



**Auditor of State  
Betty Montgomery**

# WAYNE COUNTY PUBLIC LIBRARY PERFORMANCE MANAGEMENT PROJECT

MARCH 31, 2005



## Auditor of State Betty Montgomery

To the Citizens, Officials, and Project Team of the Wayne County Public Library:

The Wayne County Public Library (WCPL) and six other local governments were invited to participate in a Performance Management Project (the Project) because each was identified as a leader in financial reporting by professional organizations. This project was designed to enhance WCPL's public reporting process by assembling requested information in a user friendly manner. The seven entities participating in the Project include one county, four cities, one library, and one special district.

The mission of the Project is to provide citizens, officials, and employees with comprehensive and easily accessible indicators to assess the performance and enhance the planning process of the affected government entities. The report for the WCPL contains socioeconomic indicators, key financial ratios, a performance management report, and an example of a citizen survey.

Reporting of socioeconomic conditions is important in the long-range planning process of an entity because it allows policies to be enacted within the parameters of the quantifiable resources and needs of the community. Reporting of key financial ratios is important to the strategic planning and budgeting processes. By using financial ratios, the entity can develop financial policies that help to define the amount of service available in a given time. Performance measurement allows the entity to determine the efficiency and effectiveness of an activity. Coupled with obtaining residents' opinions via a citizen survey, this information can then be used to further enhance the strategic planning process and ensure the effective use of public dollars.

This report includes the following sections: project introduction; socioeconomic indicators; financial ratios; performance report template; and citizen survey. This report has been provided to, and its contents discussed with, the Project Team of WCPL which includes the Director, Assistant Director, Clerk-Treasurer, and a member from both the WCPL Board and community.

Additional copies of this report can be requested by calling the Clerk of the Bureau's office at (614) 466-2310 or toll free at (800) 282-0370. In addition, this report can be accessed online through the Auditor of State of Ohio website at <http://www.auditor.state.oh.us/>, by choosing the "On-Line Audit Search" option.

Sincerely,

A handwritten signature in black ink that reads "Betty Montgomery".

BETTY MONTGOMERY  
AUDITOR OF STATE

March 31, 2005

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## **Background on Performance Management**

Any organization requires reliable data to make informed decisions. Recent advances in information technology have made it possible to efficiently gather, sort and store data on internal and external factors impacting organizations. These repositories of data enable managers to analyze strengths, weaknesses, opportunities and threats to their organization like never before to benefit their consumers.

As citizens continually demand more responsive and competitive government, public officials are increasingly collecting data to assess both external socioeconomic indicators for planning services and measure the performance of those services. Other states and national researchers have labeled Ohio a forerunner in collecting elementary and secondary education data through the Educational Management Information System (EMIS), which contains more than 200 data elements. This data is constantly analyzed by educators, researchers, the media, policymakers and citizens to measure the efficiency and effectiveness of education in Ohio.

Nonetheless, there are thousands of other local governments in Ohio that do not have such an effective tool to analyze data for planning and measuring their services. They must use websites of various state, federal and private agencies to search databases on the information they desire on external factors in their communities. In addition, many local governments do not consistently collect and maintain data to measure performance and manage their operations effectively. While the implementation of the Governmental Accounting Standard Board's (GASB) Statement No. 34 will make government financial data much easier to analyze for policy purposes, many officials may not understand how to use this data to its full potential.

## **Brief Project Description**

The Performance Management Project (PMP) attempts to transfer knowledge and information enabling local governments in Ohio to better serve citizens in an increasingly efficient and effective manner. It envisions a comprehensive portal system of data-sharing among Ohio's counties, municipalities, townships, libraries and other special districts. This network would offer a broad base of performance measures, both financial and socioeconomic, to help guide operating and policy decisions. It would also present an Internet class designed by academic experts to help local officials establish performance-based organizations. Site information could be tailored to the user profile.

This project takes into account that most organizations, government and non-government, go through cycles of high and low performance. Unlike many performance assessment programs, it does not attempt to institutionalize a methodology of performance management on any one or a group of governments. Rather, it provides a tool for all governments to use as they progress through the cycles.

This project is currently being piloted among several high-performing local governments, as defined by their financial reporting practices, which are the cities of Brecksville, Upper Arlington, Sidney and Westlake; the Wayne County Public Library system; Lake

Metroparks; and Richland County. Each partner government is financially contributing to develop pilot performance measures in the areas of socioeconomic indicators, financial ratios, and operating performance measures.

Each partner will have a project team comprised of legislative, executive and operational members of the entity as well as one or more citizens. Team members involved with the PMP project for the Wayne County Public Library (WCPL) included:

<u>Name</u>	<u>Title</u>
Greg Lubelski	Director
Katherine Long	Clerk-Treasurer
Jennifer Shatzer	Assistant Director
Doug Drushal	Board Member
David Wiesenberg	Community Member

This report concludes Phase I of the PMP project, and details the selection of performance measures and the tools necessary to develop a performance driven organization. Key objectives and action plans contained within this report for approaching Phase II of the project include:

- Demographic indicators to assist in high-level, long-term policy analysis (page 3).
- Financial ratios providing a deeper analysis of government finances to help guide policy in the short-term (page 14).
- A template for the Library to develop an annual performance report. The template incorporates criteria from *Reporting Performance Information: Suggested Criteria for Effective Communication*, an August 2003 publication of the GASB. (page 22).
- A survey to assess community awareness and satisfaction with Wayne CPL services (page 29).

## **Background on Wayne County Public Library**

The WCPL is the main library system for Wayne County in northeast Ohio. It covers nine out of the ten county school districts, serving 90 percent of the county's population. Wayne County is extremely diverse, including suburban areas to the far east, Amish populations in the south and a county seat heavily influenced by a thriving private college.

The WCPL currently consists of a main library in the city of Wooster and five branch buildings in the villages of Creston, Dalton, Doylestown, Rittman and Shreve. It also operates three bookmobiles that stop at various schools and other community locations throughout the county. It maintains more than 500,000 items for circulation. The WCPL offers specialized services and programming to children, young adults, adults and homebound seniors/disabled. More than 28,000 individuals attended WCPL programs in 2002.

Despite a substantial drop in revenues since 2001 from Ohio's income tax directed through the Libraries and Local Government Support Fund (LLGSF), the WCPL remains financially stable. In November 2003, voters renewed a five-year levy funding approximately one-third of WCPL operations. The renewal allowed it to maintain most services, although hours at all locations have been reduced as a cost-saving measure.

## **Socioeconomic Indicators**

Socioeconomic indicators encompass economic and demographic characteristics of the community, including population, income levels, age distribution, property values, employment, and business activities. They allow a government to focus on external opportunities (e.g, new revenue sources) and challenges (e.g, increasing service demands).

For this project section, the Auditor of State's Office (AOS) mined databases from numerous state, federal and private organizations to develop potential socioeconomic indicators. The Library chose to have AOS populate several indicators related to the changing demographics of the county, including:

1. Population projections by age group (pages 4-7)
2. Educational attainment (pages 8-10)
3. Foreign languages spoken in the home (pages 8, 11-12)
4. Commuting patterns (page 13)

AOS also attempted to locate studies on literacy rates in Wayne County. However, the last comprehensive statewide study took place in 1994.

### *Issues to look for*

Demographic projections can help a government anticipate future service demands and revenue sources to pay for those demands. This is especially crucial when a library system wishes to tailor its services/materials to emerging age groups and other socioeconomic categories.

Educational attainment is another important consideration for library systems in their planning. Some geographic and/or demographic categories may have higher levels of educational attainment than others. Consequently, the Library may wish to customize its services and materials to best suit the needs of these categories.

Studying and pinpointing the degree to which foreign languages are spoken in the home is another means to tailor services to unique populations, including programs specifically for youth, adults and seniors.

Lastly, commuting trends of workers within a county can also impact demand on library services. For instance, lengthy commutes could potentially increase demand for books in electronic format (CDs, tapes, and MP3s).

### *Population Projections Observations*

- The Ohio Department of Development (ODOD) projects Wayne County will experience growth of 7.4, 7.4 and 6.2 percent, respectively, for each of the next three decades (page 5).
- ODOD projects the rate of growth from new births to gradually decline after 2020, while the rate of growth from migrants into the county will increase considerably from 2005 to 2010, 2015 to 2020, and 2025 to 2030 (page 6).
- The fastest growing population in Wayne County will be senior citizens (65 years and older). This segment is expected to nearly double in size by 2030 (page 5). While much of this will be from long-time residents, ODOD also projects significant migration (both in and out of Wayne County) at the most advanced ages (page 7). A 2003 Census report, *Internal Migration of the Older Population*, states increasing mobility at the most advanced ages may be due to health concerns forcing more seniors to live with or near their relatives. This may impact library services such as its homebound program. Also, the increasing number of senior citizens could provide volunteer services to the Library benefiting all the patrons.
- The 45-64 age group is projected as the second fastest growing cohort, increasing 20.6 percent from 2000 to 2030. Since this group will consist of empty-nesters and early retirees with more disposable time, they may also increase demand on WCPL services (page 5).
- The 30-44 age group is projected to fluctuate slightly but remain relatively stable in size throughout the projection period (page 5). As families appear to be waiting longer to have children (page 6), this may help fuel the growth in the youth cohort.
- Despite a significant migration out of the county projected for the 20-29 age group (page 7), this population overall is projected to remain relatively stable through 2030 due to natural replacement (page 5).
- The 0-19 age bracket is projected to remain relatively stable through 2015. ODOD projects consistent growth in the youngest ages (0-9) will be offset by declines in the 10-19 age cohort. After 2015, ODOD anticipates relatively consistent growth among all youth brackets in most of the five-year intervals, resulting in nearly a 15 percent projected increase in youth from 2015 to 2030 (page 5). The Library should consider these projected shifts within the youth category as it plans services to various age levels of children.

