- 5) **Prioritize funding to strengthen its core suite of services.**
- 6) **Prioritize high quality organizational communication, training, and culture.**

Introduction

The State Library funded this planning study to ensure community input informs and drives the future services of the Orange County Library system. This study is comprised of two phases: Phase 1 is a comprehensive community needs analysis and Phase 2 is the development of a five-year library strategic plan based on the results.

Phase 1 took place from September to December 2012 following a detailed project timeline that was fully implemented as designed ([See Appendix A](#)). Phase 2 will take place during spring 2013 with the creation and adoption of the Gaston County Libraries 2013-2018 Strategic Plan by June 2013.

Orange County Demographic Trends

Population and Economic Indicators

Over the past ten years, Orange County has experienced growth in a number of areas. Total population has grown 13.17% from 118,227 county residents in 2001 to 133,801 in 2011 ([See Appendix B](#)). The poverty rate was 16.9% in 2011, which exceeds both state (16.1%) and national statistics (14.3%) ([See Appendix C](#)). Unemployment as of May 2011 is 6.2% ([FindtheData](#), 2013), which is well below the state average of 10.4% and the national average of 8.5% ([Bureau of Labor Statistics](#), 2011).

Median household income from 2007-2011, which is \$56,055, exceeds both state (\$46,291) and national averages (\$52,762).

Race and Ethnicity

The overall county population that is white non-Hispanic is 70.5%, which exceeds both the state (65%) and national (63.4%) averages. Both the county's Hispanic/Latino (8.1%) and black (12.4%) populations are below state (8.8% Hispanic/Latino and 22% black) and national (Hispanic/Latino 16.7% and 13.1% black) averages. The County's Asian population of 7.1%, in contrast, exceeds state (2.3%) and national (5%) statistics. From 2000 to 2010, persons of Hispanic or Latino origin have grown 108.9%, Asians have grown 86.2%, and the white population has grown 7.8%. The black population decreased by 2.3% over that same time period. See [Appendix B](#) and [Appendix C](#).

Age and Education

The percentage of Orange County residents 25 and over with a B.A. or Better (54.6%) is significantly higher than the state (26.5%) and national (28.2%) averages. The percentage of Persons 25 and Over with a High School Degree or Better is 90.1%, which again exceeds the state (84.1%) and national (85.4%) averages. In terms of the population, the 65 Years and Over (10.1%) age group is lower than state (13.2%) and national (13.3%) trends. From 2000-2010 all age groups have grown with the 65+ group experiencing the highest growth (29.8%) followed by the 0-4 (17.7%), 5-17 (16.3%), and 18-64 (10.2%) age groups. See [Appendix B](#) and [Appendix C](#).

Library Branches

The Orange County Library System is comprised of three library branches with a total operating budget of \$1,663,683. The table below describes each branch.

Table 1 - Orange County Library Branches

<p>Orange County Main Library</p> <p>137 W. Margaret Ln; Hillsborough, NC 27278 Phone (919) 245-2525; Fax (919) 644-3003</p> <p>Operating Hours Monday - Thursday: 9 am - 8 pm Friday - Saturday: 10 am - 6 pm Sunday: 1 pm - 5 pm</p> <p>Annual operating budget: \$1,487,382 Staffed with 20.3FTEs, 2.83 part-time FTEs, and a circulation of 354,089 items.</p>
<p>Carrboro Branch Library</p> <p>Located in McDougle Middle School 900 Old Fayetteville Rd; Chapel Hill, NC 27516 Phone (919) 969-3006; Fax (919) 969-3008</p> <p>Operating Hours Monday - Thursday: 3:30 pm - 8 pm Friday: Closed Saturday: 10 am - 2 pm Sunday: 1 pm - 5 pm</p> <p>Annual operating budget: \$108,126.00 Staffed with 1.375 FTEs, .38 part-time FTEs, and a circulation of 47,066 items.</p>
<p>Carrboro Cybrary</p> <p>Located in the Carrboro Century Center 100 N Greensboro St; Carrboro, NC 27510 Phone: (919) 918-7387; Fax: (919) 918-3960</p> <p>Operating Hours Monday - Friday: 9 am to 4 pm Saturday: 10 am to 2 pm Sunday: Closed</p> <p>Annual operating budget: \$68,175.00 Staffed with .75 FTEs, .86 part-time FTEs and a circulation of 4,127 items.</p>

Method

A sample of approximately 500 Orange County residents and staff participated in a three month study, which took place from September to November 2012. The study was designed by the North Carolina State Library in conjunction with three consultants and then customized as necessary by each library system project team. The project timeline used is attached as [Appendix A](#).

Sampling

In order to ensure a valid sample for the community needs analysis the community was asked to provide input using the following methods: interviews, community forums, online surveys, and staff online survey and focus group.

Interviews (n=11)

Interviews represent the opportunity to ask detailed questions of a community's decision-makers and community representatives. Because they are time intensive fewer interviews that provide more in-depth information are conducted. The interview involved a 15-item survey ([See Appendix D](#)) conducted with 11 members of the Orange County community: County Board Chair, County Manager, Library Director, Library Assistant Director, Library systems manager, Library assistant, Friends Board Chairs of Hillsborough and Carrboro, the President's of the Chapel Hill and Hillsborough Chamber of Commerce, Superintendent for Orange County Schools, and Assistant Superintendent for Chapel Hill Carrboro Schools.

Community Forums (n=5)

Community forums are designed to allow anyone from the community to participate in providing input. The questions asked were comprised of an introductory script and the almost the identical set of questions used for the interviews, except with a small change in question 1. [See Appendix E](#). Five community forums were conducted in different parts of the county: Efland, Carrboro (2), and Hillsborough (2).

Surveys (n=455; n=382 without Chapel Hill library participants)

There were two sampling distributions – random sample and the general community. A random sample of 1,000 Orange County residents were selected by the county planning committee and mailed a postcard with a link to an online survey. In addition, a general online survey link was also distributed. All respondents who listed that they only used Chapel Hill libraries were removed from the sample.

The total number of survey respondents, n=455, was filtered first for random sample respondents (n=90 or 9% of the total 1,000 surveyed) and then all respondents who stated they only used Chapel Hill (n=21) or Mebane libraries (n=2) were also excluded. In addition, not all respondents answered all survey questions, but were left in the sample for overall aggregate data analysis.

The instrument was 29-items broken down into five major sections comprised of mostly scale rankings, open ended feedback forms, and two open ended questions:

1. Consent to participate (Q1)
2. Information and Entertainment needs and Library Use (Q2-Q6)
3. Importance Satisfaction with the Library Services (Q7-Q13)
4. Non-users section only (Q14-Q15)
5. The Future of Libraries (Q16-Q18)
6. Demographic Factors (Q19-Q28)
7. Final Suggestions to the Library (Q29)

[See Appendix F](#).

Sampling Frame

Participation by Library Branch

The highest degree of participation came from users of the Main branch (71.0%, n=252) with the second highest selection being none of the above, which was predominately Chapel Hill libraries.

Table 2 - Survey Participation by Library Branch

Which library location do you use most often?		
Answer Options	Response Percent	Response Count
Main Library (Hillsborough)	71.0%	252
None of the above	13.8%	49
Carrboro Branch (in McDougle Middle School)	11.5%	41
Carrboro Cybrary	3.7%	13
Other and/or please feel free to elaborate:		87
answered question		355

Other Libraries	f
Chapel Hill Public Library	72
Mebane	6
UNC Library	3

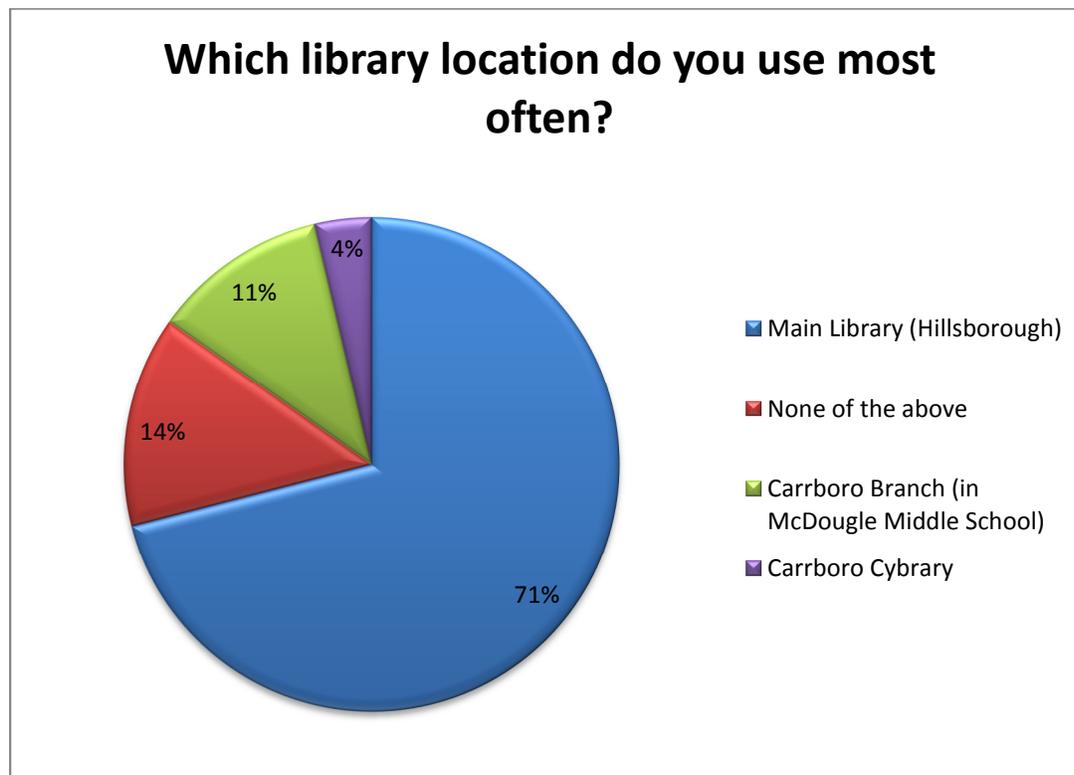


Figure 1 - Survey Participation by Library Branch

For the random sample, the highest degree of participation came from users of the Main branch (63.5%, n=40) with the second highest being from the Carrboro Branch in McDougle Middle School followed by Carrboro Cybrary.

Table 3 - Random Sample Library Usage

Which library location do you use most often?	%	f
Carrboro Cybrary	6.3	4
Main Hillsborough	63.5	40
Carrboro Branch (in McDougle Middle School)	12.7	8
Total	82.5	52

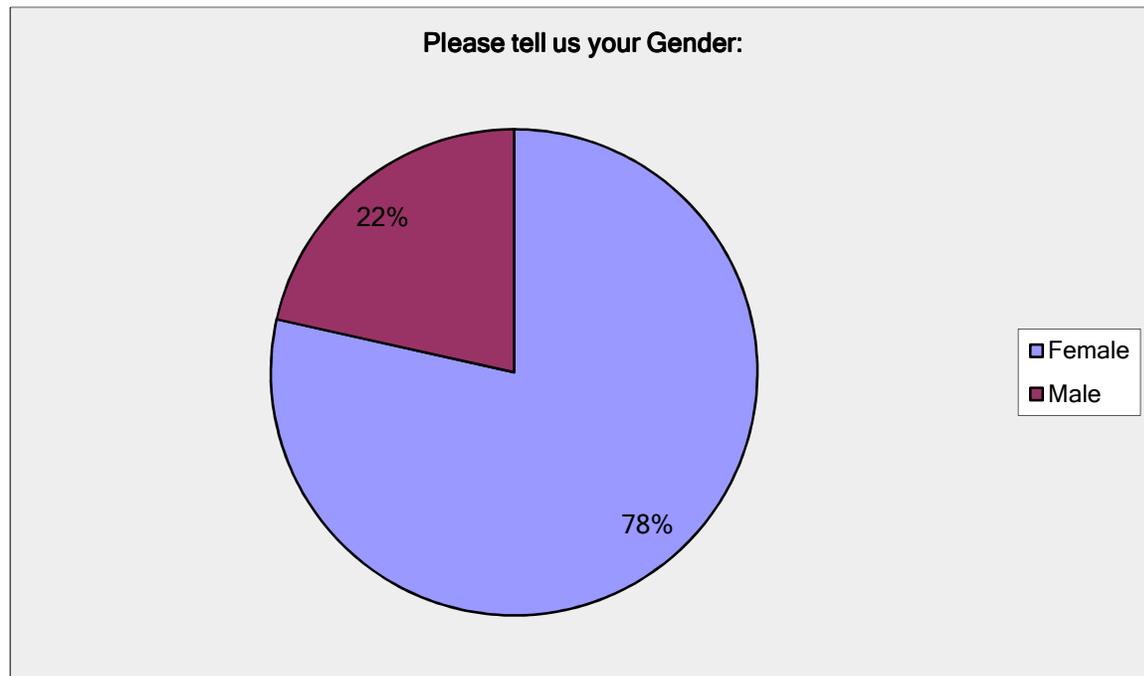
Participation by Gender

The majority of respondents were women (78.5%, n=296).

Table 4 - Survey Participation by Gender

Please tell us your Gender:		
Answer Options	Response Percent	Response Count
Female	78.5%	296
Male	21.5%	81
answered question		377

Figure 2 - Survey Participation by Gender



The random sample was 56% female (n=35) and 25% male (n=16) with the remaining respondents not answering the questions.

Table 5 - Random Sample Gender

Gender (Random Sample)	f	%
Female	35	55.6
Male	16	25.4
Total	51	81.0
No response	12	19.0
	63	100.0

Participation by Ethnicity and Race

The majority of participants were Non-Hispanic/Latino (76.6%, n=294) with only 1% of the sample reporting as Hispanic/Latino (n=4) ethnicity.

Ethnicity	f	%
Non-Hispanic or Latino	294	76.6
Hispanic or Latino	4	1.0
Total	298	77.6
No Response	86	22.4
	384	100.0

The majority of participants were white (90%, n=337) followed by black or African Americans (3.8%, n=14) and Asians (1.9%, n=7).

Table 6 - Survey Participants by Race

Please tell us your Race (US Census Bureau, 2010):		
Answer Options	Response Percent	Response Count
White	90.8%	337
Black or African American	3.8%	14
Two or More Races	3.5%	13
Asian	1.9%	7
American Indian or Alaskan Native	0.0%	0
Native Hawaiian or Other Pacific Islander	0.0%	0
Other (please specify)		2
	answered question	371

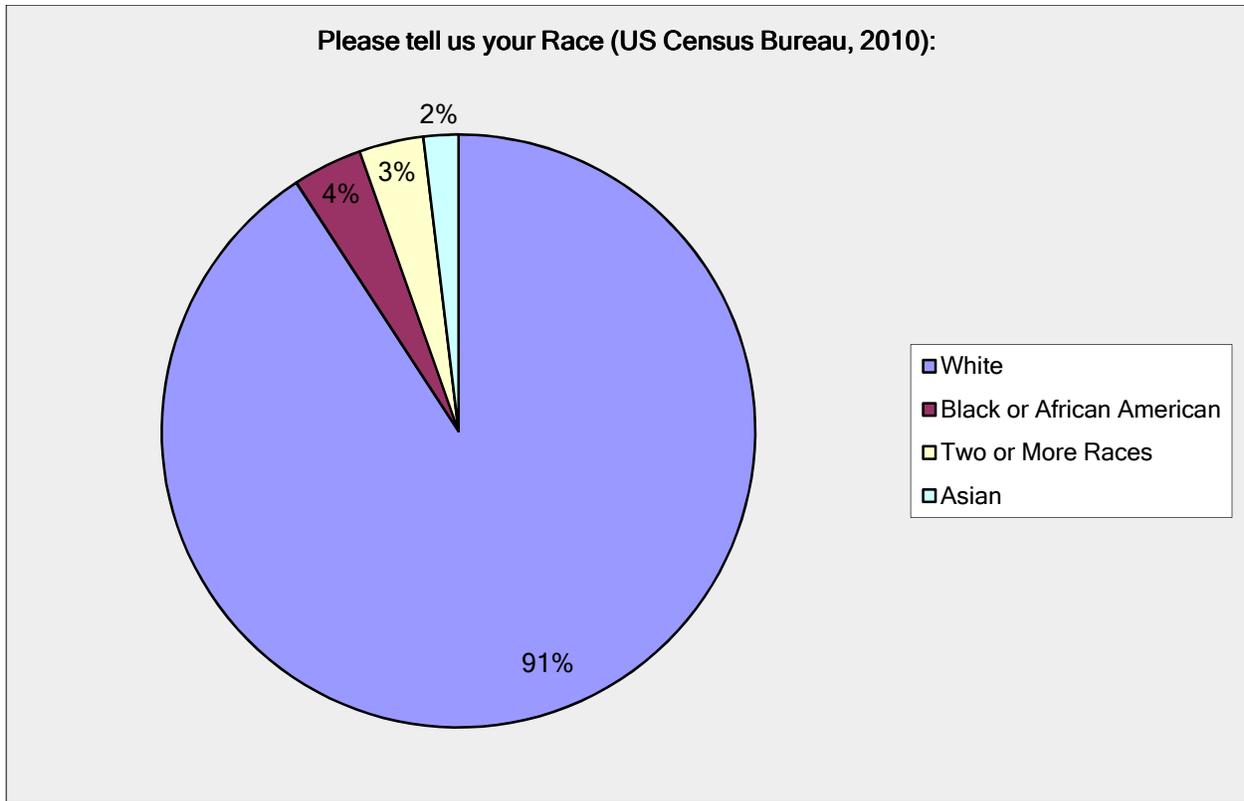


Figure 3 - Survey Participants by Race

The random sample was 73% white (n=46) and no participants were of Hispanic/Latino ethnicity.

Race (Random Sample)	%	f
White	73.0	46
Black or African American	1.6	1
Asian	3.2	2
Two or More Races	3.2	2
Total	81.0	51
No Response	19.0	12
	100.0	63

Participants by Age

There was a diverse age distribution of participants with the most from the 35-44 (27%, n=101) age group and the least from 17 or under (0.5%, n=2).

Table 7 - Survey Participants by Age Group

Please tell us your Age:		
Answer Options	Response Percent	Response Count
35-44	26.9%	101
45-54	22.7%	85
55-64	21.3%	80
65+	15.7%	59
25-34	10.9%	41
18-24	1.9%	7
17 or Under	0.5%	2
answered question		375

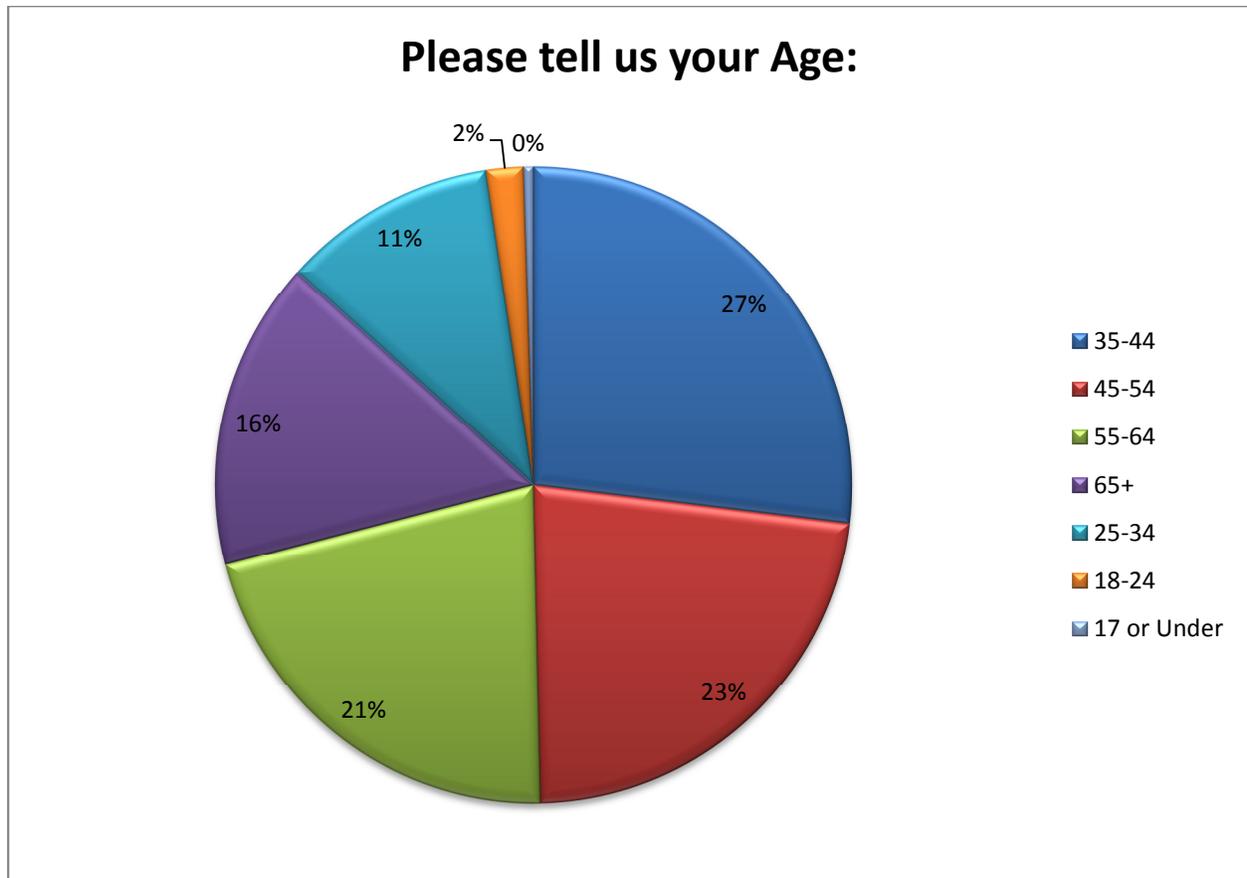


Figure 4 - Survey Participants by Age Group

The majority age range for the random sample was in the 45-54 age group (27%, n=17).

