



Long Range Plan 2007

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Introduction

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The long range planning process is continuous. The process allows the Library to anticipate what can be done to improve and to evaluate the effectiveness of changes in the past.

The current year's plan is a revision of the plan for FY2006-07. Working with a committee selected from the staff of various departments within the Library, the Director completed an assessment of the Library using the *Kentucky Public Library Standards*. (The *Standards* themselves were revised in 2006.)

An assessment was also made of the previous year's goals. Revised goals for future years were then based on the results of those assessments and the input of the committee.

After revising the plan, the Director shared the revision with the Library's management team to gather their thoughts and advice.

The County Administrator, Robert Horine, was solicited for comment on the current state of the county.

After these steps, the Director shared the plan with the Board. The Board's input and revision were incorporated into the final document.

Format

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The 2007 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, a narrative discussion of the current operations of the Library, and an assessment of the success of meeting the goals for FY2006-07. Within each fiscal year of the plan, the needs of the Library are divided into seven sections to reflect the *Kentucky Public Library Standards, 2nd Edition, 2006* (www.kdla.ky.gov/libsupport/standards.htm). The seven 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 policies. 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.*
- Human Resources—*The success of the Library depends upon having a trained and motivated staff. The Library must seek out qualified candidates, offer competitive salaries, provide for ongoing continuing education, and ensure an equitable work environment.*
- Collection—*A wide range of materials in many formats is essential to meet customer needs. The standards recognize that a diverse library collection is difficult and constrained by budget. The standards recommend a minimum level of holdings based on the population served.*
- Services—*Libraries are increasingly becoming aware of their community role as providers of educational activities, youth and children's services, recreational programming in addition to more traditional roles like reader's advisory and reference services. These standards recognize the importance of all of these roles.*
- Facilities—*Appearance, size, location, comfortable interiors and responsive design are vital to the success of the library as a facility. These standards address the physical buildings of libraries.*
- Technology—*The provision of information services through digital formats is an integral part of public library programs today. Libraries have the obligation to meet this need, ensure trained staff for support, update equipment regularly, and provide adequate communications for access.*
- Marketing/Public Relations—*The purpose of marketing is to increase awareness and visibility of the library's products and services. A successful public relations program depends on sending a positive message through the appropriate medium to the right audience at the proper time and place.*

With these elements in mind, different needs are highlighted for each section of the plan. The specified 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.

Current State of Campbell County

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The Campbell County Fiscal Court entered into its comprehensive planning process in March 2006. The county continues conducting both open meetings soliciting public comments and meetings of an advisory board. The Director has remained active in these meetings and has been pleased to hear that the need for a library branch in the southern part of the county is often mentioned.

Projections of population growth in Campbell County remain fairly moderate according to studies conducted by the Northern Kentucky Area Development District (NKADD) and other entities.

South

Housing development does, however, continue in the southern part of the county. More development is expected with the new sewage treatment plant beginning its operations in 2007. An article in the Kentucky Enquirer on June 14, 2007, indicated that a 30% growth in population is anticipated for Alexandria.

Also in southern Campbell, the Highway 27 (Alexandria Pike) widening and relocation project continues. By June 2007, some sections of the new road were in use.

Funding has been approved for the expansion of Highway 536 in Kenton and Boone counties. Campbell County's part of Highway 536 is currently in the Transportation Department's Six Year Plan for expansion.

Mid-County

Development continues at the intersection of Highway 27 (Alexandria Pike) and Highway 9 (AA Highway). Some property has been cleared in this area for condominiums, apartment housing, and retail space.

Development is also planned for the area across from Meijer in Cold Spring.

Northern Kentucky University, located in Highland Heights, has begun work on several new facilities and a related road expansion project at the entrance. The Bank of Kentucky Center will open in Spring, 2008. NKU's enrollment reached 15,000 this fall and is projected to grow to 26,000 by 2020.

North

Newport-on-the-Levee remains successful. The City of Newport has also begun development of the area to the west of the Levee. Project housing was removed from this area in the past year. An \$800 million mixed use development with offices, hotels, retail, and residential is planned.

Over the past year, the Cote Brilliant area of Newport was cleared of many houses. The City plans to have a major shopping area there with Target as an anchor store.

Two major projects are now underway in Bellevue. Both are condominiums/office park projects.

The City of Dayton has begun a major building project along the levee there. This project will also be for residential and office space.

Current State of the Library

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Finances

The Library's budgeted income for FY2006-07 was \$4,007,203. A substantial part of this income, \$583,000, was projected to come from a loan for the renovation of the Cold Spring location.

The Library adopted the following tax rates:

- 6.4 cents per \$100 for Real Estate
- 9.47 cents per \$100 for Property
- 2.6 cents per \$100 for motor vehicles and watercraft

The Library's budgeted expenditures were:

- Capital Expenditures: \$584,191 (14.58%)
- Collection: \$490,000 (12.23%)
- Operating Expenditures: \$844,601 (21.08%)
- Personnel Expenditures: \$2,088,412 (52.12%)

Governor Ernie Fletcher's Tax Modernization Program was implemented in January 2006. The Library has felt the impact of this plan, particularly in the area of the collection of the franchise tax. Telecommunications companies are now paying a separate tax that replaced their tax payments under the franchise taxes. It is still too soon to determine what the long term effect of this plan will be. Other taxing districts, including the Campbell County Fiscal Court, share the Library's concerns about these changes.

The outstanding debt for the construction of the Newport building was refinanced in February 2007 through National City Bank. The new loan has a fixed rate of interest that is very advantageous for the Library: 4.84%. The term of the loan and the fixed annual payment remain. Overall, the Library saved about \$26,000 in interest (over the life of the loan) by refinancing.

Additional debt was incurred (\$610,000) for the renovation of the Cold Spring facility. This fixed rate loan has a 15 year life with a single annual payment falling in February.

Banking services were moved from Fifth Third Bank to The Bank of Kentucky in January 2007. The Library has been able to glean higher interest rates on its accounts through The Bank. Budgeted income for FY07-08 was adjusted accordingly.

Circulation

The Library's annual circulation has continued to grow. It is very probable that the Library will be able to surpass 1,000,000 in circulation in FY2007-08.

Circulation from the Cold Spring location decreased dramatically during the period it was closed for renovation. Still, the circulation from the bookmobiles was actually much stronger than

expected. After the reopening, circulation increased dramatically as compared to the previous year.

The Library began allowing adult patrons to check out up to fourteen DVD/videos in April 2007. Patrons have responded warmly to this decision.

Patrons with outstanding balances and unreturned materials received letters from the Campbell County Attorney's office in August 2006. These letters were generated by the Library. About 700 patrons received mailings. About 300 second letters were generated for patrons who did not respond. Patrons who did not respond to either letter were required to attend mediations conducted by the County Attorney's office. In the end, no one was prosecuted for failing to return materials or pay fines. The Library will continue this practice twice each year.

Collection

The Library conducted a survey of satisfaction with the collection in April 2007. Many of the respondents were unaware of newer formats like digital materials. Most patrons were, however, very satisfied with the overall breadth and depth of the collection.