**POPULATION PROJECTIONS BY AGE AND SEX: 2005-2030**

Age Cohorts	2000		
	Total Pop.	Male Pop.	Female Pop.
0-4	7,820	3,980	3,840
5-9	8,460	4,310	4,140
10-14	8,950	4,670	4,280
15-19	9,050	4,690	4,360
20-24	7,280	3,720	3,560
25-29	6,620	3,310	3,310
30-34	6,950	3,430	3,520
35-39	8,590	4,320	4,280
40-44	8,900	4,430	4,470
45-49	8,170	4,120	4,050
50-54	7,070	3,490	3,580
55-59	5,500	2,680	2,830
60-64	4,580	2,220	2,360
65-69	3,830	1,820	2,010
70-74	3,470	1,600	1,870
75-79	2,810	1,130	1,680
80-84	1,910	710	1,200
85+	1,610	460	1,150
<b>Total</b>	<b>111,560</b>	<b>55,090</b>	<b>56,470</b>

2005		
Total Pop.	Male Pop.	Female Pop.
7,970	4,080	3,880
8,010	4,080	3,930
8,480	4,350	4,120
9,390	4,880	4,500
9,100	4,660	4,430
6,560	3,380	3,180
6,770	3,400	3,380
7,070	3,490	3,580
8,600	4,320	4,280
8,780	4,360	4,410
8,020	4,020	4,000
6,840	3,350	3,490
5,200	2,500	2,700
4,200	2,000	2,200
3,340	1,510	1,830
2,880	1,240	1,650
2,120	780	1,340
1,890	630	1,270
<b>115,210</b>	<b>57,020</b>	<b>58,180</b>

2010		
Total Pop.	Male Pop.	Female Pop.
8,140	4,170	3,970
8,260	4,240	4,020
8,630	4,400	4,230
9,270	4,810	4,460
8,730	4,500	4,230
7,670	3,950	3,720
6,960	3,560	3,410
7,310	3,700	3,610
7,450	3,670	3,780
8,670	4,350	4,320
8,630	4,320	4,310
7,810	3,860	3,950
6,570	3,180	3,390
4,780	2,260	2,520
3,760	1,700	2,070
2,840	1,180	1,660
2,270	930	1,340
2,100	660	1,440
<b>119,850</b>	<b>59,430</b>	<b>60,410</b>

2015		
Total Pop.	Male Pop.	Female Pop.
8,680	4,450	4,230
8,430	4,320	4,100
8,280	4,290	3,990
9,040	4,590	4,440
9,270	4,750	4,510
7,950	4,130	3,830
7,910	4,090	3,820
7,150	3,650	3,500
7,360	3,730	3,630
7,350	3,630	3,720
8,530	4,250	4,280
8,360	4,150	4,210
7,380	3,600	3,770
6,030	2,860	3,170
4,180	1,880	2,300
3,150	1,320	1,820
2,150	810	1,340
2,340	840	1,500
<b>123,520</b>	<b>61,340</b>	<b>62,180</b>

Age Cohorts	2020		
	Total Pop.	Male Pop.	Female Pop.
9,000	4,610	4,380	
9,070	4,650	4,420	
9,250	4,750	4,500	
9,190	4,830	4,360	
8,110	4,060	4,050	
7,540	3,890	3,650	
8,500	4,360	4,130	
8,630	4,490	4,130	
7,680	3,900	3,780	
7,530	3,830	3,700	
7,250	3,630	3,610	
8,340	4,090	4,250	
8,040	3,950	4,090	
6,770	3,260	3,510	
5,380	2,420	2,960	
3,550	1,470	2,080	
2,510	1,010	1,500	
2,340	750	1,590	
<b>128,670</b>	<b>63,950</b>	<b>64,720</b>	

2025		
Total Pop.	Male Pop.	Female Pop.
9,300	4,770	4,530
9,440	4,840	4,600
9,100	4,730	4,370
9,550	4,880	4,670
9,110	4,720	4,390
7,320	3,680	3,640
7,920	4,100	3,820
8,790	4,510	4,280
8,720	4,550	4,170
7,580	3,870	3,710
7,440	3,740	3,700
7,060	3,510	3,550
7,890	3,830	4,060
7,400	3,560	3,840
5,910	2,700	3,200
4,470	1,880	2,590
2,670	990	1,670
2,590	920	1,670
<b>132,240</b>	<b>65,770</b>	<b>66,460</b>

2030		
Total Pop.	Male Pop.	Female Pop.
9,120	4,680	4,440
9,750	5,000	4,750
10,400	5,340	5,060
10,140	5,350	4,790
8,480	4,270	4,210
7,120	3,720	3,400
7,960	3,960	4,000
8,770	4,580	4,180
9,390	4,790	4,600
8,910	4,650	4,260
7,480	3,890	3,590
7,300	3,610	3,690
6,850	3,360	3,480
7,250	3,470	3,780
6,570	3,000	3,570
4,960	2,090	2,870
3,490	1,400	2,090
2,740	870	1,870
<b>136,690</b>	<b>68,050</b>	<b>68,640</b>

Source: Ohio Department of Development, Office of Strategic Research



## PROJECTIONS OF BIRTHS, DEATHS, AND NATURAL INCREASE

### BIRTHS

### DEATHS

Year	Total	Male	Female	Total	Male	Female
00-05	7,917	4,065	3,853	5,058	2,519	2,539
05-10	8,239	4,230	4,009	5,496	2,766	2,730
10-15	8,582	4,406	4,176	5,997	3,037	2,960
15-20	9,118	4,681	4,437	6,463	3,312	3,150
20-25	9,128	4,686	4,442	7,118	3,637	3,481
25-30	9,249	4,748	4,501	7,690	3,923	3,767

Source: Ohio Department of Development, Office of Strategic Research

### NATURAL INCREASE RATE <sup>1</sup>

Year	Total	Male	Female	Net Migrants	Total Population	Net Increase
00-05	2.6%	2.9%	2.4%	554	115,205	3.3%
05-10	2.5%	2.6%	2.3%	1,653	119,846	4.0%
10-15	2.2%	2.4%	2.1%	828	123,519	3.1%
15-20	2.2%	2.3%	2.1%	2,215	128,669	4.2%
20-25	1.6%	1.7%	1.5%	1,259	132,236	2.8%
25-30	1.2%	1.3%	1.1%	2,574	136,689	3.4%

Source: Ohio Department of Development, Office of Strategic Research

<sup>1</sup> Natural increase refers to population growth by births.

<sup>2</sup> The total population in numbers in this column may be slightly different from the numbers in the projection due to rounding.

### PROJECTED AGE-SPECIFIC FERTILITY RATES

Age	2000-2005	2005-2010	2010-2015	2015-2020	2020-2025	2025-2030
15-19	0.033	0.031	0.030	0.029	0.027	0.026
20-24	0.129	0.123	0.118	0.112	0.106	0.100
25-29	0.150	0.154	0.158	0.162	0.167	0.171
30-34	0.105	0.112	0.118	0.125	0.132	0.139
35-39	0.037	0.038	0.039	0.039	0.040	0.041
40-44	0.008	0.009	0.010	0.010	0.011	0.012
<b>Total Fertility Rate <sup>1</sup></b>	<b>395</b>	<b>467</b>	<b>472</b>	<b>478</b>	<b>483</b>	<b>489</b>

Source: Ohio Department of Development, Office of Strategic Research

<sup>1</sup> The Total Fertility Rate is the sum of the age specific fertility rates time 100. Rates represent individual years.

### PROJECTED AGE-SPECIFIC BIRTHS <sup>1</sup>

Age	2000-2005	2005-2010	2010-2015	2015-2020	2020-2025	2025-2030
15-19	656	648	609	577	534	544
20-24	1,993	2,423	2,170	2,198	1,817	1,864
25-29	2,467	2,433	2,925	3,091	3,025	3,086
30-34	1,836	1,876	2,008	2,382	2,718	2,637
35-39	784	671	692	687	829	878
40-44	182	188	178	183	203	239
<b>TOTAL</b>	<b>7,917</b>	<b>8,239</b>	<b>8,582</b>	<b>9,118</b>	<b>9,128</b>	<b>9,249</b>

Source: Ohio Department of Development, Office of Strategic Research

<sup>1</sup> The age-specific births represent a five-year period.

**PROJECTED MIGRATION BY AGE AND SEX: 2005-2030**

Age Cohorts	2000-2005 Net Migrants		2005-2010 Net Migrants		2010-2015 Net Migrants		2015-2020 Net Migrants		2020-2025 Net Migrants		2025-2030 Net Migrants	
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
0-4	51	49	-22	-23	77	73	-29	-31	117	112	-34	-36
5-9	99	97	153	146	147	145	205	196	224	221	238	227
10-14	20	-24	299	294	30	-36	400	394	46	-54	465	457
15-19	-152	-141	68	-63	-228	-211	91	-84	-346	-321	106	-98
20-24	-88	-70	-453	-423	-131	-105	-607	-567	-199	-159	-706	-659
25-29	66	83	-274	-221	98	123	-367	-296	150	188	-426	-344
30-34	102	78	189	241	153	117	253	322	232	178	295	375
35-39	67	70	310	241	100	105	416	322	152	159	483	375
40-44	41	26	207	216	62	39	278	289	94	60	323	336
45-49	26	-12	129	85	39	-19	173	113	59	-28	202	132
50-54	11	23	81	-35	17	34	109	-47	26	51	127	-54
55-59	22	21	37	66	34	31	49	89	51	47	57	103
60-64	10	7	68	63	15	10	91	84	23	15	106	98
65-69	15	25	32	22	22	38	42	29	33	58	49	34
70-74	7	18	45	76	11	27	60	102	17	41	70	119
75-79	18	10	23	56	26	15	31	76	40	23	36	88
80-84	-19	8	53	32	-29	12	71	42	-44	18	83	49
85+	-18	8	-113	48	-27	11	-151	64	-41	17	-176	75
<b>Subtotal</b>	<b>279</b>	<b>275</b>	<b>833</b>	<b>820</b>	<b>417</b>	<b>411</b>	<b>1,116</b>	<b>1,098</b>	<b>634</b>	<b>625</b>	<b>1,297</b>	<b>1,277</b>
<b>Total</b>		<b>554</b>		<b>1,653</b>		<b>828</b>		<b>2,215</b>		<b>1,259</b>		<b>2,574</b>

