



Strategic Plan

2025-2029

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Mission

Campbell County Public Library empowers, connects and supports our community through providing access to materials, information, programs and welcoming spaces for all.

Values Statement

The Campbell County Public Library's values are its deeply held beliefs that represent its highest priorities and fundamental driving forces.

COMMUNITY ENGAGEMENT

Nurture relationships with local organizations in order to contribute to the growth and development of our county.

EQUAL AND OPEN ACCESS

Provide materials, services and facilities that meet the diverse needs of our community and ensure equitable access to everyone.

INCLUSION

Build an inclusive community in our staff and patrons where all are welcomed and differences are celebrated.

INNOVATION

Evaluate and learn continuously to meet and anticipate the emerging needs of our community.

INTEGRITY

Conduct work in an ethical and transparent manner.

PATRON-FOCUSED

Put our patrons first and strive to deliver exceptional services.

STAFF

Recognize our staff as our greatest resource and encourage an atmosphere of collaboration, creativity and respect.

We exist to make a difference for our patrons, employees and community.

Executive Summary

The first building in the Campbell County Public Library (CCPL) system was opened in 1898 in Newport and our current library system was established in 1978. The library director and the Board of Trustees members have sought to make CCPL a top tier library system within the Commonwealth of Kentucky. The library continues to advance through technology and services, in addition to the offered collection and community outreach.

Since 2004, CCPL has endeavored to create an ongoing Strategic Plan to outline current and future goals to better serve the community.

The 2025-2029 Strategic Plan outlines the necessary operational steps and investments needed to fully implement the key strategic goals outlined within this document. The plan is based on feedback received through meetings, interviews and surveys conducted with members of the CCPL Board of Trustees, Campbell County residents, Campbell County officials and the library staff. The Strategic Planning Committee was assisted with survey creation and data analysis/ collection by Tad Long and John Buchanan of Kentucky League of Cities' Community & Economic Development department.

At the end of the three-year portion of this plan, we intend to complete the short and mid-term goals and objectives while making strides toward the long-term goals outlined here.

Campbell County Public Library intends to serve its community and staff to the best of its ability by providing the resources they need to face today's challenges as well as plan for their best future.

Strategic Plan Process: An Overview

THE STEPS CCPL TOOK TO ARRIVE AT THIS PLAN INCLUDE:

We engaged with an outside consultant to formulate best methods for data collection. The Community & Economic Development team from Kentucky League of Cities (KLC) helped us formulate survey questions and interviewed stakeholders including residents, local leaders and our Board of Trustees.

KLC developed a quantitative survey of library patrons and community members. This survey was distributed through paper forms in our branches, through a QR code, through social media as well as deployed through email and made available on our website. Separately, we surveyed staff through our internal learning management system. Both the community and staff surveys were made available throughout the months of October and November 2024. We had approximately 700 people respond to the survey. The results of both surveys are embedded in this document.

Tad Long and John Buchanan, the strategic plan consultants with KLC also provided CCPL with up to date county demographics and both the raw and summarized content from the conducted in-person interviews and the community surveys.

PLAN PROCESS:

STEP 1: Gathered facts and information from stakeholders, patrons, residents and staff.

STEP 2: Reviewed all input from interviews and surveys.

STEP 3: Developed strategic matrix and goals.

STEP 4: Defined strategies and tactics along with timeline to complete.

STEP 5: Set metrics for each goal.

STEP 6: Reviewed final plan with Board of Trustees and staff.

Strategic Goals

For ease of review and reference, the library has divided our goals into Short-, Mid-, and Long-Term strategies. All goals are based on the results of the community survey and research from the consulting firm, and must align with the Mission and Value Statements of the Campbell County Public Library.

SHORT-TERM GOALS

The timeline for a short-term goal is 1 year (2025-2026)

- 1) Review facilities and assets.
- 2) Evaluate the collection to better connect these resources to community needs.