To meet the requests of patrons, the Library began collecting videogames in April 2007. Three videogaming platforms were chosen. The Newport Branch began collecting Wii games. The Carrico/Fort Thomas Branch collected X-Box games. The Cold Spring Branch began collecting Playstation (PS2) games. Patrons were very enthusiastic about this new service. Most of the games were on hold before they were ever shelved.

The Library added digital collections in November 2006. A committee had determined in spring 2006 that digital collections were too expensive for the Library at the time. By entering into a consortium in summer 2006, the Library was able to gain access to a much larger digital collection for its patrons. The new service is called Kentucky Libraries Unbound. The collection is composed of electronic audiobooks, electronic books, and downloadable movies. The service has proven very popular. By July 2007, 22 libraries throughout Kentucky had become members.

"Express" DVDs and books were created in November 2006. These are extremely popular materials that circulate for shorter loan periods. Fines for both books and DVDs in this collection are \$1 per day. The books circulate for seven days. The DVDs circulate for two days. Holds may not be placed on these titles and renewals are not allowed. The service has proven very popular.

The first complete inventory of the Library's collection was conducted between December 2006 and February 2007. The project was made much simpler by the use of laptops borrowed from Southwest Ohio and Neighboring (SWON) Libraries and a wireless network also borrowed from SWON. The Library purchased four wireless scanners as well. Procedurally, everything went very well. We identified many problems with items in the collection but far fewer than expected. Most of the problems were materials that were shelved at one branch that belonged to another branch. Very few cataloging problems were discovered. About 8,000 items that were not located during the inventory were withdrawn from the collection.

Along that same line, the Library uploaded an updated accounting of its collection to OCLC in January 2007. This update was the first in almost six years. The Library quickly became a net lender of materials as items sent to other libraries increased dramatically. Doug Williams, Technical Services Manager, has tasked one of his staff to assist Christine Galbaugh, Interlibrary Loan Coordinator, with the additional workload.

Legislative and Local Initiatives

The Library participated in a "Love Your Library" campaign that solicited legislators in February 2007 to approve two minor, but important revisions to state law. Both were approved. One of the revisions allows an increase in the fees collected for the certification of library staff around the state. The second revision allows for the funds that are collected from that fee to be used as a scholarship for the education of future librarians.

JC Morgan was interviewed by County Judge Executive Steve Penderly in February 2007 to discuss the Library's many services and plans. The interview was broadcast on local cable public access television.

Programming

The Library updated the main portions of its website in November 2006. One aspect of this update was a new webcalendar. The webcalendar tracks the number of programs that are scheduled each month by the programmers. Programmers also input the number of attendees for their programs into the system. This system eliminated the duplication of efforts needed in creating reports of programs at each branch for statistical and reporting purposes.

To help with programming, the Children's Assistants at Fort Thomas and Cold Spring were promoted to Children's Programmers in January 2007. This promotion allows these staff to conduct some regularly scheduled programs on their own. They will continue to assist the Children's Librarians as well.

The number of programs conducted and the attendance of those programs was strong in FY2006-07:

	<i>Total Children's Programs</i>	<i>Total Children's Program Attendance</i>	<i>Total Young Adult Programs</i>	<i>Total Young Adult Program Attendance</i>	<i>Total Adult Programs</i>	<i>Total Adult Program Attendance</i>	<i>Total Programs (System)</i>	<i>Total Program Attendance (System)</i>
Cold Spring	233	9,768	43	635	53	877	329	11,280
Fort Thomas	150	5,536	57	454	104	1,083	311	7,073
Newport	256	8,264	42	681	89	680	387	9,625
Total	639	23,568	142	1,770	246	2,640	1,027	27,978

The Newport Branch hosted Family Literacy Day on the last day of National Library Week in April 2007. A full day of programs, vendors, and prizes attracted 264 participants. Money for this event mostly came through a grant that was awarded to Northern Kentucky University who co-sponsored the event.

The theme for the children's summer reading clubs in summer 2006 was "Paw, Claws, Tails, and Scales." The theme was very good for providing a wide range of programming opportunities and prizes. The theme for summer 2007 is "Get a Clue @ Your Library".

National Library Week in April 2007 was celebrated by awarding prizes to patrons who were picked randomly using a timer at the circulation desks. An array of eighteen programs was held during the week to showcase the Library's offerings.

The Library participated for the second time in El Dia de los Libros, joining other libraries in the region. This year's venue was at the Main Library of the Cincinnati Public Library. The Library's giveaways and "make and take" crafts were very popular.

Teen Read Week was celebrated in October 2006. This year's theme was "Get Active". The Library gave away one big prize, a Nintendo DS Lite, at each location. Each branch planned three young adult programs during the week.

The Cold Spring location did not offer any programs from the end of November until the branch reopened following the renovation in March 2007.

Public Relations

The Library's list of regularly supported publicity campaigns continues to grow. In 2006-07, the Library participated in:

- National Library Card Sign Up Month (September—2nd time participating)
- Teen Read Week (October—4th time participating)
- National Library Week (April—3rd time participating)
- Family Literacy Fair (April—1st time participating)
- El Dia de los Libros (April—2nd time participating)
- Summer Reading Club (June-July)

Major programming pushes were planned and executed in support of all of these events.

The Library participated for the first time in the Bellevue Memorial Day Parade in May 2007. The Library also plans to march in the Fort Thomas Fourth of July Parade and in the Alexandria County Fair.

The Library adopted a new six page format with two color printing for the newsletter in January 2007. The new look has a much more navigable calendar section and a much more sophisticated feel. Distribution suffered some due to changes in postal procedures. The Library has contracted with the delivery service for direct drops to six post offices in Campbell County zip codes in order to correct this.

The Library participated in a joint marketing opportunity with other member libraries of the consortia during the launch of the Kentucky Libraries Unbound service. Brochures and posters were purchased collaboratively and distributed throughout the member libraries.

Major publicity events were associated with the renovation of the Cold Spring facility that began in November 2006. Press releases were distributed throughout the project including announcement of the launch of services from the bookmobiles that operated while the building was closed. The Library held a staff and VIP reception on Friday, February 23, 2007, shortly before the building opened to the public. The building opened to the public on Monday, February 26, 2007. On Sunday, March 4, 2007, a grand reopening celebration attracted about 800 visitors. The publicity, planning, and programming supporting these events was superlative.

Press releases were generated in support of the Library's efforts to seek resolution with patrons with unreturned materials. The media responded very well to these releases and printed many supporting stories including one editorial in the *Kentucky Enquirer*. The result was that many people took care of fines and overdues before any official action was taken through the mediation process.

Services

The Library began staying open until 7pm on Friday nights in April 2007. The extra hour of service allows patrons who are returning home from work more time to browse the collection. The extra hour also gives the Library 70 hours of operation during the week meeting the requirement for an "enhanced" rating against the *Kentucky Public Library Standards*.

The Library was again able to participate in the 24/7 AskWhyKY digital reference service provided through OCLC and coordinated through Boone County Public Library. About ten libraries across the state now participate which has helped with the burden on CCPL staff of providing the service. The Kentucky Department for Libraries and Archives again agreed to fund the service through a grant that is administered by Boone County Public Library. In FY2006-07, CCPL answered 241 questions (both email and chat). A total of 1787 questions were answered through the service through the same time period.

