Needs Assessment of the East Regional Branch Library
of the Cumberland County Library and Information Center
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Table of Contents

Executive Summary ........................................................................................................................................ 4

Introduction .................................................................................................................................................. 6

Methods ..................................................................................................................................................... 8

Participants ............................................................................................................................................... 8

Survey Instruments .................................................................................................................................. 10

Results ...................................................................................................................................................... 12

Primary Goals or Functions of the Library ................................................................................................. 12

Ideal state of the library ............................................................................................................................ 13

Needs Assessment results .......................................................................................................................... 13

Opportunities for Improvement ................................................................................................................ 14

Results of survey for Internal and External Fans ...................................................................................... 15

Validity and Reliability of the Study .......................................................................................................... 20

Conclusion and Recommendations ........................................................................................................... 21

Strengths and Weaknesses of the Needs Assessment Experience ............................................................ 23

References ............................................................................................................................................... 25

Appendix A: Staff Survey .......................................................................................................................... 26

Appendix B: Patron Survey ........................................................................................................................ 29

Appendix C: Comments from the open-ended questions on the staff survey ........................................... 32

Appendix D: Comments from the open-ended questions on the patron survey ....................................... 34
Appendix E: ERL April Calendar ........................................................................................................37

Appendix F: CCPL&IC Goals .............................................................................................................38

Table of Figures

Figure 1: Patron Gender .................................................................................................................. 9

Figure 2: Patron Age Range ............................................................................................................. 9

Figure 3: Patron Education Level .................................................................................................... 10

Figure 4: Patron Employment Status ............................................................................................. 10

Figure 5: Staff Awareness of Mission and Patron Satisfaction based on Questions 1-4.............. 14

Figure 6: Staff Job Satisfaction ....................................................................................................... 16

Figure 7: Total Percentage of Answers to Questions 1-5 ............................................................... 17

Figure 8: Workplace Strength Based on 12 Questions ................................................................. 18

Figure 9: Patron Rating ................................................................................................................. 19
Executive Summary

A needs assessment was conducted for the East Regional Branch Library of the Cumberland County Library and Information Center in April of 2015. An interview was conducted with the library director in February 2015, which was followed up with a survey for the staff and patrons that Team 2 then used to determine the level of satisfaction with the library facility, services, and staff confidence with their employment.

The staff survey focused on two areas, the understanding of the library values and mission and their access to the tools they need to be successful to fulfill the values promoted by the library; and secondly, their level of satisfaction with their job. The first area was determined by five statements answered with a level of agreement on a scale of 1-5. The second area reflects the twelve questions discussed in *First Break All the Rules* by Marcus Buckingham and Curt Coffman.

The patron survey focused on the customer satisfaction around the library services, and the demographics of the library in order to understand the clientele better and where to focus the programming and services provided by the library. Patrons were asked to rate the services from poor to excellent, and provide comments and feedback on the strengths and weaknesses of the library and its services.

Determined by the response rate of 63% from the staff, or 12 out of 19 employees, customer service and patron satisfaction is rated favorably at this library. In fact, the average score was 4.45 out of 5. Staff is happy with the service they provide and feel that is reflected by the customers in their daily interactions with patrons. Staff members also report a high level of satisfaction with their jobs based on the results of their answers to the twelve questions.
Despite the overall satisfaction, it is important to note that one “no” response was recorded for the question asking if they have the opportunity to do their best at work, and one “no” when asked if they received praise at work in the last seven days. The recommendation is to re-evaluate management’s procedure for recognizing the work of their employees and ensuring each is called out for the value they bring to their position and the collective goals they are working toward.

Reflecting the staff survey results, patrons also rate the library high in customer service, and report favorably on the children’s selection of books. The patron survey reveals a strong female demographic, 62% of the 35 people surveyed, and the majority of patrons surveyed are employed, and college graduates between the ages of 40-64. This is reflected in the answers patrons provided on the survey indicating the need for more programming in the evening or on the weekends, and the need for longer open hours on the weekends. Patrons also would like to see more magazines, bestsellers, and overall a larger book selection.