Table 8 - Random Sample Age Range

Age Range (Random Sample)	f	%
17 or Under	1	1.6
18-24	2	3.2
25-34	4	6.3
35-44	9	14.3
45-54	17	27.0
55-64	12	19.0
65+	6	9.5
Total	51	81.0
No Response	12	19.0
	63	100.0

Survey Participants who had a library card

The majority of participants had a library card (93%, n=350).

Table 9 - Survey Participants who had a library card

Do you have a library card?		
Answer Options	Response Percent	Response Count
Yes	92.8%	350
No	7.2%	27
answered question		377

The random sample had 71% who had a library card.

Table 10 - Random Sample with Library Card

Do you have a library card? (Random Sample)	f	%
Yes	45	71.4
No	6	9.5
Total	51	81.0
No Response	12	19.0
	63	100.0

Survey Participants by Educational Level

The educational level of participants was diverse with the majority having a high school diploma or higher with 34% with master's degrees and 33% with bachelor's degrees.

Table 11 - Survey Participants' Educational Level

Your Education (highest degree earned):		
Answer Options	Response Percent	Response Count
Master's Degree	33.8%	125
Bachelor's Degree	33.2%	123
Ph.D.	9.7%	36
Associate Arts (two year community college)	9.5%	35
High School diploma	5.7%	21
Technical Certificate	3.5%	13
JD	2.7%	10
MD	1.1%	4
Some high school	0.8%	3
Other (please specify)		15
answered question		370

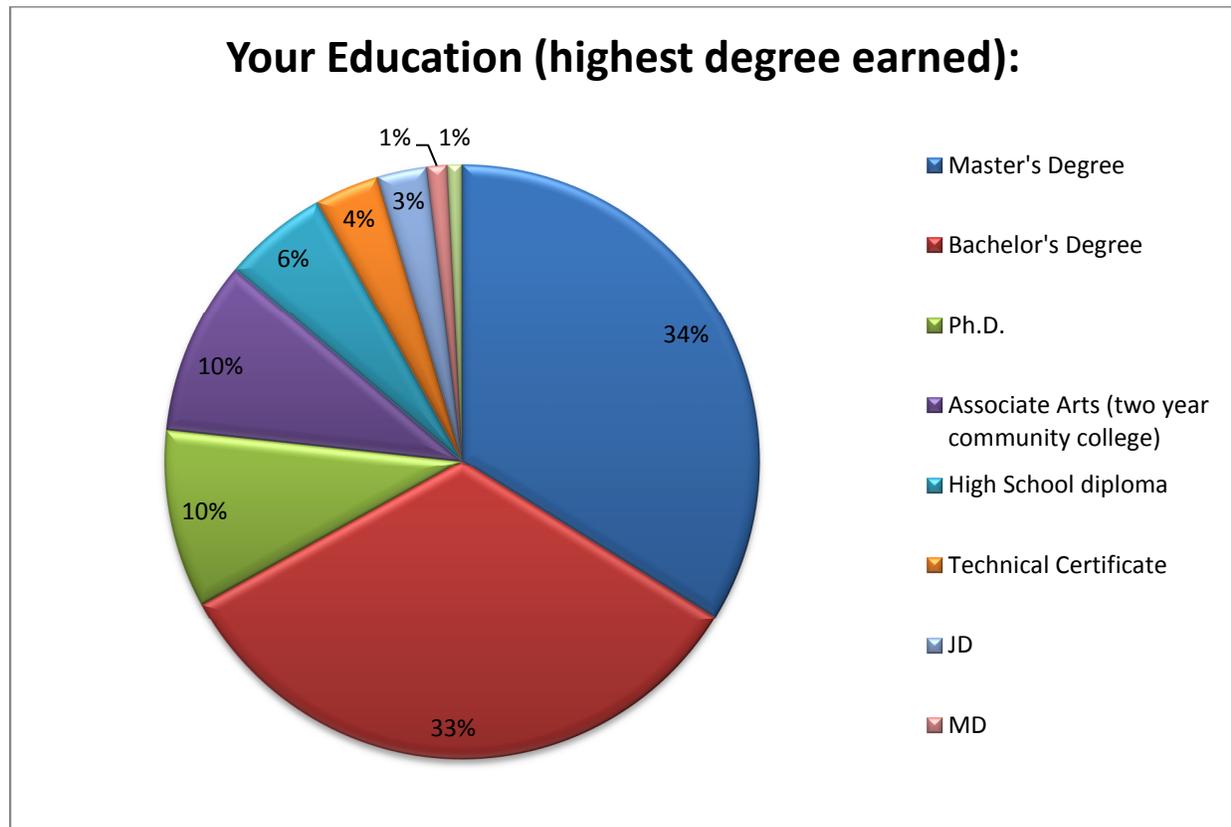


Figure 5 - Survey Participants' Educational Level

The random sample was also highly educated with over half the sample holding a bachelor's degree (30%), master's degree (22%), or Ph.D. (8%).

Table 12 - Random Sample Educational Level

Educational Level (Random Sample)	f	%
High School diploma	5	7.9
Associate Arts (two year community college)	3	4.8
Technical Certificate	1	1.6
Bachelor's Degree	19	30.2
Master's Degree	14	22.2
Ph.D.	5	7.9
JD	1	1.6
Total	48	76.2
No Response	15	23.8
	63	100.0

Survey Participants by Income Level

The majority of participants were in the \$100,000+ (29%, n=101) household income level followed by the \$25,000-49,999.00 income level (24%, n=83).

Table 13 - Survey Participant's Income Level

Your combined household income:		
Answer Options	Response Percent	Response Count
100,000+	29.2%	101
25,000-49,999	24.0%	83
50,000-74,000	23.7%	82
75,000-99,999	16.5%	57
0-24,999	6.6%	23
answered question		346

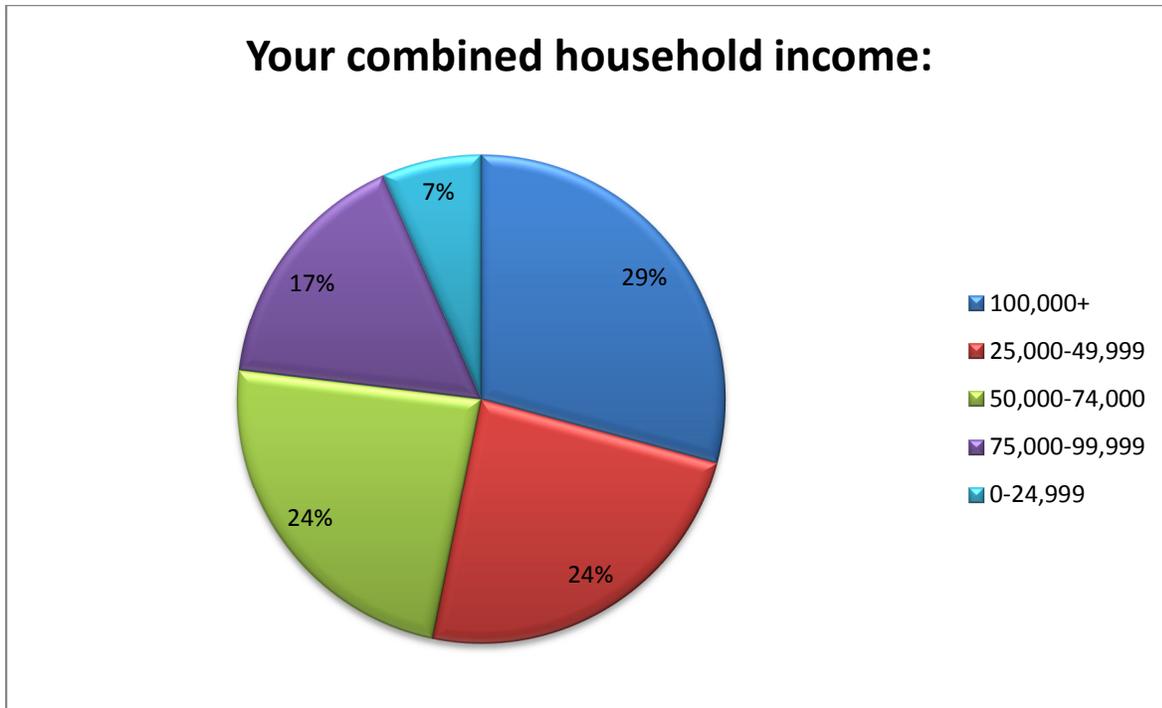


Figure 6 - Survey Participants' Income Level

The random sample had the majority of responses from high income brackets – 100k+ (24%), 75-100k (18%), and 50-74k (14%).

Table 14 - Random Sample Household Income

Household Income (Random Sample)	f	%
0-24,999	5	7.9
25,000-49,999	6	9.5
50,000-74,000	9	14.3
75,000-99,999	11	17.5
100,000+	15	23.8
Total	46	73.0
No Response	17	27.0
	63	100.0

Survey Participants who have a computing device at home

The majority of participants had a computing device at home (98.4%, n=368).

Table 15 - Survey Participants with a computing device at home

Do you have a computing device (computer, laptop, and/or Tablet) at home?		
Answer Options	Response Percent	Response Count
Yes	98.4%	368
No	1.6%	6
Other (please specify)		5
answered question		374

The random sample also had the majority of respondents have a computing device at home (79%).

Table 16 - Random Sample with Home Computing Devices

Computing Device at Home?	f	%
Yes	50	79.4
No	1	1.6
Total	51	81.0
No Response	12	19.0
	63	100.0

Types of computing devices participants have at home

Laptop computers (81%, n=306), cellphones (57.7%, n=217), and desktop computers (56.9%, n=214), were the majority of computing devices participants had at home. Tablets represented only 30.9% (n=116).

Table 17 - Types of Computing Devices participants had at home

Do you have access to the Internet at home and, if so, through what device(s) (check all that apply)?		
Answer Options	Response Percent	Response Count
Laptop computer	81.4%	306
Cellphone	57.7%	217
Desktop computer	56.9%	214
Tablet	30.9%	116
N/A	2.1%	8
Other (please specify)		17
answered question		376

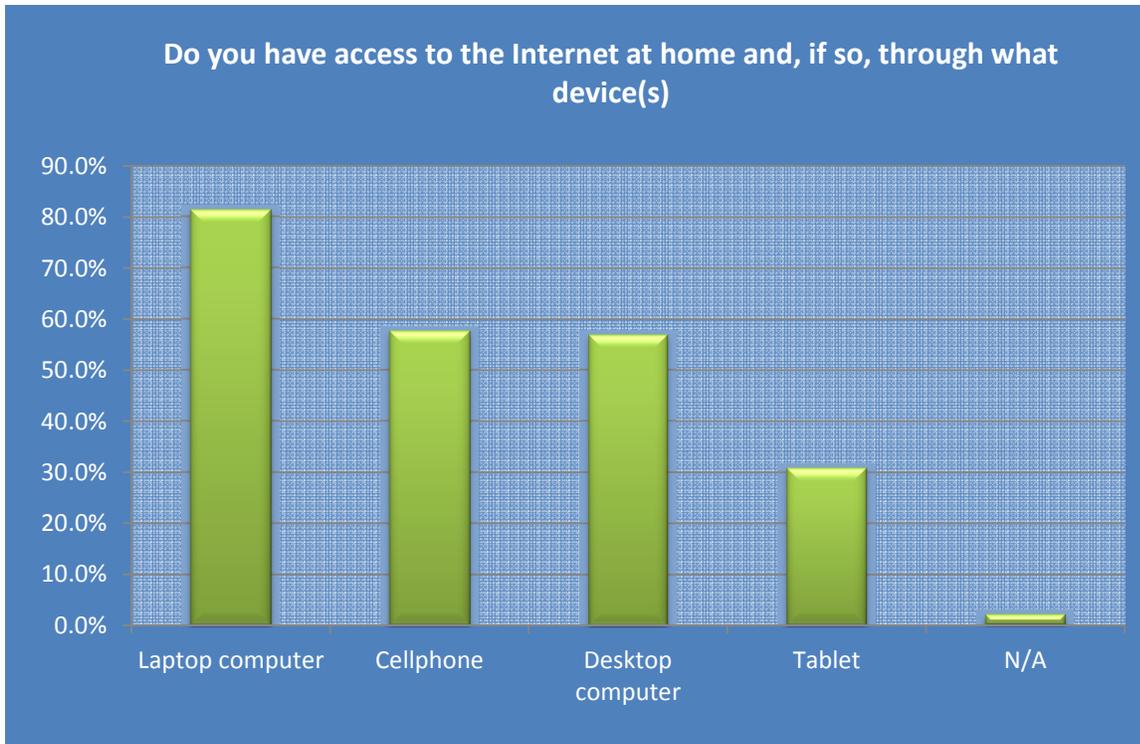


Figure 7 - Types of Computing Devices participants had at home

For the random sample, laptops (65%) were also the most popular.

Table 18 - Random Sample Type of Home Technology

Type of Technology	%	f
Laptop computer	65.1	41
Desktop computer	55.6	35
Tablet	27.0	17
Cellphone	47.6	30
Total	100.0	63

Frequency of library usage of survey participants

The majority of respondents used a library 2-3 times monthly (36%, n=326) while only 5% had never used the library. For comparison purposes, the random sample was analyzed in parallel with the general sample and represented slightly higher library usage.

Table 19 - Frequency of library usage of survey participants

Random (n=63)			General Sample		
How frequently do you use the library?	%	f	How frequently do you use the library?	%	f
2-3 Times Monthly	46.0	29	2-3 Times Monthly	48.10%	204
2-3 Times Weekly	14.3	9	Once every couple of months	20.50%	87
Once every couple of months	14.3	9	2-3 Times Weekly	17.50%	74
1-2 times a year	6.3	4	1-2 times a year	7.10%	30
1-2 times every couple of years	4.8	3	1-2 times every couple of years	3.30%	14
Not applicable (I don't use the library)	4.8	3	Not applicable (I don't use the library)	2.10%	9
Daily	1.6	1	Daily	1.40%	6

Zip codes of all survey participants

Five zip codes represented 84% of all participants – 27278 (43%, n=160), 27516 (16%, n=59), 27510 (12%, n=45), 27514 (7%, n=26), and 27243 (6%, n=21).

Table 20 - Zip codes of survey participants

Zip Codes	f	%
27278	160	43%
27516	59	16%
27510	45	12%
27514	26	7%
27243	21	6%
27517	11	3%
27302	11	3%
27541	9	2%
27231	9	2%
27572	7	2%
27705	4	1%
27314	3	1%
27712	2	1%
27713	1	0%
27583	1	0%
27537	1	0%
27340	1	0%
27217	1	0%
	372	100%

Staff Surveys (n=41)

The staff survey was administered to all Orange County Library staff via 13-item online survey. The survey was designed to gather staff perspectives on the most important information services offered by the library, patron satisfaction, and overall staff satisfaction. [See Appendix G.](#)

Staff Focus Groups

Two staff groups were held with Orange County Library staff who were asked the same 15-item instrument used for both the interviews and community forums. See Appendix [E.](#)

Results

Orange County Library Usage Trends

Over the past ten years major library usage trends suggests increase usage by the community including higher print circulation per capita, reference questions per capita, total circulation, circulation per book, and Internet use. Library visits per capita and program attendance have slightly decreased. Overall funding has been strong as staff has increased, library income per capita has increased, and cost per circulation has gone down.

One statistic that is surprisingly low is only 22% of the county residents are registered with the county libraries, which suggests a significant opportunity for improvement in terms of community outreach.

Table 21 - Orange County Libraries Usage Statistics

Usage Metric	Past 10 years (average)	Last Fiscal Year
Book Volumes Per Capita	1.33	1.32
Cost Per Circulation	4.36	3.62
FTE Staff per 25,000 Population Served	4.87	7.07
Library Income Per Capita (Local)	11.74	17.04
Library Income Per Capita (Total)	13.35	18.48
Library Visits Per Capita	1.89	1.82
Materials Expenditures Per Capita	2.04	2.9
Non-Print Circulation Per Capita	0.59	1.08
Percentage of Population Registered	37%	22%
Personnel Expenditures Per Capita	10.32	16.55
Print Circulation Per Capita	2.48	4.01
Program Attendance Per Capita	0.14	0.09
Public Internet Workstations Per 5,000 People	2.17	2.14
Reference Questions Per Capita	0.45	0.71
Total Circulation Per FTE Staff	15785	18073
Turnover Rate (Circulation per Book)	2.26	3.87
Users of Internet Computers Per Capita	0.47	0.5

Interviews and Community Forums

As the interview and community forum questions were exactly the same except for the first question their results will be reported together by question.

1) Backgrounds of Interview Participants

The eleven people interviewed were the Orange County Commission Board Chair, County Manager, Library Director, Library Assistant Director, Library systems manager, Library assistant, Friends Board Chairs of Hillsborough and Carrboro, the Presidents of the Chapel Hill and Hillsborough Chamber of Commerce, Superintendent for Orange County Schools, and Assistant Superintendent for Chapel Hill Carrboro Schools.

1) How often do you or members of your family visit the Library facility?

Community forums were held in Efland (no attendees), two in Carrboro, and two in Hillsborough. Attendance was sparse for the community forums in general, which was unexpected. Attendees included a mother who fell in love with libraries as a child in Chapel Hill, a naturalized citizen from Wells England, friends of the library, and a number of retirees. Usage ranged from daily, once or twice weekly, once or twice a month, and only the Chapel Hill main branch. Another attendee never went to the library and did not realize its importance until he had children.

2) How can the library best align itself with meeting the strategic needs of the county and community in general?

Interviews

Education and a high quality of life are top priorities in Orange County and “what everyone wants to talk about.” Libraries are part of this process. People come to libraries for knowledge, self-empowerment, community engagement, arts, and leisure. Libraries serve a civic function and represent an atmosphere that promotes; it is a place for people looking for information and assistance from staff and where families with children can go. It is a “one of most important institutions in society” and “cornerstone of democracy” that are windows to other worlds for people.

The County’s strategic goals were last updated in 2009 and the library is constantly trying to find how best to align with them as well as the strategic goals of various departments. How can the library help them? Two other goals mentioned were to work with Chapel Hill to establish equity of access to both systems. Another is to increase the partnerships with schools.

Some respondents felt that libraries represented societal perks like parks and green spaces that the community expects. Individual as well as group connections and buy-in needs to be made. One interviewee felt that the south and north most Orange County residents were not using the library.

Community Forums

Accessibility to the Carrboro branch, currently located at McDougle middle school is a perceived problem. The library is not well marked – people only see the school signage. Another felt that the county libraries were not meeting the rural needs of the county in general. Others were “unhappy when they ended the bookmobile – Fairview Community Center could be a center if it started up again. That

would be a great way to get books out into the northern part of the community, especially to kids whose parents are working and pressed for time” (Allen, 2012).

Staff Focus Group

They felt there was a need to increase collaboration with departments; every year they felt that they were getting well-funded. They also felt there was a need to increase staff with no layoffs to help continue to meet growing demand and ease some of the pressure and stress for current staff.

3) What is your/other patrons’ typical information needs on both a professional (business/educational) and personal (entertainment, self-enrichment, etc.) basis?

Interviews

Professionally, the internet was the primary mechanism for seeking and attaining information. There was some desire for more professional subscriptions. One respondent relied heavily on the NY Times. Google and databases were also popular. Accessibility, through smart phones, was also mentioned as important. Others used listservs and email and another loved her Nook and used the library for its e-books.

Personally, the Internet was also a primary source of entertainment and leisure. Also books (especially cookbooks) and books on tape were popular. One respondent did not have Internet connectivity for over year, but instead used the library; she finally realized that it was essential and got it at home. She also loves DVDs. Journals on health, travel, and current events were also popular. Watching sports, CNN, and the history channel were also mentioned. Streaming music and video on the web and Netflix were also popular.

Another respondent noted that schools have adopted the 1:1 laptop policy and middle and high school students needed wireless and increased access to databases, a demand that may have not been as high as in the past.

Community Forums

Attendees mentioned reading newspapers and books, books on tape, watching movies on tape, and TV. They also listened to the radio, attended community events, and read journal publications both online and hard copy. Laptops and Kindles were used. Also one mentioned that she read journals at the library because she could not read them on her smart phone.

Email, Skype, social networking and the iPod were also mentioned.

4) What are the major ways you feel the library serves you and other patrons? Do you think the Library in 2012 is more relevant, less relevant or about the same as it was in 2000?

Interviews

Libraries have moved forward and now have lots of computers and need to have technology as well as traditional materials in order to maintain its relevancy in the lives people have. Libraries are a way to reach out to the at-risk community through reading and learning and providing social opportunities. Another noted that the facility itself is user friendly and open and that libraries are “a government

agency that does not feel like one.” The collection has improved with an increased teen section and DVDs/CDs.