Staffing

Dixie Meyer was hired as the Library's first Human Resources Manager in September 2006. The addition of this position is a great benefit to the staff and to the Library. In particular, the workload of the Business Office staff was greatly reduced in terms of their commitment to human resource management.

The Systems Department gained a part time assistant in August 2006. This position was filled by a graduating intern from Gateway College, Rachel Bechtol. In May 2006, Rachel left the Library for full time employment elsewhere. The position will not be budgeted in FY2007-08. Rachel was a great benefit to us during her short time.

All of the full time MLS staff (Children's Librarian, Young Adult Librarian, and Adult Services Librarian) at Cold Spring left the Library for other opportunities between October 2006 and January 2007. These positions were filled quickly.

The Library also identified its first Collection Development Manager in March 2007. Joanne Rentschler left the Carrico/Fort Thomas staff to serve in this new capacity starting July 16, 2007. Karen Spittler was hired as Joanne's replacement in May 2007.

Jerry Fields, full time maintenance at Newport, was promoted in January 2007 to Facilities Specialist. His new role gives him greater responsibility for service contracts and repairs at all three buildings.

The Children's Assistants at Fort Thomas and Cold Spring were given both an increase in salary and in responsibility in January 2007. Their titles were changed to Children's Programmers. This change allows these staff to conduct some of the regularly scheduled programs without the Children's Librarian's oversight. The change should allow the Children's Librarians more time for other duties as well as provide the opportunity for more programs to take place.

A survey of entry level salaries was conducted in December 2006 to ensure that the Library is offering comparable and competitive salaries to potential hires. Job postings for other libraries were used as points of reference. In the end, the Library adjusted entry level salaries for most positions. About a dozen current library staff received pay increases as a result of these changes.

In addition to entry level salary adjustments, some organizational changes were also made. Levels of part time personnel were added for staff that could be hired for reference duties. The levels of Librarian were also adjusted to allow more levels of responsibility.

In response to the Library's need to develop and sustain a viable volunteer program, the Carrico/Fort Thomas staff implemented an Adopt-a-Shelf program in January 2007. Connie Herschede, Circulation Supervisor, put together a nice packet of information for the volunteers. By June 2007, there were 9 participants in the program including one retired librarian. The Library held its second recognition dinner for volunteers in May 2007.

A "benefits fair" was held at the Newport Branch in May 2007. The purpose of the fair was to allow employees the opportunity to discuss their benefits directly with representatives from the vendors. Hoxworth Blood Center also sent a mobile donor unit to solicit blood donations from staff. The event was well attended and appreciated.

Technology

The Library replaced three servers in January 2007: the webmail server, the website server, and the shared server. A new rack was purchased which holds these and several other servers. The new servers bring faster processing speeds, built in hard drive back up, and more storage capacities.

Telephone access to "on demand" storytimes was added in October 2006. The system runs on a computer attached to a dedicated phone line. The stories were purchased from TouchTone Tales. The compact disk contains 52 stories appropriate for listeners aged 5 and above. Stories change automatically each week according to a set schedule. About 240 callers per month were accessing the system by May 2007.

Timeout software was implemented at both Cold Spring and Carrico/Fort Thomas in October 2006. Patrons have been pleased at all locations with the equitable access to the computers. Many patrons commented on their satisfaction with the new software in patron surveys which were completed in April 2007.

Wireless access to the Library's internet service was implemented in November 2006 at the Newport and Fort Thomas locations. The Library contracted with Polaris Library Systems for the hardware and software support. The service has generally been running without incident since installation. Wireless was implemented at Cold Spring when the renovation was completed in March 2007.

A complete renovation to the main portion of the Library's website launched to the public in November 2006. The new site embraces the Library's new logo and incorporates many of the colors used in the logo. Navigation is much easier. The site also utilizes a new webcalendar (designed by Glen Horton of SWON Libraries). The webcalendar automatically updates to show all programs in a two month window from the current date. Online registration of programs is also possible.

An online wiki (similar to the website for Wikipedia) for the staff's use was installed in May 2007. The system should be launched to the staff by October 2007. The purpose is to provide an easily searchable format for the staff to receive information, store information and work collaboratively on projects. The wiki will allow individual users to modify some content to increase accuracy and relevance. The wiki will be accessible from any internet connection.

Cold Spring Facility

In August 2006, concrete work was completed at the front of the building. This concrete allowed for the bookdrops (which had blocked the sidewalk) to be moved so that vehicle drivers can deposit their returns without exiting their vehicle. Appropriate traffic arrows were installed to encourage people to use the traffic circle in the correct fashion.

Also in August 2006, a new outside bench was installed near the entrance. The bench was a gift to the Library from the Friends.

The renovation of the Cold Spring Branch's public spaces began in November 2006. Prior to this, the Director made the decision to close the branch completely during the construction. Limited service was provided using two bookmobiles that were loaned to the Library by the Kentucky Department for Libraries and Archives. Patrons generally responded warmly to the bookmobiles. Circulation dropped to about one quarter of normal for those months. Many patrons chose to go to the Newport and Fort Thomas locations. Circulation and reference queries rose dramatically at those locations as a result.

The collection was stored in the lower level in Newport during the renovation. Extremely popular materials including the entire DVD collection were used for circulation from the bookmobiles. Holds on materials from other branches were also circulated from the bookmobiles. The collection was "hidden" in the public access catalog during its storage.

Furnishings that were to be re-used after the renovation were generally stored off site at the moving company's warehouse. Some of these furnishings (like community chairs) were refurbished during their absence.

The bids for the construction were very favorable. The general contractor, Millay Construction, was responsive and thorough. The major portions of the work were completed within the specified timeline.

During the construction, leaks in the roof over the original part of the building became very apparent. The decision was made to replace the roofing (about 9000 square feet) and install additional insulation in March 2007. The work was completed in May 2007 by Fryman's Roofing. The additional insulation brings the insulating R-value up to present building codes.

The public's response to the renovation has been very favorable. Patrons are very happy with the warmer colors, the comfortable seating, the artistic decorations (a transportation theme) in the children's room, and the new quiet study room. Circulation and use of the facility has increased significantly since it reopened. The busiest month in the history of the branch occurred in June 2007.

The renovation allows about 12% more shelving space at the branch. Better placement of specific parts of the collection, particularly the audiovisual and young adult collections, has improved access.

The total cost of the renovation was about \$610,000 including the unexpected repairs to the roof.

After the renovation, the parking lot striping was repainted.

The final touch to the Cold Spring Branch was the replacement of the facing in the marquee at the front of the building in June 2007. The new marquee will incorporate the new logo and

brighter colors. The Friends have generously provided the Library with the funds for this replacement.

Carrico/Fort Thomas Facility

In August 2006, a new outside bench was installed near the entrance. The bench was a gift to the Library from the Friends.

In March 2007, trees along the Barrington's private driveway were removed after concerns stemming from recent ice storms. The tree at the front of the building near the marquee was also removed due to storm damage.

Two new tables were purchased for the children's area. Existing chairs were repainted into bright colors to coordinate with the new tables. An activity table (that includes a train set) was also purchased.

The parking lot striping was repainted.

