

# Kenton County Public Library Strategic Plan

2010-2014

## Acknowledgements

### Community Planning Committee

- **Polly Lusk Page, Facilitator:**  
Executive Director, Northern Kentucky Education Council
- **Donna Bloemer,** Attorney in private practice, Adjunct Faculty, Thomas More College
- **Tim Broering,** Executive Director, Telecommunications Board of Northern Kentucky
- **Sara Callahan,** Elementary Curriculum Instructional Consultant, Kenton County Schools
- **Dennis Chaney,** Student Activist, Northern Kentucky University
- **Lesley Daley,** Reference Librarian, Covington Branch, Kenton County Public Library
- **Lesley Holgate,** Marketing Manager, Transit Authority of Northern Kentucky
- **Dan Humpert,** Kenton County Commissioner
- **David Kisor,** Music Director, Children, Inc.
- **Kathy Mains,** Retired
- **Charlie Martin,** Pastor, Erlanger Christian Church
- **Jon Reynolds,** ESL Instructor, Kenton County Adult Education
- **Bill Scheyer,** President, Vision 2015
- **Lois Schultz,** Head of Technical Services, Steely Library, Northern Kentucky University; President of the Board of Trustees, Kenton County Public Library
- **Renee Skidmore,** USPS Postal Worker, Erlanger City Council
- **Brandon Trame,** President, Holy Cross High School Student Council
- **Bob Williams,** Retired Firefighter, Erlanger FD, Genealogist
- **Jay Wuest,** PNC Bank, KCPL Foundation Board
- **Mark Young,** Chief, Covington Fire Department

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- **Dave Shroeder**, Director
- **Susan Banks**, Manager, Erlanger Branch
- **Becky Bowen**, Manager, Durr Branch
- **John Graham**, Coordinator of Adult Services, Covington Branch
- **Lise Tewes**, Coordinator of Children’s Services, Erlanger Branch
- **Charlotte McIntosh**, Regional Librarian, Kentucky Department of Library and Archives

## Kenton County Public Library Management Team

**Dave Schroeder**, Executive Director  
**Julia Allegrini**, Covington Branch Manager  
**Susan Banks**, Erlanger Branch Manager  
**Becky Bowen**, Durr Branch Manager  
**Garry Collum**, Systems Coordinator  
**Lisa Denham**, Human Resources Director  
**Nicole Frilling**, Digital Branch Manager  
**Robin Klaene**, Public Relations and Development Director  
**Jane Pfarner**, Collection Services Manager  
**Trish Weiper**, Accountant

## Kenton County Public Library Strategic Plan 2010-2014

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## Executive Summary

The Kenton County Public Library (KCPL) is and has been the highest-rated library in the state of Kentucky by both the HALPR and Library Journal indices. In the next few years, we hope to join the top libraries in the country in the upper echelon of those rating systems – the first library in Kentucky to do so. These consistent measures of excellence are a direct result of the Library's commitment to the people of Kenton County. These results are produced only by a library which is responsive to its community's needs.

In October of 2009, the Library's Board of Trustees charged the staff with conducting a new strategic planning process based on the Public Library Association's "Strategic Planning for Results" model. The Planning for Results process differs from previous approaches. It is community-centered – the community determines the service priorities on which they want to see the library focus. The Library concentrates on *community change and growth* in its goals and activities rather than Library-specific ends. The activities of the library are driven by priorities set for us by the community, not staff. The Board of Trustees will evaluate the library's progress based upon the goals set in this planning document, making sure that we are accountable at every step for the community's trust and investment in KCPL.

In fact, this process – this plan -- is primarily about accountability. In this document, you will not see a list of things the library will be doing in the next three to five years. You will see the vision of the Kenton County community that our residents helped to create during the planning process and how KCPL will be making that vision a reality. We articulate the future and what you as a child, teen, adult or senior can expect from your Library. It is an ambitious vision of a better Kenton County that every member of the staff, Board, volunteer, Foundation member and Friend will commit to realizing in every way we can through the best in library services.

In January of 2010, we called together the Community Planning Committee – a group selected by the board, staff and public to represent a wide range of populations and stakeholders in the Kenton County Community. KCPL Staff and Board members were honored to have these influential residents respond in such a positive way to their invitation to help develop a roadmap for the Library. In two meetings on January 9 and February 20, 2010, the group of 19 opened their hearts and minds and engaged in lively discussion and dreaming about the future of Kenton County and the Library's role in that future.

The Community Planning Committee identified five library service priorities for KCPL:

- I. Create Lifelong Readers and Learners**
- II. Stimulate Imagination**
- III. Connect to the Online World**
- IV. Know Your Community Past and Present**
- V. Visit a Comfortable Place**

For each of these five priorities, our plan suggests strategic goals which will remain our focus for as long as they are relevant and important to our community. For the next three years we will be making progress toward those goals by focusing our activities and resources on achieving the measures that follow the strategic goals described below. As part of this ongoing planning process, we will examine all activities currently performed by staff. Activities which don't support achieving the goals and objectives will be reduced or eliminated, where possible, to provide the resources to carry out the plan.

