DEKALB COUNTY PUBLIC LIBRARY
REQUEST FOR PROPOSALS
Strategic Planning Consultant Services
April 10, 2017
SECTION 1 – INTRODUCTION

DeKalb County Public Library (DCPL), Decatur, Georgia, provides services to the roughly 730,000 residents of DeKalb County through its network of 22 branch libraries and an administrative center. DeKalb County, Georgia comprises 271 square miles and makes up the eastern half of the metro-Atlanta area.

DCPL – By the Numbers – based on 2016 data:
Annual Circulation – 2.7 million
Patron Visits – 2.63 million
Active Cardholders – 204,341
Program Attendance – 120,093
County Funding – $16 million
State Funding -- $900,000
Collection Size – 917,000 items
Full Time Equivalent Employees – 250 (as of 2/28/2017)

DeKalb County Public Library is a component unit of DeKalb County Government and is overseen by a 12-member Board of Trustees. DCPL receives some financial support from the DeKalb Library Foundation, Inc. and hosts the Georgia Center for the Book, the Library of Congress’ Center for the Book program.

Mission:

DeKalb County Public Library is a place to grow. The library enlightens and enriches the people of DeKalb County by providing responsive, dynamic services that meet the changing informational needs of a diverse population. Through a trained, service-oriented staff, partnerships, and ready access to both print and electronic resources, the library is committed to superior service that promotes a strong, literate DeKalb community and enhances the quality of life.

Vision:

We envision a DeKalb County where every person has the opportunity to reach his or her own full potential in an economically strong community which values family, diversity, and cooperation.

Other Background Information Attached:

- 2014-2016 Plan and Draft Report of Results
- Map of Branches

Strategic Planning Committee – In preparation, the Library’s Board of Trustees’ Long Range Planning Committee has provided input for this RFP and has been reviewing samples of other public library strategic plans. An official Strategic Planning Committee has been discussed, but not yet designated or appointed.
SECTION 2 -- SCOPE OF WORK

DCPL is seeking a consultant to assist in the facilitation and development of a three-year (2018-2020) strategic plan to be adopted by DCPL’s Board of Trustees by their January 2018 meeting. DCPL wants to build from the last Strategic Plan (attached) and is open to revisiting its Mission and Vision statements. The selected provider will work with staff and the Strategic Planning Committee (SPC) to facilitate the strategic planning process using a methodology effective for public libraries:

1. Hold an initial kick-off meeting or conference call to confirm mutual understanding of the work plan submitted as part of the proposal and allow for revisions based on new consensus.
2. Design an effective method for gathering data and input from library users, non-users, staff, community stakeholders, community leaders, etc. to identify needs in the coming years. This can include a variety of activities including online surveys, paper surveys, telephone surveys, interviews, focus groups, community meetings, etc.
3. Facilitate the SPC meetings and public input activities.
4. Use information and data gathered to identify service gaps, needs and opportunities. Develop 3-year library goals that will address such gaps, needs and opportunities.
5. Guide the SPC in the prioritization of service goals, initiatives, activities, etc.
6. Guide the SPC in the development of strategies to meet identified goals and objectives, including measurements that can be used to demonstrate success. Strategies should reference larger methods, as well as include some specific action items or tactics to achieve objectives.
7. Ensure that goals, objectives and strategies identified in the plan are attainable and sustainable within the financial and resource constraints of DCPL.
8. Develop a draft of the plan to be validated by the SPC and particular stakeholder groups.
9. Provide a final strategic plan document in both print and electronic format.
10. Provide a final presentation to the DCPL Board of Trustees.

Responses to this RFP should conform to the following:

- A brief cover letter describing the firm and or individual submitting the RFP.
- Executive summary of RFP to include highlights that convey consultant’s understanding of the purpose and expected outcomes of the project. Not to exceed one page in length.
- A more detailed work plan that includes a description of methodologies, tasks, activities, timeline, etc. that you feel are necessary for completing DCPL’s Strategic Plan.
- Comments related to the RFP— including objections, omissions or changes to the Scope of Work that you might want to recommend based on your experience and expertise.
- Resumes of key personnel working on this project.
- Draft contract.
- A Schedule of Costs for providing services described, including supplies, associated travel expenses, information gathering, etc.
- Contact information/references for three similar public library strategic planning projects completed within the last five years.
• Full contact information and signature of company officer empowered to bind the company.
• Signed State of Georgia Contractor’s Affidavit (included).