In May 2007, a patron backed over the light pole located at the front of the building near the branch manager's office. After that accident, plans were made to move the book drops for the building to that area. Traffic flow will become one way with the entrance located off of Highland Avenue. A new light pole will be installed that also provides lighting for the flag pole.

Newport Facility

Problems again plagued the geothermal system at Newport. The staff areas on the upper level were not heating properly during November and December 2006. Repeated visits by the service contractor, Rehtin, provided no significant improvements. The Library began a new service contract with Debra-Kuempel in April 2007. Technicians from that company added piping to allow city water instead of well water to be used in the internal loop. The internal loop was drained repeatedly and properly treated with chemicals. Additional chemicals limited the corrosion of the piping in the building. By June 2007, everything appeared to be functioning correctly.

The parking lot striping was repainted.

The Newport Branch enjoyed its busiest month to date in June 2007.

Friends

In total, the Friends donated \$18,400 directly to the Library in FY2006-07:

- \$12,000 donation was made in support of the children's summer reading club.
- \$4000 donation was made in support of the renovation of the decorations in the children's area for Cold Spring.
- \$2000 donation was made to replace the marquee at Cold Spring.
- \$400 was donated in support of National Library Workers Day in April 2007.

The Library is extremely grateful to the Friends for their generosity.

The booksales conducted by the Friends continue to be popular and profitable. In support of the sales, the Friends asked the Library for the use of spare shelving and square footage in the basement at Newport. The expanded space allows for better browsing.

Plan Assessment for Fiscal Year 2006-07

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Overall, there were 35 initiatives planned for FY2006-07. Of those, the Library successfully completed twenty one. Below is the list of goals. Where the goal was not met, a brief explanation is given. In some cases, explanatory notes are also provided for completed items.

Governance and Administration

- *Begin planning for an advisory board.*
 - INCOMPLETE. The Board entered into a new annual cycle of annual review/revision of all policies in FY2006-07. The impact of that cycle was probably felt the most at the Director's level. As such, the Director was unable to explore the possibilities of an advisory group with the Board. It is unlikely that this advisory board, despite its merits, will be formed in the foreseeable future.
- *Establish a staff committee to review and revise disaster preparedness plan.*
 - INCOMPLETE. The draft of the plan for emergency procedures was not completed as scheduled in spring 2006. A committee was established in summer 2006 to complete a draft before spring 2007. Considerable work was done toward that goal by the committee. A final draft was not completed, however. The work of finishing the draft, which is very inclusive and building upon the work of the 2006-07 committee has been left to the next group. A "quick reference" chart for likely emergencies was created, however, and will be distributed to all locations, supervisors, and managers in July 2007.

Personnel

- *Conduct staff salary survey.*
 - COMPLETE.
- *Hire human resources manager.*
 - COMPLETE.
- *Hire a collection development or collection management librarian.*
 - COMPLETE.
- *Develop a comprehensive orientation for new employees.*
 - INCOMPLETE. Many elements of the orientation have been created including guidelines that solidify procedures for departments and personnel, orientation checklists, and an increased awareness of the need to effectively train new personnel. A comprehensive, standardized orientation has not been created, however.
- *Consider additional technical services staffing.*
 - COMPLETE. No new personnel were needed. Current staffing levels in technical services are sufficient to meet present workloads.

Access

- *Implement new Friday hours.*
 - COMPLETE.
- *Begin stockpiling materials for South Branch.*
 - INCOMPLETE. During the renovation of Cold Spring, the collection and furnishings that were not to be re-used were stored in the lower level at Newport. The Collection Development Manager that was identified in March 2007 was not scheduled to begin work until July 2007. The stockpiling of materials should, however, begin in fall 2007.
- *Update network sharing databases of Library holdings.*
 - COMPLETE.
- *Consider a foreign language collection.*
 - INCOMPLETE. No committee was established to conduct this study.
- *Develop a referral service for patrons with special needs.*
 - INCOMPLETE. The committee established for this task was hampered by a medical situation of one of its members. The work is, however, largely complete and should be done in summer 2007.

Collections

- *Continue study of electronic downloading of materials.*
 - COMPLETE. The Library entered into a consortium in summer 2007. Materials began circulating in November 2006.
- *Consider adding an adult new reader collection.*
 - INCOMPLETE. No committee was established for this task.
- *Conduct a survey of patron satisfaction with the collection.*
 - COMPLETE.
- *Implement collection development policy.*
 - COMPLETE. A Collection Development Manager was identified in March 2007 and was scheduled to begin work in July 2007. Until this position begins work, appropriate tests of the effectiveness of current collection development policy will not be possible. The policy itself, however, is in use.
- *Build a responsive collection.*
 - ONGOING. Recent patron surveys indicate high levels of satisfaction with our collection. We have added new formats and have adjusted circulation policies to account for different demands. Our responses appear to have been correct, but they are mostly "gut instinct" without a real analysis of trends, gaps, use, or other indicators. The Collection Development Manager will be tasked with this duty in the future.

Services

- *Showcase the Library's Speaker's Bureau.*
 - COMPLETE. It should be noted, however, that no patrons attended the "showcase" event. Use of the service remains steady but not overly demanding.
- *Conduct patron survey of satisfaction with services.*
 - COMPLETE.

Facilities

- *Complete renovation of Cold Spring Branch public service spaces.*
 - COMPLETE.
- *Continue saving for South Branch.*
 - INCOMPLETE. No additional funds beyond the Special Projects Fund have been saved. The Library received a \$10,000 donation from the estate of Margaret Crouch of Alexandria. This donation was added to the Special Projects Fund.
- *Begin search for appropriate South Branch site.*
 - COMPLETE. Approximately six different sites were considered in the search for an appropriate location for the Southern Branch. In the end, property along the new Highway 27 (Alexandria Pike) corridor was chosen, south of Alexandria. The site is ten miles south of the Cold Spring Branch which means that each branch's five mile service radius would not overlap. The site is five miles north from the Pendleton County line. The Board entered into purchase contract negotiations in April 2007 and plans to complete the purchase by December 2007.
- *Begin study of foreign language signage.*
 - INCOMPLETE. A committee that would have considered services for Hispanics was not formed.
- *Provide floor plans for all locations to patrons.*
 - INCOMPLETE. Some work has been done toward this end in response to the emergency planning process. A final floor plan for Cold Spring has not been completed due to the recent renovation there.

Technology

- *Consider transitioning all computer servers to Microsoft Server 2005*
 - COMPLETE. The Library will begin this transition when the upgrade to Polaris 3.3 is planned. There is no definite date for installing Polaris 3.3 at this time. General release of the product began in May 2007.
- *Replace computer servers.*
 - COMPLETE.
- *Replace public computers at Cold Spring.*
 - COMPLETE.
- *Monitor Microsoft's release of Vista, a new operating system.*
 - COMPLETE. The launch of Vista came in March 2007. It has already been determined that Polaris 3.2 will not function on Vista platforms. Polaris 3.3 will only function on the 32-bit version of Vista. As such, the Library will avoid upgrades to Vista until the decision to upgrade to Polaris 3.3 is made.
- *Implement wireless service at all branches.*
 - COMPLETE.
- *Monitor Polaris 3.3 release.*
 - COMPLETE. Polaris 3.3 went into its much anticipated (and much delayed) general release in May 2007. The Library has made no plans to upgrade and will monitor the response of other libraries to the product.
- *Develop and provide training manual for public for Polaris.*
 - INCOMPLETE. The chair of the committee working on this project resigned in January 2007. Prior to her departure, her committee completed much work toward this project and delivered these to the Public Relations Manager. Without a chair to work with in the creation of a document, the project was not pursued.