Based on the results of the two surveys, Team 2 finds that East Regional Branch is successful in meeting their key values of providing friendly, courteous, and professional service to the public they serve. Patrons overall are happy with the facility, services, and staff at the library. Employees report overall satisfaction with their job, and the level of commitment management has in providing support and encouragement to help them fulfill their individual career goals and the goals of the library mission.
Introduction

The East Regional Branch is part of the Cumberland County Public Library and Information Center in Cumberland County, a library system of nine libraries around the Fayetteville and Cumberland County area of North Carolina. Each library within this system has unique needs and focus. The East Regional Library (ERL) is in a rural setting and most patrons must drive to the library, as it is not on any bus routes. Other branches have access to bus lines and walking traffic. The ERL focuses on its unique traffic from the schools as well as its ability to serve the homeschool population and seniors. ERL is situated between a middle and high school, which gives students the ability to walk to the library after school. Other than the students that can walk to the library after school, there are very few housing areas nearby that are in walking distance of the library.

The library itself is a very serene place. The grounds are kept up very nicely and the library is situated on a large tract of land that is grassy with many trees and shrubs that bring curb appeal. Once inside the library that serenity continues. Upon entering the library, a patron will immediately see the Children’s Department, which has its own information desk and computer lab for children. This is a very large and well-stocked section of the library. The staff has regular story times scheduled during the week as well as other programs. The staff that work in this area are all extremely welcoming and customer-oriented, and care deeply about the library and the patrons they serve. They strive to provide valuable programs for all age levels that they serve from the young babies to the older teens and young adults.

For the patrons that do not go to the library for youth services, the library is a treasure trove waiting to be explored. Among the many books that are available to checkout, ERL has a job station where patrons can use computers specifically set-up to assist with resumes and job
searches. There is a computer lab available that patrons have access to with their library card as well as an express stations that can be used without a library card to quickly access the Internet to check email or make quick searches. The full computer lab is available for one hour time slots, while the express station is limited to fifteen minutes. The library also has Wi-Fi that can be accessed with patrons own laptops and other devices. There are study stations that offer some privacy where patrons can read, study, or use their laptops away from the main areas of the library.

Books and computers are not the only offering at ERL, there is also a quiet room that is available with study stations and an area with comfortable chairs to read or study with no noise or disturbances. The library also offers a conference room that can be scheduled for use for meetings or private group study sessions. The activity room can also be booked for groups and is used for many of the programs that the library offers to patrons.
Methods

Participants

An initial interview was conducted with the manager of East Regional Branch Cumberland County Public Library and Information Center by one of the group members. After this initial meeting with the manager, our group asked for permission to conduct the study for a needs assessment at this branch. Permission was granted to conduct a survey of the staff and the patrons to gain further insight of the satisfaction and needs of both the staff and patrons of this library. During the original interview, the manager was asked questions regarding his thoughts of the vision and values of the library.

The surveys given to the staff and patrons of the East Regional Library were conducted over a two week time period. Each survey conducted served as an important data collection tool to gain insight of the strengths and possible areas of recommendation for the East Regional Library. Staff members were given a survey that could be completed online or on paper. There were a total of twelve survey responses by members of the staff.

Patrons were also given a survey that could be completed on paper or online. QR codes were distributed to allow for patrons to scan the code leading directly to the online survey. The QR codes were left in the quiet room and at the checkout stations for patrons to pick up when there was no one able to physically be at the library to hand out surveys. Through the patron survey, we collected their demographic information and their feelings toward the library. We had a total of 35 patrons to respond to our survey. Of the patrons surveyed, 62% were female and 38% were male (Figure 1). The age range of patrons’ responding were 12% in 18-24 range, 24% in 25-39 range, 43% in the 40-64 range, and 21% in the 65 and older range (Figure 2). The majority of the patrons had a college degree or higher, that was 64% (Figure 3). We also
collected the patrons’ employment status. The patrons listed their employment status as follows, 43% Employed or Self-Employed, 3% Homemaker, 9% Student, 33% Retired, and 12% Unemployed (Figure 4).