Others felt that libraries have remained the same loved resources they have always been; evolved as it should have, but still the same at its core. Reference services, however, have become information services where now the goal is to interpret customer information needs. The definition of patron has also changed; where it used to be middle class stay-at-home white moms now that definition has broadened to include everyone. Urban and suburban populations are morphing together, which now present transportation issues on how to plan and place libraries.

Some participants felt while there has been an increased dependence on technology, librarians themselves tend to not be comfortable using technology. Technology also allows for “big data” which empowers libraries to understand the impact its services are having on people and how effective or not they are being. There is also a need to market this “new” library so others understand how hard they are working to meet the community’s needs.

Most Orange County students have laptops and need more free hotspots and access to subscription journals and will also be using more e-books if available; information and training on online ethics and fair use will also be a growing need for teachers, students, and parents.

Community Forums

One community member felt that the library’s emphasis on computers and technology may have detracted from a focus on literacy and literary training. She felt that there is a need to refocus on literacy as one of the library’ primary goals – provide private space for literacy training. Also some people cannot even pay for gas, there are the elderly with health issues and many “shut-ins” we never see. “Have we talked with them?”

The library needs to continue to be “a space where everyone can go” with a focus on teaching and learning despite the onset of technology. Libraries are three dimensional (3D) spaces while the Internet and technology tend to be one dimensional (1D); a large part of the magic of libraries is the journey of exploration. People often find other things they were not expecting to find or were looking for while technology tends to promote “tunnel vision” where people are seeking specific information and get that information but are not exposed to other things they are not looking for. Not as many opportunities for spontaneous browsing and discovery.

Other community members want libraries to also remember that many rural communities don’t have access to the Internet or cell phone coverage even (mostly Northern and Western parts of county) and that their schools are poorer too. There was a feeling that more targeted periodicals to segmented populations could be made available. Some felt that libraries served more of the people on the higher end of the spectrum – maybe approach the less advantaged members using the computers. It is important because not all people have access to broad band – in the rural areas, “we may have only dial-up access.”

5) Describe your ideal library that would best serve the needs of your community (building, services, personnel, etc.)?

Interviews

One respondent felt that it is important to remember that physical environments and structure impact our behavior. The ideal library would have stacks full of books that was also aesthetically pleasing with sculptures, art, and a cultural focus that is engaging to the community and patrons. It would partner with parks and recreation and go out to the community and build around activities that are already taking place. There would be an emphasis on flexible space and user-centeredness and versatility as a primary value. User need assessments would be conducted frequently.

The library as place would be another priority; a community gathering place with service oriented staff and a collection carefully designed to serve everyone. There would be many community gathering areas. The look and feel would be both traditional and contemporary – everyone is welcome. Learning commons or group collaborative spaces are centrally located throughout. Emerging and compelling topics of the day (market issues on displays) would be frequently held.

The ideal library is also easy to get to, has flexible hours, comfortable, adequate seating, lots of resources, and good parking. Outside of collaboratories, this library would also have select private space for teaching and learning and also incubator spaces for business and commerce meetings. The ideal library would also seek to use interactive exhibits as a way to introduce concepts and subjects along with appropriate library resources about them like how zoos and museums do it. Commercial, for-profit could be partners in these exhibits.

Community Forums

The ideal library would be a friendly place for children with plenty of computers, cubicles for privacy, plenty of books, public events like storytelling, comfortable spaces, and electronic databases.

In general, it would have a “great collection of resources” including lots of books and digital materials with appropriate hours and helpful staff. There needs to be seamless integration keeping in mind that an appealing library is part of the general community package – makes a place nice to live and encourages business through its presence and resources.

Staff Focus Group

Their ideal library would be open and airy with room to expand, multi-purpose, flexible, and with lots functional community space. It also would have more staff areas, accessible parking, and lots of play areas for children (by a park). It would also have a nice meeting room (where the temperature control works!), especially after hours. Lots of display areas for art, strong cooperation between community, and accessible public transportation.

6) Given the emergence of the Internet, does the community still need to use the Library? If so, why?

Interviews

Everyone viewed libraries as very relevant, maybe even more so, given the emergence of the Internet. Libraries can help those who can't; job seekers for example along with resources, programs, and lecture series.

If libraries were exclusively only about books, there may be a problem, but a segment of the population is not using technology at all. This is a role for all libraries. It will be moderated and evolve accordingly. Libraries are full of information that people need help finding and organizing; the people and expertise are still needed.

Another participant emphasized that the library needs to find ways to incorporate technology; that it is not a threat but an ally to it all and it needs to be welcomed and not feared; the need to help patrons use their gadgets is also increasing. There is also a need to liberally borrow from others and what they are doing with technology. For example, museums use iPads as a guide. Why can't libraries do this?

Libraries represent "sourced resources" and also invaluable archival services. They have the "news of Orange County" and can provide wireless hot spots for the community. These are things not everyone has, especially subscriptions to digital databases and of course lots of books.

Another felt that libraries are, and always will be, a focal point for the community that contributes to the culture and overall quality of life for everyone. Technology is not equally or equitably distributed, however, and libraries are both a place of refuge and a place for discussion and community

Community Forums

One participant reflected that the experience of holding a book in a comfortable space is irreplaceable and there is a need for both books and technology. Libraries are particularly important for young people that need a lot of guidance. At home, a lot of people still do not have computers or technology. Different people need different things from the library. Many people still do not use e-readers. Others love to browse and "can't do that online." Also, being there, even if you are quiet, is still social while doing something you enjoy; a participant mused, "...that is why Starbucks is so popular."

Staff Focus Group

The world is now very small although not everyone can afford technology or knows how to use it. There is a need for more private space for interaction with personal information. Kids still need books and tactile stimulation and many youth don't take to technology and books.

Programs and community collaboration are still essential to build community and social activity; libraries are a "social nexus." For the older generation libraries are a place to go and not have to pay for it. One patron asked, "how much does the card cost?" Another said, "I come because we cannot afford air conditioning." One staff member remarked, "Our unconditional love for our patrons is why we do what we do...."

7) What roles if any should the Library play to ensure that the county's future is one of economic vitality for our citizens and the region as a whole?

Interviews

Libraries are a high priority for their county and businesses want quality of place – transportation, education, educated workforce; libraries are connected to this and cultural enrichment. One respondent noted that one can tell the character of the community through their libraries (future and past) and it is a center for resources; people who even dislike government like libraries.

The community comes in looking for business resources and it's critical in providing resources for creating and finding jobs; the computers are heavily used and students come into and live in the area because it is close to a library.

It is also critical that citizens are educated; librarians play a part of a cultural impact on quality of life.

Community Forums

People come in to find the information they want and access to resources they cannot individually afford (even the wealthiest); it also helps level the playing field as all of the community has access. If a community is going to do well literacy must be a priority.

8) What community members tend to use the Library?

Interviews

All different ages use the library – who is not using libraries? Looking at the books checked out, the volume seems more for children, which is largely driven by families; also youth and parents, the highly literate, and seniors for socialization.

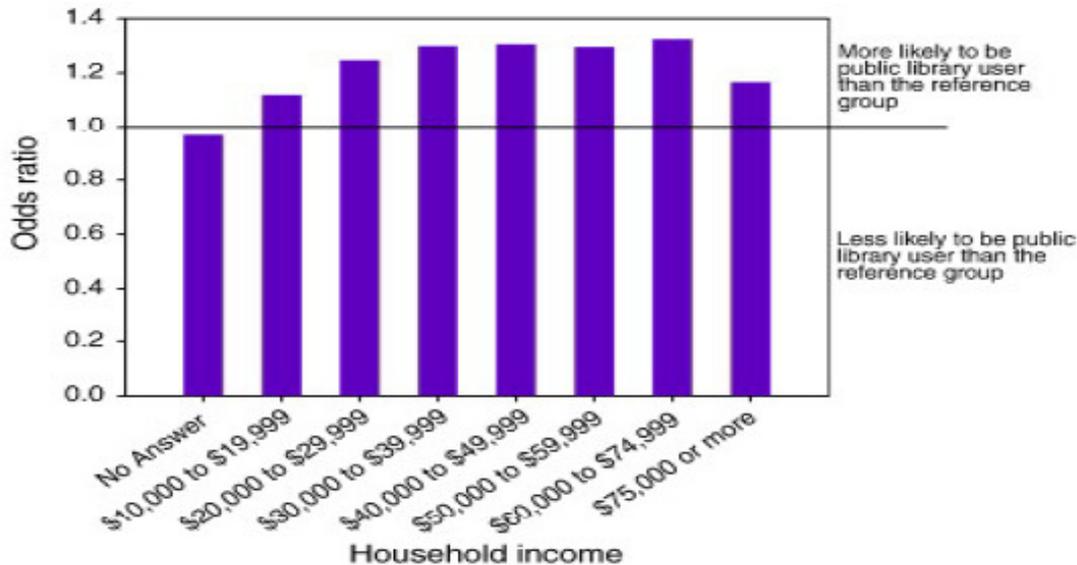
Library users are drivers although not as many Hispanic/African American members appear to use the library; during the day mostly white, middle class and people who are there to use computers. Others include teachers and people who have actually rediscovered the library who are seeking technology. There is also a geographically driven factor where people who live near libraries are using them more and people without transportation are not.

Community Forums

Everyone pretty much uses the library - families with children, more senior citizens, although not a lot of 30-somethings.

Research Study Finds Bell Shaped Curve of Library Use

A study published in 2008 found that there was a bell shaped curve based on household income in terms of library usage – the lowest and highest income brackets use libraries less while the middle class used it the most.



Source: Sin & Kim, 2008, p.14

Figure 8 - Household Income and Library Usage

Sin and Kim's analysis of 50,000 households across the United States found 26 factors positively associated with library usage ([See Appendix J](#)). Some of these include a larger household size, household is married, householder is not an ethnic minority, but is female, and household has higher educational attainment.

9) Are there pockets of the community that does not tend to use the Library?

Interviews

Accessibility is an issue – those who cannot get to the library because of mobility, transportation, schedule, etc.; also the Internet-only people. There is also a pocket of young adults who don't see libraries as relevant and also the library may not be as important for the lower socio-economic (SE) or rural areas.

Community Forums

The lower SE and rural areas are not using the library as much; also children with parents that don't emphasize the library. Those with transportation challenges are also an issue.

10) Does the Library do a good job of marketing itself?

Interviews

How do people find out about anything? This is a general issue for marketing government wide. There is also the confusion and conflict with the CH municipal library system. It is important to compliment rather than compete against CH and the University.

A big change with the library's new adult services coordinator and programming has certainly increased as a result. The libraries need to work through schools to get the word out and be careful to remember

that not everyone uses email. It does do a better job than most government agencies – can improve though and be sure to work with the chambers and local school systems.

Majority of people are busy, struggling with family and time – how do you market? One way through the schools are weekly handouts to all students so students and parents can see the benefit of visiting libraries.

Community Forums

Based on low attendance at the forum (only one person attended) – maybe not so well (no paper or radio); not aware of a lot of publicity. Another felt that there was, “no marketing at all” and that the library was “alienating itself.”

Another community member suggested more integration with the school libraries and that more shared facilities for convenience, those funded with tax money, should work more closely together. More specifically, according to one participant, “(the library) ought to have a standing meeting for feedback from the communities – the school media specialists. Get a focus group not just of teachers but school librarians.”

11) What are the primary strengths of your Library?

Interviews

There is a need to have a seamless library system. Both the CH and county library systems have vital programs; the County libraries, however, have a wider breadth of services. There is strong library funding and services are available to everyone; also strong staff and customer service. The children’s staff is often mentioned and there is an increased awareness of technology and staff wants to explore new technologies and be trained accordingly.

Community Forums

Strong collection and staff should continue to maintain focus on core sources as the library seeks to innovate.

12) What are its primary opportunities for improvement?

Interviews

Two systems is a problem for the County and its residents - different library cards confuses everyone. Different operating systems make it hard to share inventory. There needs to be a seamless system. The wealthier part of the county is Chapel Hill, while Carrboro and rest of OC are struggling financially. There is also a need to increase services to more people especially service to rural libraries where infrastructure is an issue. Some members of the community feel that the County does not spend enough and it should be built like CH – staffing, programming, and funding.

The library should offer more children’s programming; participate more in the community and offer “fun” things as much as possible. Need to increase outreach and marketing and build partnerships where there is someone from the library who actively interfaces with the community, meeting people where they are.

Internally, there is a lack of communication between staff at all levels – left and right hands not knowing what each other are doing. Lots of complaints around 1st and 2nd floors at the Main library not communicating and not on the same page with policies – “not my department” is the response some patrons will get.

Community Forums

Don't get away from “library as place.” The library should always be a “place to sit down and do homework; write a paper; a meeting place; a social integrator.” The library needs to focus on more rural and underserved population outreach and services.

Staff Focus Group

Communication and the need to clarify expectations; staff are afraid to say anything. The group would rate their job satisfaction as an 8 or 9 in terms of job satisfaction as a group but some individuals rated it a 4 or 5 because they felt severely undervalued. According to one staff member, “My favorite job I've had my whole life” but I'm a temp with no opportunity for advancement – how does this make me feel? Is it okay to ask me to do this much as a temp with no future?” Staff felt that there was a strong imbalance between temp “status” and level of responsibility. “Non-permanent” is a label that makes it impossible not to feel undervalued.

Staff felt that there was no formal assessment or feedback system. Circulation/patronage appears to have doubled or tripled in terms of work load but administration does not appear to be aware of “our fatigue.” Many have to work weekends with less staff (six day a week schedule) which means many are working six days a week on a long-term, consistent basis and completely overwhelmed with the increased usage and reduced personnel. Staff also felt that there was little to no input into policies, few meetings are held, and no standing committees to represent their voices and concerns.

13) The Library is supported by tax dollars. Do you think local taxpayers are getting a good return on their investment?

One respondent stated - ABSOLUTELY. Not a money issue; 60% of our county has college degrees – they have higher expectations and we need to meet them. Another felt that the library's operations and interaction can be improved in terms of efficiency. The library is one of the most used departments in government, but it should always be asking the return on investment (ROI) question. Also sometimes the library says “no” too fast and also puts lots of resources into smaller projects with lower ROI.

Community Forums

The community overall felt that the competition between municipal and county libraries needs to end; people are confused, resources are being duplicated, and there needs to be one system for the sake of the community, especially given tough economic times. There was a strong sense that this appears to be a political problem and not between the libraries themselves.

14) Are there specific steps that the Library can take today to ensure its future relevance?

Interviews

Once in a while have focus group sessions. Bring together stratified targeted sectors, present some options to them, and have them respond. People like to react to ideas and invitations to collaborate.

Libraries also need to stay on top of technology and seek to decrease its dependence of county funding by increasing friends and community support through community-wide involvement. It also needs to continue to help promote literacy, establish initiatives over the summer, provide Internet and technology resources not available to families, and provide outreach (i.e. satellite hot spots for wireless connectivity).

It needs to also focus on MARKETING – people have to believe it and see it.

Community Forums

Have the professionals do research on what people want and need and work directly with them. Lots of people need access to technology - computer classes and use of computers and technology but lots of people can't afford it.

15) How else can the Library best serve you and the community in the future?

Collaborate with community colleges, serve as a facilitator of location for community activities, work closer with schools, and increase collaboration. Increase use for other library usages with other departments and training employment resources that can be done at the library.

Increase bringing people from all parts of the community as a “non-governmental” government agency; people may respond differently. Go to the community – extend library services in unconventional places like waiting rooms, other public settings and locations with a lot of people already in it. The Health and DSS departments are prime candidates for this kind of collaboration.

Always be asking the questions: How can I make it easier for you? What is relevant for you? How can we help you?

Continue to be a community space – the current libraries need more meeting and communal space. Carrboro is the state's largest city without a freestanding library. A County wide strategic goal should be seamlessness and a library card for the entire county.

Community Forums

Greater cooperation will help the county find the gaps in library services for other people; no politics – need to focus on inclusion not exclusion.

Survey Results

Most Important Daily Information and Entertainment

Based on the results from community and random surveys, the most important daily information and entertainment in rank order are books, email, general Internet browsing, cellphone use, national news online, television, and radio.

Table 22 - Most Important Daily Information

Random Sample (n=63)			All Respondents (n=384)	
What sources of information and entertainment do you use on a regular basis (check all that apply)?	Percent	Frequency	What sources of information and entertainment do you use on a regular basis (check all that apply)?	Percent
Books	84.1	53	Books	85.9
Email	82.5	52	Email	81
General Internet browsing	71.4	45	General Internet browsing	66.7
TV	58.7	37	Cellphone	59.4
Cellphone	57.1	36	TV	57.6
Radio	54.0	34	National News on Online	56.5
Music on CD	54.0	34	Radio	55.5
National News on Online	50.8	32	Facebook	50
Local News in Print	46.0	29	Music on CD	49
Movies on DVD/Blu-ray	46.0	29	Local News in Print	46.4
Facebook	46.0	29	Local News on TV	46.4
Local News Online	44.4	28	Local News Online	46.1
Movies at the theater	42.9	27	National News on TV	45.1
Community Events	41.3	26	Movies on DVD/Blu-ray	43.5
Netflix	41.3	26	Community Events	40.9
Local News on TV	36.5	23	Netflix	40.9
Community Resources	33.3	21	Movies on TV	39.3
Youtube	33.3	21	Movies at the theater	35.4
National News on TV	31.7	20	Youtube	32.3
Movies on TV	31.7	20	eBooks	31.8
eBooks	30.2	19	Community Resources	31
Telephone over the Internet (Skype, Google Talk, etc.)	25.4	16	Music downloads	30.5
Music downloads	23.8	15	Streaming music	26.8
Streaming music	23.8	15	Blogs	25
Blogs	23.8	15	Redbox	18.5
Chat	19.0	12	Government Resources	18.2
Government Resources	17.5	11	Telephone over the Internet (Skype, Google Talk, etc.)	18
Videoconferencing (Skype, Google Talk, Facetime, etc.)	17.5	11	Movies on the Internet	16.7
LinkedIn	15.9	10	LinkedIn	15.6
Movies on the Internet	14.3	9	Videoconferencing (Skype, Google Talk, Facetime, etc.)	12.8
Redbox	11.1	7	Video games	11.7
Video games	11.1	7	Chat	11.7
Twitter	9.5	6	Twitter	9.9

Community quotes:

Public libraries need better quality BOOKS, not more computers. I've noticed an increasingly disappointing lack of classic literature and of nonfiction, particularly in the fields of history, the arts, how-to and crafts books. They have been largely replaced with popular best-selling fiction, more computers for online resources, e-books, and fleeting entertainment. I think the libraries could improve the education of our

children and young adults by encouraging more substantive reading. I understand that online resources and e-books are less costly to maintain, and I'm not a technophobe by any means, but I feel that the continual reduction in physical books does our community a disservice by making reading less accessible to those who depend on the libraries for serious reading material. In my opinion, computers and e-books aren't satisfactory replacements for books in a county or municipal library because there still isn't enough content of comparable intellectual quality available online. Further, many of us find it difficult and unpleasant to read a video screen for an extended time when the reading matter is only available electronically. I am not in favor of "cybraries" that do not serve my needs or those of my family. Without physical books the library is useless to my family except as an occasional resource for entertainment.

I don't have a TV and love the radio and movies. I tweet and hope to soon get a iPad or some tablet so I can read ebooks. I am an addictive reader. Have been in book groups since I was in 1st Grade. I note that in my current book group that in the last year we have gone from mostly reading books to now mostly reading on Kindles, etc. I am one of the holdouts - just because I haven't gotten around to it. Will do. Maybe Christmas present to myself.

:) I bet I'm the only one who responds who does not have a cell phone by choice. But, generally I prefer on-demand entertainment. Movies I can watch when I want to watch them, TV shows I can watch, commercial free, when I want to watch them. News I can find and consume when and how I want to. In fact, when I think of it - I prefer to consume my entertainment as if it were a book I could pick up anytime, anywhere.

What Orange County residents most like to do.

Respondents like most to learn about new things and how to do something.

Table 23 - What Orange County Residents like to do

Random (n=63)			General (n=384)		
I like to:	Mean	N	I like to:	Mean	N
Learn about new things	5.73	56	Learn about new things	5.93	324
Learn about how to do something	5.70	56	Learn about how to do something	5.74	325
Have opportunities to meet other people	4.90	58	Have opportunities to do something	5.14	328
Have opportunities to do something	4.88	57	Have opportunities to meet other people	5.03	331

Community quotes:

Mother of three, still fairly young. Look for things for them more than myself.

I like to participate in my community to insure that everyone is treated fairly and everyone has a chance to succeed.

Although I am now a Home Health Caregiver for an in home family member, I will return to my interests at a time in the future that will more widely use your resources and community outreach when my situation changes. Have used this widely in the past, though.

I loved the idea of the stitch club knitting club but was out of town and found out last day it was available. I would love to have a group of people to meet and discuss knitting questions or patterns or even a class that might teach different levels or crocheting Also would love to know about a book club for mystery readers

My husband has dementia and I am limited in what I can do.

I have difficulty committing my time ahead as I have good days and bad days with Parkinson's.

In terms of libraries, the community views it first as a place to get books, a place to sit and read, and a place to get answers, do research, and do school work.

Table 24 - The Library Serves as....