MID-TERM GOALS

The timeline for a mid-term goal is 1 to 3 years (2025-2027)

- 1) Expand access to programs and services.
- 2) Improve brand recognition with both current patrons and non-patrons.
- 3) Improve employee job satisfaction and retention.

LONG-TERM GOALS

The timeline for a long-term goal is 5+ years (2027+)

- 1) Create a plan for, and begin using, land owned by CCPL at Parkside Drive in Alexandria, KY.
- 2) Develop the economic and community support to construct a new building to house the Alexandria Branch to serve Southern Campbell County.

Goals and Objectives

SHORT-TERM GOALS

GOAL 1: REVIEW FACILITIES AND ASSETS.

As of May 2025, the youngest building in the Campbell County Public Library system is 22-years old. While all library owned buildings are in good, solid condition, aging buildings require normal maintenance and repairs; sometimes this includes whole systems updates. In addition, technology is always evolving and our space needs expanding. We also have five outreach vehicles that require maintenance and replacement. For these reasons, CCPL has decided that a short-term (2025) review of the facilities and assets is warranted to estimate future costs and possible structure updates. This allows the library to forecast a budget and to plan for normal repairs.

OBJECTIVES:

1. Execute building repairs around a 5-year-facilities plan that can accommodate emergency repairs.
2. Evaluate patron technology use in our branches to determine our future computer purchase needs (metric to be used— maintain 10% more availability than the average top 25% days of usage).
3. Create a plan for expanding/replacing outreach vehicles.
4. Evaluate space usage.
5. Evaluate storage on a branch and systemwide level.
6. Create dedicated spaces for teens and tweens in our buildings.

GOAL 2: EVALUATE THE COLLECTION TO BETTER CONNECT THOSE RESOURCES TO COMMUNITY NEEDS.

As with technology, the information needs of our county residents evolve. CCPL must ensure we are not only meeting but anticipating those needs. In addition, we must guarantee that our patrons are able to easily access the materials and information we provide to the public.

OBJECTIVES:

1. Evaluate the possibility of adding a “library of things” to our offerings.
2. Determine what the community most wants from its library collection versus ordering from traditional library benchmarks.
 - A. Collect data on community needs from staff interactions with patrons using our collection.
 - B. Survey patrons and non-users to determine what materials and resources are most useful for them.
3. Evaluate collection organization and access.
4. Improve the connection between the library’s collection and programming/services.

Goals and Objectives

MID-TERM GOALS

GOAL 1: EXPAND ACCESS TO PROGRAMS AND SERVICES.

Providing programming (clubs, classes, crafts, fitness programs, performances, storytimes, etc.) and services (access/referral to local resources, interlibrary loans, research databases, technology training, etc.) is at the heart of CCPL's work as it supports our mission of developing a collection of materials and resources that meet the educational and recreational needs of our community. As the county's library system, we strive to meet the needs of our entire county and to encourage the use of the library by all residents.

OBJECTIVES:

1. Connect with underserved communities and those users with special needs or other barriers.
2. Determine demographics of non-users in our county to learn how to attract them to the library.
3. Increase Library Express units and/or Pop-Up Libraries in the county.
4. Investigate the possibility of offering book vending machines in high traffic areas of the county.
5. Evaluate programming to determine which subject areas and demographics programs need to be expanded and diversified.
6. Promote the efforts of other organizations in our area that are working to improve the quality of life for residents.
7. Provide better services to those experiencing life's challenges.
8. Emphasize digital services to patrons and non-users.
9. Identify which community partners are most appropriate for the library to collaborate with in order to extend our reach into the community.
10. Create makerspace carts that can be placed in meeting rooms on a set schedule to allow patrons access to that type of equipment.

GOALS 2: IMPROVE BRAND RECOGNITION WITH BOTH PATRONS AND NON-PATRONS

For CCPL to succeed in our intent to serve our community and staff to the best of our ability, we need to clearly define and communicate what the library is and what it does for its community. Libraries are no longer just about books but are community centers that function as the connection point between residents and local, state and federal services.