Marketing/Public Relations

- *Develop a format for sharing long range plan with public.*
 - INCOMPLETE. The focus on the development of the six page newsletter format replaced this project.
- *Begin collection of Library success stories.*
 - INCOMPLETE. The patron surveys that have been completed over the last two years have yielded some interesting stories. The Library has not, however, actively campaigned for stories of this nature.
- *Conduct a public image survey.*
 - INCOMPLETE. The patron surveys indicate general satisfaction with the Library's collection, staff, and services. While this is not an actual public image survey, it is very affirming.
- *Implement new format for monthly newsletter.*
 - COMPLETE.

Fiscal Year 2007-08

Revised 18 Sep 07

Governance and Administration

- *Establish a staff committee to review and revise emergency procedures.*
 - The Library created a plan for emergency in spring 2006. A staff committee will review revise the plan annually. The committee will also be tasked with increasing staff awareness of emergency preparedness through training.
- *Consider sending the Director to a national convention.*
 - The *Kentucky Public Library Standards* specifically mention the Director's attendance at national conventions. Other library staff has regularly attended national conventions since 2003. If funds are available, attendance by the Director should be considered.
- *Participate in legislative lobbying.*
 - The Board has participated in state legislative lobbying in the past and should continue to do so in the future. The Board should also consider ways in which it could participate in national efforts.
- *Review Children's Department Guidelines.*
 - Guidelines for the provision of children's services at the Library were created in 2002. The Guidelines were revised in 2003 and 2005. Changes in personnel, procedures and services dictate a full revision in 2007.

Personnel

- *Hire additional part time reference staff.*
 - In FY2005-06, the library added both additional Sunday hours and 24/7 reference service. One hour was added to the Friday schedule in April 2007. With committee work, programming responsibilities and other demands, additional reference staff will need to be added. The Library will hire two part time reference staff members (non-MLS), one for the Cold Spring and one for Carrico/Fort Thomas. The Catalog Librarian from Technical Services will assist the Newport staff by working a maximum of 20 hours per week at their reference desk.
- *Begin planning for staffing of the South Branch.*
 - 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.
- *Adopt a true merit based performance evaluation system*
 - In FY2004-05, the Library identified the need to improve its performance assessment tools. Revising these tools should include provisions which would make any performance-driven annual salary increases be based entirely on merit.
- *Design a more comprehensive orientation program for new employees.*
 - The Library improved its procedures on revising policies, creating necessary checklists and forms, and training for supervisory staff. In FY2007-08, the

Library will need to design (and implement, if possible) a training plan for all new employees.

- *Appoint a committee to conduct computer training for entire staff.*
 - Since FY2005-06, the Library has conducted mandatory computer training for most staff members with the intent of establishing a baseline of familiarity and comfort with the computers. In FY2007-08, the Library should conduct a similar class with the focus on "social networking" sites. "Social networking" sites have become very popular and very controversial among libraries.
- *Appoint a committee to conduct annual staff day.*
 - Each year, the Library has a full day of staff training and appreciation. The Library recognizes individual staff through longevity awards at this event. A committee should be formed to plan this year's event.
- *Conduct joint training with other area libraries.*
 - In FY2006-07, the Human Resource Managers of Boone, Kenton and Campbell County public libraries began planning quarterly joint staff training. The Library should plan to continue these sessions in FY2007-08.
- *Renew certifications for CPR training.*
 - In FY2005-06, the Library installed Automated Electronic Defibrillators (AEDs) for the public and trained selected staff in the use of Cardiopulmonary Resuscitation (CPR). Recertification is required every two years.
- *Conduct appreciation events for volunteers.*
 - Since FY2005-06, the Library has conducted annual appreciation events for both adult and young adult volunteers. A committee should be appointed to plan this event, identify volunteers who have completed significant hours of volunteer work for the Library, and recommend appropriate means of recognizing and rewarding them for their efforts.
- *Implement staff wiki.*
 - A "wiki" is customizable, open source software similar to the software used to operate the Wikipedia website. Individual users may edit the content on the "wiki". The "wiki" may be searched to gain access to many different documents. The Library installed "wiki" software on its web server in May 2007. Content such as manager's reports, staff briefings, board minutes, policies, and forms will be added to the wiki. The Library should launch the wiki to the staff in October 2007 as a replacement to the outdated "intranet" and a superior interface to the shared file server. The shared file server will be retained and used as an archive and shared hard drive.
- *Improve opportunities for volunteers.*
 - The Carrico/Fort Thomas began an "adopt-a-shelf" program in spring 2007. The program proved very successful and, by July 2007, attracted ten participants.

Collections

- *Begin budgeting and planning for the opening day collection for the South Branch.*
 - The assessment of service needs, building size, and patron needs will determine the size of 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.

- *Build a responsive collection.*
 - 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.
- *Consider materials for a foreign language collection.*
 - 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.
- *Update network sharing databases of Library holdings.*
 - The Library updated its holding records for network resource sharing in OCLC in FY2005-06. Annual updates should be planned.

Services

- *Circulate over one million items in a single fiscal year.*
 - The Library circulated over 933,000 items in FY2006-07. This total is the highest circulation of the system to date. In FY2007-08, the Library should plan to simultaneously celebrate both its 30th birthday and the first annual circulation of over one million items.
- *Assess service needs of the South Branch.*
 - 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 services at the other branches as well. Operational needs (such as daily delivery of books) will also need to be considered.
- *Participate in a regional book discussion.*
 - In March 2007, the Library began meeting with other libraries in the Northern Kentucky area to discuss possibilities for a regional book discussion with accompanying author visits. The Library should plan to conduct this effort in September through November 2007.
- *Purge patron database of inactive patrons.*
 - The Library migrated from Galaxy to Polaris in March 2005. All patrons in the database were likewise moved to Polaris. In March 2008, the Library will begin an annual cycle of removing patrons from its database that have not used their cards in three years.
- *Establish a committee for the Library's participation in parades.*
 - By 2007, the Library was supporting participation in three separate parades (Bellevue/Memorial Day, Fort Thomas/Fourth of July, and Alexandria/Alexandria Fair). The Library will form a committee to plan and coordinate themes for its participation in these events annually.
- *Add a separate teacher collection at each branch.*
 - One of the Library's missions is to support the K-12 curriculum. As a part of that, the Library should establish a separate section of materials that could aid teachers and homeschooling parents.

- *Appoint a committee to study services to the Hispanic community.*
 - For several years, the Library has been aware of the growing Hispanic community in the Northern Kentucky region. In FY2007-08, a committee will determine the size and location of the Hispanic community, consider services that are currently being offered to them, and suggest services that the Library might offer to them.

