

**CALLOWAY COUNTY, KENTUCKY
PUBLIC LIBRARY**

STRATEGIC PLAN

5/11/2011

LIBRARY TRUSTEES

NANCY MIEURE, CHAIR

MARSHALL WARD, SECRETARY

RHONDA HENDERSON, TREASURER

TERESA BETTS, MEMBER

STUART ALEXANDER, MEMBER

BEN GRAVES, EXECUTIVE DIRECTOR

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MISSION STATEMENT

CALLOWAY COUNTY PUBLIC LIBRARY MURRAY, KENTUCKY

**OUR MISSION IS TO EFFECTIVELY
AND EFFICIENTLY PROVIDE OUR
PATRONS WITH CONTENT AND
RELATED SERVICES**

Sandy L. Spin
Nancy Mienne
Don M. Goo
Nancy Wilson
David Stewart
Rhonda M. Henderson
Erin Dalglish
Hope Travis
Joseph M. Ward, Jr.
Julius Corbelli
Wesley Bohn
Stuart Alexander
Jenna Foster
Mignon Pittman
audrey harvey
Wyneth Huntington

SIGNATURES OF STAFF AND TRUSTEES

MESSAGE FROM THE BOARD OF TRUSTEES

Over the last year, the members of the **Calloway County Public Library** Board of Trustees has discussed the need for a written, well thought out plan to help the library realize our mission. We felt that a defined plan was imperative and would help us assess where we are, where we need to go and how to get there.

So, the development of a strategic plan was initiated. The process involved meetings with community stakeholders, staff, board members, and management to uncover the Strengths, Weaknesses, Opportunities, and Threats (SWOT) facing the library. After the completion of the SWOT process, key concepts were identified, goals and objectives were developed; and then approved by the Library Trustees. The result is a well thought out strategic plan that will serve as a blueprint for the library as we move into the future. Please know that as we implement this plan, we will continually measure the progress to ensure we are achieving the identified goals and objectives.

On behalf of the Board Trustees, I want to thank the community stakeholders and staff for their participation, dedication, and support of this project. Your contribution has been invaluable and is very much appreciated.

Each Library Trustee is proud to present the first ever-strategic plan for the **Calloway County Public Library**. In addition, as we move forward, we are excited about the future of our library and the great things that will be accomplished.

Nancy Mieure, Chair
Calloway County Public Library Board of Trustees

MESSAGE FROM THE EXECUTIVE DIRECTOR

With us or without us, things change. The library has been changing for years, from being the largest of the small libraries in the state to being a medium-sized one. As the transformation to a medium sized library gained momentum, it touched every part of the library. Some of the changes were visible, many of them not. At first, our path was clear. We had to have a library automation system, we had to modernize the collection, and our patrons needed computing power and Internet access. We did all these things and more. Eventually, though, we got to the place where all the easy things were done. We were at a fork in the road and we were not sure what we needed to do next.

Therefore, the board decided to stop and ask for direction. The trustees saw that we needed a written strategic plan to guide us as we grow. The community, the board and the librarians all provided their best thoughts and visions on what the library should be.

This brings us to the strategic plan that you are looking at right now. It is the result of months of hard work by many different people. With it, we can work with confidence to be the best possible library for Calloway County.

This is not the last word; things continue to change and we will check on the plan every year to make sure it remains relevant. This plan is the direct result of the foresight of the library Trustees. Without their hard work, this strategic plan would not have come to pass.

Ben Graves, Executive Director
Calloway County Public Library

THE STRATEGIC PLANNING PROCESS

The Board of Trustees initiated the strategic planning process by entering into an agreement with Bill Waltrip of Leadership Strategies Group to facilitate the process on January 6, 2011. The project was to be completed in May of 2011 to coincide with the preparation of the 2011-2012 budget. A significant part of the planning process included a focus group comprised of community members. Focus groups were also held with staff and Trustees. Each of the groups discussed issues related to library services and programs.

The planning process continued with numerous meetings involving Executive Director, Ben Graves, Department Heads, Mignon Pittman, and Sandy Linn, and project facilitator, Bill Waltrip. These meetings were held in the months of March and April of 2011.

The draft of the strategic plan was submitted to the members of the Board of Trustees on May 2, 2011 for their review. Based upon comments by Board Trustees and continued input from management staff, revisions were made to the strategic plan.

Members of the Board of Trustees considered the plan at their May 11, 2011 meeting. Community Members that participated in the focus group and library staff were invited to the meeting. The Board of Trustees adopted the strategic plan at their June 1, 2011 meeting.