OBJECTIVES:

1. Define our core services.
2. Evaluate technology trends against our current offerings.
3. Adjust services to meet community needs.
4. Update mission and vision statements.
5. Train staff how to promote and upsell services.

GOAL 3: IMPROVE EMPLOYEE JOB SATISFACTION AND RETENTION

As outlined in our Values Statement, CCPL recognizes our staff as our greatest resource. The library can only be successful in serving our community through the ongoing efforts of our staff members. Therefore, we must always be listening to our staff, responding to their needs and working to provide a supportive and respectful work environment.

OBJECTIVES:

1. Evaluate staff levels.
2. Provide competitive salaries and benefits.
3. Increase collaboration throughout the system.
4. Support staff in their skill confidence and competence to allow flexibility with branch needs.
5. Review new options to cover schedule shortages.
6. Establish clear job descriptions and create an onboarding program.

Goals And Objectives

LONG-TERM GOALS

As previously stated, we strive to meet the needs of our entire county and to encourage the use of the library by all residents. To do so, we must have a presence in as many areas of the county as possible while still being sensible with our funds, resources and staff time. Having owned land in the southern part of Campbell County for over a decade, we now need to strive toward a permanent presence while continuing to meet the needs of other areas of the county through our current branches, Library Express units and outreach efforts.

GOAL 1: DEVELOP THE ECONOMIC AND COMMUNITY SUPPORT TO CONSTRUCT A NEW BUILDING TO HOUSE THE ALEXANDRIA BRANCH TO SERVE SOUTHERN CAMPBELL COUNTY.

OBJECTIVES:

1. Gain Fiscal Court and community approval to build on the library's property located on Parkside Drive in Alexandria.
2. Create a library foundation with the primary purpose to support and enhance library facilities and to assist in financing building projects.
3. Plan and implement a capital campaign to encourage larger gifts from donors, businesses and other organizations to infuse the newly created foundation with funds for projects described in this plan.
4. Research and apply for grants intended for building construction and maintenance.

GOAL 2: CREATE A PLAN FOR, AND BEGIN USING, LAND OWNED BY THE LIBRARY ON PARKSIDE DRIVE IN ALEXANDRIA.

OBJECTIVES:

1. Work with our architect to determine the best placement for a small parking lot on our property that will not hinder future building efforts.
2. Blacktop a portion of our property to allow for parking the Book Bus as well as other vehicles.
3. Install concrete pad and electricity for a Library Express unit.
4. Install a shelter to provide cover for the Book Bus and a Library Express unit.
5. Schedule regular Book Bus visits to property as well as deliveries to the Library Express unit.

Evaluating Progress

As we work through the goals and objectives outlined in this strategic plan over the next five years, Campbell County Public Library's management team will regularly review our progress by tracking the work toward our goals/objectives and will document that progress in our monthly reports. We will identify who is responsible for tracking the work toward each goal as well as those individuals/departments responsible for working toward each objective.

Beginning in August 2025, the library director will update a Strategic Plan working document every four months and will report on our efforts to the Board of Trustees and staff. Additionally, all changes to or deviances from the strategic plan will be documented and reported. In our annual report to the community, we will also report on our efforts toward fulfilling the goals in our strategic plan to provide our patron and community members with an ongoing account of our work on their behalf.

Our hope is to end 2029 closer to having a new Alexandria Branch library and with a better understanding of the needs and wants of our community and staff. With that knowledge, we hope to be able to safeguard both with a solid future as well as to reinforce the Campbell County Public Library as the essential information resource and service provider it strives to be for the county.

Our Locations

ALEXANDRIA BRANCH

8333 Alexandria Pike
Alexandria, KY 41001
859.572.7463

COLD SPRING BRANCH

3920 Alexandria Pike
Cold Spring, KY 41076
859.781.6166

CARRICO/FORT THOMAS BRANCH

1000 Highland Ave.
Fort Thomas, KY 41075
859.572.5033

NEWPORT BRANCH

901 East Sixth Street
Newport, KY 41071
859.572.5035