DCPL anticipates having a completed Strategic Plan to be presented and approved by the Board of Trustees by their January 9, 2018 meeting.

SECTION 3 – SUBMITTAL & SELECTION PROCESS

This RFP will be posted to DCPL’s website www.dekalblibrary.org and will be sent to the Library Consultants Directory at www.libraryconsultants.org.

Questions concerning the RFP should be submitted in writing to:

Jackee Kimbro, Manager, Administrative Services
DeKalb County Public Library
3560 Kensington Road
Decatur, GA 30032
Fax: 404.508.7186
kimbroj@dekalblibrary.org and jkimbro@dekalbcountyga.gov

Deadline for submission of questions is 5 p.m. EST, April 28, 2017. Responses will be emailed no later than 5 p.m. EST, May 5, 2017. All questions and answers will be posted to www.dekalblibrary.org.

Deadline for Submission of RFP is May 12, 2017. Responses may be submitted via email (put RFP—Strategic Plan in Subject Line) by 5:00 p.m. EST to kimbroj@dekalblibrary.org and jkimbro@dekalbcountyga.gov or by mail, postmarked no later than May 12, 2017 to:

Jackee Kimbro, Manager, Administrative Services
DeKalb County Public Library
3560 Kensington Road
Decatur, GA 30032

Selection Criteria

• DCPL will evaluate the proposals as follows:
  o Demonstrated understanding and approach to the Scope of Work.
  o Relevant and positive experience and success in library planning.
  o Responses from direct and indirect references.
  o Qualifications of project staff.
  o Cost to complete process.
  o Ability to meet/adhere to proposed timetable.
• The highest ranked vendor(s) may be asked to make a formal presentation or submit to a telephone or Skype interview.

Miscellaneous

• DCPL reserves the right to select a planning consultant based directly on the proposal or to negotiate further with one or more respondents.
• DCPL reserves the right to reject any and all proposals.
• DCPL will not reimburse costs of preparing any proposals.
• No library board member or staff member shall have a financial interest in any of the respondent firms.

The library director will notify consultants chosen for further consideration within 21 days of proposal deadline and will notify respondents in writing of the outcome of their proposal within 30 days of the final selection.
## LIBRARY LOCATIONS AND HOURS