Bill Waltrip, Planning Facilitator
Leadership Strategies Group

GOAL ONE

MAINTAIN, IMPROVE AND EXPAND PRODUCTS AND SERVICES THAT ARE IN HIGH DEMAND BY PATRONS

KEY CONCEPTS:

1. Meeting the library needs of children, youth and adults
2. Providing information to patrons concerning the movement of the collection
3. The library remaining current with services and programs offered to patrons

Staff member responsible for documentation: _____ date: _____

Responsibility transferred to: _____ date: _____

Objectives

- 1.1 Rearrange the children's collection and expand the young adult space by June 1, 2011
- 1.2 Re-label the children's books and allow the children's books to be placed on hold by December 31, 2011
- 1.3 Create a juvenile non-fiction section by June 1, 2011
- 1.4 The Executive Director will compose an explanation of how weeding and acquisition is accomplished by staff by July 1, 2011
- 1.5 Add 25% more electronic resources to the reference section by June 1, 2012
- 1.6 Create a digital genealogy section by June 1, 2013
- 1.7 Expand the inter-library loan program to include children's, young adults, and juvenile books by December 1, 2011
- 1.8 Develop new criteria for the outreach program by June 1, 2012

GOAL ONE CONTINUED

- 1.9 Determine the date that e-books can be offered by September 1, 2011
- 1.10 Develop additional children's programs by January 15, 2012
- 1.11 Complete packet for newborns at Murray Calloway County Hospital by December 1, 2011
- 1.12 Review and improve adult programming services offered by the library by June 1, 2012
- 1.13 Create two adult book discussion groups by October 1, 2011
- 1.14 Develop and implement an adult summer reading program by June 1, 2012
- 1.15 Evaluate and address the need to obtain and implement a new bibliographic system by December 1, 2011
- 1.16 Evaluate and address the need to create dual internet services by July 1, 2013
- 1.17 Increase the number of active patrons by 5% each fiscal year

GOAL TWO

CREATE AN ORGANIZATIONAL CULTURE THAT RECOGNIZES THE IMPORTANCE OF COMMUNICATION BETWEEN STAFF, BOARD MEMBERS AND COMMUNITY MEMBERS REGARDING LIBRARY PRODUCTS AND SERVICES

KEY CONCEPTS:

1. Marketing of library services and programs
2. The library being recognized as an integral part of the community
3. Creating community partnerships that support the library's mission

Staff member responsible for documentation: _____ date: _____

Responsibility transferred to: _____ date: _____

Objectives

- 2.1 Information pertaining to the inter-library loan program will be made available to patrons by July 1, 2011
- 2.2 Outreach services information will be available for distribution by January 1, 2013
- 2.3 Create a new library web site by December 1, 2011
- 2.4 Facebook page will be developed and utilized by December 1, 2011
- 2.5 Strategic plan will be updated as necessary and will be formally reviewed by staff quarterly
- 2.6 The strategic plan will be formally reviewed by members of the Board of Trustees annually

GOAL TWO CONTINUED

- 2.7 The Executive Director will develop a public relations strategy and have a plan approved by members of the Board of Trustees by September 1, 2011
- 2.8 The Executive Director will develop a marketing plan and have the plan approved by members of the Board of Trustees by September 1, 2011
- 2.9 Develop a schedule for staff members to discuss internal communication issues and to clarify individual responsibilities with the Executive Director by September 1, 2011
- 2.10 The Executive Director will comment on and address issues raised as a result of the completion of the strategic plan by September 1, 2011
- 2.11 Create a “Friends of the Library” program with the express duties to act as ambassadors for the library instead of being task oriented by June 1, 2014.
- 2.12 Review the use of library volunteers by September 1, 2012

GOAL THREE **ENHANCE LIBRARY SERVICES BY CREATING
NEW SPACE AND UTILIZING EXISTING SPACE
EFFECTIVELY**

KEY CONCEPTS:

1. Developing a plan for evaluating facility expansion needs and opportunities
2. Efficiently utilizing the current library space
3. Reviewing technology assets to support staff and patron's needs

Staff member responsible for documentation: _____ date: _____

Responsibility transferred to: _____ date: _____

Objectives

- 3.1 Sell, transfer, or convey the Annex facility to " Murray Main Street" by December 31, 2011
- 3.2 A needs assessment to determine the need for security cameras, inside and out, will be completed by December 31, 2012
- 3.3 Evaluate the need to install a security system for the collection by September 1, 2013
- 3.4 A comprehensive facility needs assessment will be initiated by June 1, 2013
- 3.5 A plan will be developed and implemented to replace library computer equipment every four years by January 1, 2012
- 3.6 New inside signage will be in place by December 31, 2011
- 3.7 Existing library space usage plan will be developed and implemented by July 1, 2011

