

# LONG-RANGE PLAN

## Strategic Plan Town of Clayton: Hocutt-Ellington Memorial Library, NC July 1, 2015 – June 30, 2020

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The vision statement on page three sets the stage for what the library hopes to accomplish during this five-to-ten year planning stage. The goals and objectives provide guidance to the detailed strategies that the Town of Clayton, Library Board and staff will employ to achieve the vision.

Hocutt-Ellington Memorial Library is very fortunate to have residents who think it is a very important hub in the community<sup>1</sup>. It is now up to the Town, Library Board and staff to create new opportunities to enhance the library's services and promote all the library has to offer.

### The Clayton Community

The Hocutt-Ellington Memorial Library service area is made up of 6,648 households within the Town of Clayton and covers 13.61 square miles. Most of the households (over 4,000) are considered family households as defined by the U.S. Census Bureau and of those family households, 62% are households that include children under 18 years of age. Fifteen percent of households have a least one person over 65 years of age.



Of the population over the age of 25 years (10,260), 64% have either received a bachelor's degree or have had some college as their highest level of education and 7% possess a graduate or professional degree. Twenty-three percent have attained a high school diploma with no college. Ninety-three percent of the population over the age of 25 has a high school diploma and 29% of the same population attained a bachelor's degree or higher. The majority of the residents (90.7%) speak only English at home. <sup>2</sup>

Many Clayton residents commute to work, with an average commute of about 28 minutes. Of the 8,270 employed persons in Clayton, almost 3,500 are in "management, business, science and arts occupations," and over 2,000 are in the fields of education and healthcare. Almost 2,000 workers are in construction and manufacturing work. The median household income in Clayton is \$61,218, and the median family income is \$73,363<sup>3</sup>, which is on average 2% higher than the national income.

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<sup>1</sup> Jim Elmore. Focus Group #3. October 28, 2014.

<sup>2</sup> United States. U.S. Census Bureau. "2008-2012 American Community Survey." 7/23/2014 <http://factfinder2.census.gov>

<sup>3</sup> United States. US Census Bureau.

## Library History

The Clayton Library can trace its roots back to 1927, when The Woman's Club of Clayton voted to sponsor a town library. The Town Council was persuaded to include space in the Town Hall building for a public library. The residents of Clayton were proud of their library room that opened two afternoons each week, with an initial collection of donated books totaling 600 volumes. In May 1965, Mrs. B. A. Hocutt deeded over her home to the Town of Clayton to be used as the future home of a public library. Friends of the Library, Inc. organized in 1976 to seek funds for the building and maintenance of a new library. By 1979, the Clayton community contributed over \$52,000 toward construction of a new public library and the Johnston County commissioners pledged a \$15,000 grant. The estimated cost of the library was \$200,000 and about half of that total came from a bond issue. On May 17, 1981, the Hocutt-Ellington Memorial Library replaced the room in the Town Hall building. The area of the library was 3,500 square feet. As library services grew and space became an issue, three additions were added to the existing building in 1996, 2002, and 2006.

## Current Library Use

The Hocutt-Ellington Memorial Library serves the residents of the Town of Clayton, extraterritorial jurisdiction and extended areas. According to the 2010 census, the Town of Clayton population is 16,116. The total holdings for the library are 74,262 items, with additional electronic holdings. The library counts 14,123 active card holders and maintains a circulation of over 43,000 items per year (148,403 checkout and renewal). The library received 7,469 interlibrary loan items for patrons picking up at Clayton and lent 2,526 items to other libraries for interlibrary loan. In fiscal year 2013/2014, the library counted an attendance of 152,324 library visits for the year. In that same fiscal year, the library offered 167 program sessions, with program attendance at 6,950. The library maintains a staff of 7.6 full-time equivalents.

## Methods

The Library Board of Trustees embarked on a long-range planning process in 2014 with the formation of a Long Range Strategic Planning Committee. The committee consisted of trustees, the library director, and the library staff members, with the inclusion of members of the Friends of the Library. The committee solicited community input through both a paper and an online survey and through a series of focus groups, all of which took place in October 2014. The surveys and focus groups were publicized in all local media outlets, including online outlets. Six hundred and twenty-three people filled out the survey either on paper or online and 28 people participated in the focus groups, which were moderated by Daphne Key, Gabe Johnson and Belle Allen. Focus groups were divided into categories: business people and professionals, parents with children, non-library users, teens, Friends of the Library, library staff and Library Trustees.

The survey results were compiled using an online survey tool through Survey Monkey and focus

group results were compiled by the Library Director. The committee reviewed the survey and focus group results in preparation for developing the Long Range Strategic Plan.

## Mission

*Our mission is to enrich the quality of life within our community by nurturing library users of all ages.*

The library upholds and supports the Library Bill of Rights.

## Vision

The Hocutt-Ellington Memorial Library will be the community's preferred resource for local history, recreational reading, lifelong learning, quality collections and exemplary service.

## Values

Our commitment to **value** is uncompromising. We strive for quality services delivered to each member of the community.

Our commitment to **inclusiveness** embraces defending the rights of all individuals to use the library's resources and services. We value our community's diversity and strive to reflect that by providing a full spectrum of resources and services to the community we serve.

Our commitment to **integrity** ensures that our town's activities will be conducted with fairness, openness and honesty. We will do the right things, not just the easy things.

Our commitment to **stewardship** guides us as we wisely utilize all resources to secure the best value for the community.