![Gender](image1)

*Figure 1: Patron Gender*

![Age](image2)

*Figure 2: Patron Age Range*
Survey Instruments

The staff survey (see Appendix A) was designed to gauge the staff’s awareness of the vision, values, and goals of the library; job satisfaction; and staff needs. A Google form was
used to create the staff survey. The use of this survey platform provided analytical data from the staff’s response. There were three sections of the survey to address these areas. The first section of the staff survey included questions that required answers that were scale based. These questions determined strong disagreement to strong agreement regarding staff awareness of the goals and services of the library and the satisfaction of the staff and patrons of the library. The next section addressed the staff’s thoughts about their individual career needs and goals in regards to their employment with the library. This section was developed based on the twelve questions from *First, Break All the Rules* by Marcus Buckingham and Curt Coffman. The final section of the staff survey contained two open-ended questions in which the staff could share their thoughts of the library’s strengths and needs.

The patron survey (see Appendix B) was also created using a Google form (to gather analytical data from the patrons’ responses). This survey was created based on a combination of two templates found at the Library Research Service website. This site provides librarians with data, research, and tools to gain information in order to best meet the needs of their patrons.

The patron survey was designed to gain information about the patrons’ usage of library services, satisfaction, and demographics. The survey was divided into three sections to address these areas. The first section of the survey asked patrons to rate library services and usage of library resources using a rating scale of poor to excellent. Ratings of customer service, the collection, and the facilities were included in this section of the survey. Patrons could also leave comments and feedback in this section. The second section of the survey included two questions that allowed patrons to share their thoughts about what they valued most about the library and what library services needed improvement. The final section of the survey gathered demographic information of the patrons.
Results

**Primary Goals or Functions of the Library**

The primary goals of the library include creating a strong relationship with their customers, and providing an attractive, functional facility with expert staff and age-appropriate programming. The Values Statement of the library addresses the relationship among co-workers and states the library strives to embrace change and opportunities to learn among staff, while providing a positive and supportive work environment built on “professionalism, honesty and integrity.”

The library system’s mission is to be a library that “opens windows to the world by encouraging expression, enlightenment, and exploration” (Cumberland County Public Library and Information Center, n.d.). In order to support this mission the library has formed several goals that can be seen in detail in Appendix F. The library wants to exist to be a place that patrons can:

- find information about their community
- get information to enable them to make career choices
- be comfortable while at the facility
- be able to make informed choices about matters such as health care and other personal life choices
- go to stimulate and express their imaginations

The ERL has provided such a place and strives to meet these goals on a daily basis with facilities, staff, and programs.


Ideal state of the library

Developed by the Values Statement and Mission of the library, East Regional strives to be a community destination providing services and programming that meets the diverse needs area and inspires learning and creativity. East Regional encourages staff diversity and skills, and embraces the changing environment of library technology and materials.

Needs Assessment results

Based on the survey provided for the staff, the East Regional branch is very strong in customer service and meeting the needs of its patrons. Questions asking the staff to rate their level of agreement with their understanding of the library mission, whether or not the goals are met, and if patrons use the services provided for them and are happy with the services indicate that staff feel they are proficient in these areas. The results shown in Figure 5 indicate the staff is very satisfied with the quality of the services provided by their branch, and in the achievement of the goals the library has set to meet the needs of their patrons.
Patrons also agree the library was doing well with customer service based on their comments. Many patrons mentioned how clean and safe the library is and how helpful the staff is. Patrons feel the staff are friendly and helpful. One patron stated “very clean, open, quiet - good atmosphere” and another stated “access, due date emails, convenience” for what they felt was most valuable about the library.