Source: Ohio Department of Development, Office of Strategic Research

Age Cohorts	2000-2005 Migration Rate		2005-2010 Migration Rate		2010-2015 Migration Rate		2015-2020 Migration Rate		2020-2025 Migration Rate		2025-2030 Migration Rate	
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
0-4	1.3%	1.3%	-0.5%	-0.6%	1.8%	1.8%	-0.6%	-0.7%	2.5%	2.5%	-0.7%	-0.8%
5-9	2.5%	2.5%	3.7%	3.8%	3.5%	3.7%	4.6%	4.6%	4.9%	5.0%	5.0%	5.0%
10-14	0.5%	-0.6%	7.4%	7.5%	0.7%	-0.9%	9.3%	9.6%	1.0%	-1.2%	9.6%	10.0%
15-19	-3.3%	-3.3%	1.6%	-1.5%	-5.2%	-5.0%	2.2%	-2.1%	-7.4%	-8.3%	2.3%	-2.3%
20-24	-2.0%	-1.8%	-10.2%	-10.3%	-3.0%	-2.6%	-14.8%	-14.2%	-4.6%	-4.6%	-16.3%	-15.8%
25-29	2.0%	2.7%	-6.6%	-5.6%	2.5%	3.4%	-8.7%	-7.5%	4.3%	5.2%	-10.4%	-9.2%
30-34	3.1%	2.4%	5.7%	7.6%	3.9%	3.2%	6.2%	8.5%	6.1%	4.3%	8.2%	10.4%
35-39	2.0%	2.0%	9.4%	7.2%	2.9%	3.1%	10.4%	8.5%	3.6%	3.9%	12.1%	9.9%
40-44	1.0%	0.6%	6.1%	6.1%	1.7%	1.1%	7.9%	8.4%	2.2%	1.6%	7.4%	8.0%
45-49	0.6%	-0.3%	3.1%	2.0%	1.1%	-0.5%	4.9%	3.2%	1.6%	-0.8%	4.6%	3.2%
50-54	0.3%	0.6%	1.9%	-0.8%	0.4%	0.8%	3.1%	-1.3%	0.7%	1.4%	3.4%	-1.5%
55-59	0.7%	0.6%	1.0%	1.7%	0.8%	0.7%	1.2%	2.2%	1.5%	1.1%	1.6%	2.9%
60-64	0.4%	0.2%	2.2%	1.9%	0.4%	0.3%	2.4%	2.1%	0.6%	0.4%	3.3%	2.9%
65-69	0.8%	1.2%	1.4%	0.9%	0.8%	1.2%	1.3%	0.8%	1.0%	1.7%	1.5%	0.9%
70-74	0.5%	1.0%	2.8%	4.0%	0.6%	1.2%	2.6%	3.7%	0.6%	1.4%	2.4%	3.5%
75-79	1.5%	0.7%	2.1%	3.8%	2.1%	0.9%	2.3%	4.0%	2.3%	1.2%	1.8%	3.3%
80-84	-2.6%	0.7%	6.6%	2.8%	-3.8%	1.0%	8.3%	3.4%	-4.6%	1.4%	6.7%	2.7%
85+	-3.3%	0.9%	-17.1%	5.1%	-3.6%	1.1%	-19.6%	6.4%	-4.9%	1.6%	-19.5%	6.3%
<b>Subtotal</b>	<b>0.5%</b>	<b>0.5%</b>	<b>1.5%</b>	<b>1.4%</b>	<b>0.7%</b>	<b>0.7%</b>	<b>1.8%</b>	<b>1.8%</b>	<b>1.0%</b>	<b>1.0%</b>	<b>2.0%</b>	<b>2.0%</b>
<b>Total</b>		<b>0.5%</b>		<b>1.4%</b>		<b>0.7%</b>		<b>1.8%</b>		<b>1.0%</b>		<b>2.0%</b>

Source: Ohio Department of Development, Office of Strategic Research

### *Educational Attainment Observations*

- Wayne County has an extremely diverse population in terms of educational attainment. This ranges from extremely educated populations in the city of Wooster and Wayne Township to very low high school completion rates in the southern townships population, which may be influenced by the Amish population's practice of ceasing formal schooling after the 8<sup>th</sup> grade. In Paint and Salt Creek townships, half the adults have less than a 9<sup>th</sup> grade education (pages 9-10).
- Wayne County falls 3.6 and 18.5 percent below the state average, respectively, for residents ages 25 years and over with high school diplomas and bachelors degrees. The Amish tradition of ceasing school after 8<sup>th</sup> grade skews this data (pages 9-10). However, the Amish continue their interest in reading and learning as evidenced by their large support of the bookmobile at all ages.
- Reviewing trends in populations of young adults ages 25-34 that are college educated may help the WCPL appropriately tailor its services. For example, the municipalities of Wooster, Smithville, Apple Creek and Doylestown have populations above the county average. (pages 9-10).
- More than 30 percent of the county population aged 18-24 is enrolled in college or graduate school. A large section of this population represents Wooster College students who have their own library. However, there are other areas with higher percentages of young adults pursuing college such as Chippewa, Clinton and Milton townships, as well as Smithville and Doylestown villages (pages 9-10).

### *English as First Language Observations*

- Nine percent of Wayne County residents over 5 years of age speak languages other than English in their home, including 2.5 percent of all children over 5 and 0.7 percent of all seniors (page 11). Among all county residents over 5 years, 6.3 percent speak German and its dialects while 1.2 percent speak Spanish. However, there are more than 30 different languages and dialects spoken in the county (page 12).
- Of all county residents over 5 years, 3.8 percent report speaking English less than "very well." This includes 1.3 percent of all children and 0.3 percent of seniors. This also includes 2,200 residents from specific households in which all members at least 14 years old have at least some difficulty with English (page 11).
- The majority of the foreign-speaking population likely represents Amish in East Union, Paint and Salt Creek townships speaking German and German dialects (page 9-10). WCPL officials noted some of these may also reflect foreign nationals associated with German-owned firms established within the county.

**LANGUAGE, SCHOOL ENROLLMENT AND EDUCATIONAL ATTAINMENT WITHIN TOWNSHIPS: 2000 <sup>1</sup>**

Geographic Area	Population 5 years and over -- Percent who speak a language other than English at home		Population 18-24 years -- Percent not enrolled in school and not a high school graduate	Population 18-24 years -- Percent enrolled in college or graduate school	Population 25 years and over			Population 25 to 34 years -- Percent with bachelor's degree or higher
	Total	And speak English less than "very well"			Percent with less than a 9th grade education	Percent high school graduate or higher	Percent with bachelor's degree or higher	
<b>Ohio Average</b>	6.1	2.2	8.3	34.2	4.5	83.0	21.1	25.9
<b>Wayne County Total</b>	9.0	3.8	12.6	31.2	8.2	80.0	17.2	19.5
<b>Baughman township</b>	2.8	1.1	14.9	9.6	4.7	83.4	11.2	16.9
<b>Canaan township</b>	2.1	0.3	12.1	15.5	7.3	78.7	12.4	22.1
<b>Chester township</b>	6.5	1.6	8.2	6.9	4.9	83.3	15.3	18.1
<b>Chippewa township</b>	3.0	0.8	0.7	30.0	3.2	86.9	17.3	22.2
<b>Clinton township</b>	3.2	1.1	13.5	21.8	5.2	82.5	11.0	9.5
<b>Congress township</b>	4.0	1.1	3.5	10.6	4.2	79.6	8.8	4.0
<b>East Union township</b>	21.1	10.6	23.0	13.7	22.3	65.3	10.7	10.1
<b>Franklin township</b>	14.9	2.2	12.8	20.9	13.2	77.0	15.8	9.0
<b>Green township</b>	4.7	2.1	9.8	20.0	4.2	85.5	16.2	21.5
<b>Milton township</b>	3.8	1.4	4.3	20.2	6.0	78.0	9.8	14.5
<b>Paint township</b>	54.3	25.0	45.0	4.4	49.3	40.4	3.7	5.6
<b>Plain township</b>	1.5	0.4	3.9	22.0	5.0	86.6	15.7	21.8
<b>Salt Creek township</b>	57.0	36.4	74.0	1.7	53.8	31.8	5.7	2.6
<b>Sugar Creek township</b>	13.1	3.1	22.0	15.4	11.1	76.8	15.8	12.9
<b>Wayne township</b>	2.6	0.6	3.2	15.4	5.1	86.1	28.7	26.2
<b>Kilbuck township</b>	6.0	2.5	1.5	55.1	5.5	85.8	18.9	31.1

Source: U.S. Census Bureau

<sup>1</sup> Townships figures include municipalities contained within. Kilbuck township is completely contiguous with the city of Wooster.

**LANGUAGE, SCHOOL ENROLLMENT AND EDUCATIONAL ATTAINMENT WITHIN MUNICIPALITIES: 2000**

Geographic Area	Population 5 years and over -- Percent who speak a language other than English at home		Population 18-24 years -- Percent not enrolled in school and not a high school graduate	Population 18-24 years -- Percent enrolled in college or graduate school	Population 25 years and over			Population 25 to 34 years -- Percent with bachelor's degree or higher
	Total	And speak English less than "very well"			Percent with less than a 9th grade education	Percent high school graduate or higher	Percent with bachelor's degree or higher	
Ohio Average	6.1	2.2	8.3	34.2	4.5	83.0	21.1	25.9
Wayne County Total	9.0	3.8	12.6	31.2	8.2	80.0	17.2	19.5
Apple Creek village	4.3	1.3	0.0	20.8	5.2	81.0	13.9	22.4
Burbank village	2.3	0.0	0.0	13.2	7.8	82.7	2.2	0.0
Congress village	0.5	0.0	22.2	0.0	4.8	60.5	5.6	13.3
Creston village (part)	2.4	0.4	10.5	20.3	8.2	72.5	7.1	11.6
Dalton village	2.7	0.6	3.4	28.0	2.9	87.6	17.2	17.7
Doylestown village	3.3	0.3	2.9	24.9	3.3	88.4	21.9	30.6
Fredericksburg village	6.9	1.5	7.5	14.0	5.9	75.0	10.8	6.3
Marshallville village	4.7	1.7	10.4	6.2	4.9	83.4	6.6	10.5
Mount Eaton village	22.8	5.9	30.0	11.1	23.5	67.8	8.1	16.2
Orrville city <sup>1</sup>	5.5	2.7	15.1	17.9	5.3	83.4	16.5	21.8
Rittman city (part)	5.3	1.9	6.3	15.5	5.9	76.3	9.0	11.8
Shreve village	2.2	1.2	23.0	8.8	3.4	80.3	8.0	6.8
Smithville village	1.6	0.5	2.9	25.2	2.1	91.4	18.8	21.4
West Salem village	1.8	0.1	6.5	3.4	4.4	74.9	5.2	3.7
Wooster city	6.0	1.7	5.5	53.6	4.1	84.4	27.4	30.0

Source: U.S. Census Bureau

<sup>1</sup> Orrville city is served by its own library system.