<table>
<thead>
<tr>
<th>Location</th>
<th>Address</th>
<th>Phone Numbers</th>
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<tbody>
<tr>
<td><strong>MAIN LIBRARY</strong></td>
<td>Decatur</td>
<td>404.370.3070</td>
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<tr>
<td>Decatur</td>
<td>215 Sycamore Street, Decatur, GA 30030</td>
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<tr>
<td></td>
<td>9 a.m.–9 p.m. Mon.–Wed. 10 a.m.–5 p.m. Thurs.–Sat.</td>
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<tr>
<td><strong>Brookhaven</strong></td>
<td>1242 N. Druid Hills Road, Atlanta, GA 30319</td>
<td>404.848.7140</td>
</tr>
<tr>
<td></td>
<td>10 a.m.–8 p.m. Mon. &amp; Tues. 10 a.m.–5 p.m. Wed.–Sat.</td>
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<tr>
<td><strong>Chamblee</strong></td>
<td>4115 Clairmont Road, Chamblee, GA 30341</td>
<td>770.936.1380</td>
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<td>9 a.m.–8 p.m. Mon.–Wed. 10 a.m.–5 p.m. Thurs.–Sat.</td>
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<tr>
<td><strong>Clarkston</strong></td>
<td>951 North Indian Creek Drive, Clarkston, GA 30021</td>
<td>404.508.7175</td>
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<td>10 a.m.–8 p.m. Mon.–Wed. 10 a.m.–5 p.m. Thurs.–Sat.</td>
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<td><strong>Covington</strong></td>
<td>3500 Covington Highway, Decatur, GA 30032</td>
<td>404.508.7180</td>
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<td>10 a.m.–8 p.m. Mon.–Wed. 10 a.m.–5 p.m. Thurs.–Sat.</td>
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<tr>
<td><strong>Doraville</strong></td>
<td>3748 Central Avenue, Doraville, GA 30340</td>
<td>770.936.3952</td>
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<td>10 a.m.–6 p.m. Mon., Wed., Thurs. &amp; Sat. Noon–8 p.m. Tuesday Closed Friday</td>
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<tr>
<td><strong>Dunwoody</strong></td>
<td>5359 Chamblee–Dunwoody Road, Dunwoody, GA 30338</td>
<td>770.512.4640</td>
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<td>10 a.m.–8 p.m. Mon.–Wed. 10 a.m.–5 p.m. Thurs.–Sat.</td>
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<tr>
<td><strong>Emby Hills</strong></td>
<td>3733 Chamblee–Tucker Road, Chamblee, GA 30341</td>
<td>770.270.8230</td>
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<td>10 a.m.–8 p.m. Mon. &amp; Tues. 10 a.m.–5 p.m. Wed.–Sat.</td>
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<td><strong>Flat Shoals</strong></td>
<td>4022 Flat Shoals Parkway, Decatur, GA 30034</td>
<td>404.244.4370</td>
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<td>10 a.m.–8 p.m. Mon.–Wed. 10 a.m.–5 p.m. Thurs.–Sat.</td>
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<tr>
<td><strong>Gresham</strong></td>
<td>2418 Gresham Road SE, Atlanta, GA 30316</td>
<td>404.244.4374</td>
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<tr>
<td><strong>Hairston Crossing</strong></td>
<td>4911 Redan Road, Stone Mountain, GA 30088</td>
<td>404.508.7170</td>
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<td>10 a.m.–8 p.m. Mon.–Wed. 10 a.m.–5 p.m. Thurs.–Sat.</td>
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<tr>
<td><strong>Lithonia-Davidson</strong></td>
<td>6821 Church Street, Lithonia, GA 30058</td>
<td>770.482.3820</td>
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<td>10 a.m.–8 p.m. Mon. &amp; Tues. 10 a.m.–5 p.m. Wed.–Sat.</td>
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<tr>
<td><strong>Northlake-Barbara Loar</strong></td>
<td>3772 LaVista Road, Tucker, GA 30084</td>
<td>404.679.4408</td>
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<td>10 a.m.–8 p.m. Mon.–Wed. 10 a.m.–5 p.m. Thurs.–Sat.</td>
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<tr>
<td><strong>Redan-Trotti</strong></td>
<td>1569 Wellborn Road, Lithonia, GA 30058</td>
<td>770.482.3821</td>
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<td>10 a.m.–8 p.m. Mon.–Wed. 10 a.m.–5 p.m. Thurs.–Sat.</td>
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<tr>
<td><strong>Salem-Panola</strong></td>
<td>5137 Salem Road, Lithonia, GA 30038</td>
<td>770.987.6900</td>
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<td>10 a.m.–8 p.m. Mon.–Wed. 10 a.m.–5 p.m. Thurs.–Sat.</td>
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<tr>
<td><strong>Scott Candler</strong></td>
<td>1917 Candler Road, Decatur, GA 30032</td>
<td>404.286.6986</td>
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<td>10 a.m.–8 p.m. Mon.–Wed. 10 a.m.–5 p.m. Thurs.–Sat.</td>
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<tr>
<td><strong>Tocu Hill-Avis G. Williams</strong></td>
<td>1282 McConnell Drive, Decatur, GA 30033</td>
<td>404.679.4404</td>
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<td>10 a.m.–8 p.m. Mon.–Wed. 10 a.m.–5 p.m. Thurs.–Sat.</td>
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<tr>
<td><strong>Tucker-Reid H. Cofer</strong></td>
<td>5234 LaVista Road, Tucker, GA 30084</td>
<td>770.270.8234</td>
</tr>
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<td></td>
<td>10 a.m.–8 p.m. Mon.–Wed. 10 a.m.–5 p.m. Thurs.–Sat.</td>
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<tr>
<td><strong>Wesley Chapel-William C. Brown</strong></td>
<td>2861 Wesley Chapel Road, Decatur, GA 30034</td>
<td>404.286.6980</td>
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<td>10 a.m.–8 p.m. Mon.–Wed. 10 a.m.–5 p.m. Thurs.–Sat.</td>
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## HOMEWORK CENTER

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<tr>
<th>Location</th>
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<th>Phone Numbers</th>
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<tbody>
<tr>
<td>Scottsdale-Tobie Grant</td>
<td>644 Parkdale Drive, Scottsdale, GA 30079</td>
<td>404.508.7174</td>
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<tr>
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<td>2 p.m.–7 p.m. Mon.–Wed. 1 p.m.–6 p.m. Thurs.</td>
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<td>Noon–5 p.m. Mon.–Thurs. (June–Aug.)</td>
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FY2014–FY2016
STRATEGIC PLAN
DEKALB COUNTY PUBLIC LIBRARY
THE PLANNING PROCESS

