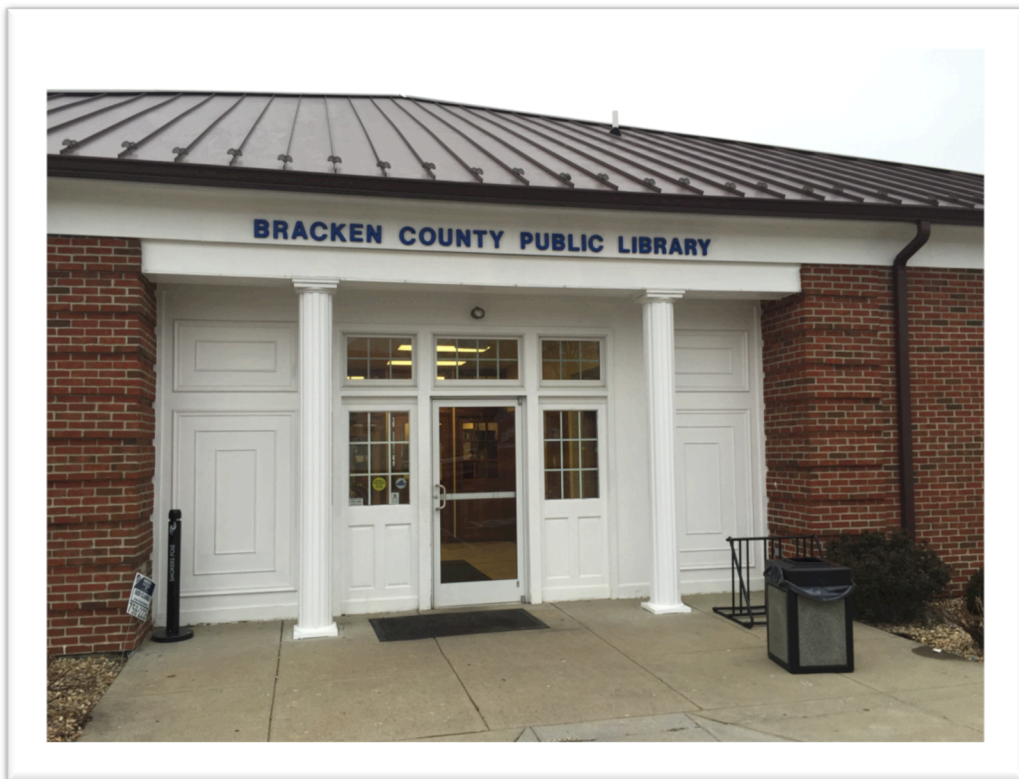


Bracken County Public Library



Strategic Plan – 2015-2020
Published March, 2015

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Executive Summary

In June 2014, the Board of Trustees of the Bracken County Public Library determined that a strategic plan should be created for the operation of the library for the five-year period beginning with the 2015-2016 budget year. The Board desired that the plan utilize Board, employee, and community input to address the many internal and external factors affecting the library. The Board hired Miller Consulting Group to facilitate the input and planning sessions and to help draft the final plan. The strengths and weaknesses identified in the input process helped the Board draft the goals contained in this plan.

At the initial Board planning session, the Board evaluated financial projections over the five-year period of the strategic plan to determine what financial resources would be available. They closely examined census data from the Kentucky Data Center that shows that Bracken County was stable and but not likely to experience much growth in the next five to ten years. Population data for the county show that the population is aging with more growth in the middle ages than with younger citizens. The economy in the county is stable but not growing and there is no reason to expect a growth in property taxes during the five-year period of this plan. The Board also reviewed usage statistics for the library. The services of the library are well used according to the Kentucky Department for Libraries and Archives statistics. Door count and circulation statistics, as well as other data, indicate a healthy, vibrant library although there is a trending decrease in traditional book circulation in favor of E-books and Internet access.

To evaluate the library and help plan for the future, input was gathered from the Board, staff and the community to discuss the strengths, weaknesses, and potential goals for the library. The board and staff completed online surveys. Printed surveys were distributed in the library to patrons, and an online survey was placed on the library's website. In addition to surveys, four public input meetings were held. Overall response to the surveys was excellent with over 100 total responses being received.

