Long Range Plan 2005

Introduction

The need for involved, informed long range planning in an organization such as the Library is well established. The use of public funds requires that the Library carefully plan for the expenditure of such revenue and ensure that all expenditures are for the continued best interests of its patrons.

A long range plan does serve other purposes. A long range plan is a promise from the Library to its community to continue to provide the best possible service. It is an answer to the question: where do we go from here? It is a road map for future board members and staff to reference when planning services and anticipating their impact on existing services. It identifies needs and seeks to address them by ensuring that the appropriate staffing and materials are in place as the needs are met. A long range plan is not meant to be written in stone. It is still only a guide, but is useful in providing an evaluation tool for the board and staff in determining the Library's effectiveness.

The present long range plan benefits from the *Kentucky Public Library Standards.* The *Standards* helped the staff to identify service goals that might not otherwise have been recognized. The *Standards* also help the Library to determine the appropriate levels of staffing, funding, materials, and facilities for the population we serve.

Long range planning requires great effort, attention to detail, unfailing commitment to quality, and long hours of work. We are grateful to our employees for their aid in developing this plan, to our Board for aiding the Library in its work, and to the management team for the hours of meetings in which the plan was conceived and given life.

Method

In August 2004, the Campbell County Public Library Board of Trustees requested that the Library evaluate itself based upon the *Kentucky Public Library Standards* adopted by the Kentucky Department for Libraries and Archives in July 2002.

The management team of the Library responded to this request by formatting the 2005 Long Range Plan into the eight sections that are given in the *Standards* and began monthly meetings to conduct a Library evaluation. As the team reviewed the Library's current status against those standards, a plan was developed for meeting the standards over the next five years.

At the same time, the Board reviewed the *Standards* in the same fashion. The timing enabled the two groups to incorporate each other's thoughts into a draft document.

The two groups met in March 2005 to discuss the first draft of the plan. The purpose of this meeting was to allow for a forum involving both those who oversee the Library's operation and those who actually provide for its day to day management. The compilation of the thoughts presented at this meeting became the second draft of the long range plan.

The management team also decided to enlist the aid of selected staff members in formulating this year's long range plan. Staff members were chosen from five different areas in the Library: children's services, young adult services, adult services, technical services, and circulation. Three meetings were held with these staff members to discuss the second draft. At each of the meetings, the members were mixed so that people who did not normally work in the same branch or department were able to meet, express ideas, and understand concerns. The results of these meetings were incorporated into the third draft of the long range plan.

At the county level, the County Administrator, Robert Horine, reviewed the discussion of the state of the county and suggested some improvements from his perspective. These suggestions were incorporated into the final draft.

After the third draft of the plan was created, the Board and management team met separately to prepare and approve the final document.

Format

The 2005 Long Range Plan is organized into each of the next five fiscal years. Preceding the Plan is a discussion of the current status of the county, an evaluation of the Library using the *Kentucky Public Library Standards*, and a narrative discussion of the current operations of the Library.

Within each fiscal year of the plan, the needs of the Library are divided into eight sections to reflect the *Kentucky Public Library Standards*. The eight sections are:

- Governance and Administration—*The Board of Trustees is established by law and, as such, functions as the governing body of the Library. Their duties include fiscal oversight, sound planning practices, and the establishment of the Library's polices. The Board relies upon the Library Director and the Library managers to implement the policies and to provide for the operations of the Library. Sound library and business practices must be utilized in the accomplishment of these duties.*

- Personnel—*The Library relies upon both internal staff and contracted vendors to provide for payroll administration and other personnel matters. Library personnel must project a positive image to the public, receive training in the conduct of their duties, and be adequately compensated for their work. Staffing must be adequate to the needs of the Library.*

- Access—*Access to the Library's facilities, programs, and services should be accessible to all, regardless of physical ability. Outreach services should be provided and supported where necessary. Hours of operation should be adequate and reasonably accommodate demand. Concerns of intellectual freedom should be addressed.*

- Collections—*All libraries should strive to have collections that represent the needs of their patrons. A diverse collection should be maintained within the constraints of the Library's finances and abilities. Currency and usefulness are considerations in the development of the collection as well as the need for recognizing and adopting new or different formats where applicable.*

- Services—*Service to the community is the basic founding principle of any library. Services provided by the Library must be adequate, comprehensive, timely, and helpful. Services may include information services, reader's advisory, educational support, children's services, and programming.*

- Facilities—*Facilities of the library should be of sufficient size and quantity to adequately serve the needs of the community. Facilities should be dispersed within the county to provide library access to all sections of the community with attention given to demographic information. Facilities must be maintained in such a way as to remain functional and attractive to Library users. Facilities should be free of physical barriers that might hamper access including accomodation for the physically disabled, adequate parking, and adequate furnishings.*

- Technology—*The constantly changing nature of technology dictates that libraries remain proactive in upgrading, expanding and changing their technological resources in order to*

accommodate demand. The Library must remain vigilant to new technologies and address the needs created by these technologies in serving its own patrons.

- Marketing/Public Relations—*The Library's community should be made aware of the many services that the Library provides. Marketing entails strategy and tactics in identifying and then meeting the needs of the community. A successful public relations effort must be maintained to keep the image of the Library positive in the community. Public relations must be delivered through many media in order to reach potential and existing audiences.*

Within the plan for each of the next five years, different needs are highlighted. These needs may be a reflection of the standards as provided in the *Kentucky Public Library Standards* or a reflection of the staff's own thoughts on the Library's needs. The plan for meeting each need is briefly explained.

A copy of the *Kentucky Public Library Standards* may be downloaded from the KDLA website at www.kdla.ky.gov/libsupport/standards.htm

Current State of Campbell County

The current status of Campbell County affects the Library in many ways. The Library must be aware of the county as a whole as well as the other government agencies that are active within it. While this is not a intended to be a complete analysis of the county, the discussion does indicate areas of particular interest to the Library.

Recent articles in the local media point to slow growth in the population for Campbell County over the next twenty years. In contradiction to these predictions, the Fiscal Court and other entities have indicated a strong belief that the construction of a new waste treatment plant (scheduled to open in April 2007) in the southern portion of the county will lead to significant population growth. As indicated by the County Judge-Executive Steve Pendery, adequate infrastructure in other services (including roads and water lines) is imperative to this growth.

Statistics from the Kentucky State Data Center (http://ksdc.louisville.edu) indicate a steady growth in population. Projections currently indicate the following populations:
- 2010 – 91,130 (2.5% increase from 2005)
- 2020 – 100,167 (12.7% increase from 2005)
- 2030 – 108,024 (21.6% increase from 2005)

While this data does indicate sustained population growth, it does not indicate where such growth might occur. Other sources do, however, inform that estimation:
- Cold Spring was recognized in the local media as the fastest growing city in the state. The mayor of Cold Spring, Mark Stoeber, remains firm on the city's commitment to add 1000 family units to the city in the next six years.
- Alexandria Mayor Dan McGinley has indicated that developers in his area are making plans now for 2000 family units (in the form of homes, condominiums, and apartment complexes) in his city. Alexandria, according to the mayor, is preparing to double its population size in the next decade. (Current population is 8300.) Mayor McGinley approached the Library about options to use the current City Building (vacated in February 2005). The Board chose not to pursue this opportunity due to concerns that it would divert funds away from building a better more responsive facility in that part of the county.

The fiscal court will release its own Comprehensive Plan for Campbell County in 2006 which should provide a clearer picture of population growth and trends.

A meeting was conducted with various county officials in Novemeber 2004 to discuss the provision of various services, including library service, in the southern part of the county. The YMCA has spearheaded the effort to bring a full featured sports and community complex to the Alexandria area.   Rough designs of a facility that encompassed a branch library, a health services site, eating establishments as well as large scale indoor and outdoor sports amenities were presented. While no definite plans are being made at this time, the Library will continue to monitor this project.

The expansion of Highway 536 is presently in the six year plan of the Department of Transportation. The expansion of this roadway would provide greater access from Highway 9 all the way to Mount Zion Road in Boone County. Such a roadway would enhance the potential growth in the southern part of the county. Although expansion has not begun in Campbell

County at present, some portions of Highway 536 in Kenton and Boone counties have already been expanded.

The Campbell County Property Valuation Administrator did a complete re-evaluation of the property in the county in 2004. A re-evaluation is required by state law every four years. Property values rose significantly as a result of this re-evaluation. Newport, in particular, saw a dramatic increase in property values. (The school board for Newport decreased its tax as a result of the increased income from the increased property values.)

Although the continued expansion of the Newport-on-the-Levee entertainment complex has helped bring visitors to the area, the tax hiatus on the facility itself prohibits direct contributions to the revenue streams of the Library at this time. This tax hiatus was extended for five years in 2004. Still, the effect on the area surrounding the Levee has increased the value of nearby businesses and property which has helped the Library increase its income in some ways.

Sara Lee, one of the major industrial companies in the county, ended a twenty year tax exemption in 2004. While income for the Library will increase as a result of this, the exact impact has not yet been determined.

Analysis of the Current Status of the Library

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In this section, the Library is evaluated against the *Kentucky Public Library Standards*. For each standard, the Library's rating is given along with a brief analysis of the steps necessary to improve the rating.

Most standards have three rating levels. If there is an exception in the ratings for a standard, the highest rating will be indicated along with the Library's present rating. The ratings as presented in the *Standards* are:
- Basic: the minimum which should be available to all.
- Enhanced: an expansion of services beyond basic.
- Comprehensive: the highest level of service.

I. Governance and Administration (Overall rating: Basic)

- **The Library and the Library Board are legally established and operate in compliance with all local, state, and federal laws and regulations.**
  - Rating: Enhanced
  - Analysis: A Board policy should be created that would dictate the needs of the Board in relation to the skills and experience of its members. A policy should be created that would ensure that the Board annually reviews its own bylaws. The Board should actively seek to recruit members who more closely reflect the age and ethnic varieties in the community. By creating and following these policies, the Board could improve to a rating of comprehensive.
- **The Library Board and Administration provide the leadership needed to ensure sustained funding and to continually improve Library services.**
  - Rating: Enhanced
  - Analysis: The Board should create a policy to provide for the annual evaluation of the Director and provide guidance into how that process should be completed. The Board should formally adopt a policy for the orientation of new Board members and its officers. The Board should commit each of its members to at least one continuing education event each year. The Board (whether in whole or in part) should commit to attend any legislative efforts undertaken by the Library or by the Kentucky Department for Libraries and Archives. The Board should also consider the formation of an Advisory Board with one representative attending all regular Board meetings. These steps would meet the standards for a comprehensive rating.
- **The Library Board has fiscal procedures and financial management practices consistent with generally accepted accounting practices.**
  - Rating: Basic
  - Analysis: The Library fails to meet one requirement for a basic rating. The Board and the Director must commit to an active program for keeping local, state, and federal elected officials informed about the Library's need for adequate funding and appropriations. The Long Range Plan for 2004 did include the consideration of hiring a grant writer. If such a position were created, the Library would meet the requirements for enhanced. It is recommended that the Board begin planning now for a foundation or endowment to provide continuing funds for the Library to supplement current income. After completing this step, the Library would achieve a comprehensive rating.