During the fall of 2012 and winter of 2013, DeKalb County Public Library embarked on a strategic planning process. The Library began the process by evaluating accomplishments set forth in its 2008–2012 strategic plan, researching current plans of peer libraries and monitoring trends in services at public libraries throughout the country. Integral to this process was gathering information from library patrons, staff and community stakeholders. To this end, the Library conducted focus groups with staff members and patrons. Focus groups were followed up with a survey that asked patrons about their current utilization of library services, their satisfaction with current services and sought their opinions on future areas of focus. Information gathered was then compared to the results of a comprehensive national survey conducted by the Pew Research Center on “Library Services in the Digital Age” released in January 2013.

2008–2012 ACCOMPLISHMENTS

- Opened eight new, expanded and/or renovated library branches: Northlake-Barbara Loar, Toco Hill-Avis G. Williams, Tucker-Reid H. Cofer, Embry Hills, Hairston Crossing, Salem-Panola, Stonecrest and Scott Candler.

- Expanded programming for all ages — children, teens, adults and seniors.

- Hosted more than 100 authors each year through the Georgia Center for the Book.

- Received numerous competitive programming grants for scholar-led book discussion groups, family literacy series, health literacy programs and traveling exhibits.

- Added a teen representative to the Board of Trustees, the Library’s governing authority.

- Launched a Senior Advisory Board.
• Upgraded the Library’s network infrastructure to fiber, installed self-check machines in 18 branches and rolled out Wi-Fi in all branches.

• Introduced the eBranch — the Library’s fully revamped website. Traffic to the site has increased by 42% since 2008.

• Incorporated security camera systems into all newly constructed and renovated branches and added camera systems to three existing branches.

• Grew the DeKalb Library Foundation by more than 250% with donations reaching close to $250,000 in 2012.

• Ran a successful Design-A-Library-Card campaign that resulted in three patron-designed library cards and a follow-up Pete the Cat “Cool Cat” library card design that serves as a fundraiser for the DeKalb Library Foundation.

• Partnered with the Center for Puppetry Arts and the DeKalb County Board of Health to create the original puppet show “Captain Healthy and Safety Dog” to educate school-aged children about basic health and safety standards.

**CONTINUED CHALLENGES**

• Ninety-five percent (95%) decrease in funding for library materials and the lasting, cumulative effect of a $10 million loss on the overall quality of the Library’s print, digital and AV collections.

• Reduced operational hours introduced in April 2011 as a result of budget cuts.

• Walk-in traffic and circulation trending slightly downward over the past three years.

• Minimal staffing levels.

• Aging technology infrastructure — outdated hardware, software and inadequate bandwidth.

• Many aging facilities with on-going maintenance issues of major mechanical systems and much needed re-freshening of furnishings, paint and carpeting, despite the recent infusion of bond construction money.
OUR COMMUNITY

From 2000 to 2010, DeKalb County saw modest population growth of 3.9%, bringing the population to 691,893 residents. A 2012 population estimate brings the total population to 707,089. Similar to other metro counties and fueled by the baby boomers, DeKalb’s fastest growing population segments are those aged 45–64 and those 65 and older. The percentage of children under 5 remained steady at 7% of the population, while the percentage of children aged 5–9 dropped from 7 to 6.5%. Those aged 30–44 saw the largest drop, moving from 31% of the population in 2000 to 24% of the population in 2010.

According to the 2010 Census, African Americans or Blacks make up 53%, a 2.6% increase from 2000, of DeKalb’s overall population and Whites make up 29%, a 6% decrease from 2000. Both the Asian community, now 5% of the total population, and the Hispanic community, now 9% of the total population, grew by approximately 30% between 2000 and 2010.

Additional information from the most recent U.S. Census tells us that:

- 18.1% of people in DeKalb speak a language other than English
- 39% of those 25 or older have a Bachelor’s degree or higher
- 88.3% of those 25 or older are high school graduates
- Per capita income is $28,843
- Median household income is $51,712
- 17% of the population lives below the poverty level

OUR PATRONS

- We have 171,191 patrons who have registered or used their card in the last two years
- 63% of registered patrons are female
- 37% of registered patrons are male
- 19% of patrons are children, ages 4–12
- 5% of patrons are teens, ages 13–17
- 64% of patrons are adults, ages 18–55
- 9% of patrons are seniors, ages 56 and older

Elizabeth Wilson, Mayor Emerita of Decatur, with her “Cool Cat” Pete the Cat Library Card.