## Strategic Goals and Objectives:

I. **Create Lifelong Readers and Learners** -- People of all ages will have the library resources<sup>1</sup> they need to help them read and write, perform well in school and work, and continue to learn throughout their lives.

**Goal #1:** Children 5 and under will be exposed to early literacy skills which will prepare them to become successful readers, writers and listeners.

### Measures :

1.1 In FY 2011, 45,000 infants, toddlers, preschoolers, parents and caregivers will attend library programming aimed at children aged 5 and under in and out of the library.

1.2 80% of parents and caregivers surveyed will have a better understanding of their role in the development of their children's early literacy skills at the end of FY 2012 than they did when first surveyed.

1.3 In FY 2011 the library will contact 80% of the state licensed preschools and daycares serving the county (77 facilities) to make them aware of the services available to them.

1.4 Circulation in collections aimed at preschool children (Toddler, Easy, Easy Paperback and Discovery Packs) will increase annually by 2% through 2014.

1.5 There will be a 5% annual increase in new users of library programs<sup>2</sup> for children ages 0-5 through FY 2014.

1.6 5500 Kenton County residents 5 years of age and under (50% of that population in Kenton County) will be registered borrowers by the end of FY 2014.

**Goal #2:** Children ages 6-12 will have library resources that support and enrich their studies as well as develop a love of learning and literature.

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<sup>1</sup> In all cases, "Library resources" includes trained staff, virtual and real space, collections, programs and technology.

<sup>2</sup> In all cases, "new users of library programs" indicates a benchmark to be set in FY 2011

**Measures:**

- 2.1 By the end of FY 2011, the Library will contact 100% of elementary school principals in Kenton County to make them aware of services to schools and teachers.
- 2.2 Teacher card circulation will increase by 2500 items in FY 2012 over FY 2011
- 2.3 100 new teacher card accounts will be created by the end of FY 2013.
- 2.4 There will be a 2% increase in new users of library programs for ages 6-12 annually through 2014.
- 2.5 Circulation in collections aimed at children ages 6 – 12 (J fiction, J nonfiction, Easy reader, J paperback, PB series, J Biography, J Graphic Novels and Curriculum Packs) will increase by 2% annually through FY 2014.
- 2.6 The number of children ages 6-12 completing book logs for the Summer Reading Club will increase by 1% annually through 2014.

**Goal #3:** Teens and young adults will have library resources that engage them in learning, help them improve their literacy and life skills, and prepare them for their future.

**Measures:**

- 3.1 7800 teens will attend programs in FY 2011 and attendance at teen programs will increase 5% annually through FY 2014.
- 3.2 Circulation of the Young Adult collection will increase 5% in FY 2011.
- 3.3 50% of teens surveyed at the end of FY 2011 will indicate that the library had a positive influence on their personal or scholastic life.
- 3.4 The Library will contact 80% of middle and high school administrators, teachers or youth resource centers in FY 2011 to make them aware of the resources available for teachers and students.

**Goal #4:** Adults, seniors and people with all levels of ability will have library resources to engage them in learning and improving their literacy, work and life skills.

**Measures:**

- 4.1 Circulation of Adult Nonfiction print materials will increase 13,500 or 5% in FY 2011.
- 4.2 By the end of FY 2011, 80% of the congregate living facilities in Kenton County will have visits from the library to provide materials and programs.
- 4.3 By the end of FY 2012 80% of users self-identified as “job seekers” will indicate that the library helped them in their search for employment.

4.4 By the end of 2012 80% of library users self-identified as “adult learners” will report that they used at least 2 different library resources and that those resources were helpful in their educational pursuits.

4.5 Attendance at adult educational programs will increase by 5% annually through FY 2014.

4.6 By the end FY 2014, 1,700 Seniors (10% of Kenton County’s population 65 and over) will have attended a library program targeted at that audience.

**II. Stimulate Imagination:** Community members will have the library resources they want and need to meet their recreational and leisure time needs, in a timely manner with minimum effort and will have the help they need to make choices.

**Goal # 5:** People of all ages, abilities and interests will have a wide array of library resources to answer their educational, cultural and entertainment needs.

**Measures:**

5.1 Circulation of new items will increase by 5% each year through FY 2014.

5.2 80% of library users surveyed at the end of FY 2011 will indicate that they were satisfied or very satisfied with the staff assistance they received to help them find material to read, view or listen to for pleasure.

5.3 80% of library users surveyed at the end of FY 2012 will indicate that they were satisfied or very satisfied with the time required to receive material they requested.