## FOREIGN LANGUAGES SPOKEN

### SPANISH

<b>Total</b>	<b>1,210</b>	<b>100.0%</b>
Speak English "very well"	779	64.4%
Speak English "well"	145	12.0%
Speak English "not well"	177	14.6%
Speak English "not at all"	109	9.0%

Source: U.S. Census Bureau

### OTHER INDO-EUROPEAN LANGUAGES

<b>Total</b>	<b>7,627</b>	<b>100.0%</b>
Speak English "very well"	4,403	57.7%
Speak English "well"	2,626	34.4%
Speak English "not well"	457	6.0%
Speak English "not at all"	141	1.8%

Source: U.S. Census Bureau

### ABILITY TO SPEAK ENGLISH BY AGE

<b>Population 5 years and over</b>	<b>103,735</b>	<b>100.0%</b>
Speak a language other than English	9,345	9.0%
<b>5 to 17 years</b>	<b>2,551</b>	<b>2.5%</b>
<b>18 to 64 years</b>	<b>6,046</b>	<b>5.8%</b>
<b>65 years and over</b>	<b>748</b>	<b>0.7%</b>
Speak English less than "very well"	3,900	3.8%
<b>5 to 17 years</b>	<b>1,398</b>	<b>1.3%</b>
<b>18 to 64 years</b>	<b>2,232</b>	<b>2.2%</b>
<b>65 years and over</b>	<b>270</b>	<b>0.3%</b>

Source: U.S. Census Bureau

### LINGUISTICALLY ISOLATED HOUSEHOLDS <sup>1</sup>

<b>Total linguistically isolated households</b>	<b>677</b>	<b>NA</b>
<b>Population 5 years and over in all households</b>	<b>100,473</b>	<b>100.0%</b>
<b>Population in linguistically isolated households</b>	<b>2,200</b>	<b>2.2%</b>
<b>5 to 17 years</b>	<b>788</b>	<b>0.8%</b>
<b>18 to 64 years</b>	<b>1,246</b>	<b>1.2%</b>
<b>65 years and over</b>	<b>166</b>	<b>0.2%</b>

Source: U.S. Census Bureau

<sup>1</sup> A linguistically isolated household is one in which no member 14 years old and over (1) speaks only English or (2) speaks a non-English language and speaks English "very well." In other words, all members 14 years old and over have at least some difficulty with English.

## FOREIGN LANGUAGE SPOKEN AT HOME

	Ages 5 to 17 years	Ages 18 years and over
<b>Total</b>	22,797	80,938
<b>Speak only English</b>	20,246	74,144
<b>German</b>	830	2,488
<b>Other Germanic dialects</b>	1,098	2,108
<b>Spanish or Spanish Creole</b>	358	852
<b>French (incl. Patois, Cajun)</b>	120	290
<b>Italian</b>	0	102
<b>Other Indic languages</b>	45	97
<b>Chinese</b>	17	90
<b>Laotian</b>	14	88
<b>Hungarian</b>	0	80
<b>Polish</b>	5	61
<b>Hindi</b>	0	57
<b>Korean</b>	10	53
<b>Arabic</b>	0	53
<b>Serbo-Croatian</b>	24	52
<b>Greek</b>	15	48
<b>Portuguese or Portuguese Creole</b>	7	45
<b>Other Slavic languages</b>	3	32
<b>African languages</b>	0	32
<b>Russian</b>	0	23
<b>Persian</b>	0	23
<b>Scandinavian languages</b>	0	22
<b>Hebrew</b>	0	17
<b>Vietnamese</b>	0	16
<b>Other Asian languages</b>	0	13
<b>Other Indo-European languages</b>	0	12
<b>Gujarathi</b>	0	10
<b>Urdu</b>	0	10
<b>Tagalog</b>	0	8
<b>Other Native North American</b>	5	7
<b>Japanese</b>	0	5

Source: U.S. Census Bureau

### *Commuting Patterns Observations*

- Wayne County has the highest percent of residents car pooling when compared to Geauga, Medina and Trumbull counties. In addition, the percent of residents employed outside of Wayne County is much lower than Geauga and Medina counties.
- The mean travel time to work for Wayne County residents is 19.4 minutes, lower than each peer county, with 8.6 percent of workers reporting commute times greater than 45 minutes. This could be an indicator for the WCPL as it plans circulation of audio materials such as books on tape and CD.
- More than 11,000 workers commute into Wayne County from other areas. This population also represents a potentially large patron pool, although they do not pay taxes to the WCPL District.

#### **COMMUTING PATTERNS FOR WAYNE AND SELECT PEER COUNTY RESIDENTS**

<b>Indicator</b>	<b>Wayne</b>	<b>Gauga</b>	<b>Medina</b>	<b>Trumbull</b>
<b>Percent in car pools</b>	9.7%	9.5%	7.0%	8.4%
<b>Percent using public transportation</b>	0.4%	1.0%	0.7%	0.2%
<b>Percent of residents employed outside the county</b>	27.1%	57.2%	53.4%	27.1%
<b>Mean travel time to work</b>	19.4	27.0	26.4	21.0
<b>Number of county workers who are not county residents</b>	11,588	15,086	18,651	27,531

Source: U.S. Census Bureau

#### **COMMUTING PATTERNS FOR WAYNE COUNTY RESIDENTS**

<b>Total workers who did not work at home</b>	<b>51,684</b>	<b>100%</b>
<b>Less than 10 minutes</b>	12,904	25.0%
<b>10 to 19 minutes</b>	17,807	34.4%
<b>20 to 29 minutes</b>	10,316	19.9%
<b>30 to 44 minutes</b>	6,247	12.1%
<b>45 to 59 minutes</b>	2,324	4.5%
<b>60 to 89 minutes</b>	1,375	2.7%
<b>90 or more minutes</b>	711	1.4%

Source: U.S. Census Bureau

#### **WORKERS COMMUTING INTO WAYNE COUNTY**

<b>From Stark Co.</b>	3,026
<b>From Holmes Co.</b>	2,411
<b>From Medina Co.</b>	1,726
<b>From Ashland Co.</b>	1,712
<b>From Summit Co.</b>	1,095
<b>From Tuscarawas Co.</b>	688
<b>From Richland Co.</b>	443
<b>From Coshocton Co.</b>	178
<b>From Cuyahoga Co.</b>	163
<b>From Franklin Co.</b>	146
<b>Total</b>	11,588

Source: Ohio Dept. of Development



## Financial Ratios

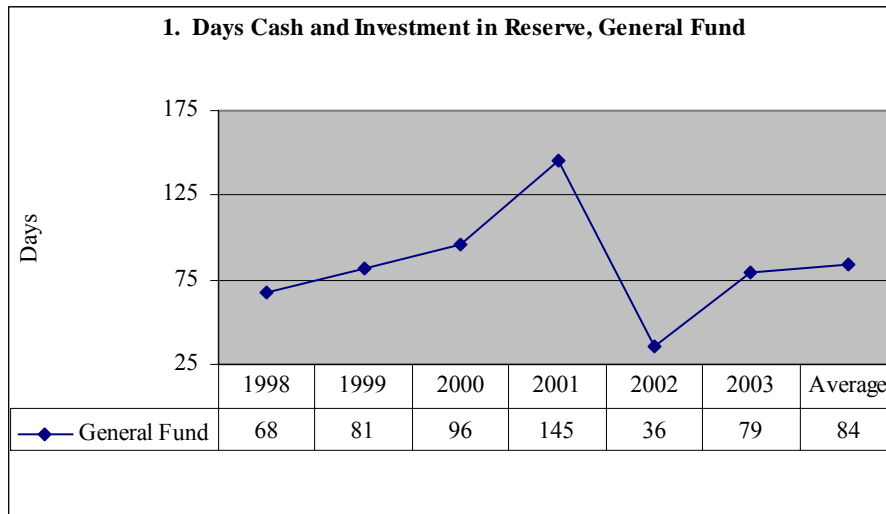
The National Advisory Council on State and Local Budgeting in the publication *Recommended Budget Practices*, (Government Finance Officers Association, 1998) states that a governmental entity should develop and adopt a financial plan and a budget with approaches to achieve goals. This includes the preparation of a financial plan, a capital improvement plan, and budget options. Development of a long-range financial plan is essential to ensure that the programs, services, and capital assets are affordable over the long run. Through the financial planning process, decision makers are able to better understand the long-term financial implications of current and proposed policies, programs, and assumptions, and decide on a course of action to achieve its goals. These strategies are reflected in the development of a capital improvement plan and options for the budget.

The Library uses a chart of accounts consistent with OAC §117-8-01. The Library reports an annual appropriation measure at the object level. These actions allow for reliable financial reporting for years 1998 through 2003.

Collectively, charts one through 13 and the ensuing discussion should assist the Library in establishing long-term financial policies which will enable the development of a long-range financial plan to help achieve its goals. Furthermore, the financial policies and plan should coincide with the Library's overall strategic plan and aid in the attainment of goals within the strategic plan, which include ensuring financial stability, utilizing the skills of its staff wisely, and providing adequate, well-maintained and well-equipped facilities accessible to all members of the community. The charts should be reviewed collectively rather than individually.