PRIME TIME Family Reading Time® program at the Chamblee Library. This program helps low-income, low-literate families bond around the act of reading and assists parents and children in selecting books and becoming active public library users.
OUR MOST RECENT STATISTICS (FY2012)

- Patrons borrowed 3,562,153 items from the collection.
- Patrons made 3,190,289 visits to branches.
- The Library's eBranch (website) was viewed 1,452,324 times.
- PCs in branches were used 926,802 times.
- Attendance at programs was 94,303.

WHAT THE COMMUNITY TOLD US

Highlights from the focus group sessions and survey:

- The top three reasons why patrons visit the Library are to
  - check out books or magazines (85%)
  - check out DVDs, CDs or audiobooks (58%)
  - use library computers (34%)

- Courtesy and professionalism of library staff was overwhelmingly the highest rated service, receiving 4.62 on a 5 point scale.
• Patrons were also **highly satisfied** with the number, location and condition of library facilities throughout the county (4.3 out of 5).

• Services that **need improvement** included the Library’s
  o collection of eBooks
  o hours of operation
  o collection of movies and music

• When asked what role the Library plays in the community
  o 69% of patrons responded “provider of current books, movies, etc.,”
  o 66% responded “source of free, reliable information,” and
  o 48% responded a “place for lifelong learning”

• Focus group participants were quick to say that they appreciated the many services they receive at their branches and in particular **praised the high level of customer service** they receive when visiting.

• Focus group participants **did not want to see any additional reduction in hours** or have any branches close.

• Recognizing that these rely heavily on **adequate funding**, focus group participants felt that priorities for the next three years should be:
  o increasing operating hours
  o keeping branches open
  o increasing collections, especially eBooks
  o staying abreast with technology

**THE NEXT THREE YEARS**

The poor fiscal climate continues to dominate the landscape for public libraries across the country and DeKalb County Public Library is no exception. The prolonged economic slump has stunted the Library’s ability to respond adequately to demands for increased service. Therefore, for the FY2014–2016 strategic planning cycle, DeKalb County Public Library will focus its limited resources and staff efforts on its core activities, capitalizing on its strengths and working to improve the most serious deficiencies. If successful, the Library will be well-positioned to move forward quickly once its fiscal situation improves.
RESOURCES & TECHNOLOGY

To fulfill the Library's mission of meeting the information and technology needs of our patrons, many of whom have no other access, adequate funding is critical. The Library must be able to regularly upgrade and update its technology infrastructure to meet increasing patron needs in a timely and responsive manner. Funds to continually expand the Library’s physical and digital collections of books, audiobooks, periodicals, databases, movies and music for children, teens and adults are crucial to the Library's ongoing success and relevance.

GOALS:

- Expand the Library’s digital collections by 10% each fiscal year.
- Increase bandwidth levels to adequately meet patron demand on the Library’s network.
- Invest in the technology infrastructure by improving the replacement cycle of outdated hardware and software.

EDUCATION & LIFELONG LEARNING

The Library is uniquely positioned to provide programs and services that support and enhance lifelong learning for patrons of all ages. To sustain its commitment to lifelong learning, the Library adapts to evolving community needs when planning and developing programs and services.

GOALS:

- Provide essential resources, tools and experiences for parents and caregivers to be their child’s first teacher.
- Respond to community needs when planning programs by expanding successful programming initiatives such as job search skills, basic computer classes, book discussion groups, author lectures, ESL conversation groups, etc.
- Through improved communication and outreach, position the Library as the “go-to” place when DeKalb County residents need help accessing and navigating information resources.
- Through continued partnerships and cooperation, strengthen local connections among library branches, schools, adult learning providers and community partners.
ACCESS & ADVOCACY

Public libraries are essential for building strong communities and serve as unique gathering places in the community. The Library is committed to serving patrons in all areas of the county with safe, well-maintained facilities that are open at convenient hours.

GOALS:

• Maximize the capital investment made in library facilities by restoring night and weekend hours to previous levels.