5.4 30% of cardholders inactive for two or more years at the beginning of FY 2011 will have borrowed items from the collection by the end of FY 2012.

5.5 Circulation of new or alternative formats<sup>3</sup> will increase to 37,000 in FY 2011 and increase by 5% annually through 2014.

5.6 The total number of cardholders will increase to 150,000 by the end of FY 2014.

5.7 Attendance at entertainment/cultural programs for all age groups will increase by 5% annually through 2014.

**III. Connect to the Online World:** The community will have high-speed access to the digital world with no unnecessary restrictions or fees to ensure that everyone can take advantage of the ever-growing resources and services available through the internet.

<sup>3</sup> “new or alternative formats” include console video games, Playaways, downloadable audio, video and e-books, and will include the addition of other formats – Blu-ray, V-Smile, LeapFrog, etc. if added.

**Goal # 6:** People of all ages will have the most reliable technological tools, resources and services to stay connected with others, get the information they need and perform the tasks they must for school and work.

**Measures:**

6.1 80% of users surveyed will indicate the staff's classroom instruction on how to use the internet and online library resources was very good or excellent by the end of FY 2011.

6.2 80% of in-Library computer users surveyed during FY 2012 will indicate they were satisfied or very satisfied with being able to listen to or view material in formats that suit their needs.

6.3 By the end of FY 2012, the number of searches using the Library databases will increase 10%.

6.4 800 people self-identified as Seniors (5% of the population 65+ in Kenton County) will participate in formal training in the use of technology in FY 2011 and the number of seniors trained will increase 5% annually through 2014.

**IV. Know Your Community Past and Present:** The community will have library resources to connect with the services and activities in the community as well as understand their own history and cultural traditions.

**Goal #7:** People of all ages will know the resources available to them, learn more about themselves and their community and connect with their community through a variety of activities and media.

**Measures:**

7.1 80% of patrons surveyed by the end of FY 2012 will indicate their knowledge of the community and the resources available to them has improved.

7.2 The number of regular registered teen and adult library volunteers will increase to 150 (25%) with 5000 (8%) hours worked by the end of FY 2012.

7.3 50% of new residents moving into Kenton County will be informed of the library resources available to them by the end of 2012.

7.4 By the end of FY 2014, use of Local History and Genealogy resources will increase by 10% over FY 2011.

**V. Visit a Comfortable Place:** The community will have safe and welcoming library environments, both physical and virtual, that allow them to enjoy quiet space, meet, interact and network.

**Goal #8:** Groups and individuals of all ages will have safe, comfortable and accessible spaces in which to both interact and engage in study or work.

**Measures:**

8.1 80% of patrons surveyed will indicate the spaces in the library designed for their use meet or exceed their expectations.

8.2 80% of patrons surveyed will indicate that the library is safe, comfortable and welcoming.

8.3 The public's use of library meeting space will increase by 20% by the end of FY 2014.

8.4 80% of patrons surveyed will indicate they are satisfied or very satisfied with the content and functionality of the library's website and catalog.

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## APPENDIX 1

### KCPL Core Values

The Kenton County Public Library is committed to providing excellent service and materials to all residents by adhering to the following Core Values:

#### Free and Open Access to Information

- The Library will provide a wide variety of materials including print, electronic, media and other resources that support and improve individual and family life.

#### Promoting Reading

- The Library is committed to early childhood reading readiness and lifelong learning.
- Materials to fulfill one's educational, recreational and informational needs will be provided.

#### Diversity in the Community

- The Library's facilities, programs, and services are open to everyone in the community.
- Resources will be expended in a fair, equitable and responsible manner.

- The Library strives to employ a diverse staff to best reflect our diverse community.

#### **Excellent Customer Service**

- Library staff will provide excellent customer service.
- The Library will provide a welcoming and comfortable atmosphere to all who enter its doors.

#### **Democracy & Community History**

- The Library is committed to the concept of intellectual freedom including freedom of speech and the right of patrons to have access to uncensored information.
- The Library is committed to preserving the history of the community.

#### **Collaboration & Community Involvement**

- The Library will collaborate with other agencies, governments and institutions to better serve the people of the region.
  - The Library will cooperate with other libraries to enhance the services to patrons.

#### **Professional excellence**

- Adherence to state standards
- Professional code of conduct

#### **KCPL Mission**

The Kenton County Public Library serves everyone in our community by creating lifelong readers and learners and inspiring imagination through a wide variety of resources and services. We help people to connect to the online world, know their community past and present, and provide comfortable, welcoming and safe places, both virtual and physical, to gather together or work alone.

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## APPENDIX 2

### Community Visions

The following vision statements were generated by the Community Planning Committee in their first meeting on January 9, 2010.