Facilities

- *Provide for drive up access to the book drop for the Newport Branch.*
 - There have been many requests for drive up access to the book drops at all locations. The Library plans for a concrete pad to be installed at Newport in August 2007 to facilitate this change.
- *Provide for drive up access to the book drop for the Carrico/Fort Thomas Branch.*
 - An accident involving a light pole at the front of the Fort Thomas location allows the addition of drive up access to the book drop in August 2007. A concrete pad will be installed to accommodate this change.
- *Install road signs for Newport Branch.*
 - The Library should secure appropriate permissions and purchase signs that clearly mark the route to the Library along Sixth Street and from the I-471 corridor.
- *Land acquisition for the South Branch.*
 - The Library will need to purchase the site and identify any needed modifications to the site for construction in FY2007-08. Testing will have to be conducted on the site prior to purchase to identify any environmental concerns, feasibility of a geothermal heating/cooling system, building layout, or other potential hazards.
- *Gather staff input for architectural design of South Branch.*
 - Staff and patron input will need to be solicited for the design of the South Branch. This process may be facilitated through an outside contractor or by the architect. In the end, a comprehensive building program will be written to inform the design of the new building to include space needs for collection and programming, telecommunications needs, service points, approximate seating needs for study and casual reading, special design features, parking spaces, outside returns, entry/exit points, and many other design elements.
- *Complete architectural designs for South Branch.*
 - The architect will begin offering designs and determining costs of construction. 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.
- *Contract interior designer for the South Branch.*
 - The Library should contract with 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. For best results, the interior contractor should be involved in all stages of design including the writing of the building program.
- *Conduct an ADA audit of building design for South Branch.*
 - In FY2007-08, the Library should finalize designs for the South Branch. These plans should be audited for ADA compliance by an outside consultant.

- *Conduct survey of special needs patrons.*
 - The Library should conduct a survey of special needs patrons in FY2006-07. This survey will 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.

Technology

- *Consider transition of all computer servers to Microsoft Server 2005*
 - The Library currently uses Microsoft Server 2003 on all of its servers. In FY2007-08, the Library may need to transition to Server 2005 in preparation for Polaris 3.3.
- *Replace public computers for the Carrico/Fort Thomas Branch.*
 - 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*
 - 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.
- *Plan public and staff computer resources for the South Branch.*
 - 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.
- *Monitor Polaris 4.0 release.*
 - In 2006, Polaris Library Systems announced its plans to beta-test Polaris 4.0 in mid-2007 with a general release in late 2007. Since Polaris 3.3 was not put into general release until May 2007, the exact timeline for Polaris 4.0 is unknown but should continue to be monitored.
- *Consider webmail or web calendar upgrade.*
 - The webmail program was implemented in April 2003. The Library should consider an upgrade to this program if necessary. The Library might consider a system-wide calendar program for keeping track of meetings, schedules, meeting room use, and programs.
- *Renovate the children's portion of the Library's website.*
 - The Library completed the renovation of the main area of its website in FY2006-07. The site has three main components: the main page, the children's page, and the young adult pages. Due to time and financial constraints, the Library should plan on renovating each portion on a three year cycle.
- *Consider off-site back up of data.*
 - The Library currently has systems that ensure the redundancy of critical data. The process of backing up that data is manual and needs to be automated to ensure that it is being completed. An off-site storage solution should also be secured.

Marketing/Public Relations

- *Celebrate 30 years of library service in Campbell County in October 2008.*
 - The Library was established as a separate taxing district in 1978. In 2008, the Library should plan activities to celebrate its thirty year anniversary.
- *Continue support of major library public relation campaigns like National Library Week.*
 - The Library has the greatest potential to maximize its public relations expenditures when it couples with nationally recognized public relations campaigns. The Library currently supports five of these campaigns: National Library Week (April), El Dia de los Libros (April) summer reading clubs (June-July), National Library Card Sign Up Month (September), and Teen Read Week (October).
- *Complete Public Relations Guidelines.*
 - The Library should have comprehensive procedures for the operations of the public relations department, readily accessible responses to hot topic questions, and staff training in public relations. The completion of the Public Relations Guidelines in FY2007-08 should fill this need.
- *Form a committee to plan for the Library's participation in local parades.*
 - In 2007, the Library participated in three local parades: Memorial Day (Bellevue), Fourth of July (Fort Thomas), and the county fair (Alexandria) in August. In FY2007-08, the Library should form a committee to coordinate the Library's participation, purchase giveaway materials, and solicit staff participation.

Fiscal Year 2008-09

Revised 18 Sep 07

Governance and Administration

- *Seek greater diversity on board.*
 - By law, the Board is geographically representative of the county. The Board should also consider diversity based on other demographics such as age, race, and occupation. The Board might also consider adding more representation in the southern part of county. This change would be reflective of the increase in population in that area.
- *Begin systematic evaluation of Library departments.*
 - 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.
- *Establish a staff committee to review and revise emergency procedures.*
 - The Library created a plan for emergency in spring 2006. A staff committee will review revise the plan annually. The committee will also be tasked with increasing staff awareness of emergency preparedness through training.

Personnel

- *Conduct joint training with other area libraries.*
 - In FY2006-07, the Human Resource Managers of Boone, Kenton and Campbell County public libraries began planning quarterly joint staff training. The Library should plan to continue these sessions in FY2007-08.
- *Hire Branch Manager for the South Branch.*
 - By 2009, the reality of the South Branch will 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.
- *Conduct a salary survey.*
 - Entry level salaries need constant attention. Existing staff may also need salaries adjusted to compensate for changes in responsibilities and job descriptions.
- *Conduct annual review of policies with staff.*
 - 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.*
 - The Library should commit to ongoing continuing education of its staff in diversity awareness and serving special needs populations.
- *Appoint a committee to conduct annual staff day.*
 - Each year, the Library has a full day of staff training and appreciation. The Library recognizes individual staff through longevity awards at this event. A committee should be formed to plan this year's event.

- *Conduct appreciation events for volunteers.*
 - Since April 2006, the Library has conducted annual appreciation events for both adult and young adult volunteers. A committee should be appointed to plan this event, identify volunteers who have completed significant hours of volunteer work for the Library, and recommend appropriate means of recognizing and rewarding them for their efforts.
- *Consider hiring a youth outreach librarian.*
 - 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.
- *Consider hiring additional personnel in the Systems Department.*
 - The Library's dependency on technology increases each year. The various levels of expertise and the overall demands in time on the department may dictate the need for additional personnel in FY2008-09.

Collections

- *Begin ordering books for South Branch opening day collection.*
 - 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.*
 - 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.
- *Update network sharing databases of Library holdings.*
 - The Library updated its holding records for network resource sharing in FY2005-06. Annual updates should be planned.

Services

- *Conduct patron survey of satisfaction with services.*
 - 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.
- *Participate in a regional book discussion.*
 - In March 2007, the Library began meeting with other libraries in the Northern Kentucky area to discuss possibilities for a regional book discussion with accompanying author visits. The Library should plan to conduct this effort annually in the future.
- *Purge patron database of inactive patrons.*
 - The Library migrated from Galaxy to Polaris in March 2005. In March 2008, the Library began an annual cycle of removing patrons from its database who had not used their cards in three years.
- *Establish a committee for the Library's participation in parades.*
 - By 2007, the Library was supporting participation in three separate parades (Bellevue/Memorial Day, Fort Thomas/Fourth of July, and Alexandria/Alexandria

Fair). The Library will form a committee to plan and coordinate themes for its participation in these events annually.