• Complete the two remaining bond construction program projects (Brookhaven and Ellenwood) and secure adequate, ongoing operational support.

• Improve communication with patrons, community stakeholders and local decision-makers to better demonstrate the value of public libraries in building strong local communities and neighborhoods.

• Work with the DeKalb Library Foundation to increase private donations and identify additional funding streams.

• Continue an emphasis on maintaining library facilities and providing appropriate levels of security.

DEDICATED STAFF

Professionalism and courtesy of library staff is consistently the highest rated of services offered by DeKalb County Public Library. Well-trained staff offer excellent customer service and enhanced library experiences for patrons. Staff deserves continued training and development activities, as well as fair compensation.

GOALS:

• Provide additional customized, library-specific training opportunities for library staff.

• Increase employee retention by working with the County HR Department to bring compensation of library staff in line with other local and regional jurisdictions.

• Update the performance management system to evaluate and recognize employee contributions to the library’s strategic plan.

• Maximize the use of volunteers and interns to augment and support services provided by library staff.
APPENDIX
Survey Results:

I. Survey Demographics

- 1,660 surveys were collected on January 15, 17 and 19, 2013.
  - 652 surveys were done on paper.
  - 1,009 were done online. When compared to average traffic for 3 days in January, this represents 3.5% of patrons visiting a branch or the library’s website.
  - Additionally, a total of 44 patrons participated in six focus group sessions held throughout the county in November, December and January.

- 97.1% of respondents indicated they had a DCPL library card.

- 68.8% of respondents have a computer with internet access at home, 15.6% rely on library computers for internet access.

- 41% of respondents own some sort of eReader device.

- In the event of continued funding shortfalls, 60% of respondents preferred having limited hours of operation at more locations and 40% preferred having fewer locations with more extensive hours.

- 77.7% of respondents indicated a willingness to pay additional taxes to support improved library services.
1. The role of the library in the community — (respondents asked to select three from list of 10):
   1. Provider of current books, movies, etc. — 69.8%
   2. Source of free, reliable information — 65.8%
   3. Place for lifelong learning — 43.7%
   4. Educational support center for all ages — 37.6%
   5. Place for families and children — 30.2%
   6. Technology center — 18.2%
   7. Community gathering place — 18.2%
   8. Cultural venue for the arts — 8.7%
   9. Forum for exchange/discussion of ideas — 4.5%
   10. Other — .8%

2. Priorities for the next three years:
   • Expand hours.
     o More nights, weekends, Sundays
   • Increase collections — especially eBooks.
     o Print, AV, online resources
   • Keep branches open.
     o Maintain and increase staffing levels, continue with staff training, offer excellent customer service
     o More comprehensive volunteer program
   • Increase funding.
     o Advocate for importance of libraries
     o Explore alternate sources of funding
   • Stay current with new technologies and help patrons learn how to use them.
     o Bandwidth, improved Wi-Fi, up-to-date computers and software
3. Themes from miscellaneous comments:
   - Seek out alternate funding sources
     - User solicitation
     - Tax or millage specific to the library
   - Continue with great customer service, knowledgeable staff
   - Renovate older branches
   - Increase communication to patrons, marketing of services and programs
   - Continue outreach efforts
   - Communicate the importance of the library in the community

4. How satisfied were respondents with different services
(on a scale of 1–5, 1 = Not at all satisfied, 5 = Extremely satisfied):

**Respondents are most satisfied with:**
- Courtesy and professionalism of staff 4.62 (71% checked 5)
- Condition of facilities 4.31
- Number and location of branches 4.26

**These services were rated positively:**
- The website 4.21
- The collection of books for children and teens 4.21
- The online catalog 4.18
- The collection of books for adults 4.02
- Library programs for children and teens 3.96
- Library programs for adults 3.84

**These services need improvement:**
- The collection of downloadable eBooks 3.33
- The hours 3.55
- The collection of movies and music 3.58
5. Top five reasons to visit the library (respondents could check multiple answers):
   1. Check out book, magazine — 85.1%
   2. Check out a DVD, CD or audiobook — 57.8%
   3. Use library computers — 33.6%
   4. Get information for personal use — 29.6%
   5. Quiet place to read/study/work — 27.2%

6. Top three reasons for visiting the website:
   1. Search catalog/place a hold/check account — 82%
   2. Check branch location/hours — 46%
   3. Find information about library services — 34.7%

7. How often do respondents visit the library:
   • Weekly — 30.2%
   • Several times per month — 22.9%
   • Several times per week — 22.2%
   • Once per month — 10.1%
   • Several times per year — 6.8%
   • Daily — 5.3%

Staff members Jesse Miller, Delania Morton and Jing Chen were recognized in 2011 for their contributions to LISS, a support and training committee for paraprofessional staff.