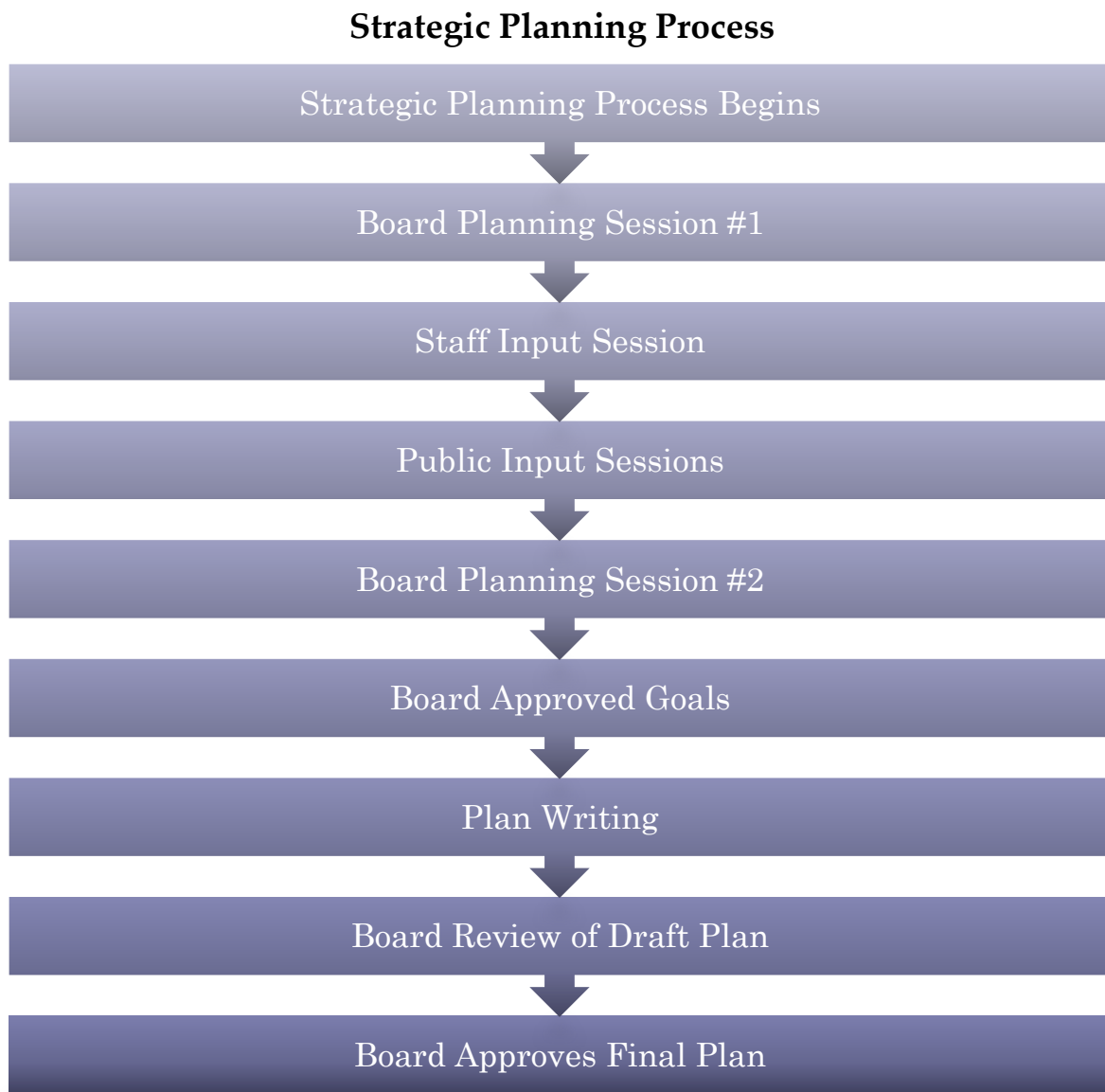
No glaring library deficiencies were identified as a result of the Board, staff, and community input. However, common themes were identified. First and foremost, there is a need for more space and better-designed space. It was clearly communicated at all levels that the current space is inadequate. There were many comments from patrons on ways to improve and add to programs and to the collection. Also, there was discussion of the need to improve technology in the library.

The community input sessions showed great support and appreciation for the many programs and services of the library. The library's usage statistics show that the community values and uses the library's resources.

In its final planning session, after considering all the input, the Board set four major goals for the next five years. While each individual idea and issue could not be included, the Board focused on those that were mentioned the most and those that had the greatest community focus. All other input was evaluated by the Board for possible inclusion in future planning.

Timetable

The Board of Trustees of the Bracken County Public Library determined the need for expanded strategic planning and voted to hire Miller Consulting Group, LLC to lead the process for creating a strategic plan for 2015-2020 and to assist with the Board's creation of the complete plan document. The Board approved the following timetable and process.



