Campbell County Public Library

Long Range Plan
2004

Introduction

A long range plan is an important tool in any organization. It provides a road map for the future, a guideline for the creation of budgets, and a set of goals for achievement. It also gives an answer to the questions: where are we going and where do we want to be?

A long range plan is always a work in progress. Needs and capabilities change. Unexpected expenditures and events can hinder success. Still, it is a vital tool for development and growth.

It is important for the long range plan to be communicated to staff, the governing body, and the patrons who use the Library. Without communication, the plan has no need to exist. Communication prevents surprises and enables understanding. Please share the plan and refer to it as necessary.

This plan was created over the course of many meetings involving Library staff and management. The Long Range Planning Committee discussed many elements with their staffs as part of the process.

The individuals who served on the Long Range Planning Committee deserve many thanks for their time, thought, and efforts: Paula Jenkins (Cold Spring Branch Manager), Joanne Rentschler (Carrico Branch Manager), Barbara Bonney (Newport Branch Manager), David James (Head of Technical Services), Ruth Bernard (Business Office Manager), Jean Lillie (Associate Director, retired), and JC Morgan (Director). Thanks also go to the staff of all branches and departments. Additionally, thanks go to the Board of Trustees for their input and involvement in the continuing success of the Library.

Finally, a long range plan is only the beginning of a communication process. More input will be needed to make future plans. Long range plans yield discussions and awareness of possibilities. They also help to detemine where planners have been short sighted or have entirely misinterpreted needs. Everything starts from somewhere.

Method

Different committee members attended several long range planning workshops over the course of 2003. These workshops provided the committee with insights into how long range planning is conducted and its usefulness. Ideas and possibilities for successful library growth were also discussed and presented. All of these elements became part of the Long Range Planning Committee's work.

By brainstorming sessions and conducting exercises, the committee was able to propose goals for the Library, incorporate many of those ideas, and postpone or disregard others. Since so many needs of the Library are apparent, we felt it unnecessary to employ a consultant or to conduct patron surveys at this time. Outside services and input may be used in the creation of future long range plans.

Long Range Planning Goals
Revised 9 Feb 04

From continuing education workshops and brainstorming sessions, the Long Range Planning Committee formulated goals that long range plans of the Library should achieve. Our brainstorming sessions centered on the idea of creating a "Dream Library" that would encompass our vision for where this Library system could be. The following are some of the elements that the Committee generated:

- A four branch system with a southern location
- A responsive, flexible, stable, and refinable automation system
- A collection development budget that enabled true collection development beyond simply providing the most popular materials
- A competitive salary structure that encourages both recruitment and retention
- Steadily rising circulation statistics generating increases of 10% each year system-wide
- A larger staff capable of meeting specific needs of the Library community
- A new awareness of the Library in the community which changes the perception of the Library to a "destination point" with activities and materials to offer all segments of our population
- Renovation of existing facilities to accommodate new functions such as children's play areas, teen "mingling" areas, more display areas, and self checkout functions
- Vigilant attention to new services that the Library can offer to the community including technology trends and updates to existing technology
- An interactive and interesting Library presence on the Web, including providing downloadable formats such as electronic books, music and movies
- A collection development policy that provides for continuing interest and renewal of the Library's materials
- Streamlined policies, procedures and methods that make more efficient use of both patron and staff time
- A well trained staff with flexibility and enhanced customer service ideals that are incorporated into the Library's daily operations, a staff with a vested interest in the continuing success of the Library in the community, a staff that can deal autonomously with issues and situations that arise
- An aggressive outreach program bringing Library services directly to targeted interests in our community

- Aggressive programming that brings all segments of the population into the Library daily
- Aggressive marketing of the Library through an established and vibrant public relations department
- A volunteer program that focuses on both long term and fixed needs of the Library and provides a meaningful rewards system
- Focused attention to specific services of the Library with dedicated staff working toward the service's continuing success
- Continued and enhanced commitment to identifying and securing funding sources beyond local tax revenues
- A strong and active Friends of the Library that is fully aware of the Library's services, goals, planning, and programming

The Long Range Plan presented here is a first step in our attempt to realize these goals. The intention is to provide an incremental yet ambitious approach to making the "Dream Library" a reality.

