State of the Library

FCPL Strategic Plan
2019-2021

Customers checked out over 1.3 million items.

116,229 customers attended over 6,500 programs.

Outreach Services provided over 1,290 programs and bookmobile stops to over 26,000 participants.

There are 657,297 items in the collection.

"Rooster Bar" by John Grisham was our most popular adult title.

Forsyth County
Public Library
ForsythLibrary.org

State of the Library

Forsyth County's citizens have demonstrated that the library is a vital educational and cultural force in their lives. Fifty-six percent of the county's 374,000 residents used their library cards in 2018, and they checked out over 1.3 million items. Successful bond referendums have resulted in expanded libraries in Winston-Salem and Kernersville, and a new building in Clemmons will soon break ground.

County residents also attended nearly 6,500 adult, teen, and children's programs at the library's 10 branches. Meanwhile, the library's 11th, "virtual branch" had 1.5 million visits allowing access to online databases, downloadable books, audiobooks, magazines and free music, making electronic resources the fastest growing segment of library services.

A recent article in *The Nation* called public libraries "democracy in action." Libraries are the 21st century version of the public square, where everyone meets and mingles - and learns. Just as library branches function as community centers in the neighborhoods they serve, our renovated Central Library serves as a rallying point for supporters of a newly revitalized downtown. The Downtown Plan, prepared by the Downtown Winston-Salem Partnership, characterizes the library as a social catalyst that encourages a sense of vibrancy, supports economic growth and contributes to a literate citizenry.

Since 2003, the number of people living downtown has almost tripled, from 1,276 in 2003 to 3,827 in 2018*. The Central Library serves as an anchor for the western edge of downtown and joins a host of new offices, restaurants, housing and entertainment offerings, many in historic buildings that have been adapted for reuse.

The library's youngest customers come together in spaces designed specifically for them, to gain early literacy skills through storytimes and Music & Movement programs. Teen spaces introduce young people to robotics, gaming, podcasts and the use of media, while providing leadership skills through Teen Advisory boards. Adults of all ages gather at the library to discuss current events or a favorite book, to research family history, to learn about health, wellness and financial literacy and to respond to changes in the community. Collaborative spaces include small meeting rooms, large auditoriums and uniquely designed makerspaces where the only limits are one's imagination. Free spaces and free access to computers and Wi-Fi also serve as incubators for small business as well as encourage workforce development.

Beyond the library system's brick and mortar buildings, library staff serve people who cannot come to a library. Outreach services provide traditional library materials to schools and community centers, in addition to expanded STREAM (Science, Technology, Reading, Engineering, Art and Math) programs. Librarians visit homebound adults and adults in assisted living facilities across the county. As Forsyth County becomes more diverse, Hispanic services and children's outreach have increased their bookmobile service and culturally diverse programs, such as Día de los Muertos, to non-traditional library customers.

Lifelong learning is our mission and one that touches every citizen of Forsyth County. This strategic plan for the library is a blueprint for moving forward as a 21st century institution. Forsyth County Public Library's staff strives to meet people where they are and serve everyone in the community in an inclusive, welcoming environment.

According to statistics provided by the Downtown Winston-Salem Partnership

> **I just attended another wonderful class in the Homesteader series. The Lewisville Library is providing remarkable programs. We love this branch!**

Comment from customer of the Lewisville Branch Library

> "We freely confess that, on this page, we originally pushed for a new library, doubting that a renovation would be as good. That chomping you hear is the sound of us happily eating those words."

Winston-Salem Journal editorial board, Sept. 3, 2017

Mission

Leading in lifelong learning through community engagement,
innovative programs and inclusion.

Vision

Ignite imagination.
Encourage inspiration.
Support innovation.

Strategic Directions

Spark lifelong learning

- Promote information empowerment
- Encourage educational pursuits
- Provide recreational reading, listening and viewing

Engage and connect the community

- Respond to evolving needs and emerging trends
- Offer a forum for community discussion
- Preserve community heritage

Provide innovative programs and services

- Promote creativity, risk taking, innovation and critical thinking
- Provide Science, Technology Reading, Engineering, Arts and Math (STREAM) programs
- Partner as a trusted resource with the community's arts and innovation aspirations
- Offer library services for non-traditional users and in non-traditional locations

Promote economic/workforce development

- Provide access to job readiness skills and tools
- Introduce the community to 21st century technologies
- Connect entrepreneurs with ideas, practices and resources

FCPL Strategic Plan 2019-2021
Goals and Objectives

Goal 1: The library will plan, build and/or update all facilities to be state-of-the-art.