GOAL THREE CONTINUED

- 3.8 Dedicated space will be allocated for “Children’s Story Time” by June 1, 2016
- 3.9 Evaluate and address the need for increasing the DVD and Audio section visibility and determine how selections will be available to the public by January 1, 2012
- 3.10 Evaluate the children's section future floor space needs by September 1, 2011
- 3.11 Evaluate and address the need to create a youth and teen dedicated space by September 1, 2011

GOAL FOUR **MAINTAIN AN ORGANIZATIONAL CULTURE THAT VALUES CUSTOMER SERVICE, STAFF EFFICIENCY AND PROFESSIONAL DEVELOPMENT**

KEY CONCEPTS:

1. Creating a systematic staff training and development program
2. Maintaining a committed, creative and results driven staff
3. Having a staffing structure that ensures maximum productivity

Staff member responsible for documentation: _____ date: _____

Responsibility transferred to: _____ date: _____

Objectives

- 4.1 Establish a training plan for each staff member by September 1, 2011
- 4.2 Establish an orientation program for new staff members by June 1, 2012
- 4.3 Develop a new organizational structure chart by September 1, 2011
- 4.4 Evaluate staffing needs prior to the beginning of each fiscal year beginning with the 2011-2012 fiscal year
- 4.5 Establish an orientation program for new Board Trustees by June 1, 2012

GOAL FOUR CONTINUED

- 4.6 Create staff training development days and ensure all full-time staff members who provide information services to the public are certified or working toward the “Kentucky State Board for the Certification of Librarians” certification by June 1, 2012
- 4.7 Develop a computer generated tracking system for the Strategic Plan, which can be viewed by Trustees and staff by June 1, 2012.
- 4.8 Determine the date that a manager will be on duty during all library opening hours by July 1, 2011
- 4.9 Job descriptions will be completed for proposed staff positions by June 1, 2011 and completed for current staff by July 1, 2011
- 4.10 A comprehensive policy and procedures manual will be created by January 1, 2012. The Executive Director and Trustees will hold a formal review of the policy and procedures manual annually
- 4.11 A formal process will be developed to select Board Trustees and will take affect prior to the next Trustee appointment or by June 1, 2012
- 4.12 Develop a patron customer service survey by November 1, 2011 and begin administering annually by January 1, 2012
- 4.13 Board Trustees appointed after June 1, 2011 will agree to be certified through the “New Trustees Certification” program offered by the Kentucky Public Library Association
- 4.14 Start a series of adult programming providing technical training for the use of computers by staff and patrons by September 1, 2011

GOAL FOUR CONTINUED

- 4.15 Meet 80% of the “Essential” standards as presented in the Kentucky Public Library Standards: Direction and Service for the 21st Century, 3rd Ed. by June 1, 2013
- 4.16 Meet 90% of the “Essential” standards as presented in the Kentucky Public Library Standards: Direction and Service for the 21st Century, 3rd Ed. by June 1, 2014
- 4.17 Identify and set a date for compliance for “Enhanced” and “Exemplary” standards that should be met by the Library as presented in the Kentucky Public Library Standards: Direction and Service for the 21st Century, 3rd Ed. by June 1, 2012

GOAL FIVE

UTILIZE LIBRARY RESOURCES IN AN EFFICIENT MANNER AND BE PREPARED FOR POSSIBLE THREATS TO THE LIBRARY'S DAY-TO-DAY OPERATIONS

KEY CONCEPTS:

1. Providing optimal stewardship of all community resources
2. Being prepared for potential disasters
3. Continually examining ways to improve the **Calloway County Public Library**

Staff member responsible for documentation: _____ date: _____

Responsibility transferred to: _____ date: _____

Objectives

- 5.1 Develop a procedure to evaluate all library services and each program for cost effectiveness and present the results to the Board Trustees annually by March 1, 2012
- 5.2 Determine the need to establish a bank account to hold three months reserve for staff salary and benefits by October 1, 2011
- 5.3 In the event of a disaster, enter into an inter-local agreement to move the **Calloway County Public Library** services to the Hardin branch of the Marshall County Public Library or the Logan County Public Library by September 1, 2012
- 5.4 In order to lead to continued support of the library's mission, the Executive Director will hold meetings with local government officials annually