Facilities

- *Begin construction of South Branch.*
 - 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 in the spring of 2010.
- *Consider purchasing a new courier vehicle.*
 - The Library's delivery vehicle was purchased in 2002. With the increased mileage anticipated by adding another location, the Library should consider replacing this vehicle.

Technology

- *Replace public computers for the Newport Branch.*
 - 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.
- *Renovate the young adult portion of the Library's website.*
 - The Library completed the renovation of the main area of its website in FY2006-07. The site has three main components: the main page, the children's page, and the young adult pages. Due to time and financial constraints, the Library should plan on renovating each portion on a three year cycle.
- *Plan for rollout of Vista operating system.*
 - In March 2007, Microsoft launched a new operating system, Vista. The Library was able to continue purchasing Windows XP for computers ordered in 2007. In 2008, Dell plans to discontinue purchase of Windows XP. The Library will have to plan to use two operating systems (XP and Vista) until all computers are replaced. Affected software will include the timeout software (SAM), the print server software (LPT1), Deep Freeze, and Polaris.

Marketing/Public Relations

- *Begin planning public relations campaign for South Branch*
 - 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.
- *Increase public relations budget*
 - 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*.
- *Conduct a public image survey.*
 - 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.

- *Continue 30 years of Library service celebrations.*
 - In FY2007-08, the Library began celebrating the creation of the Library as a separate taxing district and a county-wide library system in 1978. These programs and public relations efforts should end in 2008.
- *Continue to support major library public relation campaigns like National Library Week.*
 - The Library has the greatest potential to maximize its public relations expenditures when it couples with nationally recognized public relations campaigns. The Library currently supports five of these campaigns: National Library Week (April), El Dia de los Libros (April) summer reading clubs (June-July), National Library Card Sign Up Month (September), and Teen Read Week (October).

Fiscal Year 2009-10

Revised 18 Sep 07

Governance and Administration

- *Establish a staff committee to review and revise emergency procedures.*
 - The Library created a plan for emergency in spring 2006. A staff committee will review revise the plan annually. The committee will also be tasked with increasing staff awareness of emergency preparedness through training.
- *Review Reference Department Guidelines.*
 - Guidelines were created in 2003 that covered the operations of reference services. A comprehensive revision of the Guidelines was completed in August 2007. Changes in personnel, procedures, and services will dictate a complete revision in 2009.

Personnel

- *Conduct annual review of policies with staff.*
 - 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.
- *Renew certifications for CPR training.*
 - In FY2005-06, the Library installed Automated Electronic Defibrillators (AEDs) for the public and trained selected staff in the use of Cardiopulmonary Resuscitation (CPR). Recertification is required every two years.
- *Hire South Branch Circulation Supervisor.*
 - 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.
- *Hire South Branch staff.*
 - The Library will need to begin hiring staff for the new facility by January 2010. All staff should be given training time at other facilities.
- *Appoint a committee to conduct annual staff day.*
 - Each year, the Library has a full day of staff training and appreciation. The Library recognizes individual staff through longevity awards at this event. A committee should be formed to plan this year's event.
- *Conduct appreciation events for volunteers.*
 - Since FY2005-06, the Library has conducted annual appreciation events for both adult and young adult volunteers. A committee should be appointed to plan this event, identify volunteers who have completed significant hours of volunteer work for the Library, and recommend appropriate means of recognizing and rewarding them for their efforts.
- *Consider hiring additional children's librarians.*
 - 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 hiring a part time children's collection development or collection management librarian.*
 - 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 a grant writer.*
 - 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.

Collections

- *Complete purchase of South Branch opening day collection.*
 - 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.
- *Update network sharing databases of Library holdings.*
 - The Library updated its holding records for network resource sharing in FY2005-06. Annual updates should be planned.

Services

- *Conduct patron survey of satisfaction with services.*
 - 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.
- *Participate in a regional book discussion.*
 - In March 2007, the Library began meeting with other libraries in the Northern Kentucky area to discuss possibilities for a regional book discussion with accompanying author visits. The Library should plan to conduct this effort annually in the future.
- *Establish a committee for the Library's participation in parades.*
 - By 2007, the Library was supporting participation in three separate parades (Bellevue/Memorial Day, Fort Thomas/Fourth of July, and Alexandria/Alexandria Fair). The Library will form a committee to plan and coordinate themes for its participation in these events annually.

Facilities

- *Complete construction of the South Branch.*
 - Tentatively, the Library is planning on the doors to open on this facility in May 2010.

- *Identify next capital improvement projects.*
 - Capital improvement projects require the commitment of much of the Library's financial and staff resources. Upcoming capital improvement 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.

Technology

- *Replace all Polaris servers.*
 - The Library migrated to Polaris in March 2005. In March 2010, the servers will be near the end of their useful lives.
- *Consider updated telephone system.*
 - 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.*
 - 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.*
 - 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.
- *Renovate the main portion of the Library's website.*
 - The Library completed the renovation of the main area of its website in FY2006-07. The site has three main components: the main page, the children's page, and the young adult pages. Due to time and financial constraints, the Library renovates each portion on a three year cycle.
- *Purge patron database of inactive patrons.*
 - The Library migrated from Galaxy to Polaris in March 2005. In March 2008, the Library began an annual cycle of removing patrons from its database who had not used their cards in three years.

Marketing/Public Relations

- *Replace library cards.*
 - The Library designed and printed two library cards for distribution in April 2006. In time for the opening of the South Branch, the Library should consider two new designs that incorporate the fourth facility's contact information. A completely new design should also be considered. Approximately eight months should be allowed for design, feedback, approval, and printing.
- *Execute public relations campaign for South Branch.*
 - 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.

- *Continue to support major library public relation campaigns like National Library Week.*
 - The Library has the greatest potential to maximize its public relations expenditures when it couples with nationally recognized public relations campaigns. The Library currently supports five of these campaigns: National Library Week (April), El Dia de los Libros (April) summer reading clubs (June-July), National Library Card Sign Up Month (September), and Teen Read Week (October).

Fiscal Year 2010-11

Revised 18 Sep 07

Governance and Administration

- *Establish a staff committee to review and revise emergency procedures.*
 - The Library created a plan for emergency in spring 2006. A staff committee will review revise the plan annually. The committee will also be tasked with increasing staff awareness of emergency preparedness through training.

Personnel

- *Conduct annual review of policies with staff.*
 - 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.
- *Appoint a committee to conduct annual staff day.*
 - Each year, the Library has a full day of staff training and appreciation. The Library recognizes individual staff through longevity awards at this event. A committee should be formed to plan this year's event.
- *Conduct appreciation events for volunteers.*
 - Since FY2005-06, the Library has conducted annual appreciation events for both adult and young adult volunteers. A committee should be appointed to plan this event, identify volunteers who have completed significant hours of volunteer work for the Library, and recommend appropriate means of recognizing and rewarding them for their efforts.
- *Consider hiring a young adult collection development or collection management librarian.*
 - 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.