- **The Library has a visionary strategic plan that is used to make management and organizational decisions.**
  - o Rating: Basic
  - o Analysis: The Library does not meet all of the requirements for a basic rating in this standard. The Library should plan to undergo a recognized strategic planning process and develop a vision statement for its service to the community. This lengthy process will take dedicated effort on the part of the staff and coordinated leadership from the managers, the Director, and the Board. The Board should concurrently adopt a timetable for revising and reviewing any strategic plan that results from this process. The Library should also begin the systematic evaluation of specified departments on a regular basis. These steps would help the Library improve to an enhanced rating. Creating procedures or policies that would dictate sharing the Long Range Plan with other local institutions, review of the current state of the Long Range Plan at monthly Board meetings, and regular analysis of Library resources would improve the Library's rating to comprehensive.
- **The Board has written policies to govern Board and Library operations.**
  - o Rating: Basic
  - o Analysis: The Library fails to meet two requirements of the basic rating. By adopting policies to address media communication and other Board activities and by developing a disaster preparedness policy, the Library would be in full compliance for a basic rating. The Board could easily improve to an enhanced rating by agreeing to review all policies on a three year basis. The Board should decide to improve to a comprehensive rating by agreeing to an annual plan for reviewing and revising all Library policies.

II. Personnel (Overall rating: Basic)

- **The Library Board of Trustees employs a qualified Director.**
  - o Rating: Comprehensive
  - o Analysis: Although the Library presently meets all of the requirements for a comprehensive rating, a Board policy should be created for hiring future directors.
- **Staff who are trained professionally as librarians will comprise at least one third of the full-time equivalent (FTE) staff.**
  - o Rating: Comprehensive
  - o Analysis: The Library currently has 44 FTE of which 15.5 are MLS libarians. The percentage of MLS staff is 35%. While the requirements for a comprehensive rating are met, the Library still recognizes the need for additional professional and nonprofessional staffing in some specific areas including children's services, human resources, and collection development.
- **Appropriate staffing levels are maintained in all public libraries.**
  - o Rating: Comprehensive
  - o Analysis: The requirement for comprehensive is one FTE for each 2000 people in the county. With a current population of 87,970 in the county, 44 FTE would be needed. The Library has 44 FTE at present. While the requirement for a comprehensive rating is met, the Library will need to address staffing levels in response to providing service hours on Sunday.

- **Staffing schedules reflect Library use patterns based on demographics.**
  - Rating: Basic
  - Analysis: The Library has not completed the necessary analysis of use patterns to indicate where and when staff are needed. Satisfaction surveys should be used in the preparation of future long range plans. Such steps would be part of needs assessment planning. If the Library and its Board committed to such a process, the Library's rating would improve to comprehensive.
- **Library customers receive helpful and courteous service from all Library staff.**
  - Rating: Basic
  - Analysis: The Library has been committed throughout its history to certifying and hiring staff with appropriate degrees and capabilities. Still, all desk personnel are not certified at the present time. Appropriate certification and a commitment to having professional staff during all open hours should be included in the Long Range Plan. To meet the comprehensive rating, children's services should be staffed in such a way as to have assistance available during all operating hours of the Library.
- **The Library provides adequate time and funding for all staff to attend educational opportunities to qualify for the appropriate certification and renewal as required by the Kentucky State Board for Certification of Librarians.**
  - Rating: Basic
  - Analysis: All full time staff do not presently hold certification. Training is conducted and the full cost of such training is provided by the Library. Still, actual certification has not been required. Part time staff do not regularly participate in continuing education activities. The need and desire for this level of training is debatable. While the Library encourages participation in professional organizations and some professional staff are involved, all staff do not participate regularly in professional organization at all levels. The Library's need to participate on a national level is debatable if adequate opportunities are provided on a local, regional, or state level.
- **The Library provides a percentage of each yearly budget to cover continuing education costs.**
  - Rating: Basic
  - Analysis: Currently, only 0.27% of the Library's budget is allocated as a budgetary line item for staff education. In order to achieve a basic rating, the Library would need to budget 0.5% of its expenditures for this line item, for enhanced 0.75%, and for comprehensive 1.0%. Funds from other line items do, however, supplement this amount: travel, collection development (when used to purchase professional development materials) and miscellaneous (which is often used for staff development day costs). By consolidating these other funds into the staff education budget, the Library should find that a better rating is achieved.
- **The Library has developed a plan of regular in-house training for all staff.**
  - Rating: Basic
  - Analysis: While ongoing training and first day orientations are provided, the Library has not conducted a needs assessment for continuing education at any level of staffing. Such an assessment would be part of any recognized strategic planning process. Regular meetings of the various departments of the Library are now being planned. These meetings could be scheduled quarterly with a continuing education element added. These steps would yield a comprehensive rating.

- **Personnel policies shall have statements that indicate the Library's commitment to observance of local, state, and federal labor laws and equal employment opportunity guidelines.**
  - Rating: Enhanced
  - Analysis: The Library has adequate and updated personnel policies but does not review them annually. This requirement could be upgraded to comprehensive with the Board's commitment to an annual review of these policies.
- **The Library has personnel procedures in place that address the following elements: recruitment, selection of staff, orientation (including a checklist for training), performance evaluations, promotions/demotions, grievance procedures, hours and schedules, personnel records (privacy and retention), resignation/dismissals, salaries and position classes, and benefits.**
  - Rating: Basic
  - Analysis: The Library presently has all of these policies. With the Board's commitment to review these policies annually, the Library could upgrade to an enhanced level. With the managers and supervisors' commitment, the policies could be reviewed with staff annually yielding a comprehensive rating.
- **The Library Board will provide salaries and benefits comparable to other community positions requiring similar education and experience.**
  - Rating: Basic
  - Analysis: The Library revised the salary schedule in FY2004-05 based on a comparison with regional libraries. A comparison was not made with other governmental entities. A comparison with these entities on a national level will be conducted in FY2006-07. Such a comparison would be a part of any recognized strategic planning process.
- **The Library has adopted and follows a system of position classification.**
  - Rating: Comprehensive
  - Analysis: The Library completed a review of all job descriptions in FY2003-04. Position classifications and requirements were reviewed and revised in FY2004-05. Review of job descriptions is conducted annually with the employee with appropriate revisions made at that time. Review of position classifications and requirement will be conducted bi-annually with the next scheduled review in FY2006-07.
- **The Library has a performance assessment program for all permanent positions, which includes both an assessment of current performance, and recommendations for further action.**
  - Rating: Enhanced
  - Analysis: The Library's present performance appraisal system is adequate to the Library's needs, but annual salary increases are not generally based on merit. With the adoption of a merit-based increase system in FY2007-08, the Library will meet the requirements for a comprehensive rating.
- **Appointments and promotions of personnel in public libraries are made on the basis of qualifications and merit without regard for race, sex, marital status, national origin, age, political opinion, or religious belief or disability while keeping in mind the need to create diversity awareness in a public service institution.**
  - Rating: Basic
  - Analysis: The Library posts all available positions and accepts applications at any time. The Library does not discriminate based on any of the stated attributes. As such, the Library does not seek to recruit applicants based on a specific characteristic to mirror community demographics. The Library does not plan regularly for diversity awareness training. Such a training program could be a part of the orientation process for staff and volunteers.

III. Access (Overall rating: Basic)

- **The Library has determined its hours based on a survey of community needs and available services.**
  - Rating: Basic
  - Analysis: The Library has not completed a community survey to determine operating hours. The Library should plan such a survey in FY2005-06 after Sunday hours are added.
- **The Library system provides service in unduplicated hours according to a chart based on population.**
  - Rating: Enhanced
  - Analysis: The Library currently has 65 unduplicated hours of service. After Sunday hours are implemented in August 2005, the Library will have 69 unduplicated hours. In order to achieve a comprehensive rating for libaries serving a population greater than 70,000, the Library would need to consider offering one more hour of service to have 70 unduplicated hours.
- **The Library provides alternative access for those unable to use traditional library resources.**
  - Rating: Basic
  - Analysis: The Library fails to meet several requirements for a Basic rating. Many of the requirements, however, can be met fairly easily with staff training and equipment purchases. The Library should also consider the development of a foreign language collection and develop a referral service for patrons with special needs. With these changes, the Library could improve to an enhanced rating. The Library may choose not to pursue a comprehensive rating in this category due to the cost of high tech assistive devices for patrons with special needs. The need for these devices and the cost of obtaining them, however, should be studied.
- **The Library provides appropriate extension services.**
  - Rating: Enhanced
  - Analysis: The Library meets all of the requirements for a comprehensive rating except for the availability of a service point within 5 miles of any location in the service area. The Library would not be able to meet this requirement without the implementation of a bookmobile service. The Library is not prepared to consider the implementation of a bookmobile service at this time. The Library will, however, greatly improve its service coverage with the addition of a location in the Alexandria area.
- **Library users are able to reach the Library by telephone during all open hours.**
  - Rating: Enhanced
  - Analysis: The Library meets all of the requirements for a comprehensive rating except for the availability of a TTY/TDY machine for patrons with hearing disabilities. The need for this type of accessibility, however, should be studied.
- **Library customers are able to access the library catalog and databases from remote locations.**
  - Rating: Basic
  - Analysis: At this time, the Library does not provide access to reference services through remote access. The Library could easily meet the requirements for a comprehensive rating by formally providing an email or chat based reference service. Email-based reference service is presently provided but is not advertised.