#### Children

Families have opportunities to be together in all their forms in an accepting atmosphere

Have places for safe, positive engagement

ESL & native English-speaking children exchange and learn

Have shelter, healthcare, education, nutrition, environmental awareness

Have the food they need

Have early experience in fine arts

Receive support through higher education

Have positive role models ( and instruction in being positive role models)

#### Teens & Young Adults

Receive good guidance from parents, school, community (and guidance for the mentors, too) in all areas

Develop practical living skills

Have access to job training and experience

Have a variety of volunteering and civic experiences

Have good health education and resources

Have a place for safe, positive, healthy interaction and entertainment -- and non-technological social engagement

#### Adults 24-65

Immigrants will feel included, have confidence, have access to services and an easy transition

Adults of all ages (and families) will have education (GED and continuing education) to live a happy and fulfilled life

Will have transportation for independence and access

Will know about the resources available to them in the community

Adults with mental health issues will have coping skills and their need identified

Will learn to use technology

Will have opportunities to share their knowledge and skills with younger citizens (intergenerational engagement)

Have Parenting/mentoring/education skills available to them

Have Job-finding and networking skills and resources

Have access to affordable health care and health information

Have access to good child care

Have affordable housing

Have cultural opportunities – enriching entertainment +++

Have resources available to them to research their community and family history

Arts practitioners will stay in the area  
Young professionals will mentor younger citizens  
The disabled will have a variety of social activities available to them

### **Seniors**

Will learn to use technology to keep them in touch and engaged  
Have resources available to them to research their community and family history  
Have diagnosis and access to treatment for mental health  
Have opportunities to stay engaged and active  
Have culture and language exchanges  
Have support groups for specific issues (parenting, health issues)  
Have access to information on all resources available  
Have guidance on government and healthcare navigation  
Have volunteer and community contribution opportunities (mentoring)

### **Businesses**

Will have the human capital they need to do business (no “Brain Drain”)  
Nonprofits will have coordinated fundraising – break down the walls between orgs – and increase partnerships, share a volunteer base, have access to marketing assistance and more accountability  
Transportation – businesses can disperse throughout the county and the employees can be transported to any location  
All businesses engage with education  
All citizens build lifelong career skills  
Employees have the flexibility they need for a good quality of life and to pursue lifelong learning  
The community is accepting of various corporate and organizational cultures  
Businesses support elder care and child care for their employees  
**Asset Based Community Development** is pursued – we build on and do more of the things that are going *well*.

## **KCPL Strategic Plan 2010**

### **Final Service Responses**

- I. Create Lifelong Readers and Learners – People of all ages will have the programs and services they need to read, write, perform well in school and work and continue to learn throughout their lives.

Target Audiences: Children from birth to 12; Teens; Adults; Parents and caregivers; Seniors

Vision statements (from the Community Planning Committee):

- Children receive support through higher education
- Children will have early experiences in the fine arts
- Children will have positive role models and instruction in being positive role models
- ESL and native English-speaking children exchange and learn together

- Teens develop practical living skills
- Teens have good health education and resources
- The disabled have a variety of social activities available to them
- Adults have parenting, mentoring and education skills available
- Adults will have job-finding and networking skills and resources
- Adults will have access to reliable health information
- Seniors will have culture and language exchanges

- II. Stimulate Imagination: Residents who want materials to enhance their leisure time will find what they want, when and where they want it, and will have the help they need to make choices.

Target Audiences: Children; Adults; Speakers of other Languages; Seniors

Vision statements (from the Community Planning Committee):

- Adults have cultural opportunities and enriching entertainment
- Seniors have opportunities to stay engaged and active

- III. Connect to the Online World: Residents will have high-speed access to the digital world with no unnecessary restrictions or fees to ensure that everyone can take advantage of the ever-growing resources and services available through the internet.

Target Audiences: Children; Adults; Seniors

Vision statements (from Community Planning Committee):

- People of all ages will have access to information they need to be healthy and educated
- Seniors will learn to use technology to keep them in touch and engaged
- Seniors will have guidance on navigating government and healthcare resources
- Elders and youth will have technological opportunities to engage together

- IV. Know Your Community, Past and Present: Residents will have a central source for information about the wide variety of programs, services and activities available in the community and will be able to connect the past with the present to understand the history and traditions of the community

Target Audiences: New Residents; Adults; Teens; Seniors

Vision statements (from Community Planning Committee):

- Teens have a variety of volunteer and civic experiences
- Adults will know about the resources available to them in the community
- Young professionals will mentor younger citizens

- v. Visit a Comfortable Place: Residents will have safe and welcoming physical places to meet and interact with others or to sit quietly and read and will have open and accessible virtual spaces that support networking.

Target Audiences: Children; Adults; Teens; Local organizations and clubs

Vision statements (from Community Planning committee):

- Families will have opportunities to be together in all their forms in an accepting atmosphere
- People of all ages have a place for safe, positive, healthy interaction and non-technological social interaction