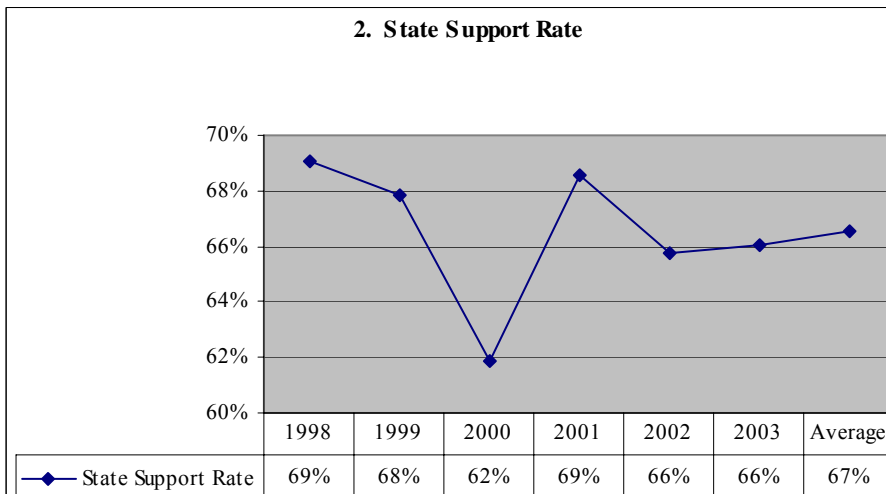
**Chart 1** demonstrates the number of days the Library could operate without the collection of any cash and using only the General Fund cash. The Library should derive the following policy from this chart: "The Library shall maintain between xx and yy days in cash and investments in reserve for the General Fund." In adopting this policy, the Library should consider the tolerance for interrupted service versus the tolerance for having a large number of days of cash held in reserve.

**Chart 1**



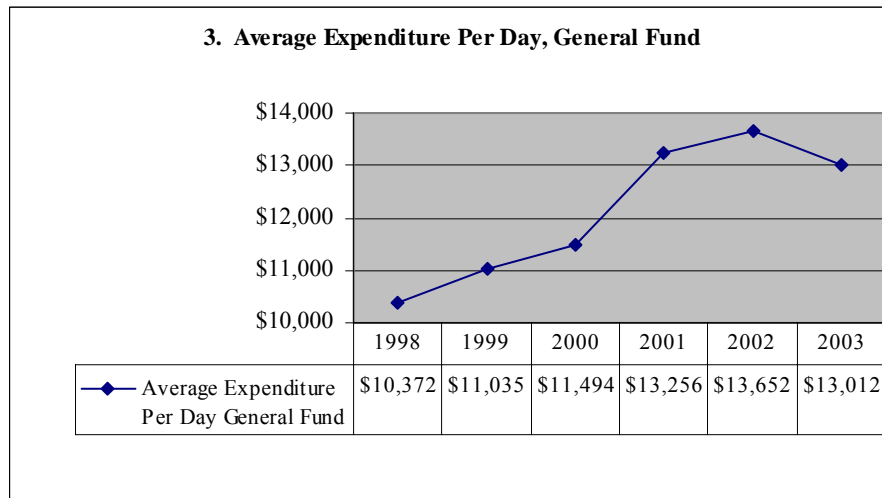
**Chart 2** demonstrates the dependency of the Library on funding from outside the community and has two implied policy components. The first component affects the policy regarding days in cash. If the outside funding sources are stable and growing, then the Library may decide to have less cash in reserve. Conversely, if the outside funding sources are volatile, the Library may decide to have more cash in reserve. Similarly, the Library should analyze its local funding sources and the level of predictability of these resources. The second component would be a policy regarding the dependency on outside revenue: “The Library will have no less than xx percentage of revenue from sources outside the community in any yy number of years.”

**Chart 2**

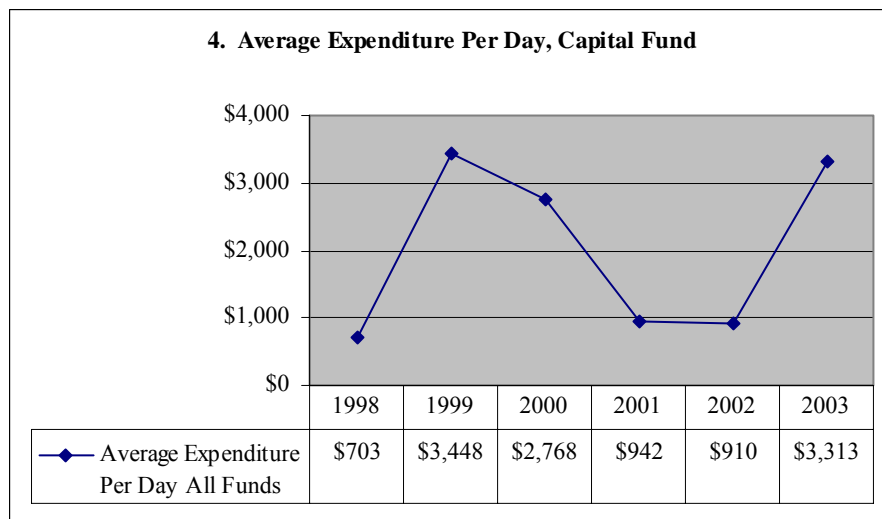


**Charts 3 and 4** illustrate the change over time in expenditures per day. **Chart 3** shows average expenditures per day for the General Fund, while **Chart 4** includes the major capital expenditures (bookmobiles, building changes, and major equipment purchases) from the Capital Improvement Fund. Minor capital expenditures are also made from the General Fund. The Library should consider a policy that establishes a range of growth for expenditures measured against inflation and changes in program revenues, programming and other Library operations, and population. When measuring the range of growth, the Library should consider excluding major capital expenditures (e.g., a new building) as they may comprise one-time or irregular occurrences. In addition, the Library could consider a policy that states the average daily expenditures from the General Fund will change from year to year at a rate consistent with the change in revenue, the change in population, the change in inflation, and will depend on programmatic and operational changes as well.

**Chart 3**



**Chart 4**



**Chart 5** shows the percentage of General Fund receipts allocated to each type of General Fund expenditure for each year from 1998 to 2003, and includes the six year average. The Library should develop a policy stating: Over a period of x years salaries and benefits will be between xx and yy percent of receipts, library materials will be between xx and yy percent of receipts, other operating will be between xx and yy percent of receipts, capital outlay will be between xx and yy percent of receipts, and supplies and miscellaneous will be between xx and yy percent of receipts.” However, it should first review **Chart 5** to establish an acceptable range of variation in the percentages of the categories. Furthermore, it should consider establishing expenditure benchmarks in these categories based on its programs, population, circulation, visitors and other appropriate measures, and including them within its policy (see the **Performance Management Report** section).

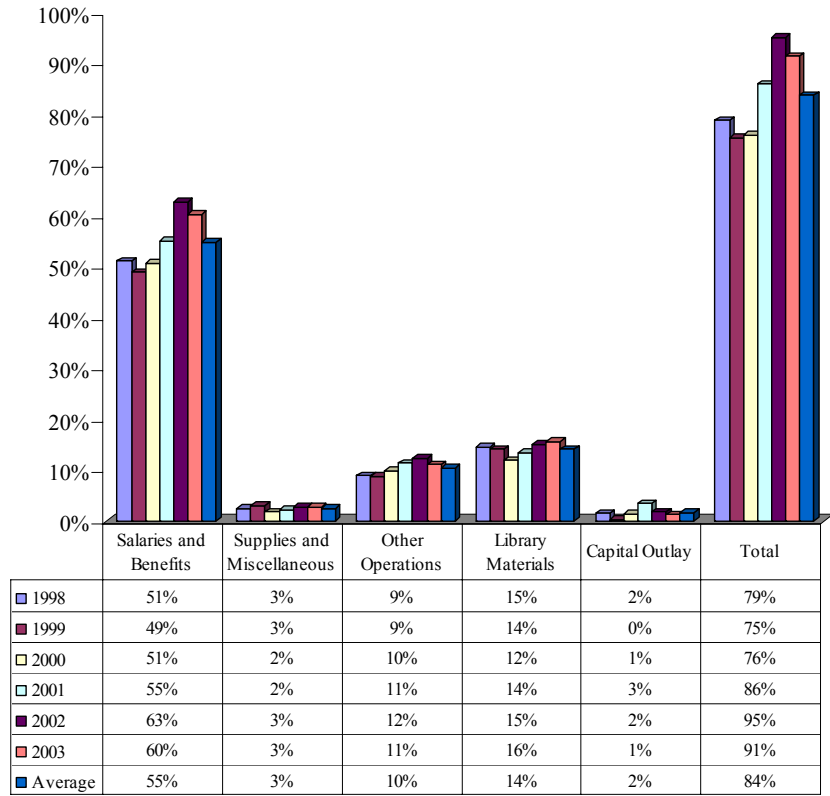
**Chart 5** illustrates the following trends in expenditures:

- While salaries and benefits as a percentage of total receipts is 55 percent, it ranged from a low of 49 percent in 2000 to a high of 63 percent in 2002.
- Supplies and miscellaneous averaged between 2 and 3 percent of total receipts from 1998 to 2003.
- While other operations as a percentage of total receipts is 10 percent, it ranged from a low of 9 percent in 1998 and 1999 to a high of 12 percent in 2002.
- While library materials as a percentage of total receipts is 14 percent, it ranged from a low of 12 percent in 2000 to a high of 16 percent in 2003.
- While capital outlay from the General Fund as a percentage of total receipts is 2 percent, it ranged from a low of 0 percent in 1999 to a high of 3 percent in 2001.

**Chart 5** also illustrates that total receipts in the General Fund were not expended. The residual amounts (difference between receipts and expenditures) were either held in reserve for future expenditures in the General Fund (see **Chart 1**) or transferred to the Capital Improvements Fund for future major capital expenditures.