Random (n=63)			General (n=384)	
The library in my community serves as:	Percent	Frequency	The library in my community serves as:	Percent
A place to get books	92.1	58	A place to get books	88.0
A place to sit and read	52.4	33	A place to sit and read	53.4
A place to get answers/do research/do school work	46.0	29	A place to get answers/do research/do school work	48.4
A place to use the computer/other technologies	42.9	27	A place to use the computer/other technologies	43.8
A venue for interesting events	39.7	25	A venue for interesting events	42.2
A meeting place	28.6	18	A meeting place	37.0

Community quotes:

I know that the library is a haven for many. Since we subscribe to 4 newspapers in print, and I listen to audiobooks for most of my other reading, I do not spend much time in the library. I have appreciated being able to use library space for events open to the public, including a presentation on my own book.

I am a volunteer with the orange county literacy council and use the library as a location to meet with my students and as a wonderful source of resources for supplemental materials (literature and reference materials). the staff is friendly and helpful and the facilities are excellent

I checked the items that best reflect what I think a public library SHOULD provide, but sadly I don't feel that my community library (in Hillsborough) meets those needs very well at all anymore. We've read nearly everything there that is interesting or useful to us. We don't care much about best-seller fiction. Consequently, the members of my family very seldom visit the library except to consult some of the reference books. Instead, we have an inexpensive computer at home for internet access, and we buy or trade used books to satisfy our family's continual need for reading materials. We have built up our own library very inexpensively in this way over the years. Hardly any of the classic fiction and nonfiction literature we own can be found in our regional public libraries anymore, so we enjoy and cherish our collection at home instead. Our chairs and lighting are much better suited for reading, as well!

I love the art shows and community gatherings of the Carrboro Library Branches. I don't go to use the computers but strongly want them there for those who need them. I love books but want to make sure we are well equipped to more and more response to electronic needs. I like to take out DVDs of movies

and find almost 100% they are defective - that is frustrating. I like speakers coming in - I like the library being the information and social hub of the community - a place for people to gather - a friendly and welcoming place.

I have used library as all of the above checked responses. Also feel the library is a focal point for learning for students since it is a place you can physically go to and learn / research etc. It's not just a place you go and perform a series of mouse clicks to obtain what you need (even though that is a nice thing too).

I get books to read to children in my classroom. Books on all sorts of topics.

A place to get books because being on a limited income makes it easy and cost free to obtain fictional books. A place to get answers for example writing your own last will and testament.

Would love for the library to hold interesting events. I also think of it as a place to hold meetings for community-based organizations.

Most Important Library Services

The most important library services identified by the community are books for adults, the library website, access to WiFi, public computers, books for children, reference materials, and books for teens among a number of other sources.

Table 25 - Most Important Library Services

Random Sample (n=63)			General Sample		
Random Sample Library Priorities	Avg	f	General Sample Library Priorities	Avg	f
Books for Adults	6.67	51	Books for Adults	6.64	304
Library Website	6.51	51	Books for Children	6.38	281
Wi-Fi	6.35	51	Library Website	6.35	307
Public Computers	6.20	50	Books for Teens	6.14	266
Books for Children	6.17	48	Wi-Fi	6.13	297
Reference	6.16	51	Programs for Children	6.05	273
Books for Teens	6.07	45	Reference	6.04	304
Programs for Children	5.90	48	Public Computers	6.03	301
E-books	5.82	50	Programs for Teens	5.65	259
Databases	5.78	49	Providing Study Space	5.64	298
Audiobooks	5.74	50	Databases	5.64	284
Providing Study Space	5.74	50	Audiobooks	5.53	296
Programs for Teens	5.53	45	Reading Recommendations	5.5	303
Magazine and Newspapers	5.35	51	E-books	5.48	291
Business & Career Resources	5.26	46	DVDs	5.35	297
Reading Recommendations	5.24	49	Adult Programs	5.35	307
Foreign Language Materials	5.17	47	Providing Meeting Space	5.33	295
Adult Programs	5.14	51	Business & Career Resources	5.24	283
DVDs	5.12	51	Large Print Books	5.2	286
Large Print Books	5.02	50	Help with Homework	5.17	250
Help with Homework	4.98	44	Magazine and	5.14	299

Providing Meeting Space	4.94	50	Newspapers		
E-readers (Kindles for check-out)	4.83	48	Foreign Language Materials	4.88	285
Genealogical Resources/Family and Local History	4.71	49	Genealogical Resources/Family and Local History	4.86	290
Laptops	4.61	49	E-readers (Kindles for check-out)	4.79	281
Tablets (iPAD, etc.)	4.50	50	Laptops	4.36	286
MP3 players (iPod, etc.)	4.20	49	Tablets (iPAD, etc.)	4.31	286
	5.47		MP3 players (iPod, etc.)	3.76	281
				5.44	

Community quotes:

Programs for teens and children could help them to find better life skills, than staying in trouble for attention and love of the wrong thing.

Although I won't personally use the library for these things I want my tax money to support them.

Our three children are now adults, but I depended a lot on the library when they were small. I strongly support services for children and teens.

While I don't use the services for children any longer, when I had small children I did. Those services were invaluable!

I've stopped bringing home dvds from the library because they were often scratched and frustrating to watch because of the scratches stopping play.

I really appreciate the electronic resources available for kindle and audiobooks for iPod.

I now read almost exclusively on my Kindle. I would like to see rapidly increasing number of books available in that format.

The children's resources: seasonal displays, puppets, and puzzles are wonderful enhancements to our children's language and literacy skill development.

In truth, I do not know how to answer these questions: They are all important to those who use them and one of the values of the library is that it allows people to pool their (collective, public) resources to have a larger pool of materials than they would together. The ones that are the most important to my daily life are: adult books, children's books, and DVDs.

I would like to see more emphasis on books (including large-print) and generally less on videos and e-books. I'm of the opinion that WHAT one reads is more valuable than the fact that one reads at all, so I'd like to see less emphasis on the latest best-sellers in the new acquisitions. In "Foreign Language Materials" I would prefer an emphasis on language learning (either accessible online or circulating CDs) rather than on translations of popular fiction into foreign languages. CD music and DVD movies are nice, but only if books are funded first. Perhaps placing a frequent request in the Orange County Voice for

citizens' donations of gently used DVDs, CDs, and books on CD would yield a nice collection of audio/video materials at very low cost to the library for cleaning, labeling, and cataloguing the materials for circulation. I've seen this work quite successfully in other library systems.

I enjoyed the writing workshop.

We are bombarded with false information through the internet, biased tv news channels, and telemarketing-the library is an incredibly important source for facts.

Literacy programs for children and for adults. Maybe some "gentle" lectures on some of the world's classic works of fiction. Book clubs, guest authors, literary commentators are quite nice in a library, but I imagine it's difficult to serve a wide range of community needs and interests, and both funds and space are limited! Study and reading space, certainly, in the children's, young adults', and the adults' reading areas, but not necessarily carrels or private rooms. Several tables and chairs with good lighting and sockets to plug in a notebook computer would suffice. Reading recommendations are OK to generate interest in new topics, but I wouldn't put much effort into them beyond a few displays appropriate for each age group. I wonder how we might encourage browsing in unfamiliar sections to discover a new interest?

The library is the best resource for ensuring that all citizens of our community have equal access to information. We can hand out computers to needy kids but we can't ensure they will be used and maintained properly, for example-what good is a computer if your electricity and phone bill are not on? A wonderful addition to our library would be an presentation space with projector and interactive white board.

Library Satisfaction

On a scale of 1-7 (1=lowest, 7=highest), participants were clearly satisfied with overall customer service, the overall atmosphere, computer and Internet access, location, and materials and services. They were less satisfied with hours and parking.

Table 26 - Community Satisfaction with Library Services

Library satisfaction (Random)	Avg.	f	Library satisfaction (General)	Avg.	f
Customer Service	6.24	50	Customer Service	6.2	383
Atmosphere/Environment	6.08	49	Atmosphere/Environment	6.02	382
Computer and Internet Access	5.93	40	Computer and Internet Access	5.98	380
Location	5.92	52	Location	5.78	382
Materials and services	5.76	50	Materials and services	5.77	379
Hours	5.54	52	Hours	5.43	380
Parking	4.62	52	Parking	4.86	382

Community quotes:

I would love a drive up book drop. The current outdoor location is fine most of the time, but if I'm making a quick drop off, it's not the most convenient.

The staff is friendly and helpful; the leaders need to work on their employee relations. Bullying and condescending behavior seems to be something I see and hear a lot when I visit. It's a small library so the public can hear what's going on.

Some of the staff is very pleasant and very helpful. We seek these individuals out when we visit the library. Some members of the staff seem to be very grumpy and not well-suited for working with the public ... especially in a service capacity. (This observation has been made on more than one occasion.)

I use the study rooms a lot for graduate studies and have found the reference librarians very helpful. I also work full time and use the library on the weekends. It would be great if the Sunday hours were longer (opened earlier). I have a daughter at home and cannot get work done while I am home. Sunday morning are precious work hours! Occasionally the internet has not worked on my personal computer at the Library and this can sometime interfere with my studies. Lastly, when the library was built there was no sound barrier put in between the study rooms. This is very annoying when I am trying to work and there is tutoring or groups working in the other study rooms. I can hear everything like they are in the same room as me.

I have often found that the children's librarians are very friendly, helpful and great at suggesting books, and will even order books the library doesn't have if they sense interest in one based on user's ideas. The adult selection of books seems heavy on current bestsellers and chick lit, to be honest. I'm often disappointed by the selection available, and am surprised at the lack of some books considered to be classics (in both the general literature and mystery genres) that aren't in the library.

I'm always surprised and fairly unhappy with the new book selection. It seems like it's stocked with the books purchased at the deepest discount and does not reflect a really engaged reading public. I was in a used bookstore in the airport recently and would have purchase about 1/4 of the stock if I wasn't committed to the library for my reading resources. I never feel that way looking at the new book section. Where I lived before, I would be so excited to visit the new books section because it offered so much to interest the avid reader. Since the Chapel Hill new section has always been just as un-engaging, I'm assuming libraries in the area simply aren't given much money for new books. It's such a disappointment Other than that, I LOVE our library and the staff.

The Cybrary, the center as a whole, the events, the programs--perfect, well managed, Oasis to the community.

A drive thru drop box is greatly needed.

I wish there was a book drop off that was accessible without getting out of the car, even if it needed to be a bit away from the library. It is such a pain to try to find a parking space to go into the library. Also, I was disappointed with the new library that it is so sterile and bland. They threw a few stuffed animals and small chairs in the kids area, but it is not very inviting. At the old library they had a kids computer that I was more comfortable letting my small children try, and they don't have that at the new library.

I'd give out bonus points on customer service. Every single member of the staff I've ever interacted with (and that has to be pretty much everyone) has been knowledgeable, helpful, pleasant, and always gone out of their way to make sure I can get whatever it is I need. The building and resources are all good, but the people are amazing.

Thank you for bringing back the Sunday hours. I'd love to see the library open till 9 pm on week nights. I'd love to see more copies of best sellers and more current travel/business/career/ investment books. I know budgets are strapped though. Please get rid of the older dated stuff. I'd rather see a 2012 ed of a personal finance book checked out and put a hold on it than find an old outdated copy that I shudder to check out.

Sometimes (like all summer long) it is way too cool in there for an extended stay. I know a dry environment must be provided for preservation of materials, etc, but this should be balanced against comfort and energy conservation.

In terms of how well the library reflects the needs of the community, respondents felt the library is doing the best job with computer access and literacy in general. There is more opportunity for improvement with recreation and entertainment, adult education, and economic development.

Table 27 - How well does the Library Reflect the Needs of the Community

How well your library reflects the needs of the community (Random)	Mean	N	How well your library reflects the needs of the community (General)	Mean	N
Computer Access and Literacy	5.89	47	Computer Access and Literacy	5.94	372
Literacy	5.79	42	Literacy	5.74	366
Child Development	5.69	42	Child Development	5.71	368
Personal Enrichment	5.58	48	Personal Enrichment	5.7	375
Recreation and Entertainment	5.49	47	Recreation and Entertainment	5.41	375
Adult Education	5.33	42	Adult Education	5.38	365
Economic Development	4.89	37	Economic Development	4.87	363

Community quotes:

Even on the shelves I often find that I only have one option for an well-known, well-read author. The selections are slim and the new book section is really subpar. So sorry - but if we could somehow redirect some funds to allow for a stronger new section, I'd be behind it! Just like in a bookstore, it used to be my place to learn of and get excited about new offerings. I'm never excited about the offerings in our new section.

More programs, please! I know this means more funding and I support that idea! Guest speakers, presenters, mini-classes (4 sessions), and long term study groups-the library should be the busiest place in town, used by absolutely everyone. Figure out what would make the non-user a patron and do it! May I suggest free passes to area museums and performing arts? Partnerships with private museums and auditoriums have been a huge success in my hometown.

Library administration needs to be more attentive to the needs of the handicapped and elderly for services -- a drop box is badly needed for book returns.

Would like more activities: speakers, classes, clubs, meetings.

The hours and circulation at McDougle make everything disappointing.

N/A answers mean I don't know, but I doubt that recreation, adult ed., economic development, and literacy are things our library can handle. We have a very well paid economic development director who

should worry about that subject. We have very expensive school and community college systems to deal with literacy needs. If they can't handle it, the library certainly can't!

I cannot believe how far the library has come in the past 15 years. It's amazing.

Only a few respondents indicated that they do not use the library and the majority listed that they just get their information from other sources.

Table 28 - Why Don't You Use the Library?

Why don't you use the library?		
Answer Options	Response Percent	Response Count
Get information from other sources	87.5%	7
Parking	12.5%	1
Location	12.5%	1
Hours	12.5%	1
Too Busy	12.5%	1
Other (please specify) and/or Elaborate:		2
	answered question	8
	skipped question	450

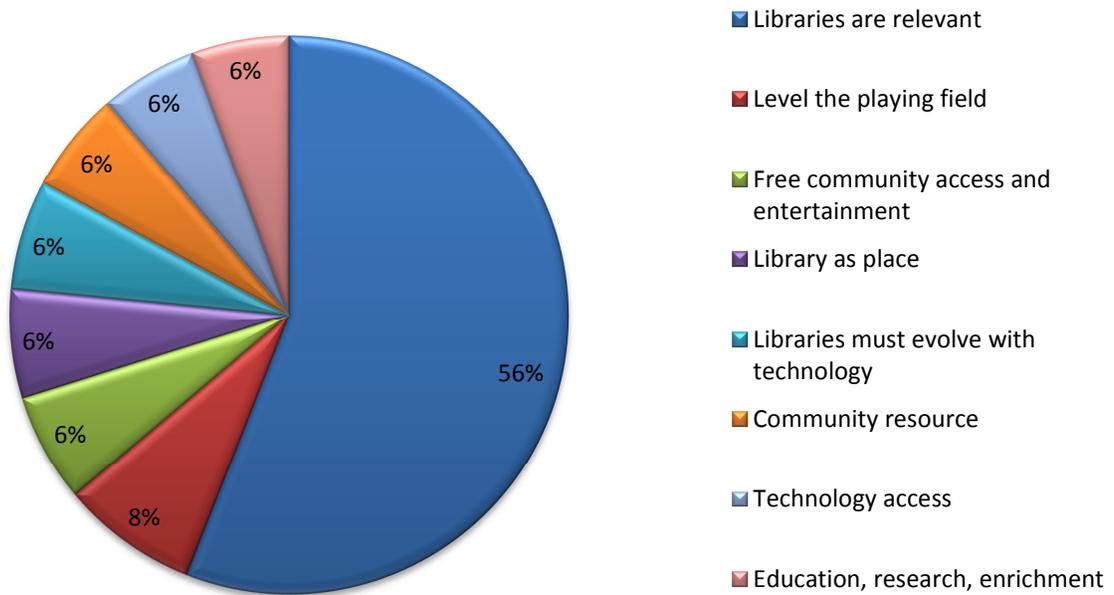
How relevant are libraries?

When asked an open ended question of, "How relevant are libraries?" responses overwhelmingly felt that libraries are still relevant (56%), that they level the playing field (8%), are a free source of entertainment and resources (6%), are a place for the community (6%), and must continue evolving with technology (6%).

Table 29 - How Relevant are Libraries?

How relevant are libraries to the future success of your community?		
Theme	f	%
Libraries are relevant	248	56%
Level the playing field	35	8%
Free community access and entertainment	28	6%
Library as place	28	6%
Libraries must evolve with technology	28	6%
Community resource	26	6%
Technology access	25	6%
Education, research, enrichment	25	6%
Jobs and economic growth	5	1%
Dying entity; not relevant	3	1%
	451	101%

How relevant are libraries to the future success of your community?



Community quotes:

I use my local library to browse for books and movies. I think library use may be on the rise as the economy has forced some of us to find things in the community to do that does not cost or cost less. I love my local library and my children have come to love going to the library. I feel libraries are resources for the community, to all in the community with various avenues of reference.

Very relevant, but they need to put the best foot forward to become a hub.

It's probably as valuable now as it will be later. People are going back to work and are looking for cheaper ways to entertain themselves. The library is taking care of that.

Very important. As we move more and more to digital communication, I believe it is increasingly important to have community meeting places that still bring people together to meet face to face. Especially for children.

Very. They continue to be a place to access resources you can't collect on your own or at least to the extent the library has. It is still a place to introduce you to new ideas, authors, materials, etc. It continues to be a place to turn to when you've run out of ideas for a problem or situation.

Very. Libraries are not just a place to read/borrow books, and a quick place to jump on the internet, they are also significant places for families and friends to gather.

If a library is able to keep up with technology and new methods of distributing knowledge, they will continue to be relevant.

I am unsure how it will all work out with the online resources starting to rev up - I love the downloadable books. However, I love having a place for my kids to go and rummage through books to really get a feel for different kinds of literature and to be exposed to so many things that would not happen online. I love that there are clubs that meet there and that there is a teen room and so many events for kids, both young and older.

As more and more people are losing jobs, they will need to cut back spending and can check out books for free at the library. Also, they can come use the internet and get resources on jobs, etc. at the library for free.

It's very important. Especially for children having a story time like Hillsborough has gets my kids very excited about books and reading. They can only get that at the library not online.

Libraries are a shared community resource and should provide access to knowledge, tools for expanding knowledge (i.e. computers/Internet access), meeting space, and community events. A strong library system is a critical component of a vibrant and sustainable community.

Very relevant, it's a community gathering place, a great space to foster a love of reading & learning in our children and a source of free information with a staff that can help you find it.

What are the library's primary strengths?

Respondents felt that, first and foremost, libraries are a community center with high quality resources and programming (n=105, 19%) that has great staff and customer service (17%) with lots of technology services (9%) that levels the playing field (7%) with books and other resources (6%), especially for children (6%).

Table 30 - Library Strengths

Library Strengths		
Theme	f	%
Community center, quality resources and programming	105	19%
Great staff and customer service	96	17%
Technology, computer access, WiFi, multimedia, e-books	47	9%
Level the playing field; free access	36	7%
Books	34	6%
Children's department - books, story time	33	6%
Convenient location, hours, and parking	100	18%
Open and quiet space; facilities	20	4%
New Building	18	3%
Community meeting place	12	2%
Teaching, learning, studying, research	9	2%
Online services	9	2%
DVDs	9	2%
Innovative	7	1%
Movies	6	1%
Community outreach	4	1%
Books on Tape, audio books	2	0%
Art	2	0%
Interlibrary Loan	1	0%
Friends of Library	1	0%

551 100%

Community quotes:

I like that our library does a good job about getting the newest of books. I like checking out movies instead of having to pay to rent them. I like that I see people sitting in various spots in the library reading what interests them. I like seeing the kids coming and getting excited about books!

Great central location. Wonderful employees. Plenty of resources for my family.

The children's department as a whole is the strongest aspect. They have it all figured out and know the real mission of public service and work all together very well. Whoever is in charge of book ordering in adult collection, the fiction has been phenomenal!

Community outreach. Excellent customer service. Resource for many difference types of uses; i.e., research, books on tape, sheer enjoyment of reading.

The libraries' greatest strengths are providing reference services, internet access, and programs for adults and children.

Access to information, ability to learn new things, computer access for those who cannot access one at home, a safe and educational place for children and teens.

Our libraries' have some people working in them who are willing to listen to their patrons and assist them. The early childhood, teen, and adult programs are wonderful. The web site is very attractive and easy to use.

What are the library's opportunities for improvement?