Format

The plan is organized into fiscal years. A new plan will be created each year to reflect changes in expectations, capabilities or needs of the Library.

Within each fiscal year, the needs of the Library are divided into five sections:

- Personnel
- Facilities
- Technology
- Services
- Collection

Within each section, different needs are highlighted. The plan for meeting each need is briefly explained. For later years, the need may simply be identified so that future plans address it, modify it, or, in some cases, omit it.

Current Status

Budgeted income for FY2004-05 is $2,995,265. The bulk of the income (89%) will come from local taxes. Grants from the State Library are not expected to increase. Income from interest on savings, other interest bearing accounts, and investments is expected to continue to be low. Income from service charges is expected to rise slightly due to increased circulation from the Newport location and the other branches. The rise in income from service charges will be tempered in the short term due to increases in the loan periods of certain materials such as videos and DVDs. Income from the Federal E-Rate program will rise slightly due to the expansion in services and capital expenditures that are reimbursable.

The tax rates were raised in the FY2003-04:

- Real estate: from 5.3 cents per $100 to 6.3 cents per $100
- Personal property: from 6.6 cents per $100 to 6.86 cents per $100
- Motor vehicle and watercraft tax remained the same at 2.6 cents per $100

These increases are expected to generate approximately $438,000 in additional income during FY2004-05. The Library will not plan to raise tax rates for FY2004-05 beyond the regular 4% compensatory rate.

There will be a period in the beginning of FY2004-05's cycle when the Library will be forced to operate on money borrowed from the Kentucky Advanced Revenue Program. In the past, the Library has not needed to use this money, but unexpected costs in the completion of the Newport branch will make this a necessity for the next several years.

The Library completed a major construction project in the city of Newport in 2003-04. A new branch replaced the Carnegie building, constructed in 1902. This 27,000 square foot facility serves patrons in the northern cities of Campbell County, including the cities of Newport, Bellevue, Dayton, Woodlawn and the northern parts of Fort Thomas. The top floor only is used for public space initially (15,000 square feet). Expansion into the lower level will be considered as service needs dictate. Approximately 9000 square feet is available for expansion.

The Philip N. Carrico Branch in Fort Thomas was constructed in 1995 with 8800 square feet. The branch was expanded in 1999 with 6200 square feet for a total

of 15,000 square feet. Additional expansion is possible on the southern end of the building with 8000 square feet possible.

The Cold Spring branch was constructed in 1984 with 8000 square feet. An expansion was added in 1995 bringing the building to 14,600 square feet. Additional expansion is possible on the western side of the building.

Total staff for the system is 55 employees. System wide weekly staffing is approximately 1810 hours. Technical services and administration utilize the most staffing hours with 520 hours per week. Professional staffing for each branch is the same:

- Branch Manager
- Circulation Supervisor
- Senior Clerk
- Reference Librarian
- Young Adult Librarian
- Children's Librarian

One children's assistant is employed to aid all three branches. Staffing is deemed adequate to meet current demand for most service areas with three exceptions. An additional part time clerk is needed at Carrico and two additional positions are needed to accommodate public relations and computer system management.

The automation system was purchased in 1995. Extra storage capacity was added in 2003 to accommodate demand. This system is deemed inadequate to meet future demands of the Library. Improvements are also needed in computers for staff with many computers operating on outdated operating sytems.

The estimated population of the county in July 2002 was 88,604. The bulk of the population growth was in Cold Spring (with an 18.4% increase since 2000), Wilder (with a 5.4% increase since 2000) and the unincorporated portions of the county (with a 2.3% increase since 2000). Most other parts of the county realized an overall drop in population since 2000 (3% or less). No major changes have been realized in population demographics though the Library is becoming more aware of a growing Hispanic population. (First Baptist Church in Cold Spring began holding Spanish-language services in 2003.) The Newport Branch has received one request for Turkish-language movies. There is a small population of Indian-speaking patrons in Newport as well.

In August 2005, a new elementary school will open in the southern end of the county. This new school will combine two existing schools and account for the anticipated growth in enrollment in that end of the county.