- **The Library provides information about the holdings of other libraries.**
  - Rating: Enhanced
  - Analysis: The Library has not provided an update to its holdings for any resource sharing network in many years. The Library should update its holdings records in these databases and plan to keep them updated annually in the future.
- **The Library provides interlibrary loans to its patrons.**
  - Rating: Enhanced
  - Analysis: The Library does not presently allow patrons to initiate their own interlibrary loan requests. The Library should consider providing this service in the future. If this step were taken, the Library would rise to a comprehensive rating in this category.
- **The Library has public workstations and internet connections to facilitate public access to electronic information using the given chart based on population.**
  - Rating: Comprehensive
  - Analysis: Presently, the Library has 64 internet accessible public computers. For a comprehensive rating, 59 were required.
- **The Library addresses the need for all citizens to access information via the internet.**
  - Rating: Comprehensive
  - Analysis: The Library meets all of the requirements for a comprehensive rating in this category.
- **The Library creates and adopts policies that are consistent with the principles established by the American Library Association in the *Library Bill of Rights* and other official statements.**
  - Rating: Basic
  - Analysis: The Library does not allow juveniles to check out video materials if the material is rated R by the motion picture industry. The Library does not plan to change this policy in the future. The Library will need to review ALA policies and instruct staff on the implementation of those policies to achieve a comprehensive rating for this standard.
- **The Library provides users with the capability to secure copies of materials, within current copyright restrictions.**
  - Rating: Comprehensive
  - Analysis: The Library meets all of the requirements for a comprehensive rating in this category.
- **The Library makes space available for meetings and exhibits.**
  - Rating: Comprehensive
  - Analysis: The Library meets all of the requirements for a comprehensive rating in this category.
- **The Library provides educational opportunities that facilitate full access.**
  - Rating: Basic
  - Analysis: The Library does not provide written instructions for locating and using the materials in the collection. The Library does not have assistive devices on hand for patrons with disabilities. The Library should study how to best meet this standard. The Library should also plan to inform patrons off-site about the use of the Library and in basic information seeking skills. By completing these steps, the Library could improve to a comprehensive rating for this standard.

IV. Collections (Overall rating: Basic)

- **The Library has written policies that govern the management of the Library's collection.**
  - o Rating: Basic
  - o Analysis: The Library's collection development policy was approved in 1995. The policy has not been updated since that time. The highest rating for this standard is basic.
- **The Library has a collection development plan.**
  - o Rating: Basic
  - o Analysis: The Library's collection development policy has not been updated since 1995. The policy does not address electronic resources nor the development of many of our non-print collections. The policy includes no plan for ongoing evaluation of the collection. By creating such a policy, the Library could improve to an enhanced rating. Enhanced is the highest rating for this standard.
- **The Library allocates a specific portion of its operating budget for materials.**
  - o Rating: Basic
  - o Analysis: In FY2004-05, the Library allocated 14.69% of its budget for materials. In order to meet the standard for a basic rating, the Library would need to allocate at least 15% of its budget to materials. If plans were made to proceed beyond enhanced (20%), additional study would need to be made concerning the Library's ability to process and store the materials that would be purchased.
- **The Library calculates the number of items added and withdrawn annually as a percentage of its total collection.**
  - o Rating: Comprehensive
  - o Analysis: The Library presently meets all of the requirements for a comprehensive rating in this category.
- **The Library has a method for assessing the age of its collection and uses it to ensure that the Library's collection contains current materials.**
  - o Rating: Comprehensive
  - o Analysis: In February 2005, approximately 35% of the Library's collection was published before 1995 and approximately 65% was published before 2000. The remaining 35% would meet the standard for a comprehensive rating which dictates that 25% of the Library's collection be published in the last five years. Still, a large percentage of the collection is older than 10 years. The Library will need to consider the utility of this part of its collection.
- **The Library has a method for weeding its collection. Every item in the Library materials collection is evaluated for its retention, replacement, or withdrawal on a predetermined schedule.**
  - o Rating: Basic
  - o Analysis: The Library presently has no schedule for withdrawing, replacing, or analyzing its collection. Such a schedule should be a part of an established collection development policy. The Library should strive to meet at least an enhanced rating for this category.
- **The Library has a collection large enough to meet the needs of the service population.**
  - o Rating: Basic
  - o Analysis: The minimum facility standard is 2.5 books per capita. The Library presently has 1.9 books per capita. If non-book formats are included, the Library has 2.3 items per capita. In either case, the Library does not meet the standard for a basic rating in this category. The Library should strive to meet at least an enhanced rating in this category. Additional study would need to be conducted concerning shelving space before attempting to proceed beyond

enhanced. The Library maintains 209 unique magazine subscriptions but 361 total subscriptions. It is debatable whether the Library needs to maintain more subscriptions than it does presently.

- **The Library provides electronic access to online information.**
  - Rating: Comprehensive
  - Analysis: The Library presently meets all of the requirements for a comprehensive rating in this category.
- **The Library collection is organized and arranged in a way to promote and facilitate use by the Library's customers.**
  - Rating: Basic
  - Analysis: The Library does not conduct satisfaction surveys of any kind. Such surveys should be part of the updated collection development policy and should include various means of determining customer satisfaction including hold ratios, fill rates, processing time, and patron comments. By collecting this data and conducting these surveys, the Library will meet the requirements for a comprehensive rating.
- **The Library takes measures to protect materials and equipment from natural disasters and other emergencies.**
  - Rating: Basic
  - Analysis: The Library does not currently have a disaster plan. This plan should be created and should include a timeline for review and updates. Creating and approving such a plan would raise the Library's rating to enhanced. Enhanced is the highest rating for this standard.
- **The Library collects and uses statistical data to evaluate the collection's usage.**
  - Rating: Comprehensive
  - Analysis: The Library meets all of the requirements for a comprehensive rating in this category.

V. Services (Overall rating: Basic)

- **The Library uses a variety of indicators and measures to determine the effectiveness of its services.**
  - Rating: Basic
  - Analysis: While the Library does use a variety of indicators to determine its effectiveness, not all of the indicators that are listed in this standard are presently used. The Library should consider tracking the statistics that are given here in order to evaluate its services more effectively. The Library may choose, however, not to track all of the statistics that are suggested. Statistics that are not covered include: circulations per hour, various fill rates, customer/non-customer characteristics, and document delivery rates.
- **The Library uses a variety of indicators and measures to determine the effectiveness of reference services.**
  - Rating: Basic
  - Analysis: The Library has not tracked all of the statistics that are required for this standard. The Library should consider a more comprehensive approach to tracking reference statistics but may choose not to track all of the elements that are suggested. Statistics that are not covered include fill rate studies and various reference query statistics.
- **The Library adopts new technologies to expand its service capabilities.**
  - Rating: Comprehensive
  - Analysis: The Library meets all of the requirements for a comprehensive rating in this category.

- **The Library provides a broad range of programming to meet community needs.**
  - Rating: Basic
  - Analysis: The Library fails to meet one requirement for an enhanced rating in this category: no customer satisfaction surveys have been conducted on programming. The Library should consider such surveys incorporating these surveys into its regular operations. The highest rating in this category is enhanced.
- **The Library provides staff adequately trained to provide service all hours the Library is open.**
  - Rating: Basic
  - Analysis: The Library needs to improve in two areas in order to meet the requirements for a comprehensive rating in this category: training staff at all locations for reader's advisory and training staff in electronic reader's advisory. Trained staff should be maintained in these areas during all hours the Library is open.
- **The Library utilizes technology to provide quality service throughout the system.**
  - Rating: Enhanced
  - Analysis: Enhanced is the highest rating in this category. The Library meets all of the requirements for an enhanced rating in this category.
- **The Library cooperates with all types of libraries to extend the availability of of information to all residents.**
  - Rating: Basic
  - Analysis: The Library has made some efforts to establish cooperative relationships with other area libraries. Some of these efforts are coordinated through GCLC. The Library should expand its efforts and consistently maintain them. By taking these steps, the Library would improve to an enhanced rating. The necessity and feasibility of annual meetings with the staff of all area libraries is debatable. The benefit, however, of regular contact with the staff of other libraries is tangible and should be considered. At the very least, the Library should consider bi-annual meetings of staff with other Northern Kentucky libraries.
- **The Library works cooperatively with other community agencies to improve service.**
  - Rating: Enhanced
  - Analysis: Enhanced is the highest rating in this category. The Library meets all of the requirements for an enhanced rating in this category.

VI. Facilities (Overall rating: Basic)

- **The Library meets the KDLA minimum facilities standards.**
  - Rating: Basic
  - Analysis: The Library fails to meet one of the minimimum facility standards: books per capita (2.5 per capita). The Library should strive to meet this standard. Moving beyond the minimum standard would require some study concerning shelving space and the ability of the staff to select and process such a large quantity of books.
- **Library facilities are well-maintained.**
  - Rating: Enhanced
  - Analysis: The Library has not developed a separate capital improvement plan. In many ways, the long range plan accomplishes this task. It is debatable whether there is a need to pursue a separate plan.

- **Buildings are conveniently located and accessible to all.**
  - Rating: Basic
  - Analysis: The Library has conducted no surveys of patron satisfaction of any kind. The Library should plan to conduct such surveys in the future. The Library should also seek advice on whether its capital improvement plan (included in the long range plan) will meet community needs for the next twenty years. By taking these steps, the Library would improve to a comprehensive rating.
- **The Library is comfortable and efficient and provides a safe environment for users.**
  - Rating: Basic
  - Analysis: The Library does not presently have a security system for its facilities or its collection. The need for a security system for the collection is well established though it has been determined to be cost prohibitive. The need for a security system for the facilities is debatable.
- **The Library is inviting to users.**
  - Rating: Enhanced
  - Analysis: The Library has modern facilities that are in good repair. Furnishings and space are adequate for the needs of the users. Some renovation is required at the Cold Spring facility. The Library could, however, improve to a comprehensive rating if we identified some areas at all locations as "quiet reading" space.
- **The Library has external signage that identifies the facility as a library and internal signage to facilitate its use.**
  - Rating: Enhanced
  - Analysis: The Library should ensure that its signage is ADA compliant. The Library could improve to a comprehensive rating by adding foreign language signage, floor plans or directories near entrances for collection and service point locations, and by providing copies of such floor plans to its patrons.

VII. Technology (Overall rating: Basic)

- **The Library has trained staff to maintain technology and hardware and software.**
  - Rating: Comprehensive
  - Analysis: The Library meets all of the requirements for a comprehensive rating in this category.
- **The Library purchases, maintains, and replaces equipment and software in order to ensure the highest level of service to its customers.**
  - Rating: Comprehensive
  - Analysis: The Library meets all of the requirements for a comprehensive rating in this category.
- **The Library has adequate space to house computers and peripherals in a secure environment.**
  - Rating: Comprehensive
  - Analysis: The Library meets all of the requirements for a comprehensive rating in this category.
- **The Library provides access to the internet and remote databases for the public and staff.**
  - Rating: Comprehensive
  - Analysis: The Library meets all of the requirements for a comprehensive rating in this category.

- **The Library provides customers with training and assistance in the use of electronic equipment and resources.**
  - Rating: Enhanced
  - Analysis: The Library needs to include the development of electronic resources in its collection development plan. While the website does provide some interactive content, much improvement could be realized. The Library should consider an additional employee tasked with the development and maintenance of the web site or contract services that would achieve the same effect. By taking these steps, the Library could improve to a comprehensive rating.
- **The Library has an automated system that provides easy-to-use access to the Library's resources and protects information about individual Library customers.**
  - Rating: Enhanced
  - Analysis: The Library installed an updated automation system in March 2005. The new system meets many of these requirements. The Library will consider whether to add patron initiated interlibrary loans as a feature of the new system. The Library will also consider whether to add self checkout as a feature. These two elements are required for a comprehensive rating.

VIII. *Marketing/Public Relations (Overall rating: Basic)*

- **The Library provides for public relations/marketing in its budget and seeks to increase awareness of the Library in the community.**
  - Rating: Basic
  - Analysis: The Library has much to do in terms of public relations. The budget for public relations for FY2004-05 was 0.83% of total expenditures. The standard for a basic rating is 1% of the budget. The Library should increase this amount to meet the requirement for at least an enhanced rating (2% of total expenditures). The Library should also consider advertising accomodations for physically handicapped patrons for each of its programs. A marketing/public relations policy should be developed which includes the regular collection of Library "success stories", image evaluations, and public relations training for staff. The Library should also develop a medium for delivering the long range plan and other reports to the public. By taking these steps, the Library could improve to a comprehensive rating.

Current State of the Library

The Library's budgeted income for 2004-05 was $2,995,965. The Library adopted the following tax rates:
- 6.3 cents per $100 for Real Estate
- 7.48 cents per $100 for Property
- 2.6 cents per $100 for motor vehicles and watercraft

The Library's budgeted expenditures were:
- Capital Expenditures: $283,342 (9.63%)
- Collection: $440,000 (14.69%)
- Operating Expenditures: $658,413 (21.98%)
- Personnel Expenditures: $1,608,509. (53.7%)

The re-evaluation of property values (conducted every four years according to state law) by the Campbell County Property Valuation Administrator impacted the Library's anticipated income from its tax rates marginally.

The Library has undergone much change in the past year. The new facility in Newport (completed and opened in May 2004) has been remarkably well received by the community it serves. Circulation and patron visits have tripled. The successful completion and integration of this facility in the county system is a great achievement.

A side effect of the opening of this new facility is the drop in circulation at the other branches. Both the Cold Spring and Fort Thomas locations have experienced decreases in circulation as patrons travel to the new location in Newport. This trend is expected to reverse itself as patrons return to their original branches.

The loan period for videos and DVDs was increased in February 2004 from three days to seven days. Renewals are no longer allowed on these items. This change has also negatively affected circulation counts. Patron and staff satisfaction with the service, however, has increased. Both groups deeply appreciate the longer loan periods.

The staff areas of the Cold Spring Branch were remodeled in January 2005. While ambitious in the year following a major construction project, little attention had been given to this area in the years since the branch was expanded in 1995. With the relocation of technical services from Cold Spring to the Newport Branch, remodeling was a necessity and has yielded a great improvement to the working conditions of the staff.

The Library has upgraded its automation system to the Polaris system provided by GIS Information Systems. This upgrade has been well received by both the staff and the patrons. The capabilities of the system are far greater than the Galaxy system.

The simple fact that Polaris is a Windows-based system allowed the Library to discard the dumb terminals and embrace Windows-based computers at all stations, both for public and staff. Windows-based stations have allowed the patrons and the staff much greater capabilities and flexibility.

With the installation of Polaris, the Library took advantage of the opportunity to revise its circulation policies. Loan periods for most types of items were increased. Again, this change may cause a net decrease in circulation but should increase patron satisfaction with our services. With these changes also came the ability of juvenile patrons to check out videos and DVDs. We expect patrons to be happy with this expansion of juvenile card privileges.

The Library revised both the position classifications and the salary schedule in FY2004-05. Revision of both of these elements will give the Library a heightened ability to retain staff and increase expectations of staff in the future. The need for regular review can not be overly stressed.

The Library hired its first full time Public Relations Manager in August 2004. By combining the need for public relations into one position, the Library has been able to pursue a much more aggressive programming presence in the community. The long term benefits of this development will be remarkable.

Along with the hiring of the Public Relations Manager, the Library significantly raised the budgeted allowance for public relations spending. For FY2004-05, public relations efforts account for 0.83%, or $25,000, of overall expenditures. (For FY2003-04, 0.17%, or $4500, of overall expenditures were designated for public relations.)

Through the work of the Public Relations Manager, the Library began the process of creating its own logo. While not a complete process at the time of this writing, the logo will be ready by June 2005. The Library will then incorporate this logo into all official documents, Library cards, and other public relations outlets.

In FY2004-05, the Library participated for the second time in the national Teen Read Week. Aggressive programming was planned during this week. The popularity of the programs and the event helped reach out to an otherwise difficult to entice group of users.

In FY2004-05, the Library also participated in National Library Week on a grand scale. System-wide, 27 programs for various age levels were planned and promoted. The Library participated in a joint public relations campaign with the Kentucky Speedway and other area libraries. We hope that the Library will continue to remain actively involved in national events in order to extend the impact of its limited promotional funds. As a part of National Library Week, the Library was recognized by Kentucky Senator Katie Stine of Fort Thomas for its continuing service to the community.

The Library hired its first full time Technology Manager in November 2004. This position eliminated the need for outside consultants on many projects. During FY2004-05, several significant improvements were made to the Library's technology. Aside from the aforementioned automation system and new computers, the Library installed its first domain server which allows for remote upgrades to all of the Library's computers and for remote installations of new software. The Library upgraded the filter software and hardware for patron use of the internet. The process of moving all network services to the Newport location is now complete.

The management team completed its discussion and study of providing Sunday hours. We will begin offering these hours in August 2005. Some staffing will be added to maintain full library service from all locations during the additional hours. We are confident that the community will respond very positively to the changes.

The Friends of the Library have enjoyed great success through their booksales and other fundraising activities. The Friends voted at their September 2004 meeting to increase their

annual contribution to the Library from $7500 to $10,000. The Friends also agreed to pledge $4000 to the Library for the placement of a mural in the Cold Spring Branch when the public areas are remodeled.

The Library has embraced the new DVD format. DVDs are much cheaper to purchase and the patrons generally have accepted them as a viable format. The Library will no longer purchase feature films in VHS format, relying solely on DVD format for circulation. VHS titles will be purchased when it is the only format available.

The Library has also made the decision to begin expanding its software collection by purchasing popular entertainment software in addition to the educational software already purchased. Circulation periods for software have been increased from seven to fourteen days. The number of individual software units that may be borrowed by a patron has been increased to seven.

The young adult graphic novels collection was given great attention in FY2004-05. The size and popularity of this collection have increased significantly. Along with that popularity comes some patron concern: the number of challenged materials from this genre outweighs challenges to other material types. The number of challenges is not presently a concern to the Library though some collection development practices have been implemented to aid in the detection of questionable materials before they reach the circulating shelves.

On the state level, the Library sent representatives to Frankfort in February 2004 to lobby the legislature for the funding levels that were passed in 2002. At present, the legislature has not passed a budget which reflects these requests. Libraries across the state, however, were involved in this event. It is the belief of the Kentucky Department for Libraries and Archives that the event did remarkably increase both legislative awareness and appreciation for libraries in general. We hope that similar events are planned in the future.

Service to patrons who speak Spanish is an increasing concern to the Library. While the Library is fortunate to have two Spanish-familiar staff, no special services are offered to this growing community. The Library explored the possibility of Spanish-language children's storytimes in FY2004-05 through the services of a volunteer. This effort did not reach fruition. According to informal reports, Cold Spring Baptist Church now has 60 regular participants in its Spanish language services. Newport has a growing Spanish-speaking community. The Library should consider developing service to this population.

The Library established a Speakers Bureau as a part of its ongoing efforts to reach out to the community. Speakers, comprised of the professional staff at the Library, will go to community groups in the county and give a short speech. Each speaker prepared presentations for two topics. We hope that the Bureau will become a well-used resource for groups in the county.

As noted previously, Alexandria Mayor Dan McGinley approached the Library about extending its service area into southern Campbell County. Mayor McGinley asked the Northern Kentucky Planning Commission to generate maps which would indicate the need for library service to this portion of the county. The maps show the population center of Campbell County to be in the Fort Thomas area. The maps show the center of the population that is beyond five miles from a library location to be just south of the city of Alexandria. As expected, cardholders in this area are not numerous but still represent plenty of potential users of a southern facility.

Fiscal Year 2005-06

Revised 9 Jun 05

I. Governance and Administration

- *Establish written Board policies for the conduct of its regular business.*
  - o Many of the Board's activities are dictated by the Kentucky Revised Statutes. Still, some Board activities and the procedures that complement them are not. The Board should develop a comprehensive policy manual in FY2005-06 that will help in making sure procedures are followed for future years. This policy manual should include policies and procedures for hiring future directors, diversifying the Board's membership, annual review of Board bylaws and policies, continuing education of Board members, Board member orientation, legislative initiative and involvement, and media communication.
- *Establish an annual timeline for reviewing and revising all Library policies.*
  - o Establishing a timeline for reviewing and revising all policies will ensure that all policies are given attention each year. The Board should adopt and follow a timeline for such policy review and revision in FY2005-06. This timeline should become a part of the Board's policies. Concurrently, the Board should also review the American Library Association's guidelines and the *Library Bill of Rights* to ensure that Library policies are in agreement with those principles.
- *Create and support a foundation or endowment for enhancements to basic services.*
  - o In 2004-05, the Library identifed the need for funding sources outside of its regular revenue stream. In 2005-06, the Board should consider creating such a foundation and committing the Library to its support.
- *Host an informational breakfast for local elected officials.*
  - o In 2004-05, the Library identified the need for keeping local officials aware of the Library's desire to serve their citizens. The Library also needs to work with these officials in order to increase the likelihood of future collaborative and mutually beneficial projects. An informational breakfast would be a good time to share highlights of the Library's Long Range Plan and to garner support for library-friendly legislation at the state level. In FY2005-06, the Library should plan such an event and invite all local elected officials.
- *Create a disaster preparedness policy.*
  - o In 2004-05, the need was identified for a disaster preparedness policy. In 2006-07, the Library should form a committee for the development of such a policy and implementation. Such a policy should require annual disaster preparedness awareness and training for the staff. The policy should include disasters which might affect facilities, collections (whether in whole or in part), patrons, and staff.

II. Personnel

- *Hire additional children's assistants.*
  - o With the expansion of children's programming, there is a need to aid the Children's Librarians in terms of craft preparation and with assistance during actual programming. The Library should add full time children's assistants for each branch.

- *Hire a part time reference librarian for Newport and Carrico branches.*
  - At present, the Newport Branch and Carrico branches have two full time reference staff. Supplementing their hours places a great demand on each Branch Manager's time. An additional part time reference librarian for each location is needed to work during our existing open hours and when the Library adopts Sunday hours in August 2005.
- *Hire additional circulation staff for Sunday hours.*
  - In FY2004-05, the Library studied the staffing needs to implement Sunday hours. Additional personnel to accommodate staffing will be hired in early FY2005-06 in order to implement Sunday service hours by August 2005.
- *Institute quarterly meetings.*
  - The Library will adopt a set schedule of quarterly meetings for branch public services staff in July 2005. Staff appreciate the opportunity to discuss issues and receive training during these periods. These meetings also afford a rare opportunity for the Branch Manager to address all staff at one time. The Library should commit to quarterly meetings for in-house professional development (including reader's advisory services) and discussion time for its reference staff. The Library should commit to quarterly meetings of its supervisors for continuing development and group discussion of issues. The Library should also consider quarterly meetings of circulation staff to ensure that procedures and services are consistent at all locations.
- *Commit to certifying all full time personnel.*
  - The Library should further its commitment to staff training and certification by providing adequate opportunities for all full time personnel to be certified in accordance with Kentucky Department of Libraries and Archives requirements.
- *Begin regular in-house training for all staff.*
  - The Library should create an employee orientation program that includes training on basic computer use (including using common computer programs, such as the internet), basic public relations and basic customer service.
- *Develop cooperative relationships with other educational institutions to supplement staff.*
  - In 2005, the Library began cooperative relationships with Gateway Community College and the University of Kentucky Master's of Library Science program in which internships or practicum experience was provided by the Library to students. In return, the Library was able to use these students to aid existing staff on special projects. The Library should seek to expand these arrangements in FY2005-06 to include website development, children's services, public relations, and building/grounds maintenance.

III. Access

- *Update network sharing databases of Library holdings.*
  - The Library has not updated statewide or nationwide databases of its holdings in many years. The Library should plan to update these records in FY2005-06 and then update them annually thereafter.
- *Adopt an email or chat based reference service.*
  - The *Kentucky Public Library Standards* require that remote access be provided to fundamental library services. At present, the Library does provide access to all of the fundamental services, but email-based reference service is not advertised.
- *Consider Friday service hours.*
  - In FY2005-06, the Library should conduct patron surveys and consider staffing for additional service hours. There have been patron inquiries in the past about additional hours on Friday. Both Kenton and Boone County public libraries have instituted additonal Friday hours. In order to achieve a comprehensive rating in

the *Kentucky Public Library Standards*, the Library must have 70 unduplicated service hours. After implementing Sunday service hours in August 2005, the Library will have 69 unduplicated service hours.

- *Purchase low-tech assistive devices.*
    - o The *Kentucky Public Library Standards* require the availability of low-tech assistive devices (bold-write pens, magnifiers, etc) in order to achieve a basic rating. Staff training in the use of these devices is required in order to achieve an enhanced rating. The Library will purchase these items and train staff in their use in FY2005-06. The Library will train staff in referring special needs patrons to other resources that may be beneficial to them. The Library will also train staff in administering service through telephone relay services for the deaf.
- *Publicize accomodations for special needs patrons.*
    - o In FY2005-06, the Library will study and implement ways of informing special needs patrons of the availability of services that are available to them at the Library. The *Kentucky Public Library Standards* require special needs patrons to be informed of this service in order to achieve a basic rating.
- *Conduct a study of high tech assistive devices.*
    - o The Library should study the need and the feasibility of high tech assistive devices in FY2005-06. The Library will need to consider the potential user populations, the support of that user population for those devices, the cost of obtaining such devices, and the placement of such devices in Library facilities. High tech assistive devices are a requirement for a comprehensive rating in the Kentucky Public Library Standards.
- *Update public training manuals for automation system.*
    - o In March 2005, the Library upgraded its automation system. In FY2005-06, the Library should update its training manuals for the public and initiate public classes for familiarization with the new system.

IV. Collections

- *Create a collection development policy.*
    - o The Library's present collection development policy was created in 1995 and has not been revised. The Library should create a new policy in FY2005-06. The new policy should include formats that have been added to the collection since 1995 and provide for the ongoing identification and inclusion of new formats in the future. The collection development plan should comply with the guidelines suggested by the American Library Association. The plan should provide for the ongoing development of the collection and provide for the changing needs of our patrons including special attention to collection diversity.
- *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.
- *Conduct a collection survey.*
    - o With the implementation of the new automation system, the Library has been given great ability for in-depth analysis of its collection. The Library should take advantage of this capability in FY2005-06 to conduct a systematic survey of the collection noting average age of materials, average age of materials within specific subject areas or genres, use patterns, and gaps in the collection.

- *Conduct a survey of patron satisfaction with the collection.*
  - o The Library should conduct annual surveys of patron satisfaction with the collection. Data collected should be used to inform revision of the Library's collection development policy.
- *Develop a collection of specialty software for children.*
  - o Many parents purchase Leap Pad hardware for their children to use for educational and entertainment purposes. The Library will add a collection of Leap Pad software in FY2005-06 to its circulating collection. A study will be conducted to determine which age level should be developed first. Attention will be given to the size of the potential using population, the diversity of the software available for that age range, and the cost per unit. The Library should also study how other libaries have incorporated this software into their collections. The Library may purchase hardware and software for in-house use as well.
- *Consider implementing a floating collection.*
  - o The idea of "floating collections" has become increasingly popular in libaries. In 2004, the Kenton County Public Library implemented this idea into its collection. In such a system, an item would not be "owned" by any location. Items would be returned by the patrons to a location and would become a part of that location's collection. This idea could help the Library to diversify its branch collections without providing extra collection development funds. Such a system would decrease intralibrary deliveries of materials (with the exception of requested transfers of materials by patrons and staff). Both the negatives and positives of such a system require study by the Library.

V. Services

- *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.
- *Implement an aggressive volunteer program.*
  - o The Library created and revised its policies relating to volunteers in FY2004-05. The Library should follow up on this initiative by addressing a more focused and vital volunteer program. 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 services to be completed by volunteers and a reward program for those individuals who do participate.
- *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. The Library should also consider collaborative efforts with other agencies (such as Literacy in Northern Kentucky) that presently provide service to the Hispanic community.
- *Begin Sunday Service hours*
  - o In FY2004-05, the Library considered the operational needs for implementing Sunday service hours. These hours will be added in August 2005.

- *Conduct patron survey of satisfaction with services.*
    - o The Library will conduct annual surveys of patron satisfaction with hours, programming, staffing, equipment, accessibility, and other service elements. The results of these surveys should be used to inform future long range planning.
- *Consider regular meetings with staff of area libraries.*
    - o The Library, whether through its Director or other means, should consult with other area libraries about the possibility of a biannual all staff meeting. Such contact could have positive benefits for the procedures, practices and policies of all libraries.
- *Consider overdue and hold notification procedures.*
    - o In March 2005, the Library upgraded its automation system. The new system allows for both email and automated telephone notification. The Library should study how to integrate both of these new capabilities into its notification procedures. Existing notification timetables may be altered with this new capability.
- *Identify and provide access to accelerated reader lists.*
    - o Many local schools maintain reading lists for their students based on the accelerated reader program. The Library should identify schools that maintain these lists and provide patron access to them through its website if possible. The Library should also try to identify ways to compare these lists to its collection to make the determination of availability easier for its patrons.
- *Implement outreach to local adult literacy centers.*
    - o The Library provides many resources that are valuable to local literacy centers and their students. The Library should identify these centers and begin outreach to them in the form of advertising, visits with tutors, and possibly adjusting current collection development practices to meet the needs of the students. Such centers would include the Brighton Center, Newport Adult Learning Center, and Literacy in Northern Kentucky.

VI. Facilities

- *Continue saving for South Branch.*
    - o 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. Due to other capital expenditure commitments in FY2004-05, the Library was unable to allot significant funds to this account.
- *Begin budgeting process for South Branch.*
    - o The Library should begin preliminary budgeting for the total expense of construction costs, furnishings, and stocking the South Branch as well as tentative staffing costs. The Board should begin determining the level of financing that the Library will incur in the construction, furnishing, and stocking costs.
- *Plan renovation of public space at Cold Spring.*
    - o The Library will plan the second and final step of the renovation of the Cold Spring Branch in FY2006-07. This renovation will focus on public areas, redesigning shelving and collection layout, redesigning layout of public computer workstations, redesigning the public service desks as well as other interior design elements. Some minor renovations may occur during FY05-06 including landscaping.
- *Redesign marketing areas for all locations.*
    - o 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.

- *Conduct patron satisfaction survey for all facilities.*
  - o The Library will plan annual patron satisfaction surveys on facility size, facility upkeep, parking, accessibility, signage, and floor plan. The results of this survey should inform future long range planning.
- *Purchase difribrillators for all facilities.*
  - o Difribrillators are becoming increasingly common in public facilities. Use of such devices is fairly simple and could mean the difference in life or death for a person with sudden heart failure. The Library should purchase a device for each facility in FY2005-06 and train its staff on proper use.

VII. Technology

- *Wireless technology for public computer use.*
  - o The provision of wireless technology by many businesses has been gradually increasing 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 add 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.
- *Install time control software on all public computers.*
  - o The Library's computer resources, like any resource, need to be monitored and apportioned. For the public computers, time allowed on the machine can be a critical issue. The Library should add time control software on its public computers so that all patrons have fair and equitable access to this resource. Time control software could also have the additional benefit of forcing patrons to identify themselves before using a public computer. This feature could help the Library in policing computer damage or attempts to breach computer security.
- *Update Library's web site.*
  - o The Library should plan to update its current website (launched in January 2004) and all subsidary parts of the site (children's, launched in October 2003, and young adult, launched in April 2005). The Library should contract this work in lieu of hiring additional staff.
- *Conduct a patron survery of satisfaction with current computer offerings.*
  - o Since 2003, the Library has been updating its public computers. While some older computers are still in use, all have current operating systems and most offer access to Microsoft Office products that are favored by our users. The Library should conduct a survey in FY2005-06 to determine if the patrons need or desire additional products, enhancements or capabilities.

VIII. Marketing/Public Relations

- *Develop a marketing/public relations policy.*
  - o The Library will develop a comprehensive marketing/public relations policy which targets community events, national library-related events, and specified audiences. This policy should also include a crisis communication policy.

- *Purchase a mobile display unit.*
  - o With the expansion of outreach from the Library, the need is apparent for a mobile display unit that can be easily carried to offsite locations and set up for advertising Library services. This unit would be a lighted, easily modified display unit that could be used at the county fair, job fairs, start-of-the-school-year festivals for schools, and other community events. The Public Relations Manager will locate a vendor to provide and design this unit.
- *Develop a basic public relations training class for all staff.*
  - o As part of employee orientation and continuing education, the Library should develop and implement a class on basic public relations (including good customer service) for its staff.
- *Increase public relations budget.*
  - o The Library should plan to increase its public relations budget to at least 1% of the overall expenditures in FY2005-06. This increase would meet the minimum standard for libraries in the *Kentucky Public Library Standards.*
- *Consider email as an alternative to mailed newsletters and publicity.*
  - o Many patrons frequently use email as a primary means of communication. The Library is presently collecting email addresses in anticipation of using this technology for notification of holds and overdue materials. The Library should also consider the utility of publicity through email. Some patrons may prefer email as a means of learning about Library programs and services.

Fiscal Year 2006-07

Revised 9 Jun 05

I. Governance and Administration

- *Begin planning for an advisory board.*
  - o An advisory board has many potential positive benefits for the Library. An advisory board could counsel the governing board in special projects, help with the creation of a long range plan, and aid the Board in identifying new or special needs in the community. The governing board should begin thinking of ways to recruit members for an advisory board in FY2006-07.
- *Plan dedicated events to benefit the Library's foundation*
  - o In FY2005-06, the Library planned to institute a foundation or endowment to supplement its income and aid its development in future years. The Library should plan dedicated activities to heighten awareness of the foundation so that regular contributions are received and the base of funding is strengthened.

II. 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 plan during FY2006-07 for a professional overview of salaries and job descriptions to ensure that employees are being fairly compensated for their work. Such a survey should include comparisons to other similar private and government entities nationally.
- *Hire human resources manager.*
  - o 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 has become increasingly necessary. In following years, this position will be instrumental in conducting strategic planning, salary surveys, certification of personnel, and continuing education assessments.
- *Hire a children's outreach librarian.*
  - o The Library should consider hiring one additional Children's Librarian to conduct outreach to daycares, preschools, and public/private schools throughout the county. This outreach would include students, service providers, teachers, and administrators. This outreach could include service to juvenile detention facilities and other centers for at-risk youth. This Librarian would not be assigned to any specific geographic area but would conduct regular outreach to all areas of the county.
- *Hire a collection development or collection management librarian.*
  - o With increasing demands on the professional staff, the Library should consider hiring a full time professional collection development or collection management librarian. The exact duties of this position remain to be determined but may include setting weeding schedules, aiding with the de-selection of materials, identifying gaps or weaknesses in the collection, managing collection development budgets, managing materials selection lists, providing for disaster preparedness of the collection, analyzing purchase alerts for materials in great

demand, managing serials and automated procurement plans, revising the collection development policy, conducting an inventory of the collection, identifying materials needed for an opening day collection for the South Branch, organizing the stockpiling of withdrawn or donated items intended to supplement the South Branch collection, and coordinating the collection development activities of other staff librarians.

- *Consider hiring 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. The grant writer would also seek to increase funds in the Library's foundation or endowment.
- *Consider a part time web development position.*
  - o The Library first created a website in August 1999. Since its creation, the Library has delegated the responsibility for the website's development and maintenance to existing staff. In FY2005-06, the Library contracted outside services for redevelopment of its website. In FY2006-07, the Library should consider creating a part time position that would dedicate this responsibility to a specific staff member.
- *Develop a comprehensive orientation for new employees.*
  - o The Library should plan to develop an in-depth orientation for all new employees in FY2006-07. This orientation should include training in basic computer skills, public relations, customer service, diversity awareness, and other skills that the Library expects staff to exhibit effectively with its patrons.
- *Consider additonal technical services staffing.*
  - o As the Library's collection development budget increases, the number of items that require processing also increases. While the new automation system (installed in March 2005) may increase efficiency in selecting, ordering, invoicing, and cataloging materials, additional staffing may still be necessary to handle the volumne of incoming materials. The Library should consider this need in FY2006-07, especially if the Library planned to move beyond the minimum requirements for budgeting for collection development.

III. Access

- *Implement new Friday hours.*
  - o In FY2005-06, the Library considered the need for Friday service hours. According to the Kentucky Public Library standards, 70 unduplicated service hours are required each week for a rating of comprehensive. If the need is determined to be adequate, the Library should implement additional Friday service hours in FY2006-07.
- *Begin stockpiling materials for South Branch.*
  - o The South Branch will contain the first collection that the Library will create from scratch. The Library can lessen the cost of creating such a collection by collecting copies of popular materials that are no longer needed at existing branches. These materials would be kept at the Newport facility. The location code for the materials would be changed to "hide" them from the public access catalog.
- *Update network sharing databases of Library holdings.*
  - o The Library updated its holding records for network resource sharing in FY2005-06. Annual updates should be planned.

- *Consider a foreign language collection.*
  - o The Kentucky Public Library Standards require a collection of materials in languages other than English in order to meet the requirements for an enhanced rating. The Library will study the need and the feasibility of a such a collection (in terms of cost and shelving) in FY2006-07.
- *Conduct survey of special needs patrons.*
  - o The Library should conduct a survey of special needs patrons in FY2006-07. This survey should be used to inform the construction of future branches and additions as well as renovations to current locations. The survey should cover access, signage issues, floor plans, and other elements that might encourage or discourage use by special needs patrons.
- *Conduct an audit for ADA compliance.*
  - o The Library should plan to conduct an audit of all facilities in FY2006-07 for complete compliance with ADA requirements. Such a survey might be conducted by another government agency or may require contracting an outside consultant. The Library should plan to incorporate the results of the survey into its future long range plans.
- *Develop a referral service for patrons with special needs.*
  - o The Library should become a better resource for its special needs patrons but should also have the ability to refer patrons who can not be served by the Library to other agencies that could better assist them. A referral service should be created which is readily available at all service points for staff to offer to special needs patrons.

IV. Collections

- *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.
- *Consider adding an adult new reader collection.*
  - o In FY2004-05, the Library identified the need to develop resources for patrons with special needs. One of the concerns was the development of a collection suitable to adult patrons who are learning to read. In FY2005-06, the Library began outreach services to adult literacy centers in the local area. Partnerships established in that process could aid the development of this collection. One of the potential projects of a grant writer could be to locate and secure funds to develop this collection.
- *Conduct a survey of patron satisfaction with the collection.*
  - o The Library should conduct annual surveys of patron satisfaction with the collection. Data collected should be used to inform revision of the Library's collection development policy.
- *Implement collection development policy.*
  - o In FY2005-06, the Library created a collection development policy. This policy should be successfully implemented in FY2006-07. Surveys and tests should be conducted to ensure that the policy is having a positive impact on the collection's responsiveness to its users.
- *Build a more responsive collection.*
  - o The Library should commit to developing a collection by the end of FY2006-07 that meets the requirements for an enhanced rating in the *Kentucky Public Library Standards* for books per capita. The Library should also commit to

budget funds for its collection development sufficient to meet the requirements for an enhanced rating. The need for developing a diverse collection that meets all needs should also be addressed in this process.

V. Services

- *Conduct patron survey of satisfaction with services.*
  - o The Library will conduct annual surveys of patron satisfaction with hours, programming, staffing, equipment, accessibility, and other service elements. The results of these surveys should be used to inform future long range planning.

VI. Facilities

- *Complete renovation of Cold Spring Branch public service spaces.*
  - o In FY04-05, the Library renovated staff areas at Cold Spring. In FY05-06, the Library planned a renovation of the public areas. In FY06-07, the Library should implement and complete renovation of the branch.
- *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 to 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.
- *Conduct patron satisfaction survey for all facilities.*
  - o The Library will plan annual patron satisfaction surveys on facility size, facility upkeep, parking, accessibility, signage, and floor plan. The results of this survey should inform future long range planning.
- *Begin study of foreign language signage.*
  - o The Library should study the need for foreign language signage in FY2006-07 and determine if such signage would better serve the needs of the non-English speaking community or encourage use of the Library by members of this community.
- *Provide floor plans for all locations to patrons.*
  - o The Library should create and provide floor plans indicating collections and service points for patrons at all locations.

VII. Technology

- *Replace public computers for the Cold Spring Branch.*
  - o Having replaced many computers in FY2003-04 and FY2004-05, the Library will now enter into a rotating schedule for computer replacement at all locations. Replacing each branch's entire stock of public computer workstations will ensure that the same operating system exists on each computer. Computers, with a limited lifespan, must be seen as a continuing expenditure of the Library.

VIII. Marketing/Public Relations

- *Develop a format for sharing long range plan with public.*
  - o While the Library has committed itself to the ongoing need for long range planning, the results of this planning have not been actively shared with the public. In FY2006-07, the Library should develop a format for accomplishing this and a forum for discussing the plan with the community.
- *Begin collection of Library success stories.*
  - o The Library serves many different individuals in the community and helps many to achieve more in their lives than they would have without the benefit of a library. The Library should begin soliciting and collecting these stories in FY2006-07 and sharing them with other interested groups.
- *Conduct a public image survey.*
  - o The Library should conduct regular public image surveys to determine the impact and effectiveness of its marketing and public relations efforts on public perception of Library services.

Fiscal Year 2007-08

Revised 9 Jun 05

I. Governance and Administration

- *Conduct a strategic planning exercise.*
  - o In 2004-05, the Library identified the need to conduct a strategic planning process based on a nationally recognized program. Such a process will require the Library to hire a consultant for organization and implementation of this process. In preparation for future long range planning, the Library should commit to seek such outside consultation in 2007-08 and complete a strategic planning process.
- *Plan dedicated events to benefit the Library's foundation.*
  - o In FY2005-06, the Library planned to institute a foundation or endowment to supplement its income and aid its development in future years. The Library should plan dedicated activities to heighten awareness of the foundation so that regular contributions are received and the base of funding is strengthened.
- *Form an advisory board..*
  - o In FY2006-07, the Library began planning for an advisory board. Such a group could offer the Board advice on issues and also provide a pool of interested individuals for the Library to draw from when Board openings occur. An advisory board could also provide a means for people who are not able or willing to serve on the Board to participate in Library affairs.

II. 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 day collection needs, building design, shelving needs, staffing needs, and other requirements 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.
- *Consider a part time children's collection development or collection management librarian.*
  - o In FY2006-07, the Library planned to hire a full time collection development or collection management librarian. The Library should consider the need for a position dedicated to the children's collections in FY2007-08.
- *Consider hiring an assistant for technology.*
  - o In FY2004-05, the Library hired its first Technology Manager. In FY2007-08, the Library should consider whether the demands of this position have expanded sufficiently to warrant additional personnel in the department.

2007-08

- *Adopt a true merit based performance evaluation system*
  - o In 2004-05, the Library identified the need to improve its performance assessment tools. Revising these tools should include provisions which would make any performance based annual salary increases based entirely on merit. Such a system would require that the Library first ensure that salaries are consistent and comparable to other organizations and entities as determined by the salary survey.
- *Begin annual review of policies with staff.*
  - o The Library should plan to begin annual reviews of applicable policies with all staff beginning in FY2007-08. Such review would not only inform the revision of policies but would also provide for the continuing awareness of Library policies among staff.

III. Access

- *Begin purchasing materials for a foreign language collection.*
  - o The Kentucky Public Library Standards require a collection of materials in languages other than English in order to meet the requirements for an enhanced rating. The Library studied the need and the feasibility of a such a collection (in terms of cost and shelving) in FY2006-07. If there is a community need, and the Library has the space to develop such a collection, materials will be purchased in FY2007-08.
- *Update network sharing databases of Library holdings.*
  - o The Library updated its holding records for network resource sharing in FY2005-06. Annual updates should be planned.
- *Conduct an ADA audit of building design for South Branch.*
  - o In FY2006-07, the Library conducted an audit of all existing facilities. In FY2007-08, the Library should begin finalizing designs for the South Branch. These plans should be audited for ADA compliance by an outside consultant.

IV. Collections

- *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 sufficient collection size and depth will be important. The Library will also need to identify a suitable vendor for supplying an opening day collection. The Library will begin budgeting for this collection in FY2007-08.
- *Conduct a survey of patron satisfaction with the collection.*
  - o The Library should conduct annual surveys of patron satisfaction with the collection. Data collected should be used to inform revision of the Library's collection development policy.
- *Build a more responsive collection.*
  - o The Library should study the need and impact for a collection that meets the requirements for a comprehensive rating in the *Kentucky Public Library Standards* for books per capita. The Library should study how additional funding for its collection development budget sufficient to meet the requirements for a comprehensive rating might impact operations and collection shelving. The need for developing a diverse collection that meets all needs should also be addressed in this process.

V. Services

- *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 present use of other facilities will be a consideration as this planning develops. 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.
- *Conduct patron survey of satisfaction with services.*
  - o The Library will conduct annual surveys of patron satisfaction with hours, programming, staffing, equipment, accessibility, and other service elements. The results of these surveys should be used to inform future long range planning.

VI. Facilities

- *Continue saving for the South Branch.*
  - o The allotment of funds 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/display shelving 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.
- *Conduct patron satisfaction survey for all facilities.*
  - o The Library will plan annual patron satisfaction surveys on facility size, facility upkeep, parking, accessibility, signage, and floor plan. The results of this survey should inform future long range planning.
- *Contract interior designer for the South Branch.*
  - o The Library should contract an interior designer in FY2007-08 to plan for furnishing and other interior design elements of the new building. An interior designer will aid in the planning of interior lighting, signage, service desks, collection areas, and staff space.

VII. Technology

- *Replace public computers for the Carrico/Fort Thomas Branch.*
  - o In FY2006-07, the Library entered into a rotating replacement of public computers. Replacing the public computers at Carrico/Fort Thomas 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.
- *Consider upgrade to computer operating systems.*
  - o In 2006, Microsoft is scheduled to release an upgrade to the Windows XP operating system. This upgrade is tentatively called Longhorn. The Library should consider upgrading to this operating system in 2008 anticipating the schedule for Microsoft's cessation of support for Windows XP.
- *Plan public and staff computer resources for the South Branch.*
  - o The Library will need to purchase many new computers for both public and staff use in the new facility. In FY2007-08, the Library should decide on the number of public and staff terminals that are necessary.

VIII. Marketing/Public Relations

- *Increase public relations budget*
  - o The Library should plan to increase its public relations budget to at least 2% of the overall expenditures in FY2005-06. This increase would meet the standard for an enhanced rating in the *Kentucky Public Library Standards.*

Fiscal Year 2008-09

Revised 9 Jun 05

I. Governance and Administration

- *Plan dedicated events to benefit the Library's foundation.*
  - o In FY2005-06, the Library planned to institute a foundation or endowment to supplement its income and aid its development in future years. The Library should plan dedicated activities to heighten awareness of the foundation so that regular contributions are received and the base of funding is strengthened.
- *Begin systematic evaluation of Library departments.*
  - o With many changes in departmental structures, responsibilities, personnel, procedures, and policies, the Library should commit to an internal audit of each of its departments in order to determine strengths and identify weaknesses. The results of these audits should be used to inform future long range plans of the Library.

II. 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.
- *Conduct annual review of policies with staff.*
  - o The Library should conduct annual reviews of applicable policies with all staff. Such review would not only inform the revision of policies but would also provide for the continuing awareness of Library policies among staff.
- *Develop a diversity awareness program for staff.*
  - o The Library should commit to ongoing continuing education of its staff in diversity awareness and serving special needs populations. While such elements were included in the comprehensive orientation of new employees begun in FY2006-07, the Library should also seek to educate all employees annually on these issues.
- *Consider additional children's librarians.*
  - o The Library has consistently expanded both its children's programming and its children's outreach. Additionally, the *Kentucky Public Library Standards* stress the need for appropriate staff services for all service areas and levels during all open hours of the Library. In FY2008-09, the Library should consider whether additional staffing is needed in children's services in order to meet these demands.

- *Consider a young adult collection development or collection management librarian.*
  - o With expansion of collection development or collection management services, the Library should also explore the need to hire a librarian for its young adult collection. This position would give attention to the needs of the local schools serving young adults, young adult reading habits, and collection needs (both electronic and physical collections) that are appropriate for this age level.

III. Access

- *Update network sharing databases of Library holdings.*
  - o The Library updated its holding records for network resource sharing in FY2005-06. Annual updates should be planned.

IV. Collections

- *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.
- *Conduct a survey of patron satisfaction with the collection.*
  - o The Library should conduct annual surveys of patron satisfaction with the collection. Data collected should be used to inform revision of the Library's collection development policy.

V. Services

- *Conduct patron survey of satisfaction with services.*
  - o The Library will conduct annual surveys of patron satisfaction with hours, programming, staffing, equipment, accessibility, and other service elements. The results of these surveys should be used to inform future long range planning.

VI. 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.
- *Conduct patron satisfaction survey for all facilities.*
  - o The Library will plan annual patron satisfaction surveys on facility size, facility upkeep, parking, accessibility, signage, and floor plan. The results of this survey should inform future long range planning.

VII. 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.

VIII. Marketing/Public Relations

- *Begin planning public relations campaign for South Branch*
  - o The Library should complete construction of the South Branch in FY2009-10. Groundbreaking and grand opening events should be planned as well as ongoing communication with the public about the project's status.
- *Conduct a public image survey.*
  - o The Library should conduct regular public image surveys to determine the impact and effectiveness of its marketing and public relations efforts on the public's perception of Library services.

Fiscal Year 2009-10

Revised 9 Jun 05

I. Governance and Administration

- *Plan dedicated events to benefit the Library's foundation*
  - o In FY2005-06, the Library planned to institute a foundation or endowment to supplement its income and aid its development in future years. The Library should plan dedicated activities to heighten awareness of the foundation so that regular contributions are received and the base of funding is strengthened.

II. Personnel

- *Conduct annual review of policies with staff.*
  - o The Library should conduct annual reviews of applicable policies with all staff. Such review would not only inform the revision of policies but would also provide for the continuing awareness of Library policy among staff.

III. Access

- *Update network sharing databases of Library holdings.*
  - o The Library updated its holding records for network resource sharing in FY2005-06. Annual updates should be planned.

IV. Collections

- *Conduct a survey of patron satisfaction with the collection.*
  - o The Library should conduct annual surveys of patron satisfaction with the collection. Data collected should be used to inform revision of the Library's collection development policy.
- *Complete purchase of South Branch opening day collection.*
  - o The Library began planning for the opening day collection of the South Branch in FY2007-08. In FY2009-10, the Library should complete this process and begin planning for the eventual incorporation of this collection into the physical facility.

V. Services

- *Conduct patron survey of satisfaction with services.*
  - o The Library will conduct annual surveys of patron satisfaction with hours, programming, staffing, equipment, accessibility, and other service elements. The results of these surveys should be used to inform future long range planning.

VI. Facilities

- *Complete construction of the South Branch.*
  - o The completion of the construction of the South Branch will necessitate a change in some internal operations of the Library.
- *Conduct patron satisfaction survey for all facilities.*
  - o The Library will plan annual patron satisfaction surveys on facility size, facility upkeep, parking, accessibility, signage, and floor plan. The results of this survey should inform future long range planning.
- *Identify next capital improvement projects.*
  - o Capital improvement projects require the commitment of much of the Library's financial and staff resources. Upcoming capital improvements projects should be identified early and planned carefully to prevent oversights and provide adequate funding. The Library should identify capital improvements projects for the next ten years in FY2009-10. The Library should ensure that these projects provide for the next twenty years of library service.

VII. Technology

- *Consider updated telephone system.*
  - o With the addition of a branch in the southern part of the county, the Library should consider updating its telephone network to provide better service to all locations. Such a system might include voice over internet capabilities, centralized voicemail, or other features that better serve the Library's needs.
- *Plan for network to include the South Branch.*
  - o The Library implemented an improved computer network in May 2004. With the addition of the South Branch, the Library should consider how well this network is meeting its needs and whether improvements should occur before the South Branch becomes operational.
- *Purchase computers for staff and public use in South Branch.*
  - o The Library began planning for staff and public computer use in the South Branch in FY2008-09. In FY2009-10, the Library should purchase these computers and plan for their eventual installation in the new facility.

VIII. Marketing/Public Relations

- *Execute public relations campaign for South Branch.*
  - o In FY2008-09, the Library began planning for the opening day and groundbreaking activities surrounding the new South Branch. This planning should reach its final stages in FY2009-10 and implementation should begin.

Appendix A
Current County Geographic and Demographic Data
Revised 9 Jun 05

Geographical Information

Campbell County is one of the three northernmost counties in Kentucky, situated directly across the Ohio River from Cincinnati/Hamilton County, Ohio. The county occupies approximately 159.5 square miles. The geographic center of the county is in Alexandria, Kentucky.

Population of Cities

The population for cities in Campbell County is based on the *2004 Economic Forecast and Community Guide* provided by Northern Kentucky Chamber of Commerce.

- Alexandria: 8,274
- Bellevue: 6,267
- California: 85
- Cold Spring: 4,506
- Crestview: 473
- Dayton: 5,790
- Fort Thomas: 16,238
- Highland Heights: 6,534
- Melbourne: 454
- Mentor: 179
- Newport: 16,560
- Silver Grove: 1,195
- Southgate: 3,467
- Wilder: 2,767
- Woodlawn: 261

Population Characteristics

Campbell rates as Kentucky's eighth most populated county with an estimated population of 87,970. The population density is 583 persons per square mile. There are 36,898 housing units in the county.

Racial Percentages*
- White: 96.6%
- African American: 1.6%
- Hispanic: 0.9%
- Other: 1.71%

(*Source: 2000 Census)

Social Characteristics*
- Married persons: 37,715
- Families: 23,093
- Families with children under 18:   11,298
- Average family size: 3.09
- Households with individuals over 65: 7,905

(*Source: 2000 Census)

School Enrollment*

- Population over 3 enrolled in school: 23,663
- Persons in nursery schools: 1,684
- Persons in grades 1-8:   10,224
- Persons in high school: 5,173
- Persons in college/graduate school: 5,232

(*Source: 2000 Census)

Educational Characteristics*

- Less than 9th grade education: 4,063
- Between 9th and 12th grade, no diploma: 6,893
- High school diploma or equivalent: 19,882
- Some college, no degree: 11,730
- Associate degree: 2,868
- Bachelor's degree: 7,637
- Graduate or professional degree: 4,111

(*Source: 2000 Census)

Economic Characteristics*

- Per capita income: $26,573 (in 2001)
- Private wage/salary workers: 36,156
- Government workers: 4,828
- Self-employed workers: 2,258

(*Source: 2004 Economic Forecast and Community Profile)

Economic Characteristics

The economic data for Campbell County given below is based on the *2004 Economic Forecast and Community Guide* provided by Northern Kentucky Chamber of Commerce.

There are 1590 firms in the county.

Top five major businesses categories (in order of the number of firms in the category) include:
- Retail trade: 267
- Construction: 215
- Accomodation and Food: 155
- Health Care and Social Assistance: 148
- Professional, Scientific and Technical: 118

Top five major businesses categories (in order of the number of employees in the category) include:
- Education, Health and Social Services: 8,190
- Manufacturing: 5,788
- Retail trade: 5,009
- Professional, Scientific, Management, Administration: 3,927
- Fire, Rental, and Leasing: 3,565

Appendix B
Current Statistical Analysis of Library Use
Revised 9 Jun 05

Circulation
Circulation is one of the truest measures of a Library's use. In Kentucky, circulation of all public libraries rose by 2.2% in 2002-03. (Source: *Statiscal Report of Kentucky Libraries 2002-03*. This is the most current data available.)

	2002-03	*2003-04**	*% Change*
Adult Fiction	139,673	187,485	34.2%
Adult Nonfiction	84,611	93,135	10.0%
Juvenile Fiction	106,459	110,544	3.8%
Juvenile Nonfiction	37,446	40,136	7.2%
Videos/DVDs	325,297	328,865	1.1%
Audios	32,191	35,034	8.8%
Music	36,807	39,398	7.0%
Software	5,757	5,491	-4.7%
Total	**768,241**	**840,058**	**9.3%**

*Note: Circulation at the Library was affected positively by the addition of a new location in Newport in May 2004. Circulation was affected negatively by the lengthened loan period for videos and DVDs in February 2004. Also note that the Library did not begin keeping statistics on young adult collections separately until 2004.

Patron Counts
Patron counts are measured at each branch of the Library by use of electronic scanners.

	2002-03	*2003-04*	*% change*
Cold Spring	189,951	189,950	0.0%
Carrico/Fort Thomas	186,633	192,287	3.0%
Newport	76,372	90,386*	18.3%
Total	**452,956**	**473,163**	**4.5%**

*Note: The Newport Branch opened in a new facility in May 2004. The patron counts were estimated for some time until an electronic counter was installed. The new facility accounts for the dramatic increase in patron use.

Collection
The size of the collection is one determinant of a library's ability to meet the needs of its community. Size does not dictate the effectiveness of the collection, however. Age and appropriateness are also deteminants. In February 2005, approximately 35% of the Library's collection was published before 1995 and approximately 65% was published before 2000.

	2002-03	*2003-04*	*% Change*
Adult Fiction	40,981	44,963	8.86
Adult Nonfiction	56,224	58,725	4.26
Juvenile Fiction	32,880	35,985	8.63

Juvenile Nonfiction	27,246	29,530	7.73
Videos/DVDs	16,198	18,574	11.97
Audios	6,601	7,499	12.79
Music	5,489	6,439	17.46
Software	761	922	14.75
Total	**186,380**	**202,637**	**8.02**

Programming

Programming is provided by the Library as a community service and to encourage the use of the Library in the community. Aggressive programming has been one of the Library's main focuses in the past year. Expanded programming has been provided at all age levels: children's, young adult, and adult.

Attendance

	2002-03	2003-04
Childrens	14739	20719
Young Adult	156	680
Adult	2337	3551
All programs	17,232	24,950

Programs

	2002-03	2003-04
Childrens	405	656
Young Adult	6	45
Adult	141	209
All programs	552	910

Per Capita Statistics

The current population of Campbell County is 87,970 (estimated, source: Kentucky Department for Libraries and Archives).

	2002-03	2003-04
Circulation	8.67	9.55
Visits	5.11	5.38
Total Collection	2.11	2.31
Total Expenditures	$21.33	$25.36
Staff Expenditures	$12.96	$14.59
Reference Transactions	0.52	0.59
Square Feet (Buildings)	0.44	0.64

Appendix C
Timeline of Completion of FY2005-06 Projects
Revised 9 Jun 05

Following is a tentative schedule of completion of projects as outlined in the Long Range Plan 2005 for the fiscal year 2005-06:

- *July*
  - Board
    - Begin planning local elected officials breakfast. (Board and Management Team)
    - Begin creating board policies and procedures manual.
  - Management Team
    - Begin creating a collection development policy.
    - Begin creating a disaster preparedness policy.
    - Begin planning renovation of Cold Spring Branch public spaces. (Director and Cold Spring Branch Manager)
    - Establish a committee to create surveys of public satisfaction with operating procedures, facilities, and collection.
    - Establish a committee to study the feasibility of a collection of Leap Pad software for circulation and in-house use.
    - Establish a committee to study floating collections.
    - Establish a committee to identify and collect accelerated reading lists from area schools.
    - Establish a committee to study current library use of digital formats (mp3s, digital movies, ebooks, and downloadable audiobooks).
    - Establish a committee to plan and implement in-house training for general staff.
    - Establish a committee to study Hispanic population service needs.
    - Set up fiscal year schedule for quarterly meetings of branch, supervisors, circulation and reference staff.
    - Establish a committee to study high/low tech assistive deveices for special needs patrons.
    - Establish a committee to identify local area adult literacy centers.
    - Begin developing a marketing/public relations policy.
    - Identify noncertified full time personnel and develop a training plan for certification for them.
  - Staff
    - Hire additional circulation and reference staff for Sunday hours.
- *August*
  - Board
    - Continue study of a foundation or endowment for the Library.
  - Management Team
    - Begin study of an outreach vehicle for visiting daycares, preschools, nursing homes and other entities in the county.
    -
  - Staff
    - Begin Sunday service hours.
    - Hire additional children's staff.
    - Upgrade to Polaris version 3.2 and implement telephony notification system.

- *September*
  - o Board
    - Begin consideration of Friday service hours. (Board and Management Team)
    - Host local elected officials breakfast. (Board and Management Team)
  - o Staff
    - National Library Card Month.
    - Purchase difribrillators.
- *October*
  - o Board
    - Review Income and Disbursement Policies.
  - o Staff
    - October 7, Staff Development Day. (Board and Staff)
    - Teen Read Week.
- *November*
  - o Board
    - Review Investment Policies.
  - o Management Team
    - Begin study of impact of providing wireless service in libraries.
    - Begin studying marketing/display areas in all locations.
    - Consider email as a means to distribute information about Library services to patrons.
- *December*
  - o Board
    - Review General Policies.
    - Review long range plans for FY06-07.
    - Finalize board policies and procedures manual.
  - o Management Team
    - Review results of committee on timeout software.
    - Establish committees for summer reading club planning.
    - Establish a committee for National Library Week planning.
    - Establish a committee to plan volunteer appreciation activities.
  - o Staff
    - Replace computer servers.
    - Order mobile display unit for marketing/public relations.
    - Begin survey of collection.
- *January*
  - o Board
    - Review Personnel Policies.
    - Conduct comparative analysis of salary structure against local, state, and national measures. (Board and Management Team)
  - o Management Team
    - Begin consideration of foreign language collection.
    - Review results of committee on floating collections.
    - Review results of committee on digital formats.
  - o Staff
    - Conduct surveys of patron satisfaction of operating procedures, facilities, and collection.
    - Conduct in-house training for general staff.
    - Begin outreach to local area adult literacy centers.
    - Implement timeout software at all branches.
- *February*
  - o Board

- Make decision regarding the creation of a foundation or endowment.
- Review Circulation Policies.
  - o Management Team
    - Final decision on Friday service hours.
    - Finalize planning for renovation of Cold Spring Branch public service areas.
    - Finalize plans for providing wireless service at all branch locations.
    - Review study of Leap Pad software.
    - Consider purchase of difribrillators and the education of staff in basic first aid procedures.
  - o Staff
    - Update library holdings in OCLC database.
    - Update Library's website.
- *March*
  - o Board
    - Approve final draft of marketing/public relations policy.
    - Approve final draft of collection development policy.
    - Advertise open board positions.
  - o Management Team
    - Complete disaster preparedness policy.
    - Review results committee work on high/low tech devices for special needs patrons.
    - Review results of surveys for patron satisfaction of operating procedures, facilities and collection.
    - Create FY2006-07 budget.
  - o Staff
    - Implement wireless service at all branches.
- *April*
  - o Board
    - Approve disaster preparedness policy.
    - Review FY2006-07 budget.
  - o Management Team
    - Review results of committee work on Hispanic population service needs.
    - Review results of committee work on an outreach vehicle for daycares, preschools, nursing homes, and other entities in the county.
  - o Staff
    - National Library Week.
    - Purchase low tech assistive devices for special needs patrons.
    - Conduct volunteer appreciation activities.
- *May*
  - o Board
    - Approve FY2006-07 budget.
    - Conduct interviews with board candidates.
  - o Management Team
  - o Begin creating a budget for the South Branch.
  - o Staff
    - Begin summer reading club school visits.
    - Implement public relations training classes for staff.
- *June*
  - o Board
    - Approve board candidates.
    - Propose tax rates.