Objective 1:
Complete construction of new Kernersville (2018) and Clemmons (2020) branch libraries.
(library and county administration and general services)

Objective 2:
Ensure that all branch libraries comply with current ADA standards.
(library administration and general services, ongoing)
  A. Install automatic entrance doors and allow for sufficient handicapped parking.
  B. Upgrade restrooms at Malloy/Jordan East Winston Heritage Center (MJEWHC), Reynolda Manor and outreach services.
  C. Ensure that furnishings and computer work stations are accessible to the elderly and meet ADA standards.

Objective 3:
Upgrade and maintain infrastructure so that all libraries have state-of-the-art technology. (library administration, MIS, ongoing)

Objective 4:
Upgrade Rural Hall, Reynolda Manor, Southside, Walkertown and MJEWHC branches as needed, with carpet, fresh paint, LED lighting and efficient HVAC systems. (library administration and general services, 2019-2020)

Objective 5:
Train staff at all locations on best security practices to increase staffs' and patrons' sense of safety. Conduct security audits at each library. Review the county's security contract annually. Install alarm systems at all locations. Update library policies and security practices according to best practices at all locations. (library administration, security, sheriff/WSPD, 2019-2020)

Objective 6:
Make sure all branch libraries have spaces for teens and community collaboration. (library administration, 2019-2021)

Objective 7:
Conduct a comprehensive community- and library-use analysis to guide future needs for the library system. (library administration, MapForsyth, 2019-2021)

Goal 2: The library will strengthen and develop its staff to provide excellent service throughout the system.

Objective 1:

Research staff levels at peer libraries to support budget requests for these new staff positions:
    A. Library assistants at new Clemmons and the Walkertown branches (2019-2020)
    B. Collection development librarian for youth services (2020-2021)
    C. Programming coordinator (2021)
    D. Development officer/grant writer (2019-2021)
(library administration, human resources and budget departments, ongoing)

Objective 2:

Make a strong case for pay increases across all library positions to improve the county's ability to hire the best people.
(library administration and human resources, ongoing)

Objective 3:

Develop and implement a staff training plan for new employees and supervisors.
    A. Develop one-on-one training and online procedures for supervisors to use in training new employees. (new library employee
       orientation committee, 2019)
    B. Update the new employee orientation checklist. (new library employee orientation committee, 2019)
    C. Inventory staff skills to identify needs for staff training. (library administration, 2019)
    D. Identify staff for management training. (library administration, 2019)
    E. Develop a mentoring program. (library administration, 2019-2020)

Objective 4:

Continue communication between the library and county human resources staffs to strengthen hiring.
(library administration and human resources, ongoing)

Objective 5:

Analyze staff levels across the library system to ensure the best possible efficiency and service.
(library administration, ongoing)

Objective 6:

 mprove the library's internal communications. (library administration and internal
communications committee, ongoing)

Goal 3: The library will provide the tools and resources for people to explore their professional and creative potential, connect with others, meet their educational needs and share ideas through technology.

Objective 1:

Review and streamline the library's technology.
    A. Conduct technology surveys online and in other formats to better evaluate what the community needs. (public relations and
       technology committees, ongoing)
    B. Create criteria for assessing equipment and assess it every three years. (library and MIS, 2019-2020)
    C. Create collaborative spaces and identify the best new technology in all locations. (library and general services, 2019-2020)
    D. Survey staff to determine if laptops should replace desktop computers. If so, submit a proposal to the county IT department.
       (innovation manager, MIS and library administration, 2019)
    E. Research a suitable platform to house the library's virtual resources (technology committee, collection development and web
       committee, 2019-2021)
    F. Research, select and install wireless printing for the community's and staff's use.
   (innovation manager, MIS and library administration, 2019)

Objective 2:

Develop a mobile app for library customers that is easy to use and furthers the library's reputation as a place that is at the forefront of technology.
    A. Survey customers and staff about features they would like to see on a library app. (ad hoc committee and library
       administration, 2019)

2018* Forsyth County Public Library By the Numbers

56% — 56 percent of Forsyth County's 374,000 residents used their library card.
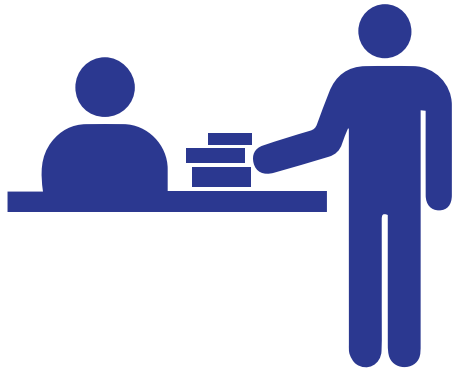
Customers visited FCPL's virtual library more than 1.5 million times to access downloadable books, databases, magazines, music and more.

Customers checked out over 1.3 million items.

Over 10,000 items added to the collection.

"The Hate U Give" by Angie Thomas was our top teen title.