**Opportunities for Improvement**

Though the majority of staff are pleased with the services provided to patrons, comments brought forth in the open-ended questions allow us to see areas staff feel could be improved upon. Suggestions such as the need for “different programs that are suited for everyone,” and the need for improved promotion of the programming currently provided are both mentioned. Another staff member suggests “youth and information desks assisting patrons.” If improved upon, these areas could further increase the staff’s confidence in providing expert attention and
care to the needs of the community they serve. Customer service is a high priority of the staff and the library Values Statement.

Despite the positive responses to questions asking staff the level of support they have in their position, when asked to comment on what could be improved in the library, one respondent offered, “administrations treatment of regular staff,” and another felt “dissemination of information from the top down,” needs improving. This indicates that there is some discrepancy as far as how employees relate their level of support in their jobs, and the support they are receiving from administration.

For the open response question, ‘How could the library or its services be improved, if at all?’ Many of the patrons were concerned that the library hours were not suitable to adults/parents that worked. One patron suggested “children’s activities in the evening hours for working parents to bring children,” and another wrote “more programs for working adults in the evenings.” A few other patrons were concerned by the lack of materials and programs for teens. Patrons also suggested materials that they would like to see in the library, for example magazines, bestsellers, and larger book selection. Other patrons’ suggestions included “paper towels in the bathroom,” in addition to the air dryers currently there, and “need a quiet room.” Since ERL has a quiet room, it may be that the signage needs improvement or maps of the library could be provided to patrons upon entering the library or available online so patrons know exactly where they need to go to find what they need.

Results of survey for Internal and External Fans

Based on a response rate of 63%, or 12 out of 19 employees, we conclude that the staff members are satisfied with their job, and feel comfortable in their knowledge and pursuit of the mission of the library to “open windows to the world by encouraging expression, enlightenment,
and exploration.” Illustrated in Figure 6, the results suggest that overall, employees are raving fans of the library. The first five questions of the survey reveal the level of agreement on a scale of 1-5 that staff members have with their understanding of the library mission; whether they feel the goals of the mission are being met; if they feel patrons are satisfied with the service of the library; and how each staff member rates their level of job satisfaction. Figure 6 provides the average score for each of the five questions, with the overall average score being 4.45. This indicates a significant level of job satisfaction among employees and overall a strong understanding of their role in the library and pride in the service they provide.

![Average Response for Questions 1-5](image)

*Figure 6: Staff Job Satisfaction*

Additionally, staff responses for the five questions indicate 96.6% of employees agree or strongly agree with the questions, leaving 3.3% of the questions rated as a three, neutral/not sure (Figure 7). Out of the twelve employees who responded to our survey, no one answered below a three, indicating that none of the staff rate their knowledge of the library mission, job satisfaction, or the level of satisfaction of patrons below a three on a scale of 1-5.
Included in the survey were questions regarding the environment of the workplace in order to ascertain the level of support and confidence employees felt they have in their position (see Figure 8). Our survey found that the majority of employees responding do feel they are supported in their positions with both the materials to do their job, and encouragement and support from management and fellow employees. In fact, 12 out of 12 responded “yes” when asked directly if they felt they were cared about at work as a person, and if they were encouraged to further develop their skills and talent. Other areas of strength for the library include the periodic discussions on staff progress and the opportunities staff has to grow at work and to learn new skills.
Staff members also report a high degree of satisfaction with the customer service provided by their branch and co-workers. When asked to comment on the strengths of the library, staff replied with “great customer service;” “access to technology that patrons might not otherwise have access to;” “staff is very friendly to our patrons;” and others mention the strength of the services to patrons and a strong Home School program. One respondent covers two very important missions of the library when they list the strengths as “our staff makes customer service number 1 and we conduct programming that meets the specific needs of our community.” It is evident that the staff puts pride in the service they provide to East Regional Library patrons.