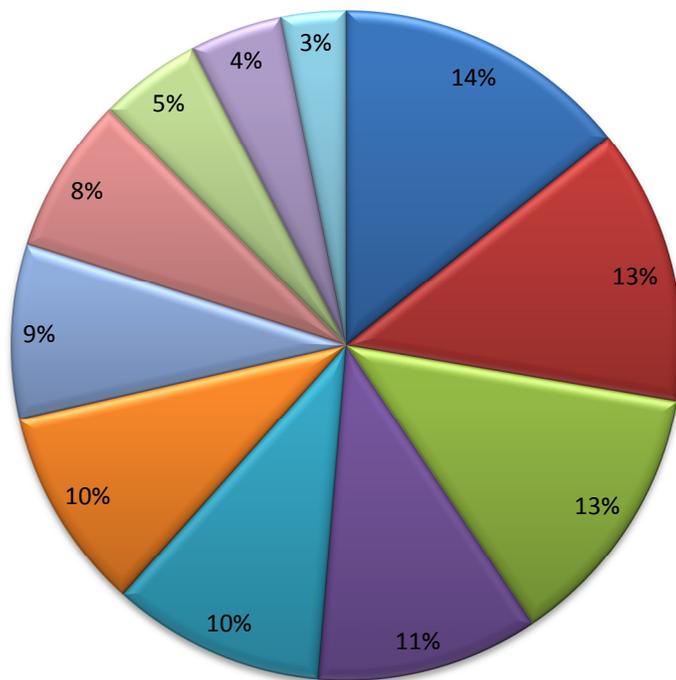
The primary areas for improvement are improving the existing collection (12%), keeping pace with technology (11%), increasing hours (11%), increasing marketing, outreach, and collaboration (9%), and increasing programming (8%)

Table 31 - Library Opportunities for Improvement

Library opportunities for improvement Themes	f	%
Improve collection	32	12%
Keep pace with Internet and technology (i.e. more, training, etc.)	30	11%
Increased hours	29	11%
Increased marketing, outreach, collaboration	24	9%
Parking	23	9%
Increase programming (i.e. book clubs, home school services, etc.)	22	8%
Need free standing building	19	7%
Increase children and teen services	17	6%
More e-books	11	4%
Drive thru book drop	10	4%
Improve customer service	7	3%
Increase adult programming (i.e. for seniors)	6	2%
Improve check-out and fine process and amounts	5	2%
More books on teaching, resources, and learning	4	2%
Improve volunteer options	4	2%
More DVDs and movies	4	2%

Increase use and comfort of meeting space	3	1%
More audio-books	2	1%
More artwork	2	1%
Disabled access	2	1%
Staff too exposed on 2nd floor	1	0%
Teen area wasted space	1	0%
More comfortable reading area	1	0%
More ILL options	1	0%
ILS has limited search capability	1	0%
Too loud	1	0%
More patron input on collection	1	0%
More space for genealogical materials	1	0%
More study rooms	1	0%
	265	100%

Library Opportunities for Improvement



- Improve collection
- Keep pace with Internet and technology (i.e. more, training, etc.)
- Increased hours
- Increased marketing, outreach, collaboration
- Parking
- Increase programming (i.e. book clubs, home school services, etc.)
- Need free standing building
- Increase children and teen services
- More e-books
- Drive thru book drop
- Improve customer service

Community quotes:

A greater selection and availability of e-books. Especially for adults. Unfortunately, this goes against my idea of bringing people together because you don't need to come in to check them out.

Keeping pace with the internet generation. Even with all the things you can do at home, people will still seek that human touch and the library can expand on the coffee house wi-fi culture to knit all these things together.

The catalog search is limited in capacity. There's no easy way to browse for a certain kind of book. Instead, I get on the internet (luckily there's usually a computer free) and search around on amazon and elsewhere for the books I want, then go look them up in the catalog. It works, but it would be nicer if libraries had more of a browse feature.

Reach out more to low literacy sectors of the community, be more open to volunteers to read with children (I once tried to volunteer and was told no such opportunities exist, yet I'm aware of lots of such opportunities at Durham Library), could be even stronger in having greater availability of books (frequently I can get books at other libraries that are not available at orange co libraries).

More community involvement - making the community aware of options for them in the library (such as using the side rooms for clubs, meetings, activities, classes (English as a second language), even parties) and better foreign language options (Mango was great, the current online foreign language program is awful).

Improvement in new book section. Seriously, go to the used book store in the Raleigh library and look at their shelves - you'd be so excited. These are used, but the still very recent offerings and what people are really reading, not the truly "pulp" books in ours. It would be nice to see more robust programming.

I think it is a disgrace that the Chapel Hill and Orange County/Carrboro systems are not better integrated. I don't know the history and I'm sure both sides of the issue are partially at fault, however I see absolutely no reason why a separate library branch needs to be funded and built in Carrboro, when there is a brand new \$14M+ library expansion project underway in Chapel Hill that will be complete next year. All Orange County, Chapel Hill, and Carrboro residents should have free access to this facility and it should be supported through an equitable apportionment of funds from all three communities. The separate funding of these library systems creates an inefficiency in public expenditures that should sought to be eliminated by any public servants that seek to create sustainable public budgets.

Would love to see more senior oriented programs.

Audiobooks choices, I have a hard time finding something I want to listen to that I have not already read or listened too.

Librarians must foster relationships with their existing patrons and new users. Our libraries have programs that encourage patrons. Children's programs are especially important because they are supporting patrons of the future.

My children love playing with the games on the library computer, but the lines are sometimes long. It would be nice if we can access some of those games through our home computer.

We don't use the McDougle School library, because the hours of operation are too short. We can't get to that library before the school closes for the day. We generally use the Chapel Hill Public Library after 6 pm, usually closer to 7 pm. The Hillsborough County Library is too far from Chapel Hill for use to use it.

I would like to see book club kits, more inviting children's atmosphere, children's programs on different days than just Wednesdays.

Cross Comparisons by Demographic Factors

Statistical analysis found a number of statistically significant differences, a clear and pervasive statistical trend across specified factor, and in information and entertainment preferences across demographic factors. Significant differences were defined as the identified differences found having the probability of occurring strictly by chance at 5% ($p < .05$) or 1% ($p < .01$). In other words, significant differences were found to be pervasive and consistent across participants so as to suggest that a real trend in the data occurred as opposed to simply being caused by chance.

Gender Differences

Women rated the importance of 18 information sources and one library services at a statistically significant (the differences in ratings were too consistent to have occurred by chance) higher level than men.

Table 32 - Statistically Significant Differences among Women and Men for Information Source Preferences and Satisfaction

Significant Factor ($p < .05$ or $p < .01$)	Female		Gender Male		Total	
	Mean	N	Mean	N	Mean	N
Books for Adults	6.73	233	6.49	53	6.69	286
Books for Children	6.51	216	5.73	48	6.37	264
Library Website	6.44	236	5.92	53	6.35	289
Books for Teens	6.31	207	5.27	44	6.13	251
Computer and Internet Access*	6.25	166	5.66	41	6.14	207
Programs for Children	6.18	211	5.26	46	6.02	257
Public Computers	6.13	230	5.60	53	6.03	283
Programs for Teens	5.89	200	4.47	43	5.63	243
Providing Study Space	5.76	229	5.08	52	5.63	281
Reading Recommendations	5.73	233	4.57	53	5.52	286
Databases	5.72	218	5.18	49	5.62	267
Audiobooks	5.70	231	5.15	48	5.61	279
Adult Programs	5.51	236	4.66	53	5.36	289
DVDs	5.47	232	4.98	50	5.38	282
Business & Career Resources	5.43	218	4.55	49	5.27	267
Providing Meeting Space	5.42	226	4.88	51	5.32	277
Large Print Books	5.34	222	4.65	48	5.22	270
Help with Homework	5.27	193	4.51	43	5.14	236
Magazine and Newspapers	5.20	232	5.00	50	5.16	282

*Satisfaction with library service

Differences by Race

There were five statistically significant differences across race in terms of information and entertainment resources. White participants rated books for children significantly higher than black participants. Black participants placed a higher priority on laptops, MP3 players, and tablets than white participants.

Table 33 - Significant Differences between Race for Information and Entertainment Sources

Please rate you're the importance of the following	White		Black or African American		Asian		Two or More Races		Total	
	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N
Books for Children	6.42	239	6.10	10	6.50	2	5.11	9	6.37	260
Programs for Children	6.06	233	6.10	10	6.50	2	4.13	8	6.00	253
Laptops	4.20	241	6.25	12	5.00	3	4.86	7	4.32	263
MP3 players (iPod, etc.)	3.67	238	5.36	11	4.67	3	4.00	8	3.77	260
Tablets (iPAD, etc.)	4.23	242	6.08	12	3.33	3	3.63	8	4.29	265

In terms of library satisfaction, black participants were significantly less satisfied with parking, location, and computer access and literacy than all other participants.

Table 34 - Library Satisfaction Significant Differences by Race

Please rate your satisfaction with the following:	White		Black or African American		Asian		Two or More Races		Total	
	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N
Parking	4.87	259	4.00	12	5.67	3	3.00	9	4.78	283
Location	6.00	261	4.67	12	5.67	3	6.00	9	5.94	285
Computer Access and Literacy	5.99	232	5.18	11	5.50	2	6.56	9	5.97	254

Differences by Age

The 18-24 age group rated they liked to learn about new things significantly higher than all other age groups.

Table 35 - Age Differences for Things People Want to Do

I like to:	17 or Under		18-24		25-34		35-44		45-54		55-64		65+		Total	
	Avg	N	Avg	N	Avg	N	Avg	N	Avg	N	Avg	N	Avg	N	Avg	N
Learn about new things	7.00	1	6.33	6	5.76	29	5.70	81	5.98	66	6.37	59	6.00	43	5.98	285

The 55-64 age group rated the importance of large print books significantly higher than all other age groups, while the 25-34 age group rated it significantly lower. Laptops were significantly more important for the 18-24 and 55-64 age groups. WiFi and the website were also significantly more important for 18-24 and 25-34 age groups.

Table 36 - Importance of Library Resources and Satisfaction by Age

Please rate the importance of the following:	17 or Under		18-24		25-34		35-44		45-54		55-64		65+		Total	
	Avg	N	Avg	N	Avg	N	Avg	N	Avg	N	Avg	N	Avg	N	Avg	N
Large Print Books	5.00	1	4.83	6	4.39	28	4.95	74	5.34	65	5.84	57	5.28	39	5.22	270
Laptops	6.00	1	5.83	6	3.89	27	3.97	77	4.05	64	5.04	55	4.50	38	4.32	268
Library Website	6.00	1	6.83	6	6.67	30	6.58	83	6.51	67	6.03	61	5.83	40	6.35	288
WiFi	6.00	1	7.00	6	6.62	29	6.22	82	6.18	66	6.09	57	5.27	37	6.12	278
Location	7.00	1	6.00	6	5.80	30	6.20	83	6.24	68	5.71	59	5.19	42	5.92	289
Hours	7.00	1	6.33	6	5.90	30	5.64	83	5.58	67	5.46	61	4.86	42	5.52	290

The 65+ age group was significantly less satisfied with library location and hours than all other age groups.

Table 37 - Library Satisfaction by Age

Please rate your library satisfaction:	17 or Under		18-24		25-34		35-44		45-54		55-64		65+		Total	
	Avg	N	Avg	N	Avg	N	Avg	N	Avg	N	Avg	N	Avg	N	Avg	N
Location	7.00	1	6.00	6	5.80	30	6.20	83	6.24	68	5.71	59	5.19	42	5.92	289
Hours	7.00	1	6.33	6	5.90	30	5.64	83	5.58	67	5.46	61	4.86	42	5.52	290

Differences by Education

12 significant factors were found for educational level. Those with Ph.Ds and JDs rated significantly higher for most desiring an opportunity to do something than any other group. Those with Ph.Ds, JDs, and technical certificates also most highly valued books for children. People with a technical certificate and JDs also rated programs for children, help with homework, and books for teens as significantly more important than all other groups.

Table 38 - Significant Differences by Education

		Opportunities to do something	Books for Children	Programs for Children	Help with Homework	Books for Teens
Some high school	Mean	5.00	2.50	3.00	1.00	3.50
	N	2	2	2	2	2
High School diploma	Mean	5.00	6.21	5.93	5.57	6.43
	N	18	14	14	14	14
Associate Arts	Mean	5.26	6.39	6.05	5.50	5.78
	N	31	23	22	22	23
Technical Certificate	Mean	5.45	6.67	6.67	6.44	6.67
	N	11	9	9	9	9
Bachelor's Degree	Mean	4.79	6.57	6.22	5.24	6.22
	N	98	92	89	83	89
Master's Degree	Mean	5.52	6.23	5.81	4.89	6.04
	N	96	91	88	75	83
Ph.D.	Mean	5.73	6.73	5.95	5.10	6.45
	N	22	22	22	20	20
JD	Mean	5.80	7.00	6.83	6.00	7.00
	N	5	6	6	6	6
MD	Mean	4.33	3.50	3.50	2.50	3.00
	N	3	2	2	2	2
Total	Mean	5.21	6.39	6.01	5.17	6.14
	N	286	261	254	233	248

JDs and those with technical certificates also significantly valued programs for teens and providing study space as more important library services. WiFi was most valued by those with high school diplomas and those with JDs and least valued by those by those with an associate arts degree. Parking was found most convenient for those with a higher Ph.D. and least satisfactory for those with technical certificates and JDs.

Table 39 - Significant Differences by Age (Table 2)

		Programs for Teens	Providing Study Space	Wi-Fi	Parking
Some high school	Mean	3.00	7.00	7.00	3.50
	N	2	2	2	2
High School diploma	Mean	6.21	6.44	6.60	5.18
	N	14	16	15	17
Associate Arts	Mean	5.57	5.48	5.65	4.71
	N	23	27	26	28
Technical Certificate	Mean	6.44	6.80	5.80	3.80
	N	9	10	10	10
Bachelor's Degree	Mean	5.69	5.58	6.33	4.34
	N	85	97	97	100
Master's Degree	Mean	5.44	5.52	6.18	4.94
	N	79	94	92	94
Ph.D.	Mean	5.80	5.64	5.87	5.88
	N	20	22	23	24
JD	Mean	6.50	6.33	7.00	4.00
	N	6	6	6	6
MD	Mean	3.00	3.67	3.00	7.00
	N	2	3	3	2
Total	Mean	5.64	5.65	6.16	4.74
	N	240	277	274	283

Those with high school diplomas and technical certificates significantly felt that libraries most reflect the community's needs for adult education, economic development, and computer access and literacy.

Table 40 - Significant Difference by Age (Table 3)

How well your library reflects the needs of the community		Adult Education	Economic Development	Computer Access and Literacy
Some high school	Mean	7.00	4.00	7.00
	N	2	1	2
High School diploma	Mean	6.07	5.64	6.56
	N	15	14	16
Associate Arts (two year community college)	Mean	5.70	5.25	6.04
	N	23	24	25
Technical Certificate	Mean	5.67	5.56	6.56
	N	9	9	9
Bachelor's Degree	Mean	5.58	4.97	6.02
	N	78	64	91
Master's Degree	Mean	5.07	4.47	5.70
	N	75	66	87
Ph.D.	Mean	5.73	5.62	6.13
	N	15	13	16
JD	Mean	5.50	5.25	5.60

	N	4	4	5
MD	Mean	5.67	5.00	6.00
	N	3	2	3
Total	Mean	5.48	4.95	5.97
	N	224	197	254

Differences by Income

Eight significant differences were found by income level. Those earning 0-25k significantly preferred learning about new things, learning about how to do something, and having opportunities to meet other people, while those earning 75-100k least preferred them.

Table 41 - Significant Differences by Income

I like to:		Learn about new things	Learn about how to do something	Have opportunities to meet other people
0-24,999	Mean	6.29	6.53	5.56
	N	17	17	16
25,000-49,999	Mean	6.08	5.97	5.25
	N	65	65	67
50,000-74,000	Mean	6.07	5.60	5.19
	N	68	67	69
75,000-99,999	Mean	5.40	5.13	4.45
	N	40	39	40
100,000+	Mean	5.87	5.84	5.28
	N	71	73	74
Total	Mean	5.93	5.75	5.14
	N	261	261	266

Those in the 0-25k income range significantly prioritized books for adults, DVDs, adult programs, study space, and MP3 players. Those in the 75-100k range significantly least preferred DVDs, study space, and MP3 players.

Table 42 - Significant Differences by Income (Table 2)

Please rate the importance of the following		Books for Adults	DVDs	Adult Programs	Providing Study Space	MP3 players (iPod, etc.)
		Mean	6.94	6.00	6.19	6.65
0-24,999	N	17	16	16	17	14
25,000-49,999	Mean	6.45	5.70	5.67	5.64	3.43
	N	64	63	63	61	58
50,000-74,000	Mean	6.79	5.54	5.34	5.73	4.00
	N	68	68	70	70	65
75,000-99,999	Mean	6.76	4.84	5.16	5.33	4.17
	N	38	37	38	36	36
100,000+	Mean	6.60	5.00	4.92	5.31	3.37
	N	72	72	76	72	67
Total	Mean	6.66	5.36	5.32	5.59	3.76
	N	259	256	263	256	240

Differences by Technology Access

Three significant factors were also found for library satisfaction for those who have computing at home and those that do not. Those who answered “no” to this question were more satisfied with library services for magazines and newspapers and foreign language materials and least satisfied with access to e-books. Those with a computing device significantly valued e-books.

Table 43 - Significant Differences for Library Satisfaction for those who do not have computing at home

Do you have a computing device (computer, laptop, and/or Tablet) at home?		Magazine and Newspapers	Foreign Language Materials	E-books
		Yes	Mean	5.14
No	N	274	260	267
	Mean	6.67	6.67	3.60
Total	N	6	6	5
	Mean	5.17	4.90	5.49
	N	280	266	272

Differences by Frequency of Library Use

Nine significant factors were found for frequency of library use. Ironically, those who attended daily significantly rated learning about new things and learning how to do something lower than all other groups although the sample size was only three participants.

Table 44 – Significant Differences by Library Usage

I like to:		Learn about new things	Learn about how to do something
Daily	Mean	5.00	5.00
	N	3	3
2-3 Times Weekly	Mean	6.18	6.05
	N	62	64
2-3 Times Monthly	Mean	6.06	5.82
	N	159	158
Once every couple of months	Mean	5.63	5.45
	N	63	62
1-2 times a year	Mean	6.06	5.83
	N	17	18
1-2 times every couple of years	Mean	5.83	5.33
	N	12	12
Total	Mean	5.93	5.74
	N	324	325

Those respondents who used the library daily also least preferred books for adults while preferring most study space and access to laptops. Those who used the library 1-2 times a year significantly preferred less the library for study space, laptops, tablets, and significantly preferred it for its WiFi.

Table 45 - Significant Differences by Library Usage (Table 2)

Please rate the importance of the following		Books for Adults	Providing Study Space	Laptops	Tablets (iPAD, etc.)	Wi-Fi
Daily	Mean	5.67	6.33	5.67	4.67	6.33
	N	3	3	3	3	3
2-3 Times Weekly	Mean	6.74	6.19	4.75	4.83	6.53
	N	58	59	55	53	58
2-3 Times Monthly	Mean	6.69	5.47	4.07	4.01	5.91
	N	154	148	144	146	148
Once every couple of months	Mean	6.64	5.65	4.28	4.16	6.00
	N	64	63	61	61	64
1-2 times a year	Mean	6.27	5.00	5.43	5.21	6.80
	N	15	15	14	14	15
1-2 times every couple of years	Mean	6.30	5.80	5.22	5.78	6.89
	N	10	10	9	9	9
Total	Mean	6.64	5.64	4.36	4.31	6.13
	N	304	298	286	286	297

Interestingly, there was a direct positive correlation between frequency of use and satisfaction with customer service and materials and services. Those who used the library daily or weekly had significantly higher ratings while those who used it only a couple of times a year had the lowest.

Please rate your satisfaction with the following:		Customer Service	Materials and services
Daily	Mean	6.33	6.00
	N	3	2
2-3 Times Weekly	Mean	6.50	6.15
	N	60	60
2-3 Times Monthly	Mean	6.36	5.94
	N	157	157
Once every couple of months	Mean	6.16	5.62
	N	61	61
1-2 times a year	Mean	5.50	5.21
	N	14	14
1-2 times every couple of years	Mean	5.44	4.89
	N	9	9
Total	Mean	6.28	5.85
	N	304	303

Staff Results

"I enjoy my coworkers and the day-to-day interactions I have with the diverse public we serve.... I have great benefits and a lot of autonomy in my work and I like that my supervisor trusts me to make decisions. However, my job is very limited and is not using my skills or talents. I don't feel valued by the organization... I was willing and eager to do the work but any idea or initiative I took was rejected or ignored. I feel afraid to make suggestions... I wish we worked more as unified team and had a more ethnically diverse staff" (staff respondent, October 2012).

Staff felt strongly that they were meeting the needs of their patrons.

Table 46 - How well is Library Meeting the Needs of Patrons?

Our library is meeting the needs of our patrons.		
Answer Options	f	%
6	13	32%
5	12	29%
4	8	20%
7	7	17%
2	1	2%
1	0	0%
3	0	0%
Avg.	5.39	
Total	41	

Staff quotes:

I feel the library meets the needs of our community but there is always room for improvement and we constantly strive to change with our community

I think we have strong core services, and we exceed expectations in a few areas, but fall short in some areas as well. There seems to be a strong trend to preserve existing services, sometimes at the cost of meeting patron new or changing needs. I think that there is also still limited awareness of our services, and how they may address community needs.

I believe that we provide excellent resources for our patrons. However, the Carrboro branches do not fully meet the needs of our patrons who live closer to those locations. The hours, space, and limited circulation policies do not provide the resources they need and the staff would like to provide.

I think we could improve services for patrons that come on a regular basis: having more items they want and getting the items to them faster; having more children's programs that fit their schedules better; providing one on one help on the computer, etc. Presently, due to staffing, we are unable to do these types of things.

Staff rated books for children and adults as their most important library service followed by programs for children, Internet access computers, WiFi, books for teens, and business and career resources among a number of other services.