Major commercial construction in the county had two focuses in 2003-04:

- Newport-on-the-Levee area, with additional construction for businesses and parking and also the addition of a submarine attraction scheduled in 2006.
- The intersection of Hwy 9 (AA) and Hwy 27 (Alexandria Pike) with the construction of major retail, grocery and eating establishments.

Most residential development is limited to the middle section of the county. The City of Cold Spring has a definite plan for the addition of 1000 family units in condominiums and apartments in the next seven years. A 300 family subdivision is being planned for the area just south of Alexandria. With the sewer system expanding in this part of the county, more development is expected.

Over the next decade, Hwy 536 will be expanded to carry traffic from Hwy 9 across the southern ends of Campbell and Kenton County to I-75 in Boone County.

Fiscal Year 2004-05

Revised 9 Feb 04

I. Personnel

- *Salary Survey and Adjustment*
  - o While "across-the-board" salary increases have been conducted over the last several years, adjustments have not been made to the entry level salary structure since 1998. FY2004-05's budget should recommend changes to bring the Library closer to the starting salaries of other area libraries. Additionally, all staff should be given a salary adjustment of at least 2%.
- *Hire a full time Systems Administrator*
  - o The Library has been able to operate its computer system for many years without a full time Systems Administrator. The expanding need for technical knowledge, however, is outrunning the ability of the Library's professional staff to keep pace. Specialized training is now needed to maintain a secure, stable system.
- *Hire a full time Public Relations Officer*
  - o Expanded programming for all age levels was a major thrust of the 2003-04 year, especially at the young adult age level. Continuing to expand programming also dictates a corresponding need to expand the public's awareness of the Library's offerings. Additionally, technical services staff who have created the Library's quarterly newsletter in the past will not be able to generate a monthly mailing. A monthly mailing will vastly improve awareness in Library programs. A full time Public Relations Manager is needed to begin and implement an aggressive public relations plan.
- *Have all full time staff attend two continuing eduation events.*
  - o For most professional staff, continuing education is a regular event, but other full time staff also have continuing education needs, especially in the areas of management and customer service.
- *Implement Professional Associate job classification*
  - o Hiring specialized staff is likely to be a continuing need of the Library as staff grows and internal administration needs become greater. A Professional Associate classification would enable the Library to set an entry level salary that reflects the need for experienced, well-educated professionals who are outside of the realm of traditional library service.
- *Implement Custodian classification*
  - o The Library has typically relied on outside contractors to provide many basic maintenance needs and to identify potential maintenance issues. A custodial staff with some experience in basic repair would be beneficial to the Library in meeting this need. A Custodian classification would enable the Library to set entry level salaries for this position slightly higher than those of clerical staff.

II. Facilities

- *Renovate staff areas at Cold Spring*
  - o The Cold Spring Branch was expanded in 1995 and renovated at that time. With the construction of the new Newport Branch, the technical services staff moved

to the Newport location. It is now time to begin repainting and adjusting the staff work areas to accommodate the changes. Attention will be given to making the work areas more user-friendly and professional. This renovation would be part of a two year project to revamp both staff and public areas at Cold Spring.

- *Branch decorations*
  - o The expansion of the Carrico Branch added public service space. The need now is to make the public areas more inviting, especially in the children's area. Funds need to be allocated to add furniture and user-friendly areas.
- *Begin saving for South Branch*
  - o Almost all trends point to expanding residential and commerical interests in the middle to southern portion of the county. Currently, branches are clustered in the more populated northern end of the county. Patrons in the southern end of the county must travel long distances for library service. The Library must begin planning now to have funds available in the future for land acquisition and construction.