Methodology

The fundamental goal during the strategic planning process was one of inclusion and openness. The process for creating and writing the strategic plan for the Bracken County Public Library followed the traditional method of evaluation of current strengths, weaknesses, opportunities, and threats. Specific variables that impact the Library and the citizens of Bracken County were evaluated to determine how they might impact the Library and its ability to serve the community. These variables included current library use, current and projected population as well as the impact of population growth on library use, and an estimation of future population changes in the County.



Strategic Plan Timeframe

This strategic plan covers the 2015-2020 budget years, beginning on July 1, 2015 and ending on June 30, 2020. The plan allows for flexibility and leaves room in the final year for action items that might need to be pushed back due to unforeseen events.

Evaluation of Future Income and Expenses

In addition to reviewing the population and usage estimates, the Library Board examined different budget scenarios to evaluate potential revenue and expenses. This was accomplished by a thorough evaluation of past expenses and income, current budget, and projected expenses and income using current trends.

Role of Consultant

Dan Miller, of Miller Consulting Group, met regularly with Library Director Lisa Stewart and the Board of Directors; he also led the board, staff and community input sessions. Miller Consulting Group generated the strategic plan report using the information gathered and the decisions of the Board.

Library Mission And Vision Statement

The Library Board of Trustees reviewed and revised the Mission and Vision Statement for the Bracken County Public Library. The following Mission and Vision Statement was approved at the November 10th meeting of the Board. The strategic plan reflects this Mission and Vision.

Mission

The mission of the Bracken County Public Library is to enhance the quality of life of the Bracken County Community by:

- Stimulating and encouraging reading among our youth.
- Nurturing lifelong learning and personal growth.
- Providing convenient access to information.
- Providing materials for reading, viewing, and listening that stimulate thinking, enhance knowledge of the world, and improve the quality of leisure time.

Vision

The Bracken County Public Library is a vital community center that educates, informs, enriches, empowers and entertains.

Kentucky Public Library Standards

The Kentucky Public Library Association in cooperation with the Kentucky Department for Libraries and Archives has established standards for measurement of public library services. Public libraries are judged to be essential, enhanced, or exemplary based on measurements established by the Standards Committee. The Bracken County Public Library completes a self-evaluation bi-yearly to determine progress made toward achieving exemplary status.

Throughout the strategic planning process, the Standards were used as a measurement tool for successful accomplishment of the plan goals. The Bracken County Public Library seeks to improve in each of the seven standards areas during each measurement period in order to reach and maintain exemplary status.

“Planning is the keystone for a dynamic, evolving organization. For years the public library community has embraced planning as a core value. The most effective tool for evaluating a library's progress and defining goals for future development is a written plan. Planning is a prelude to effective utilization of standards and is reflected in the seven key service areas of Kentucky Public Library Standards.

Standards provide a guide to excellence. They define the kind of public library services that should be available to all Kentuckians. Stressing ongoing planning and evaluation, standards provide baseline data and establish a strong foundation from which to develop local goals to address local needs. They are an essential assessment tool to use in evaluating the library's effectiveness and a guide to assist in planning for improved services. The utilization of standards can maximize the library's role in the community by focusing resources. The ultimate outcome is heightened visibility and support for the library.” *

The Seven Standards are:

- Governance and Administration
- Human Resources
- Collections
- Services
- Facilities
- Technology
- Marketing/Public Relations