Our commitment to **transformation** is achieved by embracing change rather than sustaining the status quo. We work to ensure that the knowledge, skills and abilities of our employees are relevant to the needs of our community.

## Primary Goals

To achieve our mission and vision, the Hocutt-Ellington Memorial Library has identified seven areas of emphasis to which we will devote our collection, facility, policy, programming, staff and volunteer resources.



# FOCUS 1: Communication

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**GOAL – Grow and strengthen the methods of communicating the Library’s message for residents to connect to each other and build a wider local library community.**

## **OBJECTIVES:**

**Explore additional ways to reach patrons/non-patrons**

### **Action Steps:**

- Create a quarterly newsletter; print and electronic format
- Install on-site marquee sign

**Explore and expand the use of Social Media outlets for communicating with patrons and non-patrons**

### **Action Steps:**

- Continue to use Facebook, Twitter and Pinterest for social media contact with patrons and investigate upcoming social media outlets
- Promote all social media initiatives so that patrons are aware of their availability

**Evaluate and expand the Library website and calendar of events to better meet the needs of patrons of all ages.**

### **Action Steps:**

- Investigate online registration option for email notification for events
- Continually evaluate website for organization, relevance, information and timeliness

# FOCUS 2: Cultural Arts

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**GOAL– Provide a welcoming environment for patrons of all ages and interests to draw people to the community, and be a resource for information and life-long learning.**

**OBJECTIVES:**

**Partner with cultural and recreational departments and organizations to share performances and activity space, and collaborate with them on programs and events.**

**Action Steps:**

- Investigate non-library space for shared events and marketing
- Collaborate with area groups and cultural organizations toward grant partnerships

**Identify and develop new collections to enhance quality of life entertainment for our patrons.**

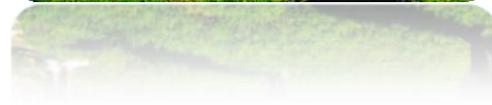
**Action Steps:**

- Add Movie Streaming collection
- Add Music Streaming collection

**Collaborate with external partners in order to provide a broad range of services that meet the community's needs.**

**Action Steps:**

- Initiate collaborative Lunch N' Learns
- Program community book club meet-ups, "Book Bash"
- Schedule onsite job-skill workshops including STEM speakers



# FOCUS 3: Technology

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**GOAL– Provide technology and technology training for patrons of all ages and interests.**

**OBJECTIVES:**

**Use cutting-edge technology to improve library services to the public and to provide an enhanced library experience for our customers.**

**Action Steps:**

- Continue to expand the eBook collection and improve e-services
- Schedule monthly computer classes – PC Basics, Email, Google
- Install more public computer stations
- Provide laptop space & charge stations
- Add a conference room with Wi-Fi
- Add collaboration rooms or quiet study rooms





## FOCUS 4: Young Adult

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**GOAL -** The library will provide a space and maintain a variety of programs, collections, and services to meet the personal, educational, and cultural needs of middle school and high school students and their families.

### **OBJECTIVES:**

**Make the library relevant to young adults including ownership in collections and space.**

#### **Action Steps:**

- Continue to expand young adult fiction and nonfiction
- Continue to expand graphic novels and manga collection
- Create a young adult area within the library

**Foster positive relationships with teens.**

#### **Action Steps:**

- Outreach to local middle schools and high schools
- Create monthly teen events and programs
- Initiate stages for the development of a Teen Advisory Board

# FOCUS 5: Local History

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**GOAL – Encourage timeless enthusiasm for Clayton’s economic, residential and family histories.**

**OBJECTIVES:**

**Develop methods for external and on-site self-guided research.**

**Action Steps:**

- Collaborate with Heritage Center and NC Preservation Office
- Create web-based digital archives for online searching

**Maintain historical preservation through advocacy.**

**Action Steps:**

- Schedule events with Clayton Historical Association
- Collaborate with The Clayton Center with exhibits
- Showcase community-based library participation
- Showcase oral histories by way of resident storytellers



# FOCUS 6: Children

**GOAL –** The library will provide and maintain a variety of programs, collections, and services to meet the personal, educational, and cultural needs of children, their caregivers and families.

**OBJECTIVES:**

**Enhance collections and programming to support early literacy.**

**Action Steps:**

- Add an additional Early Literacy Station
- Expand seating for family reading space
- Add shelving to showcase new books

**Continue to increase participation with Summer Reading Program**

**Action Steps:**

- Provide story times for leveled readers
- Assess the need for Saturday family events



# FOCUS 7: Seniors

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**GOAL – The library will provide traditional and non-traditional services, programming and partnerships to address senior needs within the community.**

**OBJECTIVES:**

**Increase outreach through programming at nursing homes/assisted living facilities and other places in the community where seniors gather.**

**Action Steps:**

- Offer community members the opportunity to give a book to outreach collections for seniors.
- Use new catalog to lend books to senior facilities.
- Expand large print collection and audio books

**Address senior needs such health, education, storytelling and arts & culture.**

**Action Steps:**

- Develop and institute programs to teach basic computer skills, including email, photo sharing, and social media, to seniors.
- Partner with The Clayton Center & Recreation Department to enhance entertainment and event activities.
- Create collaborative events centered on children’s story time during Summer Reading; Bridging the Generations!



# Participants

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The following individuals contributed to the community needs assessment project either through process planning, participating or organizing focus groups, formulating data or writing this document.

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