Over 875 early literacy programs designed for children from birth to 5 impacted 5,000 children.

"Rooster Bar" by John Grisham was our most popular adult title.

Volunteers donated more than 14,000 hours of their time at FCPL libraries for a value of $327,740 or the equivalent of 6.73 full-time positions.

*Based on Library figures from July 1, 2017 - June 30, 2018

2018* Forsyth County Public Library By the Numbers

$467 The weekly value** of a library card for a family of four.

116,229 Customers

116, 229 customers attended over 6,500 programs.

Outreach Services provided over 1,290 programs and bookmobile stops to over 26,000 participants.

There are 657,297 items in the collection.

"The Cat in the Hat" by Dr. Seuss was our most popular children's title.

**Library value calculator, American Library Association 2019

B. Schedule trials to test features of library app with software vendors. (technology and ad hoc committees and library administration, 2019)

C. Apply for Library Services and Technology Act (LSTA) grant to fund the design and implementation of a library app. (ad hoc committee and library administration, 2019-2020)

D. Roll out new library app and promote it with library customers. (ad hoc committee, library administration and public information officer, 2021)

Objective 3:

Make the online Integrated Library System (ILS) more user-friendly for library customers.

A. Install radio frequency identification (RFID) at Rural Hall, Southside, Carver, MJEWHC and Walkertown branches.

1. Research and apply for grants offered through state and federal governments to help with the cost of RFID. (library administration, collection development and technology services, 2019-2021)

2. Upgrade RFID software as needed at all locations. (computer services, ongoing)

B. Investigate a new notification system for customers that tells them about holds, overdue fees, etc. (innovation manager and technical services supervisor, 2020)

C. Research cost of adding software to self-checkout kiosks that allows customers to reserve meeting rooms. (innovation manager and technical services supervisor, 2020)

Objective 4:

Enhance the website to reflect the library's position at the center of innovation.

A. Conduct a survey to determine what features on the current website library customers would like to see improved. (public relations and web committees, 2019-2021)

B. Design and implement a preschool webpage link from the children's page. (web and youth services committee and library administration, 2019)

C. Design a new logo for the Computer Training Bridge program and redesign the program's web page for ease of use. (Computer Training Bridge coordinator, public relations and web committees, 2019-2020)

D. Evaluate streaming tools and other casting resources (web and public relations committees, innovation manager, 2019-2020)

E. Increase the internet librarian's ability to edit webpages. (innovation manager and web committee, 2019)

Objective 5:

A. Improve technology training.

1. Measure and assess technological abilities for new employees and offer technology training for staff as needed. (technology committee and library supervisors, ongoing)
2. Use surveys and employee evaluations to gauge staff skills and design programs that keep technical knowledge up-to-date. (technology committee, ongoing)
3. Provide regular professional development training that helps staff learn new technology and stay in front of emerging trends. (technology committee, paratechs and library administration, ongoing)

B. Training in the community
1. Conduct online and onsite surveys to determine what technology the community wants at the library. (web committee and Computer Training Bridge, ongoing)
2. Implement new programs in response to community requests. (web committee and Computer Training Bridge, ongoing)

Objective 6:

Define the responsibilities and expectations for the library's technology team.

A. Investigate giving greater autonomy to the computer services department (MIS and innovation manager, 2019-2020)
B. Study best practices for in-house library IT departments at comparable library systems. (innovation manager, technology committee and library administration, 2020-2021)
C. Submit a report to county administration from the findings in objectives one and two. (library administration, 2021)

Goal 4: The library will improve, expand and update library collections to make them relevant to the community.

Objective 1:

Improve and diversify the children, teen and adult collections across the system to fully represent racial, ethnic and cultural points of view and physical accessibility in all formats. (collection development manager and staff selectors, ongoing)

A. Increase African American, Hispanic and young adult e-content. (collection development manager, ongoing)
B. Increase e-content by 15 percent each fiscal year. (collection development manager, 2019-2021)
C. Collect and preserve diverse materials relating to the people, history, culture and environment of the region. (N.C. Collection staff, ongoing)

Objective 2:

Create an app and/or purchase a platform that will allow users to access all digital streams in one place. (innovation manager, 2020-2021)

Objective 3:

Develop in-house reports or buy an analytics program that will help the system better predict patrons' use of materials. (collection development manager, technical services and computer services, 2019-2021)

A. Research, and, if advisable, buy an analytics program. (collection development manager and technology services, 2019-2021)

Objective 4

Highlight collection items and catalog features that are underused on social media, website videos and through digital signs at library branches. (public information officer, internet librarian and collection development manager, 2019-2021)

Objective 5:

Improve collaboration and sharing of resources with NC Cardinal member libraries. (collection development manager and technical services, 2019-2021)

A. Analyze monthly resource-sharing patterns and materials requested every month to guide the purchase of new materials. (collection development manager and technical services, 2019-2021)

B. Create a statewide group of collection development librarians to share their knowledge and help select materials. (collection development manager, staff selectors, 2019-2021)

Goal 5: The library will offer programs for all ages that support educational and recreational learning and strengthen community engagement.