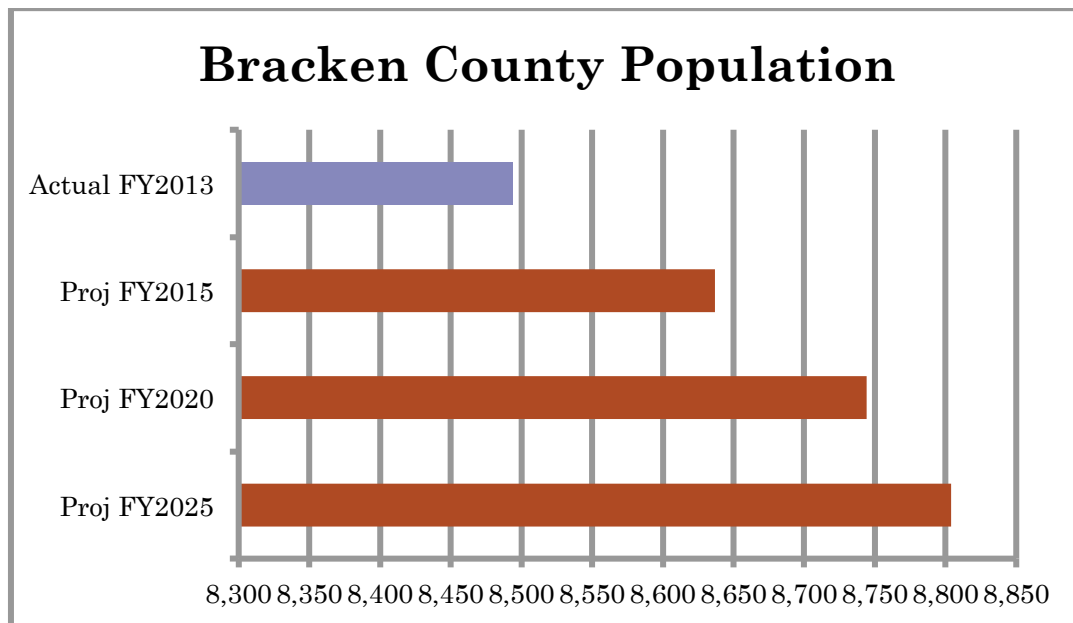
The entire standards document is available at:

<http://kpla.org/wp-content/uploads/KPLA-Standards-5th-edition-2014-2015.pdf>

*“Introduction” Kentucky Public Library Standards: Direction and Service for the 21st Century, 5th Edition, 2014-2015. Kentucky Public Library Association in cooperation with the Kentucky Department for Libraries and Archives.

Evaluation of Population Growth and Distribution

Using data provided by the Kentucky Data Center at the University of Louisville and by the United States Census Bureau, the Library Board looked at population projections for 2015, 2020 and 2025. Bracken County is projected to grow at a slow pace. Barring a significant event, there are no indicators of quick growth in the future. The current estimated population is 46,500. The population is projected to grow to only 48,000 by 2025. While the growth is not significant, it is steady and will impact the needs and services of the library.



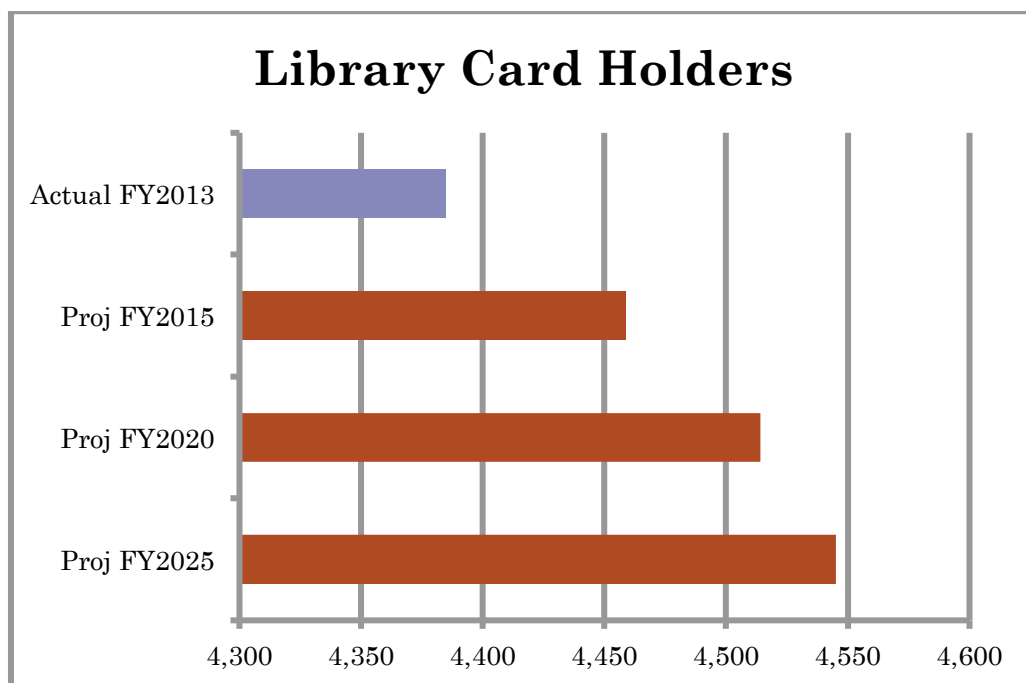
Source- US Census Projections/Kentucky Data Center

See Appendix #1 for more detailed information about US Census projections for Kentucky and Bracken County.