The patrons were asked how they would rate the facilities and services provided by the East Regional Library Branch. These items included customer service, collection, programs, online services, ILL (Interlibrary loan), library policies, computers, software, printers, Internet/Wi-Fi access, facilities, hours of operation, and the overall library (Figure 9). Patrons showed an overall satisfaction with the library and the services it provides. Their comments for
the open-ended questions, included “customer service is awesome,” and that they liked the book selection and programs. One patron wrote, “I prefer this library because it is clean and safer than the other branches.”

![Figure 9: Patron Rating](image)

Based on the comments from the patrons, the two main areas that they would like the library to address are the hours of operation and the variety of programs offered. The library’s current hours of operation are Monday through Thursday from 9am to 9pm, Friday and Saturday from 9am to 6pm, and Sunday from 2pm to 6pm. One patron requested that the library be open earlier on Sunday. This also reflects one other issue patrons had with the scheduling of programs during the day when parents were working. Adults who would like to attend programs and bring children to story times do not have access when programming is limited to weekdays. On the library’s calendar, most of the story time events were scheduled for morning hours and the afternoon events were more for teens. (Appendix E).
Validity and Reliability of the Study

A study must be valid in order for its results to be interpreted accurately. To establish a quality survey with valid results, we posed the twelve questions to the staff in a “yes” or “no” format removing any ambiguity that might come from multiple choice answers and adding certainty and clarity to the responses. Though we were limited to staff working over the short time period we collected data, with a response rate of 65% or a majority of staff, the validity of the results representing the staff as a whole is high.

Reliability in the results is established by providing anonymity for the surveys, allowing staff to answer truthfully and encourage honesty without the fear of retribution. Few of the respondents left the comment area blank, allowing for a varied amount of thoughts and ideas on the strengths and weaknesses, of the library according to staff. As mentioned above, there was little room in the answers for ambiguity and respondents were presented with clear “yes/no” or strength of agreement.

The survey was given to patrons in two formats; they could complete a paper copy or use the online form. Most of the patrons chose to complete the paper form and then we entered their results online. This allowed the patrons that were not as comfortable with technology to still give their opinions about the library.
Conclusion and Recommendations

The purpose of the twelve questions asked to the staff in the yes/no format was to gather how each employee felt in their understanding of their position, management acknowledgement and encouragement, and the employee’s ability to further develop within the organization. A study of over 1 million employees from a range of organizations and industries was conducted by Gallup Organization over a 25 year period. This study concluded that when employees are able to answer positively to these twelve questions, productivity is higher, as is employee retention, and customer satisfaction (Buckingham & Coffman, 1999). Our group concludes that overall, employees feel management does a good job of preparing and supporting them in their position and they are encouraged to further develop their skills and talents. However, three “no” answers throughout indicate some need within management to evaluate their praise of all employees and let each know they play an important role in the library.

The needs assessment establishes the staff is very happy with the customer service they provide to their patrons. Comments indicate their pride in providing stellar service and resources to their customers. Recommended areas of improvement to increase the customer satisfaction even further include providing a special space for teen’s, providing more diverse programming, and establishing a designated information desk for the youth collection. Regarding programming, branches need to work together so as not to overlap their events, and East Regional should promote their offerings more aggressively. It was recommended that a regular column be added to the Stedman paper to promote programs and events to a wider audience and to those that may not drive to the library regularly to pick up the printed events schedule.

Based on the comments by staff, two areas for management to review are their policies on disseminating information to employees to ensure they are all working with the same
information and for the same goals and purposes; and their “treatment of regular staff.” These issues could be in combination with each other. Perhaps staff feels they are not all privy to the same information and that there is a hierarchy of sharing. Regular staff meetings may alleviate some of these concerns. Emails to staff are also effective when a variety of staffing hours make it difficult to get everyone together at the same time.