III. Technology

- *Replace all staff computers*
  - o Staff computers have been added and replaced over the years on an "as needed" basis. Unfortunately this has led to a system where almost all computers are utilizing different operating systems. Management of such a system is difficult and implementing new software is troublesome. Replacing all staff computers at this time would yield a more efficient, stable, secure and maintainable operation for the Library into the future. Replacing all staff computers at this time would also aid in the installation of a new automation system.
- *Replace automation system*
  - o The Library's automation system has become lamentably outdated and barely able to meet our everyday needs. A new automation system would allow us additional service capabilities, streamline processes, and reduce the repetitive nature of many tasks for the staff. The need for a new automation system cannot be ignored any longer.
- *Replace all OPACs with computers*
  - o With the installation of a new automation system, the Library can replace all "dumb terminals" currently in use by the public. These full PCs would be able to access the Internet, the Library catalog, and many other basic utilities needed by Library patrons.
- *Complete all aspects of web site renovation*
  - o The final anticipated stage in the renovation of the web site will be to add a Young Adult component. With input for the Young Adult Librarians and young adults themselves, this aspect of the website should be complete in FY2004-05.
- *Analysis of public PC use*
  - o Our approach to supplying the public with computers has been incremental and cautious. Over the course of FY2004-05, the Library should monitor use and try to identify any services that we could offer that would give our computers either more user-friendliness or greater capabilities. The possiblity of adding public computers should also be explored. The Library should also consider solutions to identifying individual users of our computers for security reasons.

- *Install domain server for Windows XP*
    - o With the installation of new staff and public PCs complete, the Library can employ a domain server for Windows XP. This server would enable the Systems Administrator to install and modify programs on each computer without visiting each computer individually. Installations and upgrades would happen automatically during non-operating hours.

IV. Service

- *Sunday service hours*
    - o On Sundays, many libraries will typically do a full day's worth of circulation in only a few hours. Many patrons will come to a library on Sunday as part of their weekend relaxation. In this Library's continuing quest to compete with many other venues for our patrons' time, it is important that we seriously consider the addition of Sunday hours. During FY2004-05, we will determine the staffing requirements and operational impact. During FY2005-06, the Library will be prepared to begin this service.
- *Fully established Young Adult program at each branch*
    - o During 2003-04, the Library began pushing for more Young Adult programming and greater attention to Young Adult collections. During FY2004-05, the Library should have a fully realized Young Adult program with active participation by young adults in the Library.
- *Revise Circulation Policy*
    - o With the installation of a new automation system comes a time when the Library can consider its circulation policies with the advantages of new capabilities in a new automation system. Although policies have been revised several times in the past, this is a time to give the policies a thorough look and perhaps meet patron needs that we have been unable to meet in the past due to the limitations of our automation system.
- *Standardized signage for permanent and time-sensitive signage in the Library*
    - o The Public Relations Manager, once hired, can begin to make sure that the image we are projecting to our patrons through our signage is positive and informative. Time-sensitive signage (for examples, holiday closings and policy changes) should be communicated in a standardized and positive fashion.
- *Create new Library informational brochure*
    - o The Public Relations Manager, once hired, should create a new Library brochure that is informative and answers many of the questions that patrons have upon their first introduction to our Library system.
- *Implement monthly newsletter*
    - o With more programming and increased services, the need to advertise and put the Library squarely in the minds of the public as a "destination point" also becomes greater. A monthly newsletter will be created by the Public Relations Manager. Increased costs for creation, distribution, and printing will need to be accounted for in the operating budget.
- *Create new Library logo*
    - o The present Library logo is modified from the generic symbol for all libraries. Campbell County Public Library needs to have its own identity. A new, modern logo is one way to make the Library uniquely the Library for Campbell County citizens. After its creation, the logo will be incorporated into letterhead, our web presence, advertising, and staff apparel.

V. Collection

- *Increase collection development budget*
    - The collection development budget has not increased since FY2001-02. Increased costs for purchasing and processing materials must be budgeted each fiscal year. Additionally, the new Newport location will need to bolster its collection in upcoming years.
- *Update collection development policy*
    - The present Collection Development policy was created in 1995 and has undergone only minor revisions. A closer look at the development policy and then an adherence to that policy should enable the Library to have a more responsive collection. Circulation changes should also indicate the need for greater emphasis in some areas. Additionally, new formats and attention to future new formats needs to be instituted.
- *Automated ordering analysis*
    - Ordering of books and materials takes much time and effort for the staff. Some of the ordering can be automated to streamline this process and bring the materials to the patrons more quickly. In FY2004-05, the Library will consider automated ordering plans for different genres and formats.
- *Analysis of current reference source purchases*
    - The Library has seen massive increases in the availability and usefulness of online resources. In some places, reference sources may be unnecessarily duplicated or online sources may be available which would be more useful. The Library will review automatic purchases of reference materials in FY2004-05, identifying duplications and eliminating reference sources that are no longer needed.
- *Analysis of online database usage*
    - The Library expends a great deal of money on online databases. In FY2004-05, we will look at the patron use of the current offering of online resources and modify our expenditures according to demand.