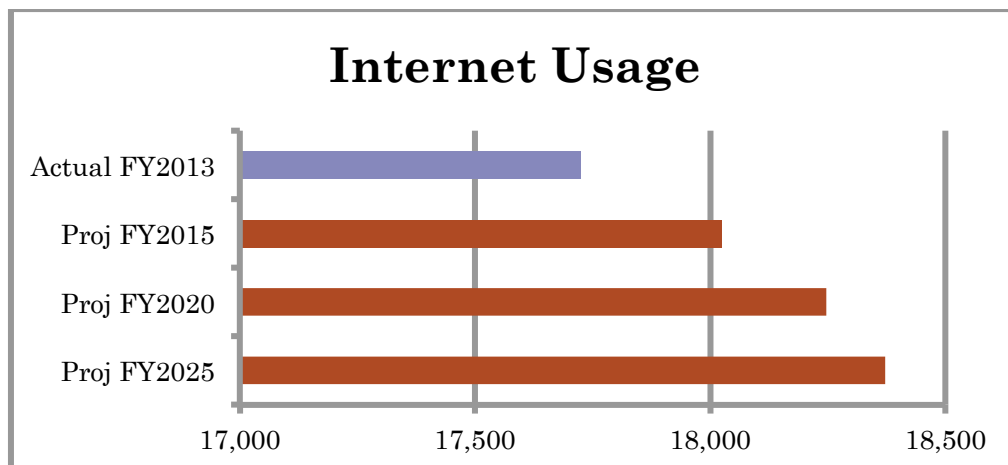
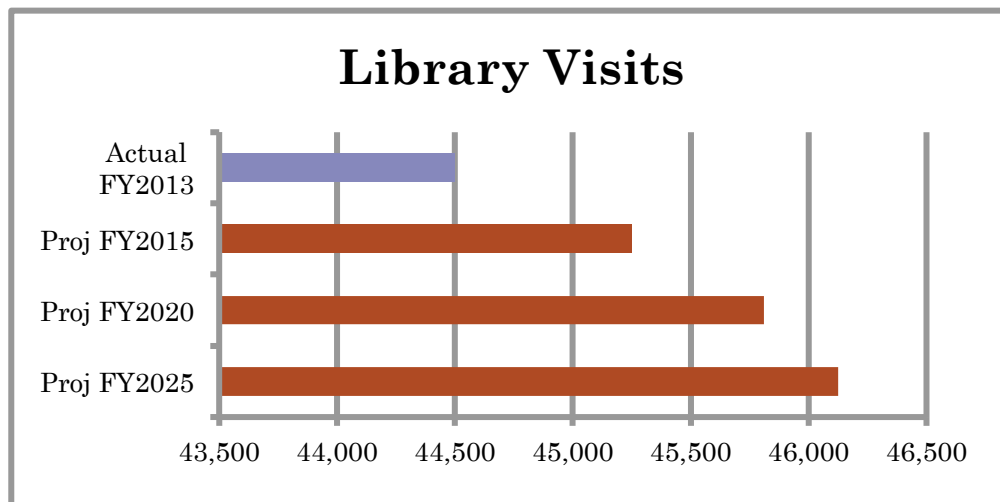
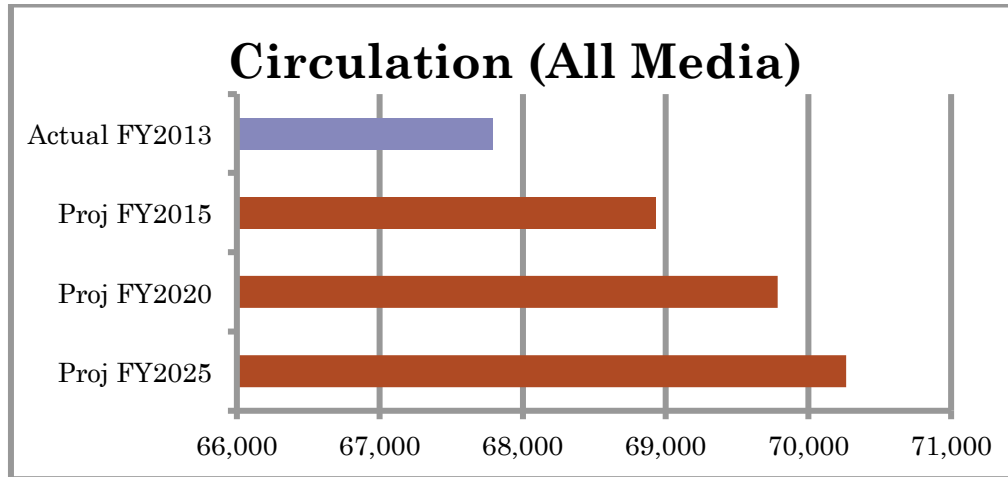
Library Usage

The Bracken County Public Library has recorded statistics on a variety of usage measurements. Statistical areas include: attendance, circulation, computer usage and the number of public meetings held. Usage data is compiled and reported to the Kentucky Department for Libraries and Archives annually.