Table 47 - Importance of Library Services (Staff)

On a 1-7 scale (1=Not Important, 7=Very Important), please rate the overall importance of the following library sources and services:

Answer Options	Avg	f
Books for Children	6.90	41
Books for Adults	6.80	41
Programs for Children	6.73	41
Internet Access Computers	6.68	41
Wi-fi	6.68	41
Books for Teens	6.66	41
Business & Career Resources	6.59	41
Reference	6.55	40
Library Website	6.44	41
Programs for Teens	6.35	40
Adult Programs	6.33	39
Books on Tape and CD	6.32	41
Providing Study Space	6.25	40
Videos and DVDs	6.20	41
Reading Recommendations	6.18	40
Magazine and Newspapers	6.15	41
Databases	6.08	40
Large Print Books	6.05	41
Foreign Language Materials	6.02	41
Providing Meeting Space	5.95	40
Genealogical Resources	5.88	41
School Homework	5.79	39
E-books	5.39	41
Outreach Services to Pre-school Children	5.34	41
E-readers (kindle, nook, etc.)	4.78	41
	6.20	

Staff quotes

I believe all this areas are important but other community resources beyond the library should be made available for outreach and homework.

Because children and teens are the future....and we don't want idiots running the planet.

I think we may need to think more about digital media, online resources and gathering space for these groups as well.

I think we should focus our resources inward to draw patrons to the library, offering a great book selection and interesting programming. If we do any outreach beyond standard publicity, I think it would be much more useful to direct this toward lower-income families, immigrant communities, or others who are currently underserved. Preschoolers should not rank that high on the list of those needing outreach.

I want our library to be meeting the needs of our tween and teen populations. I think we need to do a better job of that.

Outreach services for pre-school children would involve traveling to locations in the county and in the past we did this, with an outreach van. With our limited staff, unless there are additional staff dedicated to this service, a vehicle and additional resources allocated, this could be cost prohibitive

Great to build lifelong habits of library use early on. Besides the fact that we all want great things for our kids, there is also the basic reality that families are some of the heaviest users of libraries and parents vote.

Job Satisfaction

Staff is moderately satisfied with a 5.3 out of 7.0 point average rating.

Table 48 - Staff Satisfaction

On a 1-7 scale (1=Strongly Disagree, 7=Strongly Agree), please rate the following statement:									
Answer Options	1	2	3	4	5	6	7	Avg.	f
I am satisfied with my job.	1	1	2	3	13	14	6	5.30	40
Please elaborate on your rating:									24
								answered question	40
								skipped question	18

Staff quotes:

I love my work.

My job is great. The people I work with are fantastic.

I love what I do and the people I work with, but feel I do higher levels tasks and should be paid at a higher level.

I look forward to coming to work every day, and love what I do. That said, I am grossly underpaid and

feel completely undervalued by library administration. Having worked for the library for as long as I have, it is ridiculous that I am not considered a permanent employee. I do work above my pay grade on a daily basis, but receive no benefits and no opportunities for advancement.

Overall I love my job and all that I do.

I enjoy working with a team to implement programs that serve the needs of our community.

I really enjoy my job, and love the services I am able to offer to people. I just wish I could think of ways to have even more of a positive impact on our patrons' lives. It is frustrating when, due to policy constraints, lack of resources, or sometimes not knowing a better way to do something prevents you from helping someone.

Frequent changes to policy and procedures can be daunting

Learning curve for new technology services (Kindle, Overdrive, etc)

Lots of basic computer assistance and little reference

For the most part I love my job, though I'm dissatisfied with the lack of sufficient time to complete all the tasks I'm now charged with completing during a typical day. Things are left undone, which then piles up and I fall behind as a result. Only having 700 hours per year and dividing them up among the days outside of holidays leaves me little time each day to work. There are no benefits and I am still just considered a temp, which means in the event that something happened to me on my way to or from work one day, my husband, who'd survive me, would be left with nothing. No retirement, no death coverage, no insurance, nothing.

It is fun and great just wish I could do more...particularly outreach, programming, and that my strengths and skills were being used and valued.

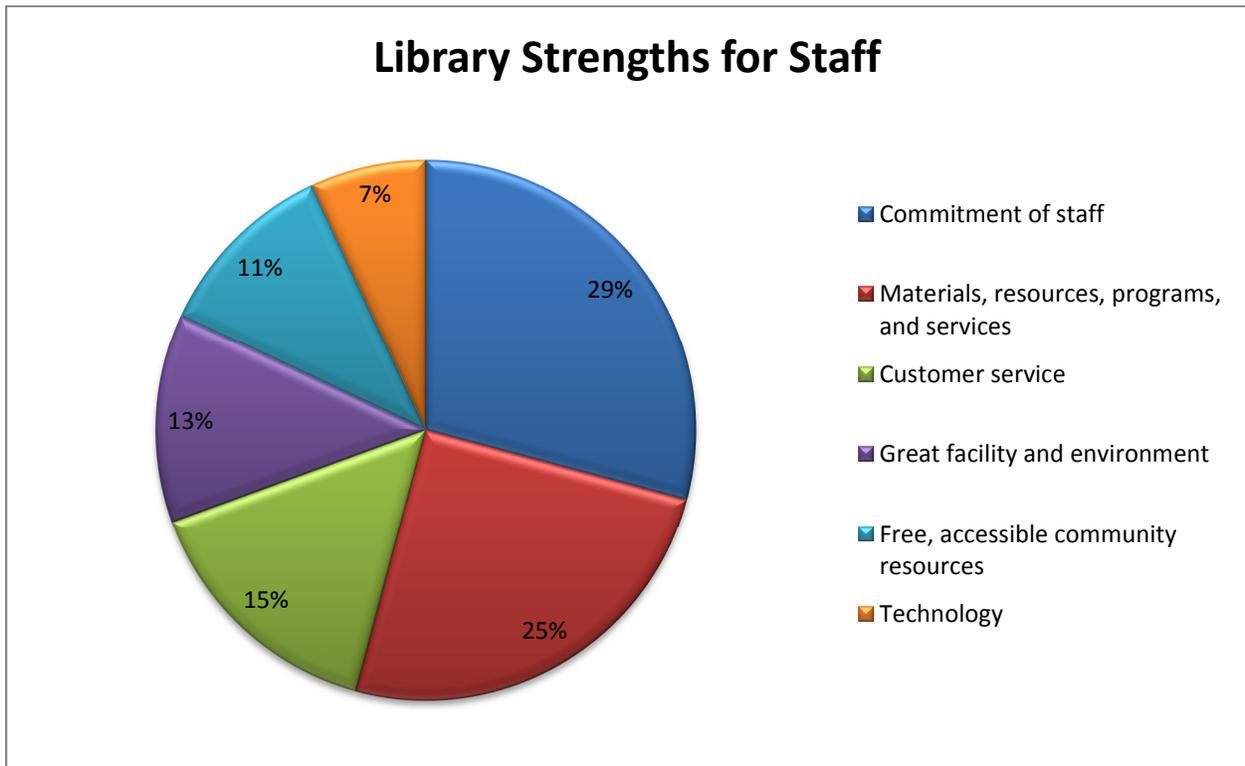
Expectations and job requirements were clearly outlined at the time of hire. Any changes to these, or updates on policy and procedures at the library, are communicated via e-mail or meetings. When I have questions or concerns, they are given the utmost respect and attention.

Library Strengths

Library strengths center on the strong commitment of staff, quality materials, programming, and services

Table 49 - Library Strengths (Staff)

Theme	f	%
Commitment of staff	21	28%
Materials, resources, programs, and services	18	24%
Customer service	11	15%
Great facility and environment	9	12%
Free, accessible community resources	8	11%
Technology	5	7%
Free parking	1	1%
Community gathering place	1	1%
Innovation and new ideas	1	1%
	75	100%



Staff quotes:

Attractive new Main Library facility with strong core services.

Approachable staff and welcoming environment

Services and materials are offered to every county resident for free.

The staff wants to do a good job and is interested in providing quality materials and services to the patrons.

Employees who work hard and care about patrons. Accessibility of current downtown Hillsborough and Carrboro Cybrary locations. Shared collection and intralibrary loan. Computer and wifi access. Programs for children and adults at Main. Computer classes through CWS collaboration with UNC.

The staff: people who work in this library do not do it for large salaries...they are interested and committed to the work that they do.

the large and growing collection

The library's greatest strengths are the people within who help to create the welcoming environment and sense of community where all are welcome. There's no membership fee, no hidden costs. You can't get something for nothing - except at the library.

The friendly staff, first and foremost, who will never turn a patron away without the information they need, or at least a better understanding of where they can find what they need.

The staff is our greatest strength. The staff provides customer service that goes beyond the minimum and makes our patrons feel welcome and cared for. The resources-books, books on CD, DVD's, e-books, databases, etc. as well as the programming are all cutting edge and continue to improve. The location makes us an integral part of the community.

The children's department has consistent programs, fabulous resources and dedicated staff. Adult services has some great programs and YA is also having some great programs. There needs to be a dedicated YA staff to create and everyone who works on the 2nd floor needs to welcome and know how to work with teens and tweens. More work needs to be done in creating a team approach to programs, materials acquisitions and services.

Libraries, as a brand, have a very positive image. People know we are a good thing and support our mission. We just have to sell that a bit more and raise our profile in the community.

The quality, focus, and goals of the administration and the staff.

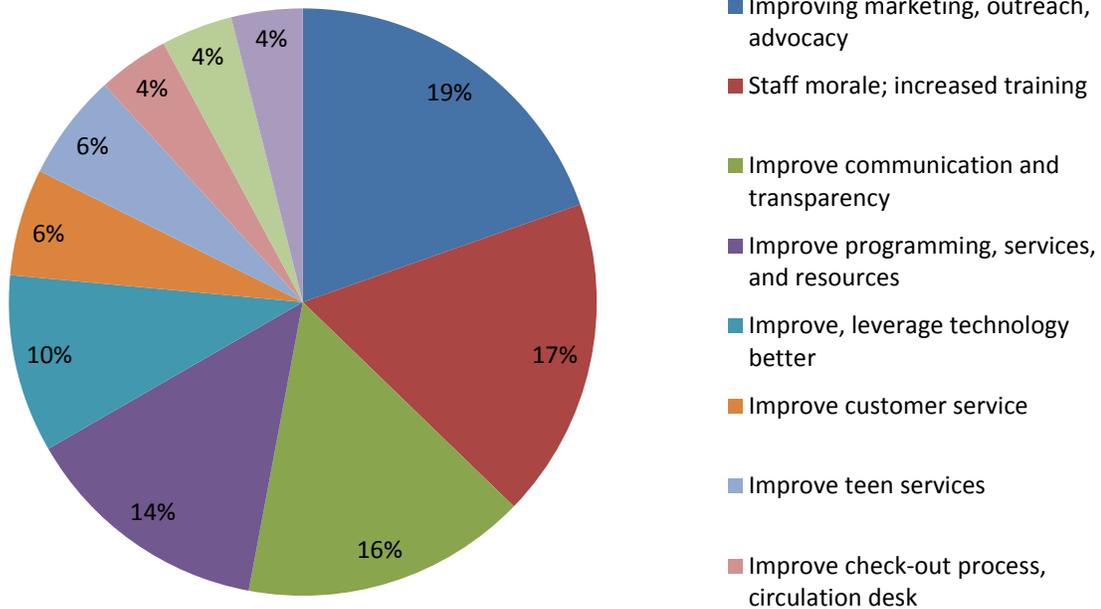
Library Opportunities for Improvement

Library areas for improvement center on six major themes. The highest priority is improving marketing, outreach, and advocacy followed by improving staff morale and training, improving communication and transparency, improving programming, services, and resources, and improving technology and customer service.

Table 50 - Library Opportunities for Improvement (Staff)

Library's Opportunities for Improvement		
Theme	f	%
Improving marketing, outreach, advocacy	10	15%
Staff morale; increased training	9	14%
Improve communication and transparency	8	12%
Improve programming, services, and resources	7	11%
Improve, leverage technology better	5	8%
Improve customer service	3	5%
Improve teen services	3	5%
Improve check-out process, circulation desk	2	3%
Improved benefits for temporary workers	2	3%
Pay fines using credit/debit cards	2	3%
Full service facility in Carrboro	1	2%
Improve policies	1	2%
Improve segmented service to the community	1	2%
Improve services for special needs	1	2%
Improve Spanish services	1	2%
Improve staff diversity	1	2%
Improve volunteering and citizen engagement	1	2%
Improve website	1	2%
Increase staff	1	2%
Increase technology staff	1	2%
More books to support school curriculum	1	2%
More study space	1	2%
Reorganize work space	1	2%
Self-checkout	1	2%
	65	100%

Library Opportunities for Improvement



Staff quotes:

We are constantly changing with the needs of the community. Programming for all ages could be better supported, as well as technology trends.

Establishing a full-service facility in Carrboro. Developing opportunities for citizen engagement, through programs, outreach, online platforms, volunteerism, Friends, customer service. We need to make sure our services feel personalize and relevant to our local customers, so they want to get more involved and more invested in the library. Also, I think there are opportunities to expand citizen awareness of our services through consistent, professional publications and online platforms.

I think the library should make an effort to determine who they are serving demographically and why. Then the library should investigate to see if there are large demographic pockets that are being sorely neglected and find out why.

Developing library services and programs for southern Orange County and rural patrons. Staff unity and a greater sense of working as a team in an open and safe environment. Hiring more people to help tech services. Better pay and benefits for non-perm workers who have demonstrated their dedication and commitment to the library. Better website. More diverse staff. Antiracism, anti-oppression workshops and hiring people of color. More honest and clear communication and transparency. Collaborations with community agencies with similar or overlapping goals.

The library can continue to improve its partnerships with other agencies. The library could also work to build a stronger feeling of "library team" with permanent and non-permanent staff through better communication, both formal and informal.

We should have multi-copies of high demand books on the day of release and not wait until the number of holds grow, self-checkout stations on both levels to decrease lines at circulation and the capability for patrons to pay fines with credit/debit cards in person or on-line via their library accounts.

We should also offer more opportunities for the entire staff, including the branch libraries, to get together to socialize as well as discuss library issues and problems. This would enable staff to feel connected as a team and know that their concerns are being heard and possible solutions discussed and considered.

Better communication within the library not only interdepartmentally but between the administrative staff and the employees. Employees need to feel valued. A shared vision of where the library is going. More visibility in the community.

Working on the teen population is where i see the most need for improvement along with outreach to seniors and special needs adults and teens.

Interdepartmental communication; maintaining consistency in library policies with regard to the public

Community outreach. We can do our best to help people, but they first need to walk through our door (or call). In my (albeit brief) experience, people are always surprised to learn of the full extent of the library's services. We do good things, we just need to let people know what they are.

Finding a way to be more supportive of temporary staff members who've been there a number of years by providing them with an opportunity to become permanent staff on a 1/2 or 3/4 or even full time capacity as the department needs them. They're an under-recognized and under-utilized resource with much more to offer than what they've so far been given.

Outreach to under-represented groups, eg collaboration with Orange County Literacy Council; better, smoother operation of circulation desk at peak times;

No card necessary internet access; more study space

Everyone working at the library should be on the same page so that we can better reach out to the community as a whole.

To simplify wherever possible. Stop trying to make all the branches the same. They are different and serve different types of people with different needs.

Teen programs, books to support school curriculum and leisure reading.

We should have multi-copies of high-demand books on the day of release, self-checkout

stations on both levels to decrease lines at circulation and the capability for patrons to pay fines with credit/debit cards in-person or on-line via their library accounts.

More staff members knowledgeable in the use of e-reader hardware/software & their capabilities and how to download apps to them

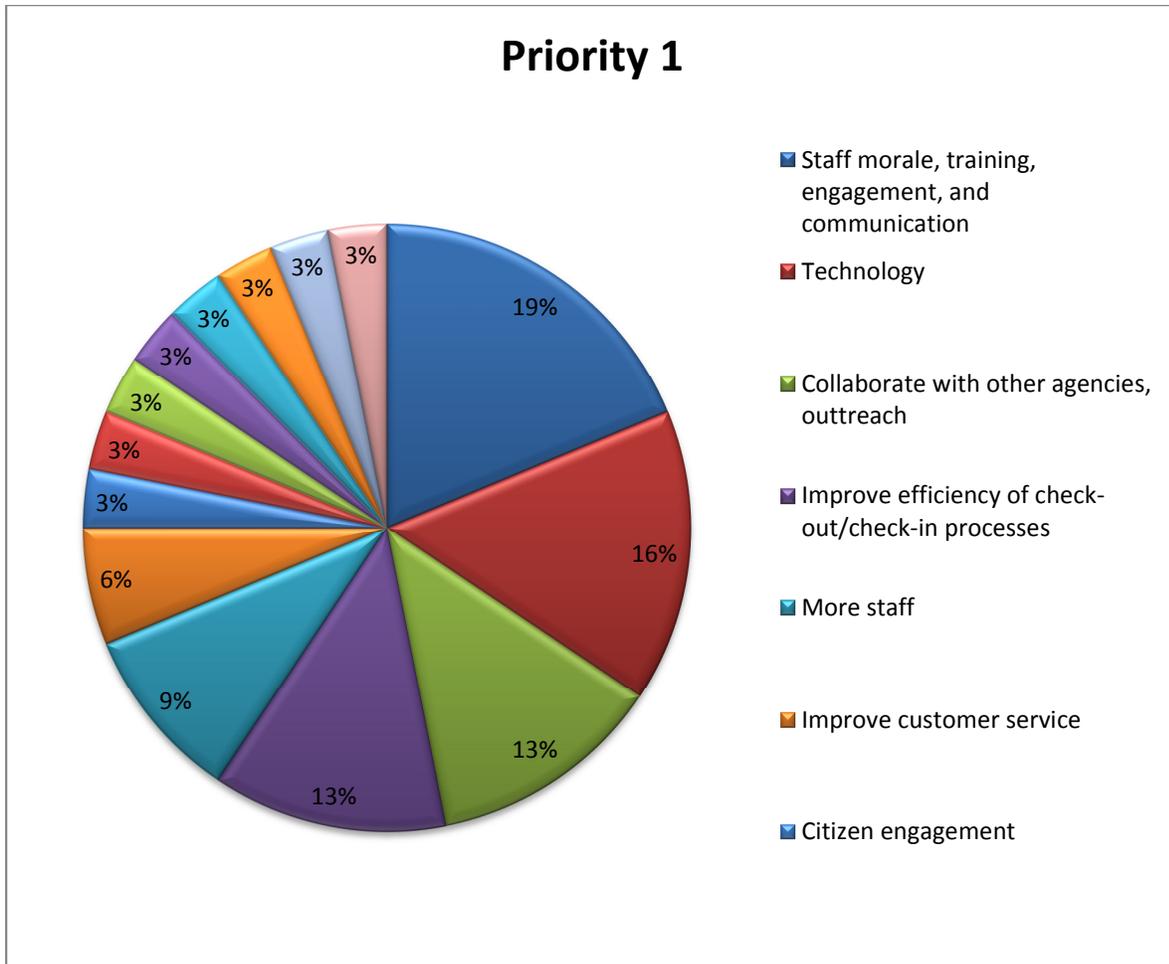
Library's Highest Priorities

Priority 1

Staff morale that needs to be addressed through training, renewed engagement, and communication was the primary priority 1 followed closely by technology and the need to collaborate with outside agencies and the community through outreach.

Table 51 - Library Priority 1 (Staff)

Priority 1		
Theme	f	%
Staff morale, training, engagement, and communication	6	19%
Technology	5	16%
Collaborate with other agencies, outreach	4	13%
Improve efficiency of check-out/check-in processes	4	13%
More staff	3	9%
Improve customer service	2	6%
Citizen engagement	1	3%
Meeting the needs of patrons	1	3%
New ILS	1	3%
Southwest Branch	1	3%
Outreach to underserved	1	3%
Book access	1	3%
Children, teen programming, services	1	3%
Additional library space in Hillsborough and Carrboro.	1	3%
	32	100%



Staff quotes:

Technology

Expanding ongoing opportunities for citizen engagement

Meet the needs of our patrons as best we can with our present staff and budget

Staff morale and communication

Partner with other agencies to maximize resources

Offer more opportunities for staff interaction/training/socializing

Improving staff morale -- more permanent positions, raises, etc.

A shared vision and plan to achieve it.

Promoting staff and respecting and valuing them/higher pay as well.