### Chart 5

**5. Expenditures by Type of General Fund Expenditure as a Percentage of General Fund Receipts  
1998-2003 and The Average of The Expenditures for the Period 1998-2003**



## **Performance Management Report**

This is the first annual performance report of the Wayne County, Ohio, Public Library (WCPL). This report contains information on the service efforts and includes the organization, mission and objectives of the Library, including the role of citizens, elected officials and management in the establishment of those objectives. The report reviews the services provided and materials available to patrons, focusing on Children's Services and Bookmobile services. These services will be compared to other similar public library programs in Ohio. Revenues and expenditures for the past five years are presented and compared to national statistics and other Ohio county library systems. Peer and statewide statistics were compiled by the State Library of Ohio. Population statistics and reading proficiency scores will be used to measure the extent to which the Library is meeting its goals for the community. Circulation rates and attendance will be used to examine the effectiveness of programming.

### *Organization and Operations*

The Wooster Library Association was established on March 7, 1857 and was the precursor of the WCPL. The current main branch building was built in 1967. The WCPL currently consists of a main library, five branch libraries, and three bookmobiles. The Library also has an outreach program for homebound patrons. Wayne County Library participates in the CLEVNET system of libraries in Northeast Ohio, giving patrons user privileges at more than 27 library systems in the area. These libraries are linked through a system owned and operated by the Cleveland Public Library, allowing patrons to search and reserve materials at all CLEVNET libraries.

The mission statement of the WCPL is:

“To so enrich the lives of people that the quality of life in Wayne County is improved”

WCPL serves these school districts:

- Dalton Local School District,
- Green Local School District,
- North Central Local School District,
- Northwestern Local School District,
- Southeast Local School District,
- Rittman Exempted Village School District,
- Chippewa Local School District,
- Triway Local School District, and
- Wooster City School District.

The operations of the Library are directed by a board of seven trustees consisting of community members appointed by commissioners and judges. The Board of Trustees hires a director to oversee the daily operations of the Library. Also reporting to the Board of Trustees is the Library's Clerk Treasurer. Reporting to the director are an assistant director, the branch managers, a manager of public services, a bookmobile manager and a

circulation manager. Administration and support positions reporting to the director include an administrative secretary, a graphics associate, a technology associate, a facilities coordinator and a manager of technical services. In total, the WCPL has approximately 75 full-time equivalent employees. Besides the positions already mentioned, there are also circulation assistants, branch assistants, pages, assistant branch managers, reference librarians, genealogy librarians, children’s librarians, bookmobile drivers, and custodians.

### *Statistical and Financial Data*

Ohio public libraries define their service area by the school districts that they serve. WCPL serves nine school districts in its area. **Table 1** displays some population statistics for the WCPL service area.

**Table 1: 2000 Population Statistics for Wayne County Public Library**

	<b>Total Population</b>	<b>Number of Adults with Bachelor +</b>	<b>Number of Children 17 and under</b>	<b>Median Income</b>
<b>Rittman EVSD</b>	7,144	438	1,858	\$36,842
<b>Green LSD</b>	6,867	775	1,945	\$45,104
<b>Dalton LSD</b>	6,966	650	2,106	\$43,939
<b>North Central LSD</b>	8,420	693	2,272	\$45,940
<b>Triway LSD</b>	12,621	1390	3,330	\$43,353
<b>Wooster LSD</b>	28,504	4,925	6,447	\$39,066
<b>Chippewa LSD</b>	9,199	1,050	2,351	\$48,634
<b>Northwestern LSD <sup>1</sup></b>	5,520	544	2,231	\$43,165
<b>Southeast LSD</b>	16,309	614	6,039	\$39,041
<b>Total</b>	<b>101,550</b>	<b>11,079</b>	<b>28,579</b>	<b>NA</b>

**Source:** National Center for Education Statistics, School District Demographics

<sup>1</sup> Since part of Northwestern LSD falls within another county (approximately 2,000 people), the State Library of Ohio defines only the portion of the district falling within Wayne County as WCPL service area. While this segregation is reflected in the total population column of Table 1, the AOS was unable to break down the other Northwestern LSD statistics along county lines.

Approximately 11 percent of the population has a bachelor’s degree or higher, compared to 21.1 percent of Ohio’s population. The median household income of these districts ranges from a low \$36,842 to a high of \$48,634, compared to statewide median income of \$40,956. In December of 2003, the Library reported 47,147 registered users, comprising 46 percent of the circulation area population. Also, children comprise approximately 28 percent of the population.

Tables 2 and 3 present financial data for the WCPL since 1998. Table 2 shows the revenues by source and Table 3 shows the expenditures by type.

**Table 2: Wayne County Public Library Revenues**

	1998	1999	2000	2001	2002	2003
<b>Local Government Funds</b>	\$3,158,423	\$2,987,624	\$2,968,080	\$2,949,135	\$2,946,189	\$2,924,497
<b>Property Taxes</b>	\$1,120,800	\$1,291,599	\$1,311,143	\$1,330,088	\$1,333,034	\$1,354,726
<b>Rollbacks</b>	\$105,384	\$132,380	\$141,000	\$138,499	\$162,811	\$164,067
<b>Patron Fines and Fees</b>	\$150,206	\$143,835	\$152,037	\$162,612	\$168,163	\$164,769
<b>Earnings on Investments</b>	\$196,733	\$217,798	\$116,925	\$77,258	\$18,647	\$10,105
<b>Contributions, Gifts, and Donations</b>	\$2,019	\$8,265	\$4,614	\$58,003	\$4,282	\$3,739
<b>Miscellaneous</b>	\$77,348	\$59,211	\$31,047	\$25,332	\$24,942	\$7,883
<b>Total</b>	<b>\$4,810,913</b>	<b>\$5,346,845</b>	<b>\$5,527,519</b>	<b>\$5,638,724</b>	<b>\$5,247,573</b>	<b>\$5,203,208</b>

Source: Auditor of State of Ohio, financial audits and WCPL Clerk Treasurer

Revenue from local taxes (property taxes and rollbacks) increased 23.9 percent from 1998 to 2003. Local Government Funds (state assistance) decreased 7.4 percent during the period, although it has remained relatively constant since 1999. Earnings on investments have dropped 95.4 percent since 1999, given financial market trends and decreasing principal. Additionally, miscellaneous income dropped 89.8 percent during this period. Overall, the Library's revenues have decreased 7.7 percent since 2001 and revenues in 2003 were below 1999 levels.

**Table 3: Wayne County Public Library Expenditures, General Fund**

	1998	1999	2000	2001	2002	2003
<b>Salaries and Benefits</b>	\$2,457,028	\$2,615,165	\$2,797,513	\$3,105,328	\$3,297,299	\$3,137,810
<b>Supplies</b>	\$106,165	\$108,382	\$83,759	\$110,683	\$126,412	\$122,026
<b>Purchased and Contracted Services</b>	\$429,122	\$472,088	\$552,087	\$642,840	\$653,912	\$580,183
<b>Library Materials</b>	\$699,159	\$757,867	\$663,108	\$763,196	\$795,035	\$816,823
<b>Other</b>	\$16,038	\$58,816	\$16,594	\$19,193	\$19,639	\$27,891
<b>Capital Outlay</b>	\$78,117	\$15,396	\$82,173	\$197,151	\$96,515	\$69,010
<b>Total</b>	<b>\$3,785,629</b>	<b>\$4,027,714</b>	<b>\$4,195,234</b>	<b>\$4,838,391</b>	<b>\$4,988,814</b>	<b>\$4,753,744</b>

Source: Auditor of State of Ohio, financial audits and WCPL Clerk Treasurer

Salaries and benefits represent 66.0 percent of expenditures, rising an average 5.5 percent annually during the period. Although the WCPL has reduced staff, it has experienced double-digit health care increases in recent years. According to the State Employment Relations Board, health care premiums increased an average of 18 percent in 2002. The



second largest expense for the Library is library materials. WCPL typically spends between 13 and 19 percent of total expenses on library materials annually.

### *Peer Comparisons*

WCPL selected three other library systems in Ohio considered to have similar operations in order to make operational and financial comparisons. The libraries selected were: Geauga County Public Library (GCPL), the Medina County District Library (MCDL) and the Warren-Trumbull County Public Library (WTCPL). The WTCPL and GCPL each have six locations; the MCDL has five. Statistics were taken from reports published by the State Library of Ohio and include State averages. However, there is a significant number of smaller library systems in Ohio when compared to WCPL, which should be considered when making comparisons to State averages. The National Center for Education Statistics also provided data on similar-sized libraries across the nation for certain indicators. One important consideration regarding the data is that registered borrowers can vary greatly depending on how often a library chooses to purge its database of inactive cardholders.

**Table 4: Statistical Comparison to Peer Libraries**

	<b>WCPL</b>	<b>GCPL</b>	<b>MCDL</b>	<b>WTCPL</b>	<b>Peer Average</b>	<b>Ohio Average</b>
<b>Population of Legal Service Area (LSA)</b>	101,500	84,077	134,625	154,833	124,511	45,685
<b>Registered Borrowers</b>	47,147	63,881	72,118	91,859	75,953	32,095
<b>Visitors</b>	561,392	682,708	1,002,092	719,628	801,476	307,638
<b>Reference Transactions</b>	297,492	136,188	289,172	177,892	201,084	77,830
<b>Total Circulation</b>	1,183,962	1,957,462	2,219,488	1,172,754	1,783,235	667,358
<b>Total FTEs</b>	75.68	105.03	105.13	85.74	98.6	39.7
<b>Ratios:</b>						
<b>Borrowers as a Percentage of LSA</b>	46.5%	76.0%	53.6%	59.3%	63.0%	70.3%
<b>Visitors per Capita (LSA)</b>	5.6	8.1	7.4	4.6	6.7	6.7
<b>Reference Transactions per Capita (LSA)</b>	2.9	1.6	2.1	1.1	1.6	1.7
<b>Circulation per Capita</b>	11.7	23.3	16.5	7.6	14.3	14.6
<b>Circulation per Borrower</b>	25.1	30.6	30.8	12.77	24.7	20.8
<b>Circulation per FTE</b>	15,644	18,637	21,112	13,678	17,809	16,810

Source: State Library of Ohio, 2003 Library Statistics

WCPL fell below the peer and state averages in three areas. It had 46.5 percent borrowers as a percentage of its Legal Service Area, compared to peer and state averages of 63.0 percent and 70.3 percent, respectively. Visitors per capita were also 16.4 percent lower than the peer and state averages. Finally, WCPL's circulation per capita and per FTE were both below the peer and state averages.