Fiscal Year 2005-06

Revised 9 Feb 04

I. Personnel

- *Hire additional children's assistants*
  - With the expansion of children's programming, there may be a need to ease the burden on the Children's Librarians in terms of craft preparation and with assistance during actual programming. The Library may need to add children's assistants at each branch.
- *Hire an additional Children's Librarian*
  - The Library may consider hiring one additional Children's Librarian to conduct outreach to daycares and preschools throughout the county. This Librarian would not be assigned to any specific geographic area but would conduct regular outreach to all areas of the county.
- *Hire additional personnel for Sunday hours*
  - In FY2004-05, the Library will study the staffing needs to implement Sunday hours. Additional personnel, if needed, will be hired in FY2005-06 to accommodate the extra demand.
- *Hire Collection Development Librarian*
  - The Library will consider centralizing some aspects of collection development in FY2004-05. Along with these considerations may arise the need for one librarian to manage automated ordering, selection sources, deselection of materials, and ongoing collection development needs.
- *Hire Human Resources Manager*
  - As the Library continues to add personnel and positions, the need for a Human Resources person to help with recruitment, personnel issues, policies, benefit management, file management, and training will become increasingly necessary. This position may be part time initially, but will certainly grow into a full time need.

II. Facilities

- *Continue savings for South Branch*
  - The need for a South Branch will continue to be assessed in FY2005-06. Funds will continue to be added to a separate account for the eventuality of a southern branch location.
- *Complete all aspects of renovation of Cold Spring*
  - The Library will complete the second and final step of the renovation of the Cold Spring Branch in FY2005-06. This renovation will focus on public areas, redesigning shelving and collection layout, redesigning layout of public computer workstations, and redesigning the reference area.
- *Redesign marketing areas for all locations*
  - Along with the renovation of Cold Spring, the Library will consider the redesign of all marketing areas in the existing branches. Attention will be given to shelving and display areas, placement of these areas, brochure and pamphlet displays, billboards and bulletin boards.

III. Technology

- *Wireless technology for public computer use*
  - o Wireless technology has been gradually invading many businesses over the past several years. Some libraries are turning to wireless technology to allow patrons access to online services without having to provide expensive physical architecture in terms of new computer equipment or wiring. The Library will consider adding wireless capability to existing branches in FY2005-06.
- *Replace computer servers*
  - o With new servers purchased over the past several years, the Library might not need to replace any existing servers in FY2005-06. We will, however, try to anticipate this need in FY2005-06 and allocate funding for replacement if necessary.

IV. Service

- *Consider outreach vehicle for daycares, preschools, nursing homes and other entities in the county*
  - o If the Library determines that an additional Children's Librarian is needed for outreach services, a vehicle may be necessary for providing this service. If this need is determined, grants and other outside funding for this vehicle may need to be secured. In FY2005-06, the Library will try to determine this need and identify sources for outside funding.
- *Consider an aggressive volunteer program*
  - o Volunteers have been undervalued in the Library for several years. While volunteers (especially the Friends of the Library) have been very helpful to the Library, other volunteer opportunities have not been pursued actively. In FY2005-06, the Library will begin making plans for an aggressive program of both services to be completed by volunteers and a reward program for those individuals who do participate.
- *Create mobile display unit*
  - o With the expansion of outreach from the Library, the need may be apparent for a mobile display unit that can be easily carried to offsite locations and set up for advertising Library services. This would be a lighted, easily modified display unit that could be used at the county fair, job fairs, ready fests for schools, and other community events. The Public Relations Officer would help locate a vendor to provide and design this unit.
- *Increased services for Hispanics*
  - o The growing Hispanic population in the county may require special language programming, web site design, cataloging information, relocation information, continuing education, English as a Second Language, or other services from the Library. In FY2005-06, the Library will study this need and assess its impact on how we provide service to this community.
- *Begin Sunday Service hours*
  - o In FY2004-05, the Library will study the operational needs for implementing Sunday service hours. These hours will be added in FY2005-06.