Dunwoody Library Friend Pat Kane encourages patrons to join the Friends group during their annual "We Love Our Library Day."
MISSION
DeKalb County Public Library is a place to grow. The library enlightens and enriches the people of DeKalb County by providing responsive, dynamic services that meet the changing informational needs of a diverse population. Through a trained, service-oriented staff, partnerships, and ready access to both print and electronic resources, the library is committed to superior service that promotes a strong, literate DeKalb community and enhances the quality of life.

VISION
We envision a DeKalb County where every person has the opportunity to reach his or her own full potential in an economically strong community which values family, diversity, and cooperation.
Starting in late 2012 and finishing up in early 2013, the DeKalb County Public Library conducted an in-house strategic planning process. The initiative started with an assessment of accomplishments from the previous strategic plan that ran from 2008 – 2012 and was followed by a variety of activities including: a review of peer library strategic plans, researching public library service trends and collecting input from staff, patrons and other community stakeholders. For example, the Library conducted numerous focus groups for staff and patrons and conducted a lengthy survey asking patrons for their satisfaction with current service offerings and opinions on future offerings and enhancements. Based on the information gathered, DCPL organized its priorities in four primary areas using R-E-A-D as an acronym: Resources & Technology, Education & Lifelong Learning, Access & Advocacy and Dedicated Staff.

Accomplishments in each area of emphasis are as follows:

**RESOURCES & TECHNOLOGY**

**GOALS:**

   a. Materials budget inched its way up from $800,000 in FY2012 (of which only $100K came from General Fund) to $2 million FY2017. ($1.1 million is from General Fund in 2016 and 2017).
2. Expand the Library’s digital collections by 10% each fiscal year.
   a. Digital collections have grown by more than 20% each year.
   b. Added many new digital offerings including Zinio, BookFlix, TumbleBooks, Great Courses and Pimsleur.
3. Increase bandwidth levels to adequately meet patron demand on the Library’s network.
   a. Increased our Bandwidth – From 100 MBPS in 2011 to 500 MBPS in 2015.
4. Invest in the technology infrastructure by improving the replacement cycle of outdated hardware and software.
   a. Replacement cycle is now approximately 3-4 years.
   b. Successful pilots with new hardware technologies like Chromebooks/Chrome Boxes.
   c. Upgraded all Wi-Fi equipment in branches.
   d. Replaced County iNet with Fiber Network built exclusively for DCPL’s use, doubling capacity.
   e. Much of these improvements are being paid for through state grants and the Federal E-rate program.
EDUCATION & LIFELONG LEARNING

GOALS:
1. Provide essential resources, tools and experiences for parents and caregivers to be their child’s first teacher.
   b. *Launched 1000 Books Before Kindergarten program* in 2016 with funding provided by DeKalb Library Foundation.
   c. *Continued successful PRIMETIME Family Reading program at Chamblee Library* each year.
2. Respond to community needs when planning programs by expanding successful programming initiatives such as job search skills, basic computer classes, book discussion groups, author lectures, ESL conversation groups, etc.
   a. *Programming highlights include SkillShare, Symphony in Your Neighborhood, Doris K. Wells Heritage Festival, GCB’s All Georgia Reads and Festival of Writers series, Created Equal* programming grants, *Hidden Away Dance Performance, among many others.*
3. Through improved communication and outreach, position the Library as the “go-to” place when DeKalb County residents need help accessing and navigating information resources.
   a. Two intensive, outreach-oriented Library Card Campaigns – *Know-It-All* (2015) and *Your Card is the Key* (2016).
4. Through continued partnerships and cooperation, strengthen local connections among library branches, schools, adult learning providers and community partners.
   a. *Lunch at the Library Summer Food Program, Library Card Campaigns, Islamic Speakers Bureau,* the Community Foundation, etc.