Speed and accuracy of check-in, check-out

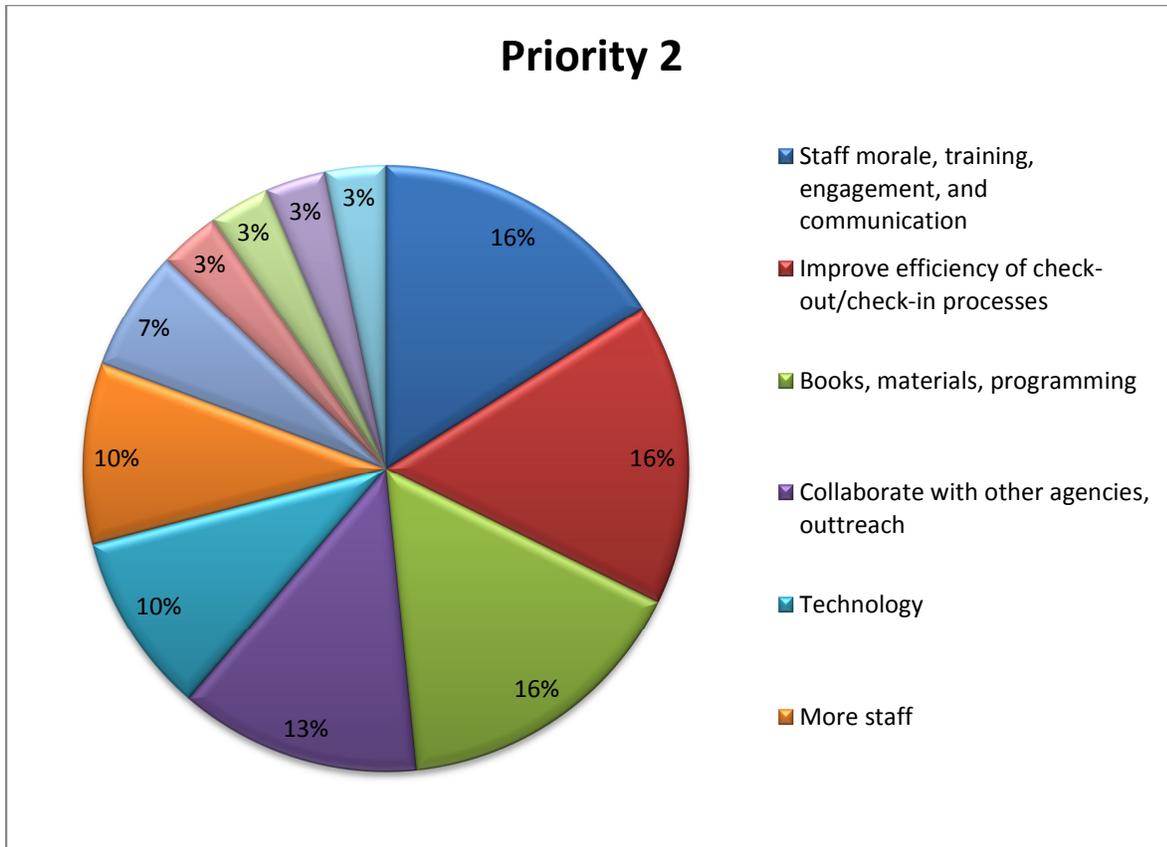
Keep up with community growth and demand for services

Priority 2

While staff morale and outreach were again some of top themes, improving the efficiency of the check-in/checkout process was a new theme that emerged.

Table 52 - Library Priority 2 (Staff)

Theme	f	%
Staff morale, training, engagement, and communication	5	16%
Improve efficiency of check-out/check-in processes	5	16%
Books, materials, programming	5	16%
Collaborate with other agencies, outreach	4	13%
Technology	3	10%
More staff	3	10%
Outreach to underserved	2	6%
New ILS	1	3%
Southwest Branch	1	3%
Children, teen programming, services	1	3%
finding a vendor who will use better lamination materials	1	3%
	31	100%



Staff quotes:

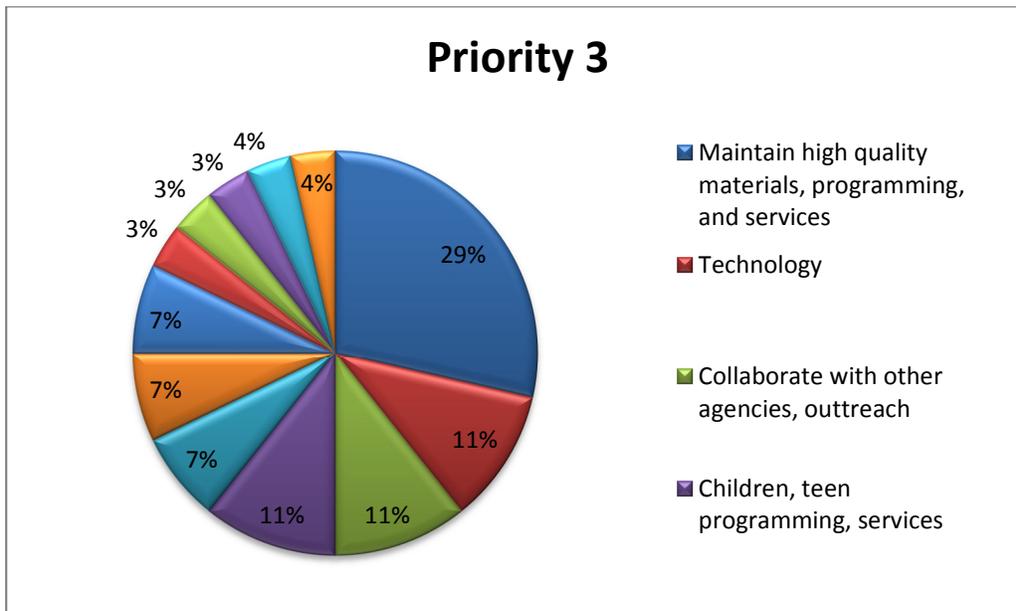
- More staff for technical services
- More programs for Spanish speakers
- Continued staff training and education to be prepared for ever-evolving technologies
- Offer self-checkout stations
- Ensuring renewals can occur via the website
- Increasing outreach efforts
- Offer ability to pay fines/fees w. credit/debit cards
- Trying to remove barriers for access for all county residents.
- Remain relevant and vibrant in the community
- Keeping abreast of different patron populations.

Priority 3

The third priority was clearly an emphasis on maintaining the quality of existing resources, programming, and services.

Table 53 - Library Priority 3 (Staff)

Theme	f	%
Maintain high quality materials, programming, and services	8	29%
Technology	3	11%
Collaborate with other agencies, outreach	3	11%
Children, teen programming, services	3	11%
Improve efficiency of check-out/check-in processes	2	7%
Southwest Branch	2	7%
Outreach and programming to underserved	2	7%
Citizen engagement	1	4%
Staff morale, training, engagement, and communication	1	4%
New ILS	1	4%
Improve customer service	1	4%
Reorganize space upstairs at Main	1	4%
	28	100%



Staff quotes:

- Raising community awareness of our services
- Instruction
- Actually carry out the recommendations of this strategic plan
- More programs for special needs patrons
- Prepare kids for reading with early literacy activities
- More programming
- Continued excellent customer service
- Continuation of established programs
- No knee-jerk responses to the needs of just one patron to change a major part of how things are displayed or cataloged
- Focus on maintaining good book collections
- Expanding services for Spanish speakers
- Audiobook downloads
- Quality books, DVD's and other resources

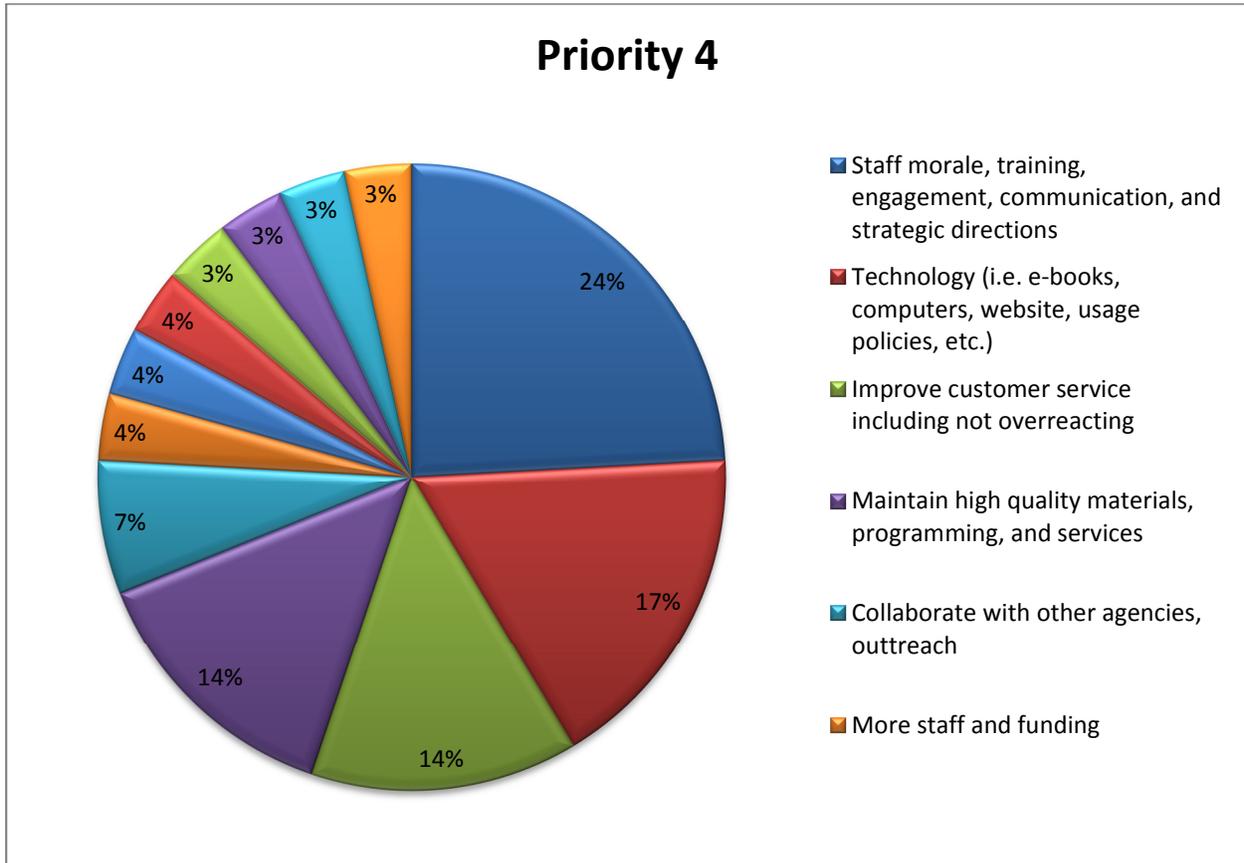
Priority 4

The fourth major priority is a focus on customer service including clearer policies.

Table 54 – Library Priority 4 (Staff)

Priority 4 Theme	f	%
Staff morale, training, engagement, communication, and strategic directions	7	24%
Technology (i.e. e-books, computers, website, usage policies, etc.)	5	17%
Improve customer service including not overreacting	4	14%
Maintain high quality materials, programming, and services	4	14%
Collaborate with other agencies, outreach	2	7%
More staff and funding	1	3%
Improve efficiency of check-out/check-in processes	1	3%
Children, teen programming,	1	3%

services		
Library space; comfort; reorganize	1	3%
Extend Hours	1	3%
Meeting space	1	3%
Continuous improvement and evaluation	1	3%
	29	100%



Staff quotes:

Customer Service

Defining strategic direction

Keep focused on what we can improve rather than starting new projects suggested by outside entities (like BOCC)

Reach out to tweens & teens to help reach their potential

Roaming reference (customer service)

Adding identified community priorities after hiring and training adequate staff.

Consider all the ramifications of suggested changes before instigating them. Do they

- truly serve all the public or just a very few?
- better in-house communication
- a more seamless experience for users of all library locations
- change internet policy to allow access to anyone who walks in door
- support each other and other librarians
- implementation of credit/debit card payments
- not fretting too much over the complaints of one patron over the multitudes when the issue isn't that vital
- Communication between library departments.

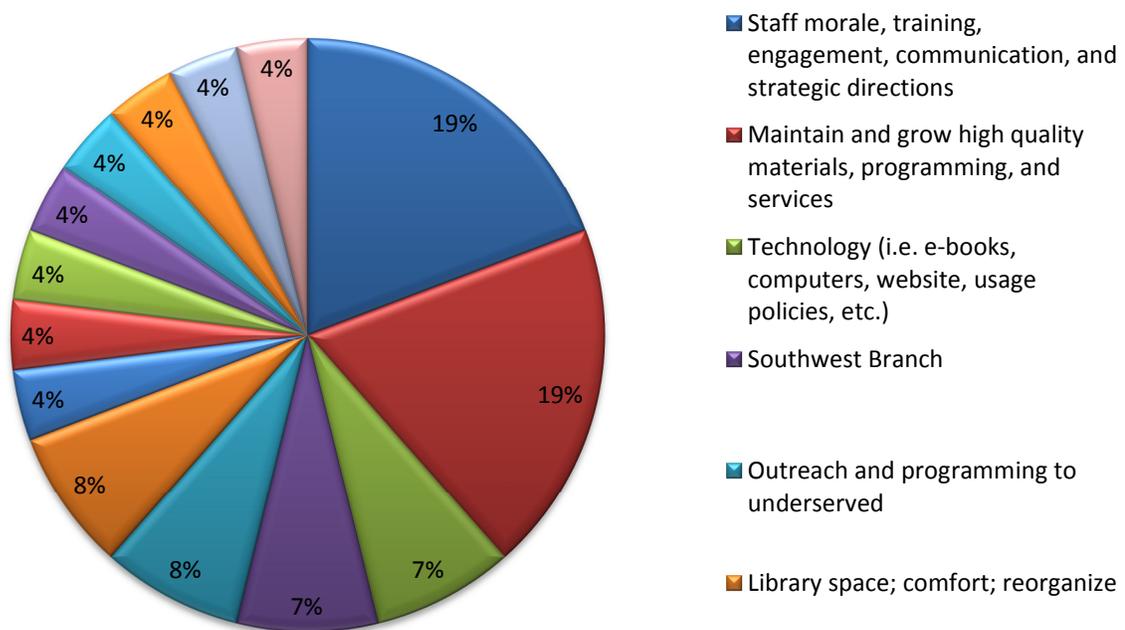
Priority 5

The fifth priority really only emphasizes the first four already identified.

Table 55 - Library Priority 5

Theme	Priority 5	f	%
Staff morale, training, engagement, communication, and strategic directions		5	19%
Maintain and grow high quality materials, programming, and services		5	19%
Technology (i.e. e-books, computers, website, usage policies, etc.)		2	8%
Southwest Branch		2	8%
Outreach and programming to underserved		2	8%
Library space; comfort; reorganize		2	8%
Increase efficiency of work flow		1	4%
Collaborate with other agencies, outreach		1	4%
More staff and funding		1	4%
New ILS		1	4%
Improve efficiency of check-out/check-in processes		1	4%
Improve customer service including not overreacting		1	4%
Children, teen programming, services		1	4%
Increased hours and resources		1	4%
		26	100%

Priority 5



Staff's final thoughts

Thanks

I hope that this leads to better communication, so that we are all on the same page, and working towards the same goals.

More focus on staff development/appreciation, and more funds directed toward branches.

We have a great group of people. We need more upgraded staff positions as our responsibilities are increasing daily. We are a smart and dedicated staff, and we should be treated with more respect.

Work on the morale. It used to be a great place to go to find a kind face with a listening ear and helpful suggestions, but it no longer offers this as there's too few staffers and they don't have the time to listen, suggest, or even smile sometimes.

The staff is great, but it can be stressful. We are not all held to the same standard of having to work nights and weekends.

Fix technology and don't take on more until what you have works.

A library's important in the community is directly related to its efforts toward learning and growing as an organization. This library is on that path. Also, the library must be important to the broadest sector of the population as possible at a given time.

Library Climate

Of the nine questions asked to measure the general organizational climate of Orange County Libraries, four were rated high or moderately high in terms of satisfaction. Staff feel their work is important to the organization (M=6.3 out of 7), that their fellow employees are doing quality work (M=6.2), their supervisor or someone else at work cares for them as a person (M=6.1), and that they have the necessary resources to effectively do their work (M=5.7).

.Areas for improvement include allowing staff input (M=5.3 out of 7), staff retention over the next five years (M=5.0), communicating progress to staff more frequently (M=4.9), providing more frequent praise (M=4.8), and getting on the same page as an organization (M=4.1).

Table 56 - Library Climate Survey

Please react to the following statements on a scale from 1-7 (1=Strongly Disagree, 7=Strongly Agree):

Answer Options	1	2	3	4	5	6	7	Avg.	f
My work is important to the organization.	0	0	1	4	2	6	24	6.30	37
My fellow employees are committed to doing quality work.	0	0	0	3	5	11	18	6.19	37
My supervisor, or someone at work, seems to care about me as a person.	0	1	0	2	4	14	16	6.11	37
I have the necessary resources to do my work.	0	2	0	5	8	9	13	5.65	37
My input seems to count.	0	5	1	2	9	10	10	5.30	37
I see myself working here five years from now.	4	0	2	8	3	9	9	4.97	35
In the last six months, someone at work has talked to me about my progress.	5	1	2	6	4	6	11	4.86	35
I receive praise frequently for doing good work.	2	4	4	3	7	8	8	4.81	36
Our organization and my peers are all on the same page when it comes to our goals.	1	4	5	12	11	3	1	4.11	37
								5.37	

Staff quotes:

I rarely receive praise; however, my review is always great, so I know it is actually my supervisor's management style rather than an issue with my performance.

Everyone is expected to do a good job; most people are expected to do more than what is actually required. We are praised as a group. Little is said to anyone individually unless the individual did something wrong, then the response is quick.

i was told the library would order a laptop to enable me to accomplish my off-desk tasks as there are not enough computers at the Carrboro Branch for the 3 staff on duty to use. I started the job at CBL August 2011 and was told by July 2012 they would be able to order one. I haven't heard anything about it and it's Oct 2012.

My computer is slow and doesn't have up-to-date software. I think that an efficient and up-to-date computer is a basic resource that I need to do my job. I don't have a clear idea of the goals of my peers and the organization as a whole. As far as praise and value for my input, my supervisor does an excellent job of this. However, I don't perceive praise and value from the larger organization. Maybe it is there, but I don't see or hear it in a concrete way. That's okay, because I am self-motivated.

For the most part, I feel what I do is valuable. However, my computer sucks. I'm underpaid. I don't know that we're all on the same page. Sometimes I don't know where I'll be in five years.

I feel valued by my co-workers and direct supervisor. I am not convinced that administration gives a fig about its non-perms, which is a shame, because I work with an amazing group of people, who all deserve recognition. Whether I am still working here in five years is largely dependent on whether I am offered any opportunities for advancement in Orange county. I would love to stick around, as I love my job in so many ways, but the fact that I am dependent on food stamps to make ends meet is untenable.

I responded to these questions based on my experience in my department and work with my co-workers. Based on that I strongly agree with most of the statements. If I were to respond based on the library at large my responses would be different and would be in the 2-3 range especially when it comes to my feeling valued by the organization, receiving praise for doing good work and my input counting.

I really like my coworkers and we support each other and care about each other. While administration advocates for us externally, internally we don't feel valued and communication is not very cohesive. Communication from the top down is not great and is not equal among departments. I often feel like there is a hidden agenda that we don't know about and that we are manipulated and managed and treated like children rather than peers.

No one has said anything to me about how I've progressed in my position except for my direct supervisor. She's the only one, other than the other coworker within my department who says anything about the job that I'm doing in there. When working within other departments I was often praised by full time staffers that I was hard working, 'a machine' by one, doing the work of a full-time librarian on a temp's wage and no benefits, but since going into a new department, there's been only my direct supervisor saying that the job is done well. Other things that I do that are above and beyond go unnoticed. I love the position I have now, but feel hobbled by a lack of time to fully complete the tasks required each day, otherwise, the job is ideally suited to me. Some workers elsewhere are weary, tired, over worked, stressed out, and feel they are constantly under too much critical scrutiny to do their job comfortably anymore.

Comparing Patron Information and Library Priorities

The priorities for daily information services and entertainment not identified in the library services patrons have identified suggest there is a disconnect between a few of their high priority information sources and the staff's top priorities.

Providing study space, databases, reading recommendations, and e-books were all mentioned as high priority items by the community but were not listed as a high of a priority for staff. These information sources are identified in red below or by an asterisk.

Table 57 - Comparing patron high priority daily information and entertainment sources with library services

Community Priorities	Mean	N	Staff Priorities	Mean	N
Books for Adults	6.64	304	Books for Children	6.90	41
Books for Children	6.38	281	Books for Adults	6.80	41
Library Website	6.35	307	Programs for Children	6.73	41
Books for Teens	6.14	266	Internet Access Computers	6.68	41
Wi-Fi	6.13	297	Wi-fi	6.68	41
Programs for Children	6.05	273	Books for Teens	6.66	41
Reference	6.04	304	Business & Career Resources	6.59	41
Public Computers	6.03	301	Reference	6.55	40
Programs for Teens	5.65	259	Library Website	6.44	41
Providing Study Space*	5.64	298	Programs for Teens	6.35	40
Databases*	5.64	284	Adult Programs	6.33	39
Audiobooks	5.53	296	Books on Tape and CD	6.32	41
Reading Recommendations*	5.50	303	Providing Study Space	6.25	40
E-books*	5.48	291	Videos and DVDs	6.20	41
DVDs	5.35	297	Reading Recommendations*	6.18	40
Adult Programs	5.35	307	Magazine and Newspapers	6.15	41
Providing Meeting Space	5.33	295	Databases*	6.08	40
Business & Career Resources	5.24	283	Large Print Books	6.05	41
Large Print Books	5.20	286	Foreign Language Materials	6.02	41
Help with Homework	5.17	250	Providing Meeting Space	5.95	40
Magazine and Newspapers	5.14	299	Genealogical Resources	5.88	41
Foreign Language Materials	4.88	285	School Homework*	5.79	39
Genealogical Resources/Family and Local History	4.86	290	E-books*	5.39	41
E-readers (Kindles for check-out)	4.79	281	Outreach to Pre-school Children	5.34	41
Laptops	4.36	286	E-readers (Kindle, nook, etc.)	4.78	41
Tablets (iPAD, etc.)	4.31	286		6.20	
MP3 players (iPod, etc.)	3.76	281			
	5.44				

*Differences between community and staff priorities

Comparing the random sample also shows three of the same four potential differences between community and staff priorities.