V. Collection

- *Consider adding digital books, MP3s or downloadable digital movies*
    - o Downloading information directly from the Library in the form of books, music, or movies is not currently possible. Other vendors (Amazon, Insight Cable, etc) are providing these services to our patrons for a fee. The Library may be able to enter into this market and help meet our patrons' demands. Exploration of this possibility will begin in FY2005-06.

Fiscal Year 2006-07

Revised 9 Feb 04

I. Personnel

- *Conduct staff salary survey*
  - o Entry level salaries need constant attention. Existing staff may also need salaries adjusted to compensate for changes in responsibilities and job descriptions. The Library should budget during FY2006-07 for a professional overview of salaries to ensure that employees are being fairly compensated for their work.
- *Hire a grant writer*
  - o Many grants are available to provide additional funding for the Library. The Library should not plan on depending on tax dollars alone to finance its continuing needs. A grant writer would help the Library to identify foundations and other sources that might be able to supply additional operating funds. A grant writer would apply for the appropriate grants and then account for the Library's use of those funds. This would be a professional, full time position.

II. Facilities

- *Continue saving for South Branch*
  - o The need for a South Branch will continue to be assessed in FY2006-07. Funds will continue to be added to a separate account for the eventuality of a southern branch location. The Library will need to consider adding a greater amount of financial resources into this account beginning in FY2006-07.
- *Begin search for appropriate South Branch site*
  - o The search for an appropriate site for the South Branch will need to start in FY2006-07. This will likely be a long process as we identify and eliminate possible sites. Land owners will have to be contacted and their willingness to sell the land assessed. The architect will also need to be involved to determine the degree of modification that potential sites will require for construction.

III. Technology

- *Replace public computers for the Carrico/Fort Thomas Branch*
  - o Having replaced many computers in FY2003-04 and FY2004-05, the Library will now enter into a rotating schedule for computer replacement. Replacing each branch's entire computer workstations will ensure that the same operating system exists on each computer. Computers must be seen as a continuing expenditure of the Library with a limited useful lifespan.
- *Install wireless capabilities at all branches*
  - o If the need is determined to be sufficient in FY2005-06, the Library will need to plan to implement wireless services during this year.

IV. Service

- *Implement volunteer program*
  - o During FY2005-06, the Library will study the need, effectivenss, and implementation of an aggressive volunteer program. This effort will include both young adult and adult components. Meaningful rewards will need to be budgeted and the program itself will have to be budgeted. A staff member will have to be designated to oversee the program.

V. Collection

- *Implement electronic downloading of materials*
  - o In FY2005-06, the Library will study the need and impact of adding electronic dispersal of materials to its online offerings. "Circulation" strategies will need to be incorporated into our policies and collection development will have to be considered. If the demand is deemed sufficient, the Library will begin this service in FY2006-07.

Fiscal Year 2007-08

Revised 9 Feb 04

I. Personnel

- *Hire Branch Manager for the South Branch*
  - o In 2007-08, the reality of the South Branch should be clearer. At this time, a Branch Manager will need to be hired to assist with design, land acquisition, opening collection needs, building design, shelving needs, staffing needs, and other needs of the new facility. This person will also need to be introduced to the Library and be trained.
- *Begin planning for staffing of the South Branch*
  - o The South Branch will be the first branch of the Library that is created entirely from scratch. While some existing staff will certainly be interested in moving to the new branch, the Library will have to plan as if an entirely new staff is being hired. Since this will be a major budget item for future planning, the Library will need to be prepared for this expenditure.

II. Facilities

- *Continue saving for the South Branch*
  - o The allotment for the South Branch will need to be considerable during FY2007-08. Funds will be added to this account to minimize the funding needed for the construction and opening of the new branch.
- *Land acquistion for the South Branch*
  - o A suitable site should be identified in FY2007-08. The Library will need to purchase the site and identify any needed modifications to the site for construction. Testing will have to be conducted on the site prior to purchase to identify any environmental concerns or potential hazards.
- *Complete architectural designs for South Branch*
  - o Staff and patron input will need to be solicited for the design of the South Branch. The architect will begin offering designs and determining costs of construction. Grant aid from state or other sources will need to be identified and secured. Furniture and shelving needs will have to be determined. Placement of marketing devices and other infrastructure will have to be considered. The final stage of this process will be the creation of a Request for Proposal for the general contractor.