However, it exceeded the averages in two areas. Reference transactions per capita were 81 percent and 71 percent greater, respectively, than the peer and state averages.

Circulation per borrower is 1.7 percent and 20.7 percent above the peer and state averages, respectively, meaning that registered borrowers significantly use its resources. Total circulation at the WCPL increased from 2002 to 2003 by 22,808 items, although there were 523 fewer new cards issued in 2003. The Library was forced to reduce hours in 2003 due to cuts in State funding. This meant closing the Library early on Friday nights and closing entirely on Sundays.

**Table 5** is a comparison of financial statistical data for WCPL and the selected peer libraries.

**Table 5: Financial Comparison to Peer Libraries**

	WCPL	GCPL	MCDL	WTCPL	Peer Average	State Average
<b>Operating Revenues</b>	\$5,211,234	\$5,773,699	\$7,057,843	\$4,825,637	\$5,885,726	\$2,577,711
<b>Operating Expenditures</b>	\$4,703,271	\$5,329,615	\$6,960,964	\$4,628,516	\$5,639,698	\$2,448,238
<b>Total Circulation</b>	1,183,962	1,957,462	2,219,488	1,172,754	1,783,235	667,358
<b>Operating Expenditures per Circulation</b>	\$3.97	\$2.72	\$3.14	\$3.95	\$3.27	\$3.67
<b>Operating Expenditures per Visitor</b>	\$8.38	\$7.80	\$6.95	\$6.43	\$7.06	\$7.96
<b>Operating Expenditures per Capita (LSA)</b>	\$46.34	\$63.39	\$51.71	\$29.89	\$45.29	\$53.58

Source: State Library of Ohio, 2003 Library Statistics

According to **Table 5**, WCPL's operating expenditure per circulation is 21.4 percent and 8.2 percent higher than the peer and state averages, respectively. Operating expenditure per visitor is also 18.7 percent and 5.2 percent higher than the peer and state averages, respectively. However, operating expenditures when considering the entire service area of potential visitors nearly equal the peer average and are 13 percent below the state average.

**Table 6** compares WCPL to peer and Ohio averages concerning how each allocates operating expenditures. Staff expenditures include all funds used for salaries, wages and employee benefits, while materials expenditures include funds used for books, periodicals, microforms and all other library materials. Other expenditures includes expenses such as binding, supplies, repair or replacement of existing furnishings and equipment, and costs incurred in the operation and maintenance of physical facilities.

**Table 6: Percentage Distribution of Operating Expenditures**

	Staff	Materials	Other
WCPL	66.7%	17.3%	16.0%
GCPL	64.3%	19.0%	16.7%
MDPL	55.2%	16.9%	27.9%
WTCPL	71.8%	12.9%	15.3%
Peer Average	63.8%	16.3%	20.0%
Ohio Average	64.7%	15.5%	19.8%

Source: State Library of Ohio, 2003 Library Statistics

WCPL dedicates a greater percentage of its operating expenditures to personnel and materials than the peer and state averages. Consequently, funds dedicated to other expenditures fall below the peer and state averages.

*Children’s Services*

Children’s services are a significant part of the WCPL programs. **Table 7** reveals the strong impact of Children’s programs at the WCPL, by showing the Children’s circulation as a percentage of total circulation. Children’s circulation in Wayne County is higher than both the state and national average. The Library believes that teaching children to appreciate literature promotes life long reading and learning.

**Table 7: Children’s Services Statistics**

Library	Children’s Circulation as a Percentage of Total Circulation	Children’s Program Attendance as a Percentage of Total Visits
WCPL	45.1%	4.0%
GCPL	41.8%	3.5%
MDPL	41.4%	6.4%
WTCPL	29.0%	1.5%
Peer Average	37.4%	3.8%
Ohio Average	30.2%	3.8%

Source: State Library of Ohio, 2003 Library Statistics

WCPL usage rate of juvenile items is 20.5 percent and 49.4 percent higher than the peer and state averages, respectively. Also, children’s program attendance rates are 5.2 percent higher than these averages. Children’s Services at WCPL are targeted at children up to age 12. There are separate programs and materials targeted to young adults, ages 13-18. The State of Ohio defines children’s programming to include programs targeting children up to age 14. There is often cross over in age groups for programming and materials. WCPL reported 13,201 registered juvenile users in December of 2003, which is 28 percent of the total registered users.

The Juvenile collection includes a variety of materials, some just available at the main library and some available at all branches. Children can borrow books, cassette tapes, magazines, books on tape, CDs, games, art, computer software, and videos. WCPL has a total of 163,434 items in the Juvenile collection. These items have a turnover rate of 3.2, meaning that each item was borrowed an average of 3.2 times. The Library uses turnover

rate to evaluate its collection because it indicates the demand for the items in the collection.

Children’s Services also provides many programs for the children in the community to promote interest in reading and the Library. WCPL children’s programs are organized by staff at the main library, who then take the program out and present it at the branches. In 2003, there were 78 juvenile programs attended by 5,064 children in Wayne County, not including story hours. Story hours totaled 1,007, with attendance of 12,765.

### *Bookmobile*

The WCPL has three bookmobiles, including two in continuous operation and one spare. These vehicles make stops at schools, summer reading programs, and community centers, including stops for the Amish population. The bookmobiles had 43,826 visitors in 2003 and a total circulation of 198,757, about 17 percent of the Library’s total circulation. **Table 8** compares the cost per item circulated among all WCPL branches, including the bookmobiles.

**Table 8: WCPL Branch Cost per Circulation 2003**

Location	Circulation	Cost per Circulation
Main	631,697	\$4.39
Creston	64,313	\$4.45
Dalton	72,012	\$3.84
Doylestown	63,324	\$3.76
Rittman	74,204	\$3.67
Shreve	79,655	\$3.93
Bookmobile	198,757	\$2.95

Source: WCPL

**Table 8** demonstrates bookmobile costs per circulation are 26.3 percent lower than the average of the remaining branches. **Table 9** compares usage of bookmobiles against the peer districts. State averages were not available.

**Table 9: Bookmobile Operating Statistics**

Library	Bookmobiles	Bookmobile Stops	Bookmobile Circulation as a Percentage of Total Circulation
WCPL <sup>1</sup>	2	76	16.8%
GCPL	1	63	10.8%
MDPL	1	32	5.7%
WTCPL	1	84	9.4%
Peer Average	1	60	8.6%

Source: State Library of Ohio, 2003 Library Statistics

<sup>1</sup> The third bookmobile was put in service in the fall of 2003.

WCPL has 26.6 percent more stops and 95.3 percent more circulation through its bookmobiles than the peer average. This demonstrates the system is using bookmobiles more to deliver services directly to the community, and efficiently delivering materials as evidenced by the lower cost per circulation at the bookmobiles (see **Table 8**).

## Technology

Technology and Internet use has fast become as important to libraries as the traditional library materials. **Table 10** shows the number of internet terminals available for public use at the WCPL, the peers and statewide.

**Table 10: Internet Terminals for Public Use**

	Total	Residents per computer
WCPL	44	2,307
GCPL	48	1,751
MDPL	62	2,171
WTCPL	48	3,225
Peer Average	53	2,349
Ohio Average	36	1,269

Source: State Library of Ohio, 2003 Library Statistics

WCPL maintains 44 public terminals with Internet access, including two donated through the Bill and Melinda Gates Foundation. WCPL's ratio of 2,307 service area residents per computer is similar to the peer average. The Library has a Technology Plan that extends through FY 2006. It addresses all areas of technology and telecommunications, including a mission statement, strategic plan, inventory, assessment, training and budgetary information.

## Library Collection

Wayne CPL's strategic plan includes a goal to provide a collection that is relevant to the community, with activities to help achieve that goal. **Table 11** displays the number and type of library materials available at the WCPL compared to peer and state statistics.

**Table 11: Number of Materials by Type and Per Capita**

	Books		Audio		Video		Subscriptions		Electronic Materials	
	Total	Per Capita	Total	Per Capita	Total	Per Capita	Total	Per 1,000 Pop.	Total	Per 1,000 Pop.
WCPL	348,658	3.4	35,586	.35	20,132	.20	509	5.0	1,271	12.5
GCPL	455,712	5.4	39,614	.47	33,035	.33	1,239	14.7	2,488	25.6
MDPL	514,508	3.8	34,988	.26	61,966	.46	1,289	9.6	80	.6
WTCPL	375,255	2.4	36,652	.24	15,701	.10	636	4.1	1,766	11.4
Peer Average	448,492	3.9	37,084	.32	36,900	.30	1,054	9.5	1,445	12.5
Ohio Average	193,697	4.2	14,887	.33	13,192	.29	531	11.6	547	12.0

Source: State Library of Ohio, 2003 Library Statistics

**Table 11** shows that WCPL falls below per capita peer and state averages in three areas. It has 12.8 percent and 19.0 percent fewer books per capita than the peer and state averages, respectively. It also has approximately 33 percent fewer video materials per

capita than the two averages. Finally, it has 47.3 percent and 56.9 percent fewer subscriptions per capita than the peer and state averages, respectively.

However, it matches or exceeds the averages in two areas. It has 9.3 percent and 6.1 percent more audio materials than the peer and state averages. It also has the same level of electronic materials per capita as the peer average, and exceeds the state average in that category by 4 percent.

Libraries have an understandable concern related to providing adequate physical space to house their collections and provide services to patrons. **Table 12** examines the amount of square footage allocated per 1,000 materials at WCPL and the peers.

**Table 12: Total Materials Per Square Foot <sup>1</sup>**

	Total Square Feet	Square foot per 1,000 materials
<b>WCPL</b>	51,412	126.6
<b>GCPL</b>	52,822	99.3
<b>MDPL</b>	45,139	73.7
<b>WTCPL</b>	89,112	207.2
<b>Peer Average</b>	62,358	118.8

Source: WCPL and peer systems

<sup>1</sup> Represents square feet in public service areas reported to the State Library of Ohio.