Objective 1:

Meet community needs and interests.

A. Conduct a community survey to determine program needs. Evaluate attendance and effectiveness of new programs created by survey. (FCPL staff, ongoing)

B. Provide diverse programming for all ages, with an emphasis on special needs populations, African Americans and Latinos. Make sure that programs reflect the general demographics of the community. (youth and adult services and program coordinators, ongoing)

C. Raise awareness of N.C. Collection's genealogical programming and historical and governmental resources through department programs. (N.C. Collection staff, ongoing)

D. Develop program categories to help raise the library's profile as an expert in technology, cultural enrichment and wellness. (public information officer and programming coordinators, ongoing)

Objective 2:

The library will implement program standards with collaborating partners.

A. Develop a memorandum of understanding for potential partners that will lay out expectations, time frames, staff and library resources for collaborating partners. (Director's Advisory Council, ongoing)

B. Establish consistent benchmarks for all participating partner programs. (FCPL staff, ongoing)

Objective 3:

The library will develop programming that will position the system as an innovative leader. Areas of focus include STREAM, entrepreneurship, sustainability and arts and culture.

A. Pursue partnerships with community organizations that will enhance the library's standing as a leader. (FCPL staff, ongoing)

B. Build on the library's workforce development training program through the Computer Training Bridge by creating partnerships with companies in the Innovation Quarter. (Computer Training Bridge coordinator, ongoing)

C. Identify partnerships, grant funding and sponsorships to support new programming. (DAC, ongoing)

D. Offer STREAM programs at all libraries and Winston-Salem/Forsyth County Public Schools. (programming coordinators, ongoing)

E. Develop a system wide financial literacy program as part of the "Winston Saves" initiative. (programming coordinators, ongoing)

F. Continue to develop entrepreneurship programming. (programming coordinators, ongoing)

Objective 4:

Increase community collaborations and partnerships for programming to raise the library's profile.

A. Encourage Friends of the Library groups to connect and collaborate on system wide initiatives. Hold an annual meeting of all of these groups. (FCPL staff, ongoing)

B. Look for opportunities to collaborate with area schools, colleges and universities. (programming coordinators, ongoing)

C. Cultivate partnerships with arts and cultural organizations. (FCPL staff, ongoing)

Goal 6: The library will improve and streamline public relations activities and responsibilities.

Objective 1:

Create a Google page for public relations policies and procedures for easy staff reference. (public relations and web committees, ongoing)

Objective 2:

Maintain consistent branding in all promotional activities.
- A. Develop brand standards, templates and mandate use of AP Style in all materials. (FCPL staff, public information officer, ongoing)
- B. Strive for diversity that reflects the community in all public relations materials. (public information officer, and public relations committee, ongoing)

Objective 3:

Increase the library's presence in social media.
- A. Evaluate peer libraries' use of social media. (public information officer, public relations and web committees, 2020)
- B. Create social media posting guidelines and calendar. (public information officer, public relations and web committees, 2019)
- C. Craft criteria for posting to social media accounts. (public relations and web committees, public information officer, ongoing)
- D. Review the range of social media platforms to determine if we should add or consolidate some accounts. (public information officer, public relations and web committees, ongoing)
- E. Develop a method for using analytics to help guide social media. (public information officer, public relations and web committees, 2020)

Objective 4:

Raise the library's public profile.
- A. Increase the submission of calendar items, articles and other materials to local print media. (FCPL staff and public information officer, ongoing)
- B. Work with staff to develop more engaging flyers and other materials for programs. (FCPL staff and public relations committee, ongoing)
- C. Maintain a library presence at local art, cultural and community events, (FCPL staff, ongoing)

> **I want to take the time to thank the staff at the N.C. Room for the professionalism extended to researchers. Your knowledge and materials surpass any other I have been to in the state. You are appreciated more than you know!**

Comment from a customer of Central Library

Like one of our Facebook pages:
FCPublic Library
FCPL 4 Kids
FCPL 4 Teens

Follow us on Twitter:
@FCPublicLibrary
@FCPLTeens

Follow us on Instagram:
@fcpubliclibrary
@fcplteens

Follow us on Tumblr:
@teencentralFCPL

Forsyth County Public Library
ForsythLibrary.org

Sylvia Sprinkle-Hamlin, Library Director
Elizabeth Skinner, Associate Library Director

Designed by: Keith Spencer - Forsyth County MIS