Our recommendation based on customer feedback, is to extend the library hours on the weekend to allow more patrons access, especially those who work during the week. East Regional Branch could consider shortened hours for Monday through Thursday and increasing opening hours on the weekends when more patrons are available to come. This is only our suggestion, and we also want to include that we suggest the library do more research on how many patrons use the library during these hours. Our data only included comments of user entering the library during a certain period of time and not how many patrons use the building during the libraries current hours. The library offers many interesting programs but the patrons felt that the times are not suitable for the patrons they are offering the service for (See Appendix E). One option we suggest is to schedule multiple sessions of the same event as a way to allow more patrons to participate. Scheduling events on the weekends would also be beneficial to patrons, especially parents looking for meaningful activities for their child to participate when he/she is not in school.
Strengths and Weaknesses of the Needs Assessment Experience

Strengths of this project are seen in the individual skills of each team member working together to complete a cohesive product and highlights specific skills of each member. As a group we learned from each other how to manipulate documents using Google Docs. Two members were proficient in Google survey production, and data gathering using Google Sheets. One member had previously interviewed the director at the branch we worked with and lives nearby. With her previous interaction with the manager and proximity to the library, she was given leeway to use the facility at length and talk with patrons and staff. Her presence allowed her to gather data and to provide us with details about the library.

Obstacles include the difficulty of each team member being located around the state, making it necessary for only one member to make herself available for data gathering at the site. This limited our data collection time to a few days. Data was also collected during the local school system’s spring break, which coincided with holidays (Good Friday and Easter) where many patrons may go on vacation or have other activities scheduled. Being a holiday week, surveys from the home school population were not available, which is a large segment of the library’s patronage. Their responses would have added to the depth and validity of the outcomes. Our group also did not solicit responses from the younger patrons under eighteen due to rules of the Institutional Review Board. The library serves a large segment of this age group and their input would have been a welcomed addition.

The overall experience for this assignment was a positive one and a definite learning opportunity. It allowed for application of theory from the texts and lectures to be put into practice. Completing the needs assessment by gathering and analyzing data and making
recommendations established our background knowledge, a baseline that we can reference as we move forward as future library administrators.
References


Appendix A: Staff Survey

Library Staff Survey

We are conducting a survey to gather information for Library Administration and Management, a graduate class at The University of North Carolina at Greensboro. Please take a moment to answer this anonymous survey about the East Regional Branch Cumberland County Public Library and Information Center. All questions are optional. Your support is greatly appreciated.

1. Please answer the following questions on a scale of 1-5.

<table>
<thead>
<tr>
<th></th>
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<th></th>
<th></th>
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</tr>
</thead>
<tbody>
<tr>
<td>I am aware of the mission, vision, and goals of our library.</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>Our library meets these goals.</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>Our library’s services are well-used by our patrons.</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>Our patrons are satisfied with our library and the quality of services we provide.</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>I am well satisfied with my job.</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
</tr>
</tbody>
</table>
Comments:

Given the following 12 questions, please respond with yes or no.

<table>
<thead>
<tr>
<th>Question</th>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Do I know what is expected of me at work?</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>2. Do I have the materials and equipment I need to do my work right?</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>3. At work, do I have the opportunity to do what I do best every day?</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>4. In the last seven days, have I received recognition or praise for doing good work?</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>5. Does my supervisor, or someone at work, seem to care about me as a person?</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>6. Is there someone at work who encourages my development?</td>
<td>☐</td>
<td>☐</td>
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<tr>
<td>7. At work, do my opinions seem to count?</td>
<td>☐</td>
<td>☐</td>
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<tr>
<td>8. Does the mission/purpose of my company make me feel my job is important?</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>9. Are my co-workers committed to doing quality work?</td>
<td>☐</td>
<td>☐</td>
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<tr>
<td>10. Do I have a best friend at work?</td>
<td>☐</td>
<td>☐</td>
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<tr>
<td>11. In the last six months, has someone at work</td>
<td>☐</td>
<td>☐</td>
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<tr>
<td>Question</td>
<td>Yes</td>
<td>No</td>
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<tr>
<td>-------------------------------------------------------------------------</td>
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<tr>
<td>talked to me about my progress?</td>
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<tr>
<td>12. This last year, have I had opportunities at work to learn and grow?</td>
<td></td>
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</tbody>
</table>

What are the strengths of your library?