**Table 12** shows WCPL allocates 6.6 percent more square feet per 1,000 materials than the peer average. However, GCPL and MDPL are undergoing capital expansions that will increase their square footage.

### *Outcomes*

Determining the extent to which WCPL is achieving its goals is a difficult measurement. The WCPL is a school and community partner providing programming and resources to improve the quality of life by developing strong reading skills and delivering resources to a diverse county population. The mission statement states the goal of the Library is ‘to improve the quality of life in Wayne County.’ One way that libraries improve the quality of life is through educational partnerships and learning programs designed to improve literacy. Because WCPL has increased the resources provided to children’s programs, **Table 13** examines the last three years’ reading scores of the school districts served by the Library to measure the potential outcomes of the increased resources.

**Table 13: Proficiency Test Reading Scores**

	2001			2002			2003		
	4th	6th	9th	4 <sup>th</sup>	6 <sup>th</sup>	9th	4 <sup>th</sup>	6 <sup>th</sup>	9th
<b>Rittman EVSD</b>	56%	37%	94%	80%	41%	93%	83%	57%	92%
<b>Green LSD</b>	85%	74%	96%	79%	78%	94%	81%	83%	95%
<b>Dalton LSD</b>	69%	77%	97%	76%	74%	98%	89%	83%	97%
<b>North Central LSD</b>	69%	51%	96%	84%	71%	97%	87%	58%	97%
<b>Triway LSD</b>	77%	75%	96%	82%	68%	99%	68%	73%	91%
<b>Wooster LSD</b>	53%	63%	91%	69%	67%	94%	71%	77%	89%
<b>Chippewa LSD</b>	55%	63%	91%	69%	67%	94%	71%	77%	90%
<b>Northwestern LSD</b>	74%	78%	99%	92%	82%	97%	84%	86%	90%
<b>Southeast LSD</b>	74%	71%	93%	76%	81%	93%	73%	82%	96%
<b>Average</b>	<b>68%</b>	<b>65%</b>	<b>95%</b>	<b>78%</b>	<b>69%</b>	<b>95%</b>	<b>87%</b>	<b>75%</b>	<b>93%</b>

Source: Ohio Department of Education

Reading scores in the districts served by WCPL have been increasing over the last three years, especially in the younger grades targeted by the WCPL Children’s programs. There is a significant jump in fourth and sixth grade reading scores from 2001 to 2003. However, in 2003, fourth grade scores decreased at Triway and Northwestern LSD, sixth grade scores decreased at North Central LSD, and ninth grade test scores decreased at Triway LSD, Wooster LSD, Chippewa LSD, and Northwestern LSD.

*Conclusion of the Performance Management Report*

WCPL should use the aforementioned comparisons and analyses within its strategic planning process to further assess its operational efficiency and effectiveness on an on-going basis. While WCPL appears to compare favorably to the peers and/or State benchmarks in numerous areas such as the usage rate of children’s items and children’s program attendance rates, it does not compare as favorably in other areas. The Library should continue prioritizing those areas for further review, including borrowers as a percentage of its Legal Service Area, visitors per capita, circulation per capita and per FTE, operating expenditures per circulation and per visitor, books per capita, video materials per capita, and subscriptions per capita. Lastly, WCPL should identify, track and compile appropriate outcomes to help measure and gauge the attainment of its overall mission, and ensure its operations work to maximize positive outcomes for its community.

## **Citizen Survey**

The previous section details a template performance report based on internal financial and statistical data compiled by the WCPL and peer institutions. The Library should also attempt to enhance future performance reports through detailed citizen surveys of its products and services. As stated in its strategic plan, the Library plans to conduct a citizen survey.

Obtaining residents' opinions via a community survey provides a number of benefits. First, it allows the Library to set service goals and to measure how well they have been attained. Second, it provides an opportunity to assess residents' views on current policy issues that may be facing the Library - before trustees finalize those policy decisions. Third, it provides guidance as budgets are allocated for the coming year.

The quality of WCPL services constitutes the overall research question of the survey. The survey was designed to gather detailed data on the amount of contact that residents have with each of the Library departments, their perceptions on the quality of services provided by each department, the use of various channels of Library communications, and the overall community perception of Library services. The Library should update and conduct this survey on an annual basis, benchmarking citizen responses against prior years.

WCPL can use survey results to expand the category of outcomes tracked on its annual performance report. The external survey opinions, combined with internal financial and statistical data compiled by the Library, will provide valuable management information for the Library to better serve Wayne County citizens.

WCPL is in the process of contacting firms to develop and administer a citizen survey, and accordingly compile and report the survey results. The following is an example of a survey that may help WCPL gauge citizen satisfaction levels.





Of the departments you contacted, was your experience informative and beneficial?  
Please rate the following with 1 being least helpful and 5 most helpful.

	1	2	3	4	5
Adult Services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Children Services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Circulation Services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Film Services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Geanology Services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Young Adult Services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Homebound and Outreach	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Administration	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

If the contact was by phone, was your call handled in a timely and courteous manner?  
 Yes     No

Do you feel the WCPL is responsive to your needs?  
 Yes     No

Do you receive *The Reader's Way* newsletter by mail?  
 Yes     No

What topics would you like to see included in an upcoming *The Reader's Way*?

<input type="checkbox"/> How the WCPL works	<input type="checkbox"/> Communication from Trustees
<input type="checkbox"/> Updates on captial projects	<input type="checkbox"/> Special events
<input type="checkbox"/> Information on meetings	<input type="checkbox"/> Volunteer opportunities
<input type="checkbox"/> Department updates	

How often have you accessed the WCPL Web site in the past year?  
 Daily     Weekly     Monthly     Within 3 months     Within 6 months  
 Within past year     N/A

Please check which of the online services on the WCPL Web site you have used: (check all that apply)

- Library catalog
- Notification of account data via electronic mail
- Renew items/view records
- CLEVENET library consortium online reference
- Ohio Public Library Information Network
- WCPL human resource and employment data

What other information would you like to access on the Web site? (check all that apply)

- |  |  |
|--|--|
| <input type="checkbox"/> More photos   | <input type="checkbox"/> News Releases             |
| <input type="checkbox"/> WCPL Finances | <input type="checkbox"/> Wayne County labor market |

Please check which of the auxiliary services of the WCPL you have used: (check all that apply)

- |   |  |
|---|--|
| <input type="checkbox"/> Copy machine       | <input type="checkbox"/> Computer/Word processing          |
| <input type="checkbox"/> Internet/Computer  | <input type="checkbox"/> Coupon exchange                   |
| <input type="checkbox"/> Overhead projector | <input type="checkbox"/> Subscriber database               |
| <input type="checkbox"/> Teacher loan       | <input type="checkbox"/> Used Book Sale                    |
| <input type="checkbox"/> Speakers Bureau    | <input type="checkbox"/> Meeting rooms for nonprofit group |

How could we best improve communication with you regarding the WCPL? Please rank in order of importance, with (1) being the most important and (10) being least important.

- \_\_\_ Direct mail publications
- \_\_\_ Direct mail newsletter
- \_\_\_ Increased coverage in the local papers
- \_\_\_ Paid advertising in the local papers
- \_\_\_ Improved Web site
- \_\_\_ Programming on a local cable access channel
- \_\_\_ Town hall type meetings
- \_\_\_ Publications representing different departments/services
- \_\_\_ Publications in foreign languages (e.g., German)
- \_\_\_ Speakers at community meetings

Please rate the location of WCPL's branches (including bookmobile routes), with 1 being extremely inconvenient and poorly located, and 5 being the "best" locations throughout the county.

- |          |                          |                          |                          |                          |                          |
|----------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
|          | 1                        | 2                        | 3                        | 4                        | 5                        |
| Location | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

Please rate WCPL's maintenance of its buildings and equipment, with 1 being very poorly maintained and 5 being excellently maintained. Please specify if rating is below 3.

- |             |                          |                          |                          |                          |                          |
|-------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
|             | 1                        | 2                        | 3                        | 4                        | 5                        |
| Maintenance | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

What additional services would you like to see WCPL offer? (please check all that apply)

- Automated telephone system available 24/7 for renewal and account data
- Self checkout of materials
- Increased hours at library locations
- Foreign-language programming, specify language \_\_\_\_\_
- Increased employment search assistance, specify \_\_\_\_\_
- Other, specify \_\_\_\_\_

Are you aware of the WCPL's:

- |                                |                          |     |                          |    |
|--------------------------------|--------------------------|-----|--------------------------|----|
| Attendance Policy              | <input type="checkbox"/> | Yes | <input type="checkbox"/> | No |
| Internet Acceptable Use Policy | <input type="checkbox"/> | Yes | <input type="checkbox"/> | No |

We are anxious to know how we are serving you. If you feel we can improve upon our customer service, please let us know by completing the following comment section. If you would like a call from a WCPL representative, complete the optional section for name, telephone number and e-mail.

Comments: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Optional Contact Information:

Name	Telephone	E-mail
Address		

Fold here

---

Place  
Postage  
Here

Wayne County Public Library  
304 North Market Street  
Wooster, Ohio 44691

Fold here

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Please fold survey along lines on this panel and the above address panel facing forward. Seal with a small piece of tape or staple. Affix a single first-class stamp for postage. Thank you for taking the time to provide your feedback.

## **Conclusion**

The performance report template, key socioeconomic and financial ratios, and citizen survey template within this report provide a baseline template for the WCPL to manage for results (MFR). The MFR concept is a performance management system used by an outcome-focused organization to:

- Establish and communicate direction;
- Monitor progress toward meeting goals;
- Invest resources strategically for results;
- Utilize fact-based performance information to improve performance and provide accountability for results; and
- Report service efforts and accomplishments information.

WCPL should annually update, to the extent possible, these performance indicators and compare them against prior-years' results and other appropriate benchmarks (e.g., peer libraries). While these measures are not an end in and of themselves, they can be used as tools to dramatically improve the system's operations. They can lead to profound changes in policy if the Library focuses on whether such policies are actually working in achieving desired goals and objectives for the community. The AOS appreciates the opportunity to work with the officials, staff and community volunteers of WCPL to better serve its constituents in an increasingly efficient and effective manner.