Table 58 - Community and Library Priorities Random Sample

Community Priorities (Random Sample)	Mean	N	Staff Priorities	Mean	N
Books for Adults	6.67	51	Books for Children	6.9	41
Library Website	6.51	51	Books for Adults	6.8	41
Wi-Fi	6.35	51	Programs for Children	6.73	41
Public Computers	6.20	50	Internet Access Computers	6.68	41
Books for Children	6.17	48	Wi-fi	6.68	41
Reference	6.16	51	Books for Teens	6.66	41
Books for Teens	6.07	45	Business & Career Resources	6.59	41
Programs for Children	5.90	48	Reference	6.55	40
E-books	5.82	50	Library Website	6.44	41
Databases*	5.78	49	Programs for Teens	6.35	40
Audiobooks	5.74	50	Adult Programs	6.33	39
Providing Study Space	5.74	50	Books on Tape and CD	6.32	41
Programs for Teens	5.53	45	Providing Study Space	6.25	40
Magazine and Newspapers	5.35	51	Videos and DVDs	6.2	41
Business & Career Resources	5.26	46	Reading Recommendations*	6.18	40
Reading Recommendations	5.24	49	Magazine and Newspapers	6.15	41
Foreign Language Materials	5.17	47	Databases*	6.08	40
Adult Programs	5.14	51	Large Print Books	6.05	41
DVDs	5.12	51	Foreign Language Materials	6.02	41
Large Print Books	5.02	50	Providing Meeting Space	5.95	40
Help with Homework	4.98	44	Genealogical Resources	5.88	41
Providing Meeting Space	4.94	50	School Homework*	5.79	39
E-readers (Kindles for check-out)	4.83	48	E-books*	5.39	41
Genealogical Resources/Family and Local History	4.71	49	Outreach to Pre-school Children	5.34	41
Laptops	4.61	49	E-readers (Kindle, nook, etc.)	4.78	41
Tablets (iPAD, etc.)	4.50	50		6.2	
MP3 players (iPod, etc.)	4.20	49			
	5.47				

*Differences between community and staff priorities

Conclusions and Recommendations

The Orange County Library community needs analysis represents a comprehensive study involving community leaders, community voices, and library staff and administration. Although sample size was lower than targeted and the diversity of the sampling frame is problematic due to a lack of diversity more closely representing the demographics of the county, the process of triangulating the data through both qualitative and quantitative data collection from multiple data points and use of a random sample suggests the results have strong internal and external validity for the specific demographic profile of the study's respondents, which in this case are white (91%) and predominately female (56%).

Qualitative factor analysis and quantitative statistical analysis of the data suggests clear trends in community preferences for information services, entertainment, and library services. Staff also identified high priority issues for the library. Interview and community forum results suggest consistent ideas around the role of the library and its opportunities for improvement. Common themes emerged when examining all of the data collectively.

Orange County exceeds state and national averages in a number of areas – higher white population, higher levels of education, higher levels of income, and higher housing value. The Hispanic/Latino, 8% of the Orange County population, and the Asian community, 6.7% of the population, rapidly grew by 109% (89%) populations, respectively over the past ten years. Both, however, are unfortunately significantly underrepresented in this study's sample – Hispanic/Latino respondents were 1% and Asian respondents were 2% of the sample. Library services, library usage, and per capita spending also have grown in parallel to these other Orange County indicators.

Orange County residents and library staff are satisfied with their libraries, but want more. The County is supportive and seeks to ensure its libraries meet the needs of its community.

Based on the results of this study, the following six goals are recommended for consideration as strategic priorities for the Orange County Library system:

1) Develop a countywide seamless library services integration plan.

Ease and efficiency of use play a large role in how frequently used and effective any system is for its users. Current integration issues, in particular with Chapel Hill, serve as a significant delimiter for effective delivery of library and information services in terms of resources, services, and cost effectiveness. The goal should be to have one Orange County Library card that allows its residents access to all municipal and county libraries.

2) Identify list of prioritized and aligned library and information services by library demographic profile.

The library has a core set of library users. Segment these users by demographic factor, design a suite of information services catering to these identified needs, and then develop a prioritized list of library and information services designed to these needs. Underserved populations also need to be identified and planned for as well. African American, Latino/Hispanic, and Asian Orange County residents are all underrepresented in the sample used for this study and need to be included in the strategic planning process.

3) Develop a technology integration plan.

Technology serves as a means to an end. Technology needs to serve the high priority list of library and information services identified for recommendation number 2. It will continue to emerge presenting both opportunities and challenges in how best to integrate its use and support in library resources, services, and training.

4) Develop a comprehensive marketing and outreach plan emphasizing partnerships and community collaboration.

The community needs to be made aware of the evolving library and the ever changing suite of services and resources that it provides that may have not been present in the past. In addition, strategic partnerships and collaborations need to be identified to assist in outreach and community engagement and leverage community market penetration that already exist allowing the programming to be more effective with a higher overall return-on-investment.

5) Prioritize funding to strengthen core suite of services.

The community is satisfied with OCL's resources and services but wants to see improvement and a contemporary, high-tech, high-touch, and up-to-date library evolve and grow with its needs. These core services need to be identified and strengthened with specific staff allocated to keep abreast and even take the lead in informing the emerging trends in the field.

6) Prioritize high quality organizational communication, training, and culture

Organizational culture reflects an organizational purpose that effectively institutionalizes its mission, values, and core goals and objectives at all levels of activity and layers of the organization defined by and embodied by its staff on a daily basis. Library staff appear satisfied with their jobs, but simultaneously appear to be dissatisfied with a perceived lack of communication, insufficient training, lack of staffing resources, use of temporary positions with no benefits or career path, and scarcity of either informal or formal validation of their work and value to the organization. A strong organizational culture and high staff morale will help ensure that high quality services are delivered with a level of consistency and individual passion and commitment that the Orange County community deserves. Without it, any long-term, user-centered services cannot be delivered with a degree of consistent excellence across staff, library shifts, and branches.

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Appendix A – CNA Project Timeline

Task	Due	Person	Status	Comment
I. Planning (4 weeks - August 2012)				
31-Aug				
1. Finalize Timeline	31-Aug		X	
2. Identify constituents to collect data from	31-Aug		X	
3. Identify data collection method	1-Aug		X	
4. Finalize resources needed	1-Aug		X	
5. Finalize demographic and usage data to collect	10-Aug		X	
6. Identify Steering Committee and invite	31-Aug			Postponed; steering committee convened for Phase 2
II. Design and Development (4 weeks – September 2012)				
30-Sep				
1. Finalize instruments			X	
2. Schedule interviews and meetings			X	
3. Identify demographic and usage data sources			X	
III. Implementation (8 weeks – October – November 2012)				
30-Nov				
a. Collect statistics			X	
i. Demographics (See tab)			X	
1. Past			X	
2. Current			X	
3. Future projections			X	
ii. Usage data (See tab)			X	
1. Circulation			X	
2. Visitation			X	
3. ILS statistics			X	
4. Rank order most to least used resources and services				Part of Strategic Planning process
b. Interviews of library administration			X	
c. Online survey of library employees			X	
d. Interviews with community leaders (public officials, community organizations, etc.) – Emphasize NEEDS and what they WANT from the library			X	
e. Focus groups with representative stakeholders (library patrons) Emphasize NEEDS and what they WANT from the library				Postponed until Feb. 2013
f. Community Forums (community wide) Emphasize NEEDS and what they WANT from the library			X	
g. Surveys of representative stakeholders (online and hard copy) Emphasize NEEDS and what they WANT from the library			X	
h. Random sampling of community members (online and hard copy) Emphasize NEEDS and what they WANT from the library			X	
i. Examples include: Randomly select 1000 county members and mail survey (will need to follow up with them); Survey tables in public places – malls, shopping centers, ball games, community events			X	
IV. Analysis and final report (4 weeks – December 2012)				
31-Dec				
1. Draft of the report			X	
a. Demographic profile			X	
b. Usage statistics and trends			X	
c. Library perspective			X	

- | | | |
|---|---|--|
| d. Community perspective by constituency group | X | |
| e. Ends, Means, and Processes | X | |
| i. What are the high priority ends/goals based on analysis? | X | |
| ii. What resources are needed to meet these ends/goals? | X | |
| iii. What does the library need to do to make this happen? | X | |
| f. Identify Strategic Goals and Objectives | X | |
| 2. Final report meeting | | To be held January Fri.
Jan. 11, 2013 |
| 3. Submit final report to state library | X | |

Appendix B – Orange County Demographic Statistics

[US Census Bureau Quick Facts for Orange County, North Carolina](#)

Orange County, North Carolina

Want more? [Browse data sets for Orange County](#)

People QuickFacts	Orange County	North Carolina
Population, 2011 estimate	135,755	9,656,401
Population, 2010 (April 1) estimates base	133,801	9,535,475
Population, percent change, April 1, 2010 to July 1, 2011	1.5%	1.3%
Population, 2010	133,801	9,535,483
Persons under 5 years, percent, 2011	4.9%	6.5%
Persons under 18 years, percent, 2011	20.5%	23.7%
Persons 65 years and over, percent, 2011	10.1%	13.2%
Female persons, percent, 2011	52.3%	51.3%
White persons, percent, 2011 (a)	77.5%	72.1%
Black persons, percent, 2011 (a)	12.4%	22.0%
American Indian and Alaska Native persons, percent, 2011 (a)	0.7%	1.5%
Asian persons, percent, 2011 (a)	7.1%	2.3%
Native Hawaiian and Other Pacific Islander persons, percent, 2011 (a)	0.1%	0.1%
Persons reporting two or more races, percent, 2011	2.3%	1.9%
Persons of Hispanic or Latino Origin, percent, 2011 (b)	8.1%	8.6%
White persons not Hispanic, percent, 2011	70.5%	65.0%
Living in same house 1 year & over, percent, 2007-2011	75.6%	83.9%
Foreign born persons, percent, 2007-2011	13.4%	7.4%
Language other than English spoken at home, percent age 5+, 2007-2011	15.7%	10.6%
High school graduate or higher, percent of persons age 25+, 2007-2011	90.1%	84.1%
Bachelor's degree or higher, percent of persons age 25+, 2007-2011	54.6%	26.5%
Veterans, 2007-2011	6,340	743,377
Mean travel time to work (minutes), workers age 16+, 2007-2011	21.9	23.4
Housing units, 2011	56,239	4,362,740
Homeownership rate, 2007-2011	60.2%	67.8%
Housing units in multi-unit structures, percent, 2007-2011	30.2%	17.0%
Median value of owner-occupied housing units, 2007-2011	\$270,300	\$152,700
Households, 2007-2011	50,837	3,664,119
Persons per household, 2007-2011	2.39	2.50
Per capita money income in the past 12 months (2011 dollars), 2007-2011	\$33,897	\$25,256
Median household income, 2007-2011	\$56,055	\$46,291
Persons below poverty level, percent, 2007-2011	16.9%	16.1%
Business QuickFacts	Orange County	North Carolina
Private nonfarm establishments, 2010	3,087	218,1041
Private nonfarm employment, 2010	39,220	3,234,5951
Private nonfarm employment, percent change, 2000-2010	8.9	-4.51
Nonemployer establishments, 2010	11,283	640,686
Total number of firms, 2007	12,898	798,791
Black-owned firms, percent, 2007	6.4%	10.5%
American Indian and Alaska Native owned firms, percent, 2007	0.0%	0.0%

Orange County, North Carolina - Overview	2010 Census		2000 Census		2000-2010 Change	
	Counts	Percentages	Counts	Percentages	Change	Percentages
Total Population	133,801	100.00%	118,227	100.00%	15,574	13.17%
Population by Race						
American Indian and Alaska native alone	570	0.43%	457	0.39%	113	24.73%
Asian alone	9,023	6.74%	4,845	4.10%	4,178	86.23%
Black or African American alone	15,928	11.90%	16,298	13.79%	-370	-2.27%
Native Hawaiian and Other Pacific native alone	41	0.03%	20	0.02%	21	105.00%
Some other race alone	5,341	3.99%	2,312	1.96%	3,029	131.01%
Two or more races	3,403	2.54%	2,023	1.71%	1,380	68.22%
White alone	99,495	74.36%	92,272	78.05%	7,223	7.83%
Population by Hispanic or Latino Origin (of any race)						
Persons of Hispanic or Latino Origin	11,017	8.23%	5,273	4.46%	5,744	108.93%
Persons Not of Hispanic or Latino Origin	122,784	91.77%	112,954	95.54%	9,830	8.70%
Population by Gender						
Male	63,954	47.80%	56,038	47.40%	7,916	14.13%
Female	69,847	52.20%	62,189	52.60%	7,658	12.31%
Population by Age						
Persons 0 to 4 years	6,890	5.15%	5,854	4.95%	1,036	17.70%
Persons 5 to 17 years	21,079	15.75%	18,130	15.33%	2,949	16.27%
Persons 18 to 64 years	92,943	69.46%	84,312	71.31%	8,631	10.24%
Persons 65 years and over	12,889	9.63%	9,931	8.40%	2,958	29.79%

Source: [Census Viewer for Orange County, NC](#)

Appendix C – State and National Demographic Statistics

North Carolina

Want more? [Browse data sets for North Carolina](#)

People QuickFacts	North Carolina	USA
Population, 2011 estimate	9,656,401	311,591,917
Population, 2010 (April 1) estimates base	9,535,475	308,745,538
Population, percent change, April 1, 2010 to July 1, 2011	1.3%	0.9%
Population, 2010	9,535,483	308,745,538
Persons under 5 years, percent, 2011	6.5%	6.5%
Persons under 18 years, percent, 2011	23.7%	23.7%
Persons 65 years and over, percent, 2011	13.2%	13.3%
Female persons, percent, 2011	51.3%	50.8%
White persons, percent, 2011 (a)	72.1%	78.1%
Black persons, percent, 2011 (a)	22.0%	13.1%
American Indian and Alaska Native persons, percent, 2011 (a)	1.5%	1.2%
Asian persons, percent, 2011 (a)	2.3%	5.0%
Native Hawaiian and Other Pacific Islander persons, percent, 2011 (a)	0.1%	0.2%
Persons reporting two or more races, percent, 2011	1.9%	2.3%
Persons of Hispanic or Latino Origin, percent, 2011 (b)	8.6%	16.7%
White persons not Hispanic, percent, 2011	65.0%	63.4%
Living in same house 1 year & over, percent, 2007-2011	83.9%	84.6%
Foreign born persons, percent, 2007-2011	7.4%	12.8%
Language other than English spoken at home, percent age 5+, 2007-2011	10.6%	20.3%
High school graduate or higher, percent of persons age 25+, 2007-2011	84.1%	85.4%
Bachelor's degree or higher, percent of persons age 25+, 2007-2011	26.5%	28.2%
Veterans, 2007-2011	743,377	22,215,303
Mean travel time to work (minutes), workers age 16+, 2007-2011	23.4	25.4
Housing units, 2011	4,362,740	132,312,404
Homeownership rate, 2007-2011	67.8%	66.1%
Housing units in multi-unit structures, percent, 2007-2011	17.0%	25.9%
Median value of owner-occupied housing units, 2007-2011	\$152,700	\$186,200
Households, 2007-2011	3,664,119	114,761,359
Persons per household, 2007-2011	2.50	2.60
Per capita money income in the past 12 months (2011 dollars), 2007-2011	\$25,256	\$27,915
Median household income, 2007-2011	\$46,291	\$52,762
Persons below poverty level, percent, 2007-2011	16.1%	14.3%
Business QuickFacts	North Carolina	USA
Private nonfarm establishments, 2010	218,1041	7,396,628
Private nonfarm employment, 2010	3,234,5951	111,970,095
Private nonfarm employment, percent change, 2000-2010	-4.51	-1.8
Nonemployer establishments, 2010	640,686	22,110,628
Total number of firms, 2007	798,791	27,092,908
Black-owned firms, percent, 2007	10.5%	7.1%
American Indian- and Alaska Native-owned firms, percent, 2007	1.0%	0.9%

[North Carolina Quick Facts by Country](#)

Appendix D – Interview Questions

1. Describe your role in the community and how long you have served in this position.
2. How can the library best align itself with meeting the strategic needs of the county and community in general?
3. What are your/other patrons' typical information needs on both a professional (business/educational) and personal (entertainment, self-enrichment, etc.) basis?
4. What are the major ways you feel the library serves you and other patrons? Do you think the Library in 2012 is more relevant, less relevant or about the same as it was in 2000?
5. Describe your ideal library that would best serve the needs of your community (building, services, personnel, etc.)?
6. Given the emergence of the Internet, does the community still need to use the Library? If so, why?
7. What roles if any should the Library play to ensure that the county's future is one of economic vitality for our citizens and the region as a whole?
8. What community members tend to use the Library?
9. Are there pockets of the community that does not tend to use the Library?
10. Does the Library do a good job of marketing itself?
11. What are the primary strengths of your Library?
12. What are its primary opportunities for improvement?
13. The Library is supported by tax dollars. Do you think local taxpayers are getting a good return on their investment?
14. Are there specific steps that the Library can take today to ensure its future relevance?
15. How else can the Library best serve you and the community in the future?

Appendix E – Community Forum Script and Questions

Good evening and thank you for attending tonight's library community forum. (Introduce yourself).

As part of a statewide project the North Carolina state library is assisting libraries across the state with conducting community needs analyses with their local communities.

Tonight's community forum is one of a number of different ways in which we are trying to determine what the community wants and needs from its libraries.

We have already conducted a number of interviews with community leaders and hundreds of people across the county have completed surveys.

Our community forum this evening is an opportunity for you to help us understand what you want and need from your libraries.

Please be open and candid and we purposefully have asked that library staff not join us tonight so that we can talk freely about what you think of your libraries now and what you want from them in the future.

The results of our analysis and needs assessment will be finalized by this December and help inform the library's new strategic plan that will lay out their high priority goals and how they allocate resources accordingly for the next couple of years.

We have as much time as you need to add your voice and ideas to this very important process.

Are there any questions before we begin?

Community Forum Questions

(Priority questions are in bold)

1. How often do you or members of your family visit the Library facility?
2. How can the library best align itself with meeting the strategic needs of the county and community in general?
3. **What are your/other patrons' typical information needs on both a professional (business/educational) and personal (entertainment, self-enrichment, etc.) basis?**
4. **What are the major ways you feel the library serves you and other patrons? Do you think the Library in 2012 is more relevant, less relevant or about the same as it was in 2000?**
5. **Describe your ideal library that would best serve the needs of your community (building, services, personnel, etc.)?**
6. **Given the emergence of the Internet, does the community still need to use the Library? If so, why?**
7. What roles if any should the Library play to ensure that the county's future is one of economic vitality for our citizens and the region as a whole?
8. What community members tend to use the Library?
9. **Are there pockets of the community that does not tend to use the Library?**
10. Does the Library do a good job of marketing itself?
11. **What are the primary strengths of your Library?**
12. **What are its primary opportunities for improvement?**
13. The Library is supported by tax dollars. Do you think local taxpayers are getting a good return on their investment?
14. Are there specific steps that the Library can take today to ensure its future relevance?
15. How else can the Library best serve you and the community in the future?

Appendix F – Community Online Survey

See Appendix F PDF.

Appendix G – Staff Online Survey

See PDF.

Appendix I – Library Usage Data (2001-2011)

Usage Metric	Past 10 years (average)	Last Fiscal Year
Book Volumes Per Capita	1.33	1.32
Cost Per Circulation	4.36	3.62
FTE Staff per 25,000 Population Served	4.87	7.07
Library Income Per Capita (Local)	11.74	17.04
Library Income Per Capita (Total)	13.35	18.48
Library Visits Per Capita	1.89	1.82
Materials Expenditures Per Capita	2.04	2.9
Non-Print Circulation Per Capita	0.59	1.08
Percentage of Population Registered	37%	22%
Personnel Expenditures Per Capita	10.32	16.55
Print Circulation Per Capita	2.48	4.01
Program Attendance Per Capita	0.14	0.09
Public Internet Workstations Per 5,000 People	2.17	2.14
Reference Questions Per Capita	0.45	0.71
Total Circulation Per FTE Staff	15785	18073
Turnover Rate (Circulation per Book)	2.26	3.87
Users of Internet Computers Per Capita	0.47	0.5

Appendix J – Household characteristics indicating increased likelihood of library usage

Households are more likely to be library users if they have one or more of the following characteristics, and vice versa:

Household demographics and social characteristics

- Larger household size
- Householder is not of ethnic minority
- Householder is married, and spouse is present
- Female householder
- Household that do not include a member with disabilities
- Household members are not recent immigrants

Household education characteristics

- Household with higher education attainment
- Household with members aged 3 to 20, or 30 to 49, who are attending schools
- Household with members aged 6 to 13, or 18 to 20, who are not attending schools
- Household without members aged 21 to 29, or 70 or above, who are not attending schools

Household economic and job-related characteristics

- Household with high but not the highest income
- Household with working householder, especially in managerial or professional occupation
- Household members own business
- Household members looking for job
- Householder did not work too many hours per week
- Household with a telephone
- Higher percentage of retired person
- Lower percentage of working adults

Household use of libraries

- Household using PreK-12 libraries, academic libraries, libraries at work, or other libraries

Household locational characteristics

- Household that is close by a public library
- Household that resides in a medium size city
- Household in the East North Central, West North Central, or Mountain states

Public Libraries services variables (state level)

- Household in states where there are more branch libraries per 10,000 population
- Household in states with higher library collection expenditures per state capita
- Household in states with higher number public Internet terminals per state capita

(Sin & Kim, 2008)