Collections

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

Services

- *Conduct patron survey of satisfaction with services.*
 - 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.

- *Participate in a regional book discussion.*
 - In March 2007, the Library began meeting with other libraries in the Northern Kentucky area to discuss possibilities for a regional book discussion with accompanying author visits. The Library should plan to conduct this effort annually in the future.
- *Establish a committee for the Library's participation in parades.*
 - By 2007, the Library was supporting participation in three separate parades (Bellevue/Memorial Day, Fort Thomas/Fourth of July, and Alexandria/Alexandria Fair). The Library will form a committee to plan and coordinate themes for its participation in these events annually.

Facilities

- *Identify next capital improvement projects.*
 - 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.

Technology

- *Replace network equipment.*
 - In December 2005, the Library replaced much of its network equipment in response to massive bottlenecks in its internet traffic. The Library will enter into regular upgrade/replacement of its routers, hubs, and similar related equipment (such as the firewall) in 2010.
- *Renovate the children's portion of the Library's website.*
 - The Library completed the renovation of the main area of its website in FY2006-07. The site has three main components: the main page, the children's page, and the young adult pages. Due to time and financial constraints, the Library should plan on renovating each portion on a three year cycle.
- *Purge patron database of inactive patrons.*
 - The Library migrated from Galaxy to Polaris in March 2005. In March 2008, the Library began an annual cycle of removing patrons from its database who had not used their cards in three years.

Marketing/Public Relations

- *Continue to support major library public relation campaigns like National Library Week.*
 - The Library has the greatest potential to maximize its public relations expenditures when it couples with nationally recognized public relations campaigns. The Library currently supports five of these campaigns: National Library Week (April), El Dia de los Libros (April) summer reading clubs (June-July), National Library Card Sign Up Month (September), and Teen Read Week (October).

Fiscal Year 2011-12

Revised 18 Sep 07

Governance and Administration

- *Establish a staff committee to review and revise emergency procedures.*
 - The Library created a plan for emergency in spring 2006. A staff committee will review revise the plan annually. The committee will also be tasked with increasing staff awareness of emergency preparedness through training.

Personnel

- *Conduct annual review of policies with staff.*
 - 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.
- *Appoint a committee to conduct annual staff day.*
 - Each year, the Library has a full day of staff training and appreciation. The Library recognizes individual staff through longevity awards at this event. A committee should be formed to plan this year's event.
- *Conduct appreciation events for volunteers.*
 - Since FY2005-06, the Library has conducted annual appreciation events for both adult and young adult volunteers. A committee should be appointed to plan this event, identify volunteers who have completed significant hours of volunteer work for the Library, and recommend appropriate means of recognizing and rewarding them for their efforts.

Collections

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

Services

- *Conduct patron survey of satisfaction with services.*
 - 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.
- *Participate in a regional book discussion.*
 - In March 2007, the Library began meeting with other libraries in the Northern Kentucky area to discuss possibilities for a regional book discussion with

accompanying author visits. The Library should plan to conduct this effort annually in the future.

- *Establish a committee for the Library's participation in parades.*
 - By 2007, the Library was supporting participation in three separate parades (Bellevue/Memorial Day, Fort Thomas/Fourth of July, and Alexandria/Alexandria Fair). The Library will form a committee to plan and coordinate themes for its participation in these events annually.

Facilities

- *Identify next capital improvement projects.*
 - 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.

Technology

- *Replace Cold Spring computers.*
 - In February 2011, the public computers at Cold Spring will be four years old and at the end of their useful life.
- *Renovate the young adult portion of the Library's website.*
 - The Library completed the renovation of the main area of its website in FY2006-07. The site has three main components: the main page, the children's page, and the young adult pages. Due to time and financial constraints, the Library renovates each portion on a three year cycle.
- *Purge patron database of inactive patrons.*
 - The Library migrated from Galaxy to Polaris in March 2005. In March 2008, the Library began an annual cycle of removing patrons from its database who had not used their cards in three years.

Marketing/Public Relations

- *Continue support of major library public relation campaigns like National Library Week.*
 - The Library has the greatest potential to maximize its public relations expenditures when it couples with nationally recognized public relations campaigns. The Library currently supports five of these campaigns: National Library Week (April), El Dia de los Libros (April) summer reading clubs (June-July), National Library Card Sign Up Month (September), and Teen Read Week (October).

Appendix A

Current Statistical Analysis of Library Use

Revised 18 Sep 07

Circulation

Circulation is one of the truest measures of a Library's use. In Kentucky, circulation of all public libraries rose by 5.1% in 2004-05. (Source: *Statiscal Report of Kentucky Libraries 2004-05*. This is the most current data available.) The statistics for Campbell County Public Library only are given here:

	<i>2005-06</i>	<i>2006-07*</i>	<i>% Change</i>
<i>Adult Fiction</i>	190,578	204,867	7.5
<i>Adult Nonfiction</i>	102,264	108,348	5.95
<i>Juvenile Fiction</i>	157,017	168,285	7.18
<i>Juvenile Nonfiction</i>	37,499	35,894	-4.28
<i>Videos/DVDs</i>	292,530	321,381	9.86
<i>Audios</i>	34,532	35,111	1.68
<i>Music</i>	47,508	53,282	12.15
<i>Software</i>	4,728	6,773	43.25
Total	866,656	933,941	7.76

*Note: Circulation at the Library was negatively impacted by the closure of the Cold Spring location during its renovation between November 2006 and February 2007.

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 determinants. In March 2006, approximately 38% of the Library's collection was published before 1996 and approximately 68% was published before 2001.

	<i>2005-06</i>	<i>2006-07</i>	<i>% Change</i>
<i>Adult Fiction</i>	44,866	48,292	7.09
<i>Adult Nonfiction</i>	58,232	60,231	3.32
<i>Juvenile Fiction</i>	52,019	54,221	4.06
<i>Juvenile Nonfiction</i>	30,157	32,822	8.12
<i>Videos/DVDs</i>	20,708	21,341	2.97
<i>Audiobooks</i>	7,592	9,413	19.35
<i>Music</i>	7,492	8,475	11.6
<i>Software</i>	1,500	1,719	12.74
Total	222,566	236,514	5.9

Patron visits

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

	<i>2005-06</i>	<i>2006-07</i>	<i>% Change</i>
<i>Cold Spring</i>	196,993	154,677*	-27.36
<i>Carrico/Fort Thomas</i>	186,827	194,966	4.17
<i>Newport</i>	154,784	166,987	7.36
Total	538,604	516,540	-4.27

**Note: No patrons were counted for the Cold Spring location during its renovation between November 2006 and February 2007.*

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

	<i>2005-06</i>	<i>2006-07</i>
<i>Childrens</i>	22,521	23,568
<i>Young Adult</i>	1,579	1,770
<i>Adult</i>	2,063	2,640
<i>All programs</i>	26,163	27,978

Programs

	<i>2005-06</i>	<i>2006-07</i>
<i>Childrens</i>	525	639
<i>Young Adult</i>	105	142
<i>Adult</i>	195	246
<i>All programs</i>	861	1,027