III. Technology

- *Replace public computers for the Cold Spring Branch*
  - o In FY2006-07, the Library will enter into a rotating replacement of public computers. Replacing the public computers at Cold Spring will be the second stage of this process.
- *Determine technology requirements of South Branch*
  - o The Library will need to assess how it will incorporate the South Branch into its existing computer network. The networking needs of the Library may influence site acquisition as telephone and data needs may be greater than existing infrastructure will allow in some areas.

IV. Service

- *Assess service needs of the South Branch*
  - o The Library will need to identify the service needs for the South Branch during FY2007-08. This process will become part of the planning for the size of the facility, the types of spaces needed in the branch, and the size of those spaces. Demographic and population studies will need to be conducted. The Library will need to determine the impact of the new branch on its own services at the other branches as well. Operational needs (such as daily delivery of books) will also need to be considered.

V. Collection

- *Begin budgeting and planning for the opening day collection for the South Branch*
  - o The assessment of service needs, building size, and patron needs will determine the needed size for an opening day collection. This will be the first collection that the Library will create entirely anew. Ensuring that sufficient collection size and depth is available for providing good service will be important. The Library will also need to identify a suitable vendor for supplying an opening day collection and plan for the storage of materials until the South Branch is ready. The Library will begin budgeting for this collection in FY2007-08.

Fiscal Year 2008-09

Revised 9 Feb 04

I. Personnel

- *Hire South Branch Circulation Supervisor*
  - o The Circulation Supervisor will be instrumental in hiring and training staff for the South Branch. This person will have to be hired well in advance of other staff so that training needs can be identified and a systematic plan for hiring other staff determined. This person should be hired in the spring/summer of 2009.
- *Conduct a salary survey*
  - o Entry level salaries need constant attention. Existing staff may also need salaries adjusted to compensate for changes in responsibilities and job descriptions. The Library should budget during FY2008-09 for a professional overview of salaries to ensure that employees are being fairly compensated for their work.

II. Facilities

- *Begin construction of South Branch*
  - o Much planning has gone into this site by FY2008-09. Site preparation and construction will begin in the spring of 2009. The new branch will open at the beginning of 2010.

III. Technology

- *Replace public computers for the Newport Branch*
  - o This will be the third stage of computer replacement for the Library. The computers at Newport will now be four years old and at the end of their useful life.

IV. Service

- No additional service needs have been anticipated for FY2008-09.

V. Collection

- *Begin ordering books for South Branch opening day collection*
  - o Actual ordering and stockpiling of books will begin in FY2008-09. Subject areas will have to be allotted to many professional staff members. A brand new collection will have to anticipate depth and breadth of the needed collection.

Ongoing Planning

Long range planning will be an ongoing process. Long before we reach the end of our five year plan outlined here, many of the following questions will need to be answered:

- After the South Branch is built, how will the Library plan the future of its facilities? Have service demands indicated a need to expand into the lower levels at the Newport Branch? Should the Library add the final expansion to the Carrico/Fort Thomas Branch? Will the creation of a South Branch lessen the demand on the Cold Spring Branch sufficiently to delay expansion there? Is another branch location needed altogether?
- Have the data needs of the Library extended beyond our current network? Should the Library explore faster networking possibilities with increased bandwidth?
- Should the Library centralize and modernize its telephone system? Is the need for a centralized system sufficient? Should the Library begin planning for an internet based phone system?
- Have new technologies become available that would streamline Library operations or serve our patrons better? Is the need for these technologies sufficient to begin planning their impact and incorporation? What impact will these technologies have on budgeting?
- Has the Library's rotating plan for renewing computer resources worked? Should the plan be modified? When do staff computers need to be replaced? Has the Library outgrown its present computer servers? Do additional servers need to be added?

Ongoing planning will also need to include ongoing assessment. Public input will need to be solicited. A professional consulting firm may need to be hired to conduct public forums and make sure the Library is headed in the right directions. Staff input will also be important as the Library assesses its needs and future capabilities.