ACCESS & ADVOCACY

GOALS:
1. Maximize the capital investment made in library facilities by restoring night and weekend hours to previous levels.
   a. 36 newly funded full time positions were approved in late 2016.
   b. The system is set to restore 111 hours to our schedule starting January 3, 2017.
2. Complete the two remaining bond construction program projects (Brookhaven and Ellenwood) and secure adequate, ongoing operational support.
   a. Additional $5 million in funding to help complete the library construction program
3. Improve communication with patrons, community stakeholders and local decision-makers to better demonstrate the value of public libraries in building strong local communities and neighborhoods.
   b. *Continue on-going efforts to keep BOC informed of new programming efforts and resources through monthly written communication.*
c. Revamped Library’s website in late 2014, increased social media presence and expanded efforts to reach additional media outlets with targeted information about library activities.

4. Work with the Dekalb Library Foundation to increase private donations and identify additional funding streams.
   a. Dekalb Library Foundation has growing number of donors, raising private money to help us run important programs.
   b. DLF has increased efforts to apply for community based grants targeted at specific programming initiatives.

5. Continue an emphasis on maintaining library facilities and providing appropriate levels of security.
   a. New camera system added to Chamblee and several other branches received camera and equipment upgrades.
   b. Security guards now assigned to 7 branches.
   c. Funding secured and repairs made to Decatur Library Parking Deck in 2015.
   d. State funding received for roof repairs at Dunwoody Library in 2014.

DEDICATED STAFF

GOALS:

1. Provide additional customized, library-specific training opportunities for Library staff.
   a. Restored all positions to Continuing Education Department.
   b. Facilitated expanded online training opportunities.
   c. Providing unique training sessions like Mental Health First Aid for everyone.

2. Increase employee retention by working with the County HR Department to bring compensation of Library staff in line with other local and regional jurisdictions.
   a. Pay & Class study has resulted in base salaries for most library positions increasing between 6-20%.

3. Update the performance management system to evaluate and recognize employee contributions to the library’s strategic plan.
   a. County HR updated forms in 2015 to include County goals and objectives. All library staff evaluations were switched to the new County form in 2016. Library is also following the new reporting cycle and is lobbying for annual pay-for-performance increase to be reinstated.

4. Maximize the use of volunteers and interns to augment and support services provided by library staff.
   a. Use of volunteers continues to be sporadic and can pose difficulties. DCPL typically hosts 1-2 interns from MLS programs each year.

While much progress towards plan goals was made, many issues have still not been fully resolved. For example some of the improvement in materials funding is temporary at this point. While General Fund support for materials did increase to $1.1 million, the difference is being made up
from reallocated bond interest money that will run out FY2019. Additionally, while 111 hours have been added back to the Hours of Operation, Sundays and Thursday evening hours still need to be restored to at least four branches and additional staff members will need to be added when the Ellenwood and Brookhaven branches are finished. Also, while significant improvements in technology infrastructure have been achieved, this will remain an on-going effort to ensure the Library stays current and can meet patron demand. Lastly, safety and security in branches remains an on-going challenge as well as maintaining many of our aging buildings. DCPL has more than a dozen facilities that have reached 20 plus years of service and are in great need of renovation.
Contractor Affidavit under O.C.G.A. § 13-10-91(b)(1)

By executing this affidavit, the undersigned contractor verifies its compliance with O.C.G.A. § 13-10-91, stating affirmatively that the individual, firm or corporation which is engaged in the physical performance of services on behalf of DEKALB COUNTY PUBLIC LIBRARY has registered with, is authorized to use and uses the federal work authorization program commonly known as E-Verify, or any subsequent replacement program, in accordance with the applicable provisions and deadlines established in O.C.G.A. § 13-10-91. Furthermore, the undersigned contractor will continue to use the federal work authorization program throughout the contract period and the undersigned contractor will contract for the physical performance of services in satisfaction of such contract only with subcontractors who present an affidavit to the contractor with the information required by O.C.G.A. § 13-10-91(b). Contractor hereby attests that its federal work authorization user identification number and date of authorization are as follows:

Federal Work Authorization User Identification Number

Date of Authorization

Name of Contractor

Name of Project

Name of Public Employer

I hereby declare under penalty of perjury that the foregoing is true and correct.

Executed on _____, ___, 201__ in _____(city), _____(state).

Signature of Authorized Officer or Agent

Printed Name and Title of Authorized Officer or Agent

SUBSCRIBED AND SWORN BEFORE ME
ON THIS THE _____ DAY OF _____________, 201__.

NOTARY PUBLIC

My Commission Expires: