

CAMPBELL COUNTY PUBLIC LIBRARY

# Five-Year Strategic Plan



Developed by the Kentucky League of Cities Community Consulting Services with significant input from Campbell County residents and assistance from the Campbell County Public Library Board of Trustees and staff.







## OUR MISSION

Campbell County Public Library enhances lifelong learning by providing popular materials, programs, and services to our community.

## OUR VISION

Connecting you to big ideas wherever you are!

## OUR LEADERSHIP

### 2015-16 Board of Trustees

Cathy Howard, President  
Steven Trumbo, Vice President  
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Christie Fillhardt, Secretary  
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### Management Team

JC Morgan, Library Director  
Chantelle Bentley Phillips, Assistant Director  
David Anderson, Cold Spring Branch Manager  
Kiki Dreyer Burke, Public Relations Manager  
Rachel Folz, Digital Marketing Manager  
Dawna Haupt, Library Accountant  
Pam Posik, Carrico/Fort Thomas Branch Manager  
Terrie Pulliam, Human Resources Manager  
Douglas Williams, Technical Services Manager

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# Five-Year Strategic Plan 2016

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# Executive Summary

In July 2015, the Campbell County Board of Trustees embarked on a long-range planning process. The goal was to provide a holistic approach in the review, research and assessment of the current state of the Library and to prepare a plan for the future.

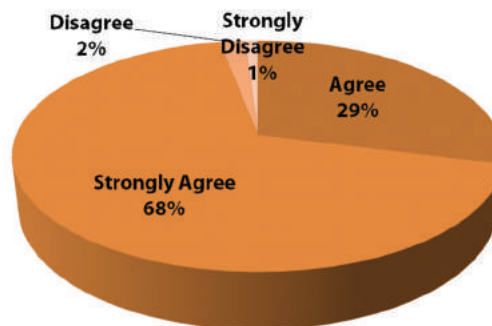
The board sought the expertise of an external consultant to provide a fresh perspective and conduct extensive discussions with community leaders and the public. After a request for proposals, the board chose Community Consulting Services of the Kentucky League of Cities to assist in developing a five-year strategic plan.



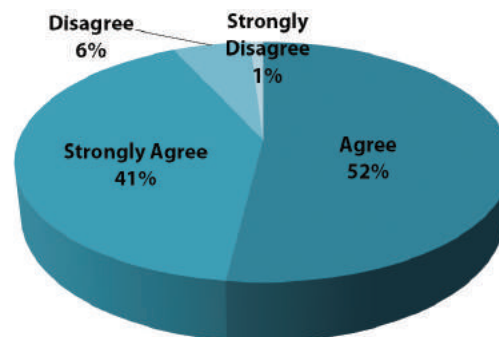
Overwhelmingly, the survey responses showed the majority of people (96%) indicated they believe the Library is on the right track. Respondents viewed the Library as a vibrant service that impacts its users and the community in a positive manner.

The Library also received high marks in the areas of providing good customer service and the ability of patrons to get the items they want, as these graphs show:

## **Library staff provides the customer service I desire:**



## **I can get the items I want from the Library when I need them:**



The desired outcomes of the process were to (a) engage the public, library users and core constituency groups, (b) to create goals, objectives and activities, and (c) address the implications of the proposed goals on the Library's existing services, funding, technology, staffing and facilities.

The strategic planning process was divided into four steps:

1. Obtain opinions, ideas, suggestions and general input from multiple sources including print and online surveys, one-on-one meetings and community listening sessions.
2. Distill the information gained from survey responses; analyze existing data; and catalog opinions and comments.
3. Develop sections of the plan based upon all information and research.
4. Draft the plan, sharing back and forth with members of the Library's management and Board of Trustees to arrive at the final plan.



Expansion of library services into southern Campbell County, however, was an area of concern.

Several respondents commented that library services in the Alexandria area were not needed at all or not needed at this time. Other respondents complained about the lack of services in the southern part of the county. The Library acknowledges these opposing views and will not

proceed with building a branch on the property currently owned in the southern part of the county until a more cohesive mandate to do so is established.

Research also showed the future of libraries, especially related to opportunities and challenges presented with emerging technology, was a major theme.

## The 2016 Strategic Plan focuses on:

- Implementation of specific programs that cater to the community, especially in the area of providing training in technology.
- Greater efforts to inform the public about how Library services benefit individuals.
- Training for the board and staff in telling the story of the Library to the community.
- Conducting focused audits of the existing facilities and addressing the need for improved use of interior and exterior spaces, including parking.



**Computer classes & one-on-one help**



**App & monthly newsletter**



**Staff training days**



**Presidents Room meeting space, built in 2015.**



**Art After Hours turns the Carrico/Fort Thomas Branch into a place to meet, mingle & enjoy fine art.**

The Five-Year Strategic Plan offers specific goals for the future and is available on our website at [www.cc-pl.org/strategic-plan](http://www.cc-pl.org/strategic-plan). Implementing the plan and monitoring results will help the Library navigate its future with precision and clarity. The results will be a benefit to the entire community.

# Introduction

## Planning Process

**P**reviously, the Campbell County Public Library created its long-range plans internally using committees formed from the Library's staff and input from various entities. For the 2016 plan, the Campbell County Public Library Board of Trustees made the decision to contract with an outside provider to conduct more extensive discussions with community leaders and the public.

After a request for proposals, the board selected the Kentucky League of Cities Community Consulting Services (KLC CCS) to assist in developing a five-year strategic plan. On July 21, 2015, KLC CCS advisers and the library director agreed to the process, timelines and expected outcomes and deliverables.

**Step One** of the process was to obtain opinions, ideas and suggestions from multiple sources. This was accomplished through focus groups, surveys, and personal interviews.

Interviews were conducted with about 80 individuals, including local officials and the Library's patrons, board, staff and administration. Public meetings were held in each of the three library branches on September 23, 2015. Nearly 1,100 print and online surveys were collected. The outcomes of these efforts were:

- Listening sessions with 42 Library staff members;
- Listening sessions with the Library's board;
- Personal interviews with 32 individuals within the community, 12 of whom were not regular users of the Library;
- Online and print survey responses totaling 1,095;
- Public listening sessions in all three branches with fewer than 10 persons attending in total at all three meetings.

**Step Two** of the planning process included extensive review of the Library's statistics, customer profiles, past history, demographics, local community data and archived materials provided by the Library. Interviews and inquiries were conducted with city and county officials, regional planning and economic development professionals, as well as other Library administrators. During November and December, KLC CCS analyzed all of the gathered data to craft recommendations and strategies.

As **Step Three** evolved, nine areas became the framework to build the strategic plan:

- |                         |                      |
|-------------------------|----------------------|
| • Board of Trustees     | • Personnel          |
| • Administration        | • Facilities         |
| • Budget and Finances   | • Technology         |
| • Collections           | • Communications and |
| • Programs and Services | Public Relations     |

In January and February 2016, the consultants worked with the Library's leadership team to craft goals, objectives and recommendations. The first draft was presented to the Board of Trustees on March 16, 2016. After discussion, the staff, board and consultants made additional suggestions and changes. The second draft was presented for adoption at the Board of Trustees meeting on April 20, 2016.

The 2016 Five-Year Strategic Plan was finalized, printed and made available to the public in July 2016.



# Overview of the Campbell County Public Library

**T**he Campbell County Public Library serves more than 92,000 residents in Campbell County. Through joint agreements, its users also come from adjoining counties and the Cincinnati area. The Library's three physical locations are located in Newport, Fort Thomas and Cold Spring. In 2008, the Library purchased an additional property for a southern location along U.S. Highway 27 south of Alexandria.

The Library is managed with 43 full-time staff members and 42 part-time staff. This provides an average of 22 public service staff members at each branch location. The remaining staff serve in administration, materials acquisition/processing, public relations and community outreach.

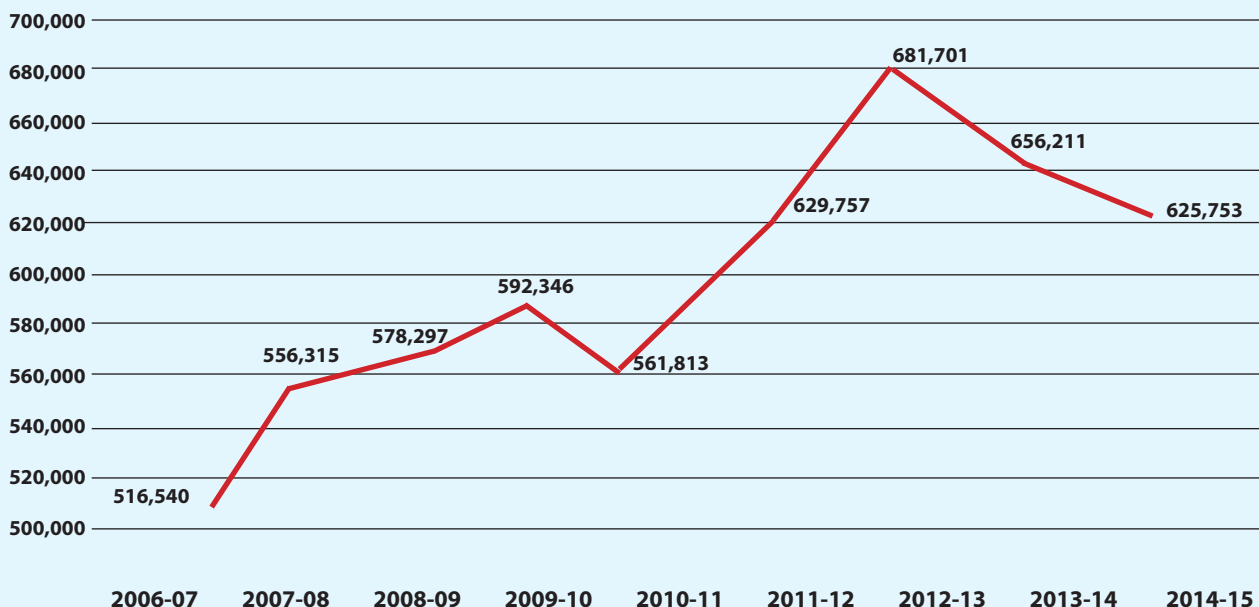


**Staff members  
Janet Arno and  
Jerry Fields.**

The Library is very well used by the community. More than half (54,000) of the county's current population have library cards. Since 2012, patron visits have numbered more than 600,000, which places the Library at fifth in the state for annual patron visits. More than one million books, movies, games and magazines circulate each year. Patrons have downloaded the Library's smartphone app more than 6,000 times since its launch in March 2015.

## Library Visits (annual totals)

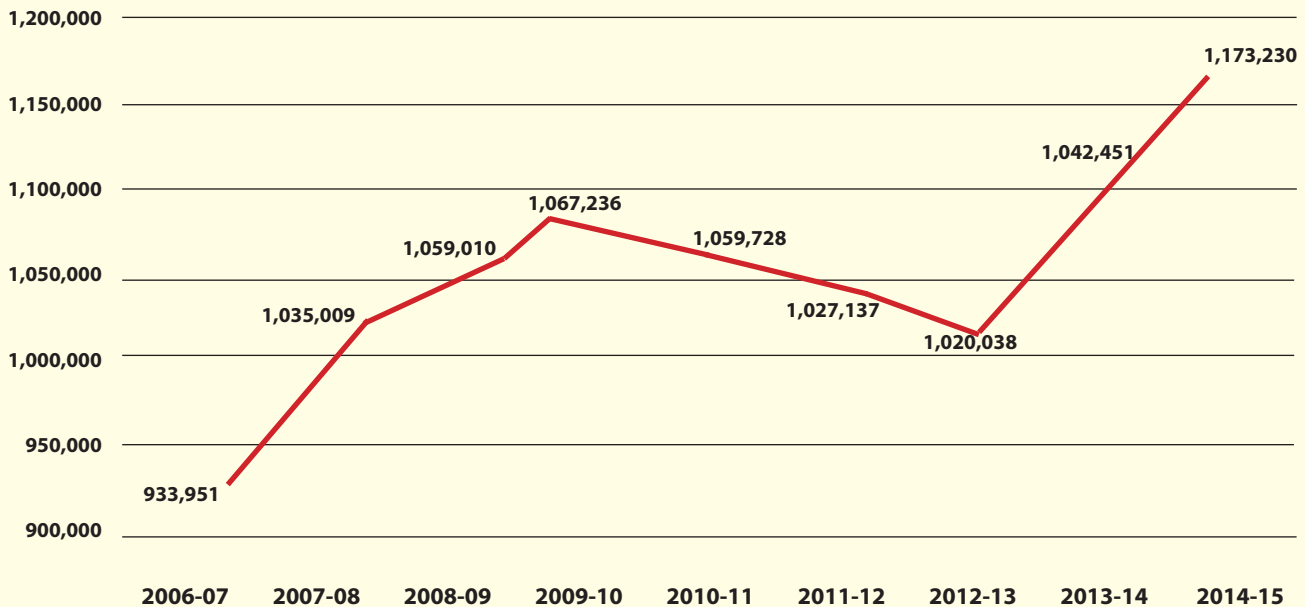
The Library counts its visitors by electronic scanners at the entrances to each of its buildings.



*(The Carrico/Fort Thomas Branch closed for renovations December 2010-January 2011)*

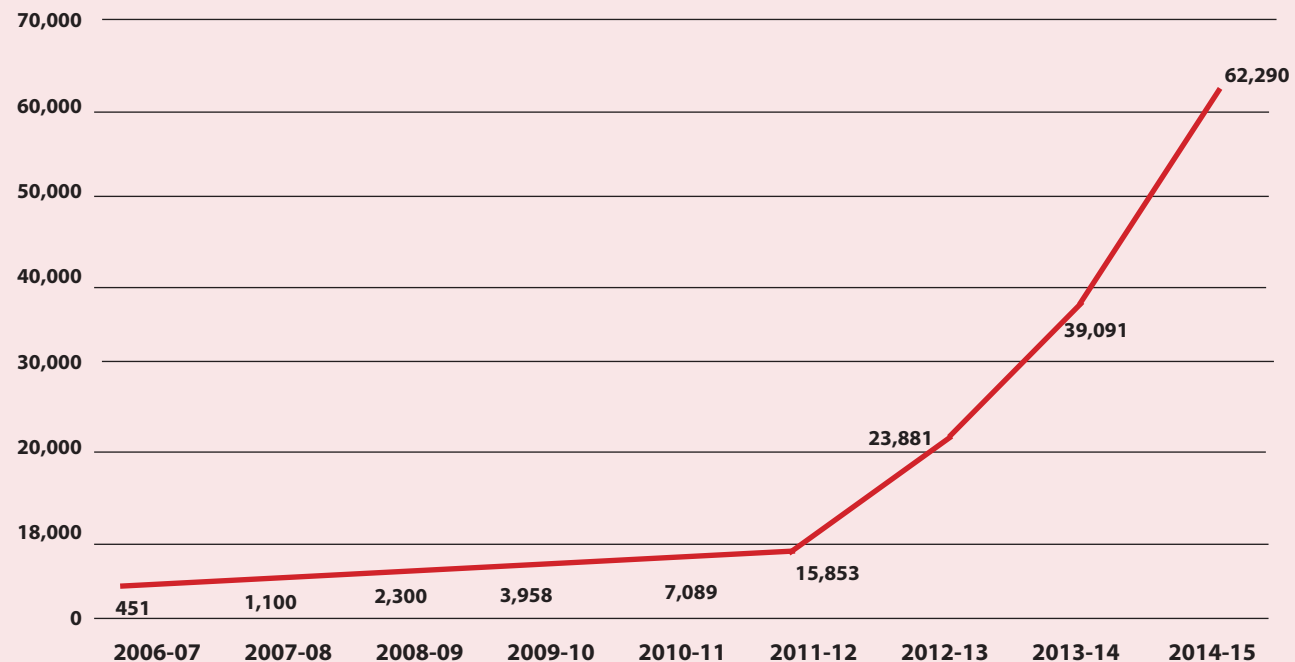
## Circulation

The Library remains a popular quality-of-life asset for residents — with more than 348,000 physical and e-materials available for checkout — as demonstrated by the growth in circulation.



## Circulation of E-Materials

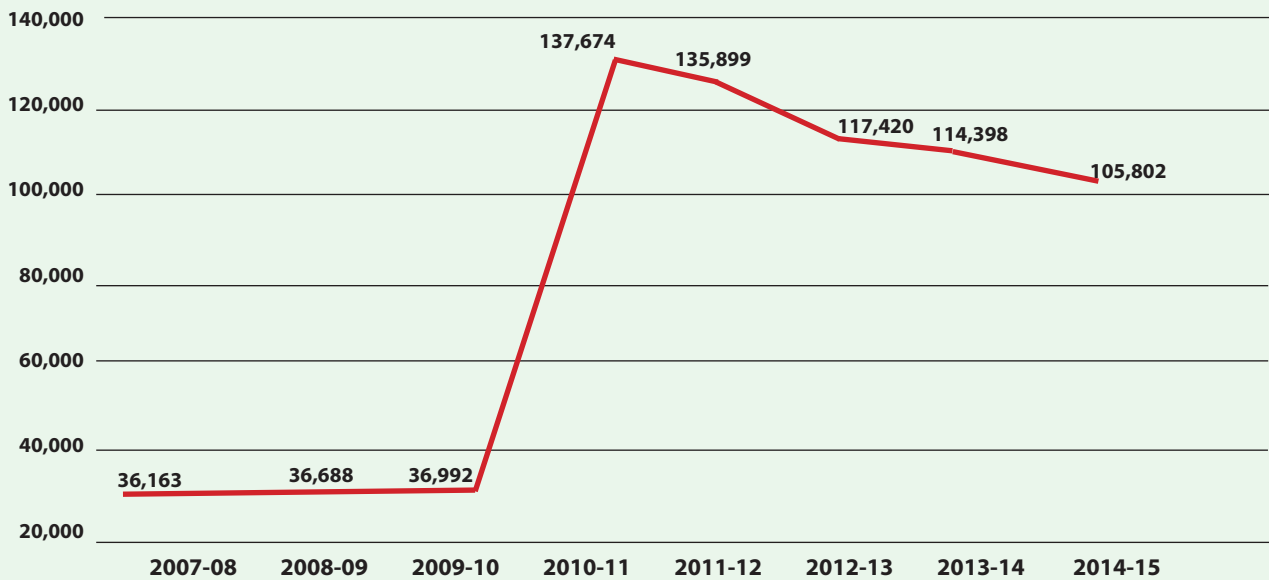
For those using electronic devices, there are more than 128,000 copies of e-materials available through the Library. The e-materials collection is expanded by a cooperative agreement among 100 libraries throughout Kentucky. Usage of e-materials has increased dramatically since their introduction in 2006.





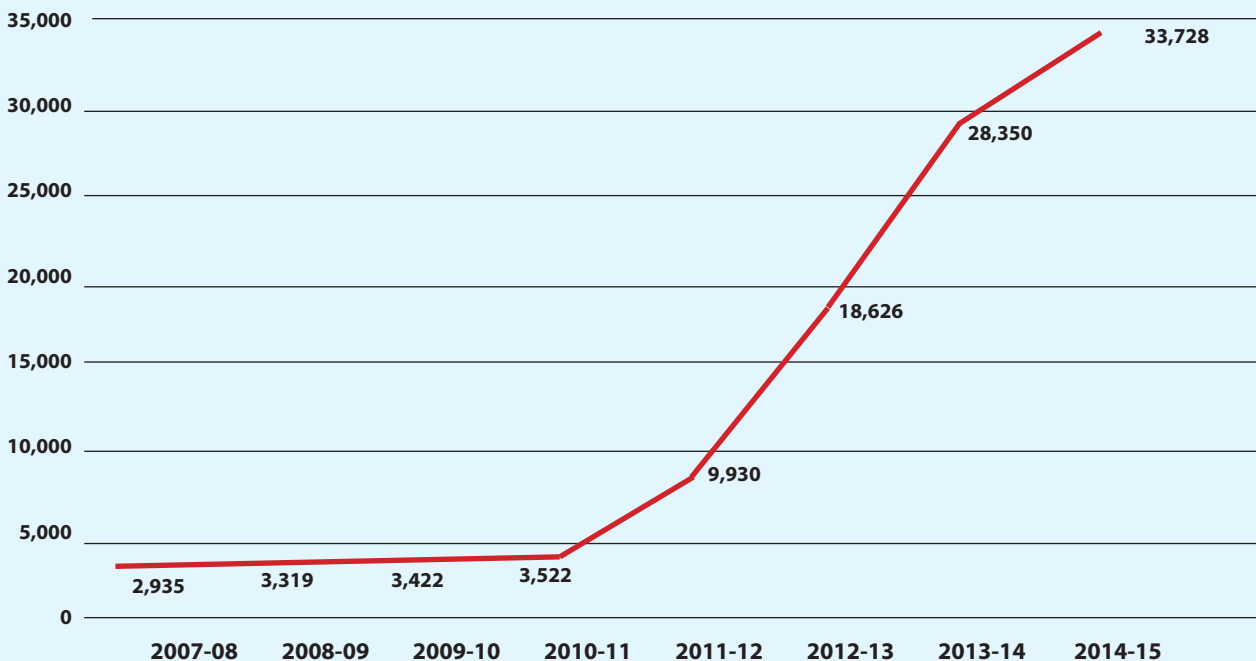
With more than 100,000 annual uses each year, public computers are a popular asset among patrons; however, many patrons choose to rely on their own devices when accessing the internet at the Library.

### Public Computer Use



(The Library changed the software counting computer uses in 2010-11.)

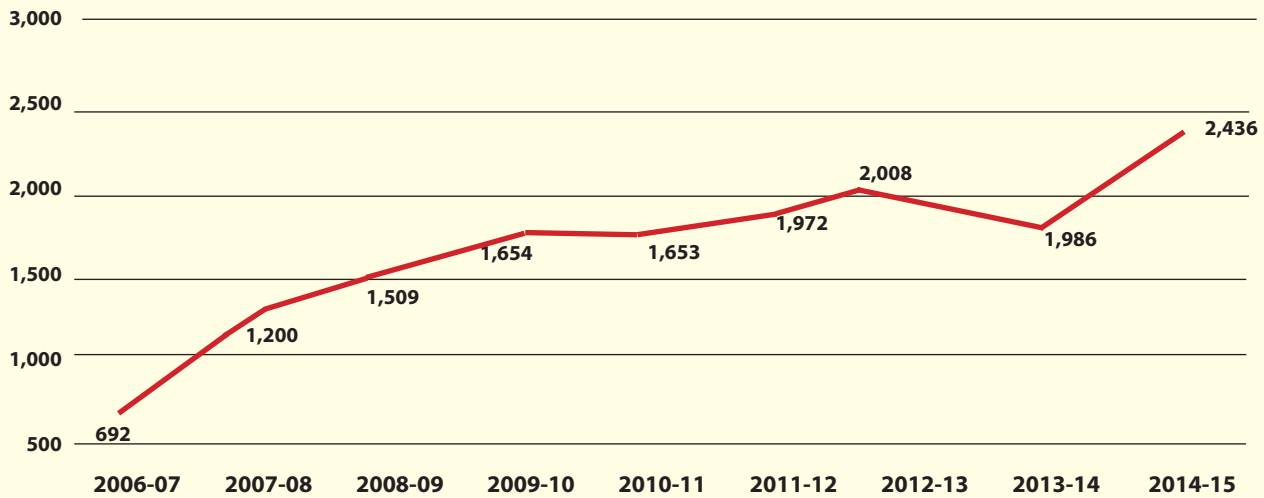
### Public Wi-Fi Usage



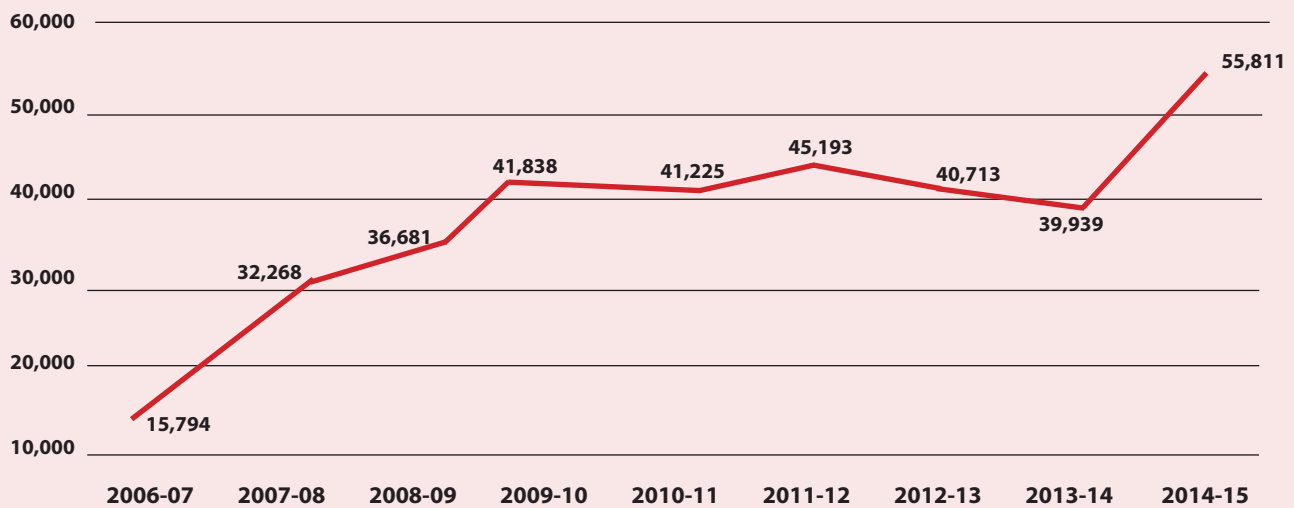
(The Library changed the platform for providing WiFi access in 2010-11.)

Programming continues to exceed attendance records with a 22 percent increase in programs and a 35 percent increase in attendance in FY 2014-15.

### Number of Programs



### Program Attendance



## Exemplary Status Recognition

In 2015, the Kentucky Public Library Association awarded the Campbell County Public Library "Exemplary" status, the highest ranking for Kentucky libraries, for its diligent work in meeting library standards applied across the Commonwealth. This was the first year the Library was awarded this ranking; only three other libraries achieved the same ranking statewide in 2015.



# Overview of Campbell County

**C**urrent U.S. Census estimates indicate a nearly 2% increase over 2010 census numbers, bringing the population estimates to about 92,000. While dramatic population increases are not anticipated, there are several developments currently under way and/or in preliminary stages that may push growth to higher projections. For example:

- There has been a recent acquisition of a former elementary school in the City of Newport for the purpose of developing luxury apartments.
- The development of Newport on the Levee continues with Aqua on the Levee, an \$80 million mixed-use development.
- The demolition of structures along the future expansion of Kentucky 9/AA Highway on the west side of Newport is currently in progress.

Two developments in which the Library has entered into Tax Incremental Financing (TIF) arrangements are still under development:

- The Ovation Project (a projected \$1 billion development) in Newport had not begun construction as of June 2016, but the extension of the Kentucky 9/AA Highway will likely accelerate plans.
- The Manhattan Harbor Project (a \$500 million development) in Dayton has begun marketing constructed properties and there are immediate plans to build more single-family units.



Newport  
credit: newportonthelevee.com

While the majority of the current population lives in the northern end of the county, much of the new population growth is projected to occur in the southern end:

- Arcadia, a development in the City of Alexandria, has plans for 1,200 homes in an array of sizes. More than 100 single-family homes have been built. Construction of patio homes and condominiums are under way.
- Two more subdivisions, Whistler's Point and Eagle Ridge, have been approved for development. With these developments, land is being cleared in anticipation of construction in 2016.
- The Baptist Life Center, a \$40 million development, will provide senior living, assisted living and nursing home care at the intersection of Highway 9/AA and Highway 709 (Highway 27/AA Connector) in Alexandria. The new facility is a replacement and expansion of the services currently offered at the Newport location, which will be repurposed as apartments.
- Despite a line-item in Kentucky's six-year transportation plan for further expansion of U.S. Highway 27 (Alexandria Pike) to the junction with Highway 177, land acquisition has not yet occurred. Once completed, the entire length of U.S. Highway 27 in southern Campbell County will have four lanes.

These activities and projections will certainly have impact on the Library's services in the future.

# Goals & Objectives

## Board of Trustees

**GOAL:** The Campbell County Public Library Board of Trustees fully supports the mission, vision and goals of the Library. The board is proactive in the community as advocates for the Library. The board is transparent and accountable to the public in all of its actions.

### OBJECTIVES:

1. Support efforts to maintain the Library's status as an "Exemplary Library" in accordance with the standards approved by the Kentucky Public Library Association.
2. Support development and growth of library services that exceed the expectations of patrons and the community.
  - Identify and achieve best practices while maintaining excellence in the core functions of the Library.
  - Encourage the library director and staff to develop and maintain relationships with members of regional, state and national associations and libraries.
3. Implement the strategic plan over a five-year timeframe.
  - Set annual expectations for the Library director and staff.
  - Report progress and challenges to the community annually.
  - Deploy and leverage financial resources to achieve measurable results.
4. Follow recommendations of the Kentucky Auditor of Public Accounts for non-governmental taxing entities.
  - Annually review the most current recommendations and address all deficiencies.
5. Actively pursue opportunities to improve skills and knowledge to govern the Library as a member of the Board of Trustees.
  - Attend educational training/workshops to improve communication and leadership skills.
  - Attend state and national-level conferences to learn about best practices and successful innovation.
6. Build trust and confidence among key community stakeholders.
  - Support projects that address specific needs in the community.
  - Represent the Library at appropriate civic, fiscal and other public meetings.
7. Expand the board's role in community relations during regular meetings.
  - Engage the community at select events.
8. Engage in legislative priorities as determined by the Kentucky Public Library Association's Advocacy Committee.





# Administration

**GOAL:** The Library's administration\* executes the vision, mission and goals created and adopted by the Board of Trustees and makes operational decisions in the best interests of the Library and the community.

## OBJECTIVES:

1. Fulfill the goals and objectives in this plan.
  - Provide regular progress reports to establish transparency.
  - Define measurable outcomes to document progress.
2. Support changes in services to meet the evolving needs of the community.
3. Identify and evaluate changes in attitudes toward the Library and its services.
  - Develop different types of surveys to obtain feedback.
4. Update procedures annually to provide support and structure for staff, maximizing efficiency of all of the Library's operations.
  - Review and update policies and guidelines annually for all departments.
  - Ensure information and forms are current on the Wiki.
5. Investigate opportunities to connect with other governmental entities within Campbell County on community issues.
6. Increase the number of cardholders to 60 percent of the county's population.
  - Increase use in outlying areas through new services.
  - Inspire use by non-Library members in the community.

Library Director  
JC Morgan

\* Administration may include only the Library director or the management team collectively.



**GOAL:** The Library is a good steward of the funds entrusted to its care. The Library leverages its resources to achieve its mission, vision and goals in an efficient manner. The Library is transparent and accountable for its financial resources.

1. Clearly and accurately represent the financial condition of the Library for the community.
  - Provide annual financial reports to the community.

- 2. Report collaborative agreements, grants and partnerships annually.
  - Indicate how various relationships leverage resources and expand the Library's reach into the community.



The Library's fiscal year begins on July 1 and ends on June 30 the following year.

The annual budget is approved by the Board of Trustees and reported to:

- Campbell County Fiscal Court;
- Department for Local Government;
- Kentucky Department for Libraries and Archives;
- federal government.

These reports are available on the Library's website at [www.cc-pl.org/annual-financial-reports](http://www.cc-pl.org/annual-financial-reports).



# Collections

**GOAL:** The Library seeks to improve the quality of the overall collection. The Library seeks opportunities to expand services and products to meet the changing needs of the community.

## OBJECTIVES:

1. Increase circulation by 3% over the next five years.
  - Experiment with various measures to increase circulation in all categories.
  - Focus purchasing decisions on the Library's role as a popular materials lending library.
  - Increase marketing of items in the collection.
2. Annually increase the number of Library-owned e-materials by 7% to improve the breadth and depth of the collection.
  - Evaluate the entire e-collection on general popularity.
3. Exceed patron expectations in obtaining requested materials.
  - Reduce hold periods.

## DID YOU KNOW ....

Since 2003, the amount of library funds spent on circulating materials has increased from **\$490,000** to **\$730,000**.

Through the Kentucky Libraries Unbound Consortium, the Library works jointly with 100 public libraries in Kentucky to increase access to e-materials.

The Library purchases multiple copies of extremely popular materials based on the number of reservations for a title.



# Programs & Services

**GOAL:** The Library will provide programs and services that are consistently available at all branches. The Library will change or expand basic services as needs emerge. The Library will also provide targeted programs and services to address specific community needs.

## OBJECTIVES:

1. Conduct a holistic assessment of the Library's current programs and services.
  - Conduct a yearly evaluation to assess all programs in terms of content, attendance and usefulness.
  - Identify basic services provided at all of the branches during all open hours.
  - Identify gaps in programming and services at the branches.
2. Identify opportunities to expand or develop specific services offered by individual branches.
  - Extend traditional services to underserved or marginalized populations (including age, gender, ethnic and special needs).
  - Encourage staff to experiment with new ideas in programs and services.
3. Reinforce and solidify the Library's role in improving kindergarten readiness among preschool children.
  - Aggressively pursue additional outreach to all preschool age children.
  - Develop new programs and products that support early literacy.
4. Build and expand relationships with all schools to fill resource gaps for teachers and students.
  - Increase awareness of the Library as a possible partner with school administrators and teachers.
  - Collaborate with principals and teachers on new ways to work together.
  - Build and expand relationships with the homeschool population.
5. Increase community partnership projects that promote the Library's mission and goals.

## DID YOU KNOW ....

In 2006, the Library offered **692** programs. By 2015, the number had grown to **2,436!**

## El Día de los Niños.



Fab Five perform @ Arts & Culture Series.

## DID YOU KNOW ....

Large events are now possible because of reconfigurations of the Library's branches. Programs can draw as many **300** people or be as intimate as a half-dozen toddlers at a story time.

# Personnel

**GOAL:** The Library employs the highest quality staff for completing its mission. Salaries and benefits are competitive and commensurate with experience and education required for each position. The Library retains exemplary staff through a welcoming culture.

## OBJECTIVES

1. Provide excellent service with sincerity, professionalism and courtesy in all dealings with staff and public.
  - Promote a culture of exceeding expectations.
  - Recruit and retain competent employees.
2. Improve and provide training for all staff to establish a culture that builds employee confidence.
  - Develop and implement a comprehensive approach to “onboarding” all new staff.
  - Encourage staff to attend external workshops or training.
  - Identify new ways to motivate employees.
3. Seek volunteers, when appropriate, to extend staff’s efforts to provide improved services and programs.
  - Actively recruit volunteers to assist staff at special programs and events or with departmental tasks.
  - Develop a process to make sure volunteers feel welcome and appreciated.
4. Contain personnel costs by evaluating staffing needs annually.
  - Monitor the workflow and skills needed to adequately cover staffing requirements for programs and services.
  - Motivate and retain quality employees by increasing hours of part-time to full-time hours as needed and as the budget allows.
  - Add new positions to focus on specific needs of the organization as needed and as budget allows.
5. Reward staff for self-improvement.
  - Encourage staff to seek self-improvement opportunities, modeling the life-long learning message of the Library.
  - Establish ways for managers and supervisors to acknowledge employees for outstanding service.

**Library staff members out in the community at the Fourth of July Parade in Fort Thomas.**





# Facilities

**GOAL:** The Library provides facilities that are adequate, comfortable, accessible and well-maintained. The Library seeks to meet or to exceed the minimum standards for facilities as defined by the Kentucky Department for Libraries and Archives.

## OBJECTIVES

1. Update and maintain a 10-year facilities plan for renovating and repairing buildings and associated equipment.
  - Conduct annual visual inspections of facilities.
  - Identify areas of concern for annual budgeting.
2. Assess safety and traffic concerns at all locations.
  - Address parking lot traffic flow and maintenance issues.
3. Create and implement a plan to develop or better utilize all facilities.
  - Determine possibility of providing additional meeting room space at the Cold Spring Branch and Carrico/Fort Thomas Branch.
  - Identify ways to provide basic services to residents in underserved areas of Campbell County.
4. Improve the overall experience of patrons using our computers or their personal devices while at the Library.
  - Provide comfortable, device-friendly spaces.
5. Begin succession planning for the current position of facilities specialist.



**Part of the lower level of the Newport Branch was converted into the Presidents Room for meetings and performances in 2015.**



**The Library makes every reasonable effort to provide equal access to all patrons. All facilities & meeting rooms are ADA compliant.**



# Technology

**GOAL:** The Library fully embraces the technology revolution. The Library will increase its presence as a technology hub that delivers digital information and resources to the community.

## OBJECTIVES:

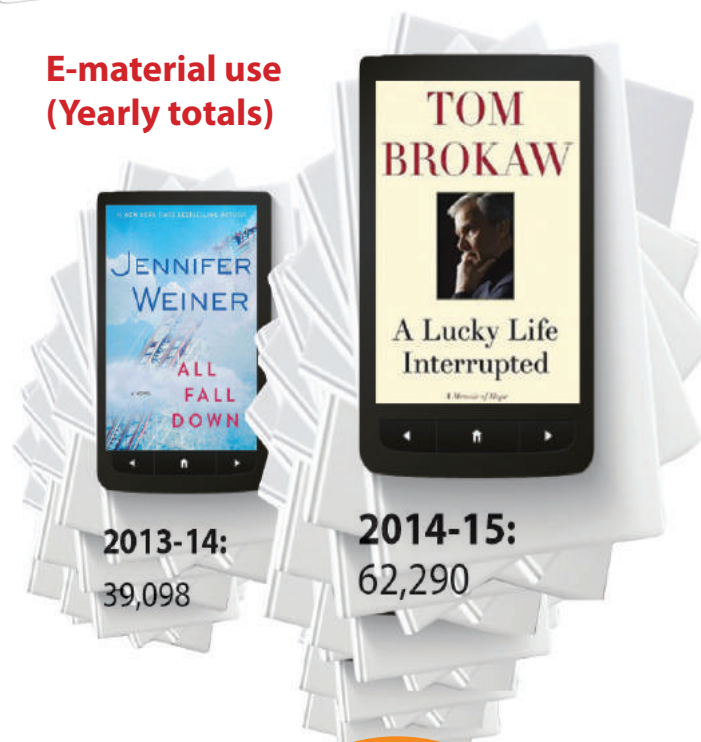
1. Conduct a technology audit.
  - Create a baseline for services currently provided.
2. Become a dependable, knowledgeable technology hub recognized throughout the community.
  - Create a five-year technology plan to position the Library as a technology hub.
  - Establish the Library as a primary point of access for the community to learn and improve technology skills.
3. Improve, integrate, and simplify the Library's online presence.
  - Research development of a single entry point for user logins and passwords with customized, user-generated settings that extend across all online platforms.
4. Offer multiple training platforms and opportunities to familiarize the public with technology.
  - Provide an array of classroom, online on-demand videos and individualized training.
5. Create and implement a technology equipment expansion and replacement plan.
  - Identify needs over a five-year cycle.
6. Create messaging to explain the community's need for technology and the role of the Library in leading the charge to provide these services as a core value of its mission.
  - Highlight awareness of the digital divide and its impact on the community.



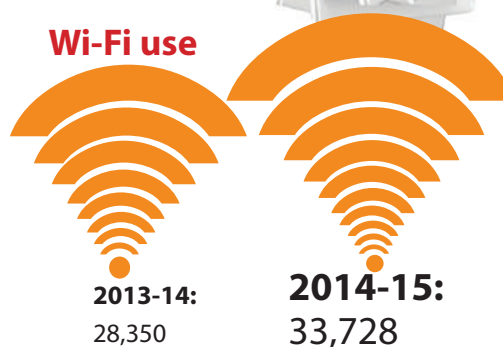
## DID YOU KNOW ...

The Library launched its new app in spring 2015. In the first year there have been more than **6,000** downloads — all to rave reviews for its ease of use.

## E-material use (Yearly totals)



## Wi-Fi use



# Communications and Public Relations

**GOAL:** The Library is focused on delivering clear, relevant and timely messages to its patrons and the residents of Campbell County through all of its marketing efforts and communication platforms.

## OBJECTIVES:

1. Intensify efforts to demonstrate the Library's impact on the community through its programs and services.
  - Deliver key messages to tell the Library's story in terms that are relatable.
2. Follow the mantra – "Tell it all. Tell it first. Tell it yourself."
  - Be proactive in identifying potential areas of concern to develop messages for the staff and public in a relatable way.
3. Communicate directly with the Library's key constituencies.
  - Develop an action plan to reach each audience.
4. Utilize focus groups in key message testing.
  - Develop a tool kit of various types and styles of focus groups.
5. Review and update the Library's Crisis Communications Plan annually.
  - Anticipate public concerns about the Library and expand the Crisis Communication Plan to better respond to those concerns.
6. Expand the frequency and type of messages available on multiple digital platforms.
7. Update existing marquees to digital displays at all of the Library's branches.
  - Effectively manage the Library's use of marquees.
8. Create a plan and a schedule for utilizing the Library's outreach promotional tools such as the Cam mascot, flags, banners and display boards.

**Library marketing efforts range from promotional displays to appearances by Cam the Library Lion (inset).**





# Looking to the Future

## Overview

**F**or years, the Library has focused on its collections, programs and services. This activity must continue with increased emphasis on demonstrating value to the citizens of Campbell County. This section of the plan seeks to elaborate on certain core ideas rather than specific goals for the Library's board, administrators and staff.

To achieve success in implementing this strategic plan, board members, administrators and staff must work together. In turn, the brand will be improved, preparing the Library for growth opportunities in the future.



*“Public libraries are a government service. One which receives high support from the public. As cities and counties look to do more with less, the public library can provide a greater return on the investment local governments make in them when the library becomes strategically involved in addressing community profiles. The traditional work of libraries is important and they can do more.”*

***Maximize the Potential of Your Public Library***  
**by Ron Carlee, Keith Strigaro, Elizabeth R. Miller, Molly Donelan**  
2011, International City/County Management Association

## Government and Administration

**A**s learned over the past five years, there is often a difference of opinion about the role of a public library in the community. Despite strong public support, some government leaders and a few citizens wonder if library services are a necessity or an amenity.

In the poorly attended community listening sessions, a couple of individuals questioned whether e-books and DVDs were “beyond the scope of what a library should be offering.”

The Library will never satisfy everyone, but it must recognize and appreciate the opinions of all.

The Library currently works as an active partner with community organizations to provide services. The Library should help local government by connecting on issues of importance to the community. For the purposes of this strategic plan, the following samples are given to provide an idea of what might be possible:

### **SAMPLES:**

<b>Project</b>	<b>Summary</b>
<b>Buena Vista, Virginia</b> Training and Call Center	Rockbridge Regional Library partnered with the City of Buena Vista and the Community College to help unemployed and underemployed residents become competitive for good paying jobs in a call center industry. The training taught users basic or advanced skills in PC usage.
<b>Dallas, Texas</b> Every Child Ready to Read	Dallas Public Library partnered with Mayor Tom Leppart to launch Every Child Ready to Read, offering classes to help parents and caregivers teach children six essential pre-reading skills needed to succeed in school.
<b>Fayetteville, Arkansas</b> Solar Test-Bed Library	The Fayetteville Public Library became a test bed for new technology in an effort to support local economic development. The purpose was to create solar-generated power to reduce utility bills at the Library; position the city as a leader in sustainability and an incubator for economic development.

## SAMPLES (Continued):

Project	Summary
<b>Pendleton, Oregon</b> Wired for Safety	The Pendleton Public Library and Police Department partnered to focus on creating a safe and productive environment for teens and the community using a mix of technology (citywide wireless network and surveillance equipment), and expanded services including self-defense, internet safety and identify-theft protection.
<b>Santa Ana, California</b> Connect!/Connectate!	City and library leaders provided young people with basic tools needed to help them advance academically and economically. They provided teens with opportunities to assist adults with limited English proficiency to develop language and computing skills. Young adults also worked with children ages 5 -11 to improve math and literacy skills.

(This information taken from the International Association of City and County Managers' 2011 report entitled "Maximize the Potential of Your Public Library: A Report on the Innovative Ways Public Libraries are Addressing Community Priorities.")

## RECOMMENDATIONS on moving toward community-wide collaboration:

1. Investigate Edge (<http://www.libraryedge.org/>), a web-based resource/tool for public libraries that offers a framework by which to measure public access technology services.
2. Meet with local government officials to focus on how the Library might serve in new and different ways. The Library's role in these conversations is to add value to other governmental entities and their operations. (Use examples noted in the Edge report to foster conversations.)
3. Ensure that staff is aware of the role of the Library as a governmental entity.
4. Redirect communication materials to feature stories about outcomes that tell how citizens are being served by the local Library. These pieces may feature other governmental agencies in describing how the Library is assisting them in improving the lives of local citizens.
  - Create key messages that tell how the Library levels the playing field for all citizens, providing a better quality of life and easing burdens through the provision of its services.
  - Describe how the Library is adding value to community priorities.
  - Provide staff with vignette stories about how their services are being used by other governmental agencies.
  - Expand the staff's understanding of the broad reach of the Library's services, even outside the walls of its facilities.
  - Encourage advocates such as Friends of the Library and patrons to voice their support publicly.





# Board Development

**T**he Campbell County Public Library is organized under KRS 173.710 (Library Districts Formed by Petition) for the primary purpose of providing library services to all rural and city residents who reside within Campbell County, Kentucky. The Board of Trustees functions as its governing body as outlined in KRS 173.725.

A cursory review of perceptions of the board was conducted during this strategic planning process through personal, one-on-one interviews with patrons and constituencies of the Library, the board members themselves, as well as staff members.

Additional input was sought through a public survey. In general, both the public and staff see the board as knowledgeable, approachable, wise in allocating funding, and perceptive in looking to future needs.

## RECOMMENDATIONS:

1. The board should continue to be accessible to the public, reinforcing their good work through transparency, accountability and visibility. For example:
  - Stress openness at regular meetings and try to connect visitors to the answers that they need.
  - Reinforce relationships with local elected officials. For example, the board president may attend a fiscal court meeting with the library director or personally invite elected leaders and government officials to attend a meeting of the Library's board.
  - Express pride in serving on the board as often as the occasion presents itself.
  - Recognize outstanding staff and volunteers at board meetings.
  - Invite library clubs to come to board meetings and demonstrate what they learn and do at the Library.



**Board members supported the Library's Drop Your Drawers underwear drive.**

2. The board takes its fiduciary responsibility very seriously. To help the community understand how the Library is using its funds wisely:
  - Make presentations at other public agencies and organizations about their role with the board and how the Library is impacting the community.
  - Continue to explain through budgetary documents and annual reports how the Library is improving the quality of life for Campbell County residents.
  - Highlight the strategic plan and emphasize the board's role in implementing this vision as a knowledgeable and well-informed governing body.
  - Tell the Library's stories across all media platforms emphasizing how it is providing services for community priorities and improving the lives of citizens.

*“Technology has become essential to success and progress in daily life and public libraries are the go-to resources for digital access and trusted guides in the increasing complex digital world. Today, no other institution rivals the significance of public libraries as technology gateways providing a wide range of resources that meet personal and professional needs, support local economies, and build stronger communities.”*

***Strengthening the Library’s Strategic Role***  
**by Rashad Young and Susan Benton, PM Magazine**  
2015, International City/County Management Association

## Technology

**T**he Campbell County Public Library’s board, administration and staff are well aware of the continual need to enhance their technology offerings, from more computer access and up-to-date programs to additional training for staff and expanded bandwidth. In every listening session with staff, technology – and staying in front of changes – were viewed as critical to the Library’s ongoing success.

Another clarion call repeated during the listening sessions with the board, administration and staff, as well as the public survey responses, was for the Library to be more relevant to the local teenage and young adult populations. To realize this goal, the Library must devote additional attention to technology applications and platforms.

**These were just a few paraphrased comments noted during the personal interviews:**

- Become a hub for hi-speed connectivity – a gigabyte center.
- Serve as a business incubator or offer a conference center.
- Consider expanding the e-library selection, story times, Minecraft, KYNECT, and having programming/activities on a daily basis between 9 a.m. and 3 p.m.







**More digital platforms mean more challenges as well as more opportunities for the Library going forward.**

- Expand technologically, making more resources available online.
- Use social media more extensively to reach people that may not be using the Library.
- Southern portion of county does not have good high speed Internet – must go to Library.
- Generate ways in which the younger generation finds the Library essential.
- Must stay in front of technology in order to remain relevant.
- Consider renting equipment such as a “makerspace” and 3-D printing.
- Increase online opportunities and shared resources.
- Really like the phone app.
- Need digital workstations – kids and teens each need their own space.
- Provide opportunity for iPad experiences, increased iPad checkout, and Smartphone access.

**In staff discussions related to technology, these comments emerged:**

- Biggest challenge is keeping up with changing technology.
- More seating closer to power outlets and charging stations.
- Have enough computers, but need a computer lab for instructional purposes.
- Need enclosed computer space. Can also be used for instruction.
- Laptop check out to use in quiet room – as an alternative.
- Need glass-enclosed computer area.
- Need a computer in the quiet space.
- Need USB charging – like at the airport.
- “Maker room” for 3-D printing.
- Need more IT staff at each branch on a regular basis to take care of tech issues.

**A sampling of the results of the public survey were:**

- Why do we need our own technology personnel?
- Lack of training among staff, specifically in technology.
- Help with computers and printers is always great, very patient staff.
- My tax dollars would be better served upgrading the technology of the website/e-service and leasing space in Village Green for additional public computers.
- I never use the computer but the person at the service desk certainly knows how to find and get books for me! I appreciate that!

## RECOMMENDATIONS:

Libraries in the 21st century provide far more than books, but their core mission remains information, literacy and public education. In this digital age, public access to technology (internet access and desktop computers) may be supplemented by things such as Wi-Fi access, hotspot lending through bookmobiles and even wireless internet access when libraries are generally closed.

While understanding the importance of the public's access to technology, it is even more important to realize that if a library is the great equalizer for all citizens, it is paramount that a public library be current, well-trained and focused on its technology footprint.

The public library, through its technology services, may also support other community priorities for both public and private sectors in the areas of:

- Workforce development;
- Cultural diversity;
- Public safety;
- Environmental sustainability;
- Business and entrepreneurship;
- E-government;
- Education, writing and literacy; and
- Health and wellness.

Technology should be *the* growth area for the Campbell County Public Library in the next five years. By focusing future growth around technology and coordinating with other governmental organizations, the Library will ensure its relevance in the 21st century.

The Edge Assessment (<http://www.libraryedge.org/>) can help to determine how technology might change the scope of what the Library is able to provide to the community by partnering with other local government organizations to implement community priorities.



With an assessment of technology needs, a laundry list of possible growth areas should emerge. Matching the Library's programs, services and technology capacity with community priorities will place the Library in a vital position within the community.

One recommendation is to work towards broadening technology connections in the southern end of the county. This may be achieved with a satellite location in Alexandria with limited access to resources that may foster appreciation for the Library's services.

Focus groups of young adults and teenagers are needed to identify what they value in a tech-savvy library. In addition, seek out organizations and agencies within the community that are already working with young adults. Discover how the Library may be able to connect and add value to work that is already underway.

Finally, implement an interactive digital platform to enhance and personalize a patron's library experience by integrating their preferences into the site's design and execution.

After conducting an Edge Assessment and undertaking community partnership discussions, a new assessment of technology needs in general will need to be conducted.

# The South Branch Question

**A** review of the responses during the personal interviews and within the survey results reflects very positive feedback overall for the Library. That being said, throughout the interviews and in the surveys, there was notable divide regarding a possible southern branch location.

Supporters are unhappy that the Library is unable to move forward with building the South Branch. Non-supporters do not see the need for a southern branch location and feel it would be a waste of money.

Interestingly, there is a middle group of people who, while they may support the Library, are uncertain if a southern location is really needed or not. Suggestions from listening sessions and surveys provided these ideas in terms of expanding library services into the southern part of the county:

- Consider an alternative location for the South Branch Library (these locations were specifically named: Alexandria, Claryville, AJ Jolly Park, and Village Green across from the new Arcadia development);
- Consolidate Cold Spring with Fort Thomas and build a library in Alexandria;
- Install a drop box or free-standing/portable building in the southern part of the county;
- Provide bookmobile service.

## RECOMMENDATIONS:

1. The call for building a South Branch should originate with citizens who live in the southern end of the county.
2. Work to implement goals and objectives found in this strategic plan for existing facilities and expand access to library services through satellite locations such as the "Library Express" boxes or leased spaces.
3. Consistently report on how the Library is improving the life of county residents.
4. Be attuned to public input to discern when the timing may be appropriate to build a South Branch and be open to all possibilities. Recognize the following indicators to help guide the decision-making process:
  - The political will exists within the community to support the expansion of library services.
5. The Library implements the 2016 Strategic Plan and builds its brand.
- Sustainable revenue is in place to build and maintain an additional facility.
- The housing market becomes more robust in the southern end, thus supporting the need for a southern branch.
5. When growth and demand for library services in the south end of the county is evidenced by hard data equal to anecdotal evidence, the Library should take strategic steps to meet the demand for its services by expanding its facilities in the southern end of Campbell County.



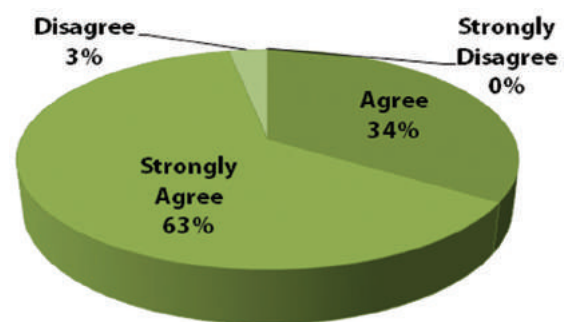
# Public Relations

**T**he communications and marketing materials of the Library are professional in appearance and the content is well done. Through the interviews and survey results, patrons who use the Library are most likely to be informed through the newsletter, website or marquee.

In the public survey, **97 percent** of the respondents either agreed or strongly agreed that the Library communicates effectively and that the Library's staff provides the customer service they desire.

For the Campbell County Public Library to implement this Five-Year Strategic Plan successfully, there is a strong need for focused, intentional public relations by the board, staff and advocates.

**The Library communicates effectively:**



## RECOMMENDATIONS:

- Implement public relations goals and objectives found in this strategic plan.
- Reach the heads and hearts of local residents; work to understand their perspective and tailor the Library's messages accordingly.
- Assist the Library's board, staff and supporters on communicating the Library's value.
- Realign marketing materials to be more about who is being impacted by the Library. Tell how lives are being changed by telling personal stories and in doing so, tell the world the Library's story.
- Celebrate successes. The recent "Drop Your Drawers" campaign is a great example. Successes provide excellent ways to shine a light on specific people and needs. They emphasize to the public how wisely their tax dollars are being spent through the efforts of their public library.

**The Library's "Drop Your Drawers" campaign was a tremendous success in raising money and awareness of a community need.**



# Closing Thoughts

**D**uring this strategic planning process, the Kentucky Court of Appeals ruled that the Campbell and Kenton County Libraries have acted in good faith in determining their annual tax rates. With the Kentucky Supreme Court's affirmation of that decision, the Campbell County Public Library is poised to move forward in a positive fashion to serve the Campbell County community, implementing its mission to:

*Enhance lifelong learning by providing popular materials, programs and services to our community.*

The Campbell County Public Library's Board of Trustees, management and staff understand their individual roles and responsibilities in carrying out this mission while maintaining the "Exemplary" status awarded by the Kentucky Public Library Association in 2015. Further, they realize the importance of the public library being an equalizer and asset to all residents within Campbell County.

We, the members of the Kentucky League of Cities Community Consulting Services team, congratulate the Campbell County Public Library on its willingness to reach out to residents, listen to their concerns, ideas, recommendations and suggestions on how the Library can better serve the community. We are confident that the community will be better served because of these efforts.





### **Cold Spring**

3920 Alexandria Pike  
Cold Spring, KY 41076  
859-781-6166

### **Carrico/Fort Thomas**

1000 Highland Avenue  
Fort Thomas, KY 41075  
859-572-5033

### **Newport**

901 East Sixth Street  
Newport, KY 41071  
859-572-5035