What are areas that need to be improved?
Appendix B: Patron Survey

Patron Survey

We are conducting a survey to gather information for Library Administration and Management, a graduate class at The University of North Carolina at Greensboro. Please take a moment to answer this anonymous survey about the East Regional Branch Cumberland County Public Library and Information Center. All questions are optional. Your support is greatly appreciated.

**Section 1:** Please check one answer for each of the following:

1. How would you rate each of the following library services specific to East Regional Branch?

<table>
<thead>
<tr>
<th>Service</th>
<th>Excellent</th>
<th>Good</th>
<th>Fair</th>
<th>Poor</th>
<th>Don’t know/Not applicable</th>
</tr>
</thead>
<tbody>
<tr>
<td>Customer service</td>
<td></td>
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<tr>
<td>Collection (books, E-books, DVDs, music, newspapers, etc.)</td>
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<tr>
<td>Programs (classes, story times, etc.)</td>
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<tr>
<td>Online services (website, catalog, research databases, etc.)</td>
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<tr>
<td>ILL (Interlibrary loan)</td>
<td></td>
<td></td>
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<tr>
<td>Library policies</td>
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<tr>
<td>Computers, software (programs) and printers (Public access and use of)</td>
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<tr>
<td>Internet/Wi-Fi access</td>
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</table>


Facilities
(overall appearance and accessibility)

Hours of
operation

Overall, how
would you rate the
library?

Comments:

Section 2: We value your opinions. Please answer the following questions:

2. What do you value most about the library?

3. How could the library or its services be improved, if at all?

Section 3: Please tell us about yourself so that we may better serve you. Please check one answer for each of the following.

4. How old are you?
   - 18-24
   - 25-39
   - 40-64
   - 65 and older

5. What gender best describes you?
   - Male
   - Female

6. What is the highest level of education you have completed?
   - Some high school
   - High school graduate or GED
   - Some college
○ College degree or higher

  7. What is your preferred language?

○ English
○ Spanish
○ Other:

  8. What is your employment status?

○ Employed or self-employed
○ Homemaker
○ Retired
○ Unemployed
○ Student
Appendix C: Comments from the open-ended questions on the staff survey.

Q. What are the strengths of your library?

“Great customer service.”

“Services to young adults and children, resources to provide quality programming that encourages education and exploration, and access to technology that patrons might not otherwise have access to.”

“Our staff makes customer service number 1 and we conduct programming that meets the specific needs of our community.”

“Customer service; team players; programs.”

“Our branch has a very large Home School program compared to other branches. We cater to a larger geographic area.”

“Customer service.”

“Providing excellent customer service to patrons, providing access to many resources.”

“Great staff, very knowledgeable about how to do things, very customer friendly.”

“Staff is very friendly to our patrons.”

Q. What are areas that need to be improved?

“The teens need a designated space.”

“Administrations treatment of regular staff.”

“Dissemination of information from the top down.”

“Promotion of ERL’s programming.”

“Youth and information desks assisting patrons.”

“Different programs that are suited for everyone.”
“More communication between branches to avoid special programs being presented at the same time.”
Appendix D: Comments from the open-ended questions on the patron survey.

Q. What do you value most about the library?

“service to customers”

“public access to literary, media and study/homework space for students”

“customer service is awesome!”

“access to books, movies, magazines all over NC!!”

“very clean, open, quiet - good atmosphere”

“friendly staff”

“quiet”

“love having access to book; variety”

“close to home; free books”

“service is fab!”

“its here”

“great parking – secure, children's sections, helpful customer service, email notifications”

“service; people”

“access, due date emails, convenience”

“books”

“Safety considering the state of other branches”

“clean, orderly, and quiet”

“books”
“different information that is offered”

“close to where I need it”

“the amazing programs and services”

“Great resource for my children who are just learning to read. Excellent selection of children's books”.

“books”

“programs”

“quality of books that I enjoy reading”

“friendly and helpful staff”

“convenience and reading opportunities”

“so many programs available, staff”

“books”

“different programs, novels”

“programs are nice, I enjoy availability of computers and other tech”

“great customer service”

“children's section”

Q. How could the library or its services be improved, if at all?

“pay employees more”

“more programs for youth encouraging literacy”

“a beginner bridge class”
“Paper towels in the bathrooms”

“more best sellers”

“need a quiet room”

“bring back the magazines”

“keep it here”

“need higher profile, more promotion in Stedman and Vander, Stedman newspaper-create dialogue or weekly column, better Sunday hours- open at noon”

“None at this time for east regional branch.”

“more teen audiobooks”

“Meets expectations of my family. No issues noted.”

“larger selection of books”

“more teen activities, better advertising of programs”

“more programs for working adults in the evenings”

“children's activities in the evening hours for working parents to bring children”

Other Comments:

“East of the River Book Club- Tammy, Pat, Dee, Susan are wonderful”

“I prefer this library because it is clean and safer than the other branches”
## Appendix E: ERL April Calendar

### East Regional Branch Schedule of Events

<table>
<thead>
<tr>
<th>April 2019</th>
<th>Wednesday</th>
<th>Thursday</th>
<th>Friday</th>
<th>Saturday</th>
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</thead>
<tbody>
<tr>
<td><strong>Sunday</strong></td>
<td>1. 11:00 AM - Saturday Story Time: The Preacher and the Racer&lt;br&gt;2:00 PM - Teen Craft Time: Collage (2nd Floor)</td>
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<tr>
<td><strong>Monday</strong></td>
<td>8. 9:30 PM - Bedtime Stories</td>
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</tr>
<tr>
<td><strong>Tuesday</strong></td>
<td>3. 6:00 PM - Family Time &lt;br&gt;Meet the Author: Katherine Applegate</td>
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**Note:**
- All events are subject to change without notice.
- For more information, visit the East Regional Branch website at [www.branchlibrary.com](http://www.branchlibrary.com).
- Contact the library at 123-4567 for any questions or concerns.
Appendix F: CCPL&IC Goals

Taken from Cumberland County Public Library and Information Center Long Range Plan FY 2011-2015.
Service Priorities, Goals, Objectives, and Representative Activities

The goals, objectives, and activities of the Cumberland County Public Library & Information Center support the service responses that were developed and approved by the community planning and staff planning committees.

Library Service Priorities and Goals

EXPLORE AND KNOW OUR COMMUNITY

Goal 1: All library users will have opportunities to learn about the diversity of Cumberland County's people and resources through the services of the library, community agencies, and organizations.

Goal 2: All Cumberland County residents will have access to resources to increase their awareness of local, state, national, and world issues and events.

MAKE CAREER CHOICES

Goal 3: All Cumberland County teens and adults will have access to current resources in order to make informed decisions about careers.

VISIT A COMFORTABLE PLACE

Goal 4: All library users will have a welcoming place to meet and interact with others or to sit quietly and read, and will have current, useful, and attractive virtual spaces.
MAKE INFORMED DECISIONS

Goal 5: All members of the community will have access to opportunities and resources to make informed decisions in personal health, finances, and other life choices to enhance their quality of life.

STIMULATE AND EXPRESS IMAGINATION

Goal 6: All citizens will have access to materials and programs that foster and stimulate the imagination and provide outlets for creative expression.