The Library Board determined that usage statistics were useful in predicting future need by using the projected population and current usage levels. Three main usage projections—number of library card holders, number of library visits and number of items circulated—were used to help identify possible strategic plan goals. Current usage and future population data were used to project future usage.



Library Usage-Continued



Community Input

The Library Board and Library Director asked that the strategic planning process include input from the staff and the community. The staff completed an online survey and provided valuable input. The staff discussed many ideas and identified several opportunities for internal improvement. The Board and Library Director reviewed all suggestions from the staff.

Three input sessions were held at the library to solicit ideas and opinions from residents of Bracken County. Public input was also sought through the use of survey cards and an online survey. Over 100 individuals either participated in the meetings or completed surveys.

At each meeting, after the consultant shared the basic demographic, usage, and census data with the group, he led the participants through a discussion of library strengths, weaknesses, and opportunities. Each person attending was encouraged to give input. Each meeting ended only when the participants were satisfied that their views were recorded. The questions on the survey cards and the online survey were open ended, thus giving those responding the opportunity to comment on any area of library service.

Meeting Type and Date

The following meetings and input opportunities were utilized to seek input and involvement in the strategic plan process:

Board and Staff Input:

October 2014-Online

Community Input Sessions

November 3, 2014, 10am, Noon, 5pm

Community Input through Card and Online Surveys

October and November 2014

S.W.O.T Analysis

The best way to begin planning for the future is to understand where an organization stands currently. A common way to accomplish that understanding is to evaluate Strengths, Weaknesses, Opportunities, and Threats (S.W.O.T). This strategic plan was created by first evaluating the S.W.O.T. as perceived by all main constituency groups: the Library Board of Trustees, the staff, and the community. As the community input sessions were open, a good cross section of community leaders, library users, and residents of Bracken County participated. The community input sessions focused on strengths, weaknesses, ideas and opportunities. The Library Board and staff sessions included listing threats in addition to the strengths, weaknesses, and opportunities.

The S.W.O.T. analysis was conducted using an open and inclusive process. All persons in attendance were invited to contribute any idea with the understanding there would be no judgment of merit and no criticism. All input from each session was combined and collated to provide the Library Board with a complete list of all strengths, weaknesses, opportunities, and threats that were mentioned. At a planning session on November 25th 2014, the Library Board evaluated the entire list. Using the frequency of mention and by combining like statements into categories, the Board developed the lists of Strengths, Weaknesses, Opportunities, and Ideas presented on the following pages.

The complete lists will be used by the Library Director and the Library Board to create tactical plans and budget items for each year of the five-year plan cycle.

Strengths

The following strengths were identified as the most mentioned and relevant to the strategic planning process. These are listed in order of the most mentions.

- Customer Service
- Facility
- Staff
- Location

Weaknesses

The following weaknesses were identified as the most mentioned and relevant to the strategic planning process. These are listed in order of the most mentions. Weaknesses do not imply problems, but are areas where the constituents see room for improvement. Weaknesses related to internal processes will be addressed through tactical plans and in the budget.

- Facility – space, parking and general layout
- Collection
- Technology

Opportunities and Ideas

Many ideas and opportunities were presented during the input process. All input was reviewed by the Board and divided into five categories. The Board and staff will use the complete list of ideas as they consider goals related to the following:

- Facility/Space
- Services
- Technology

Threats

Threats are almost always external to the institution. While there is rarely any action to be taken, it is important that the board be aware of them and prepared just in case.

- Lawsuits against other libraries that may impact all libraries
- Technology
- Excessive bureaucratic requirements

Goals

Over a period of three meetings, the Library Board evaluated demographics, usage, population and census data, and budget projections to create primary goals for the 2015-2020 budget years. Strengths were seen as tools to accomplish goals, weaknesses and opportunities were used to determine the goals.

To be successful, the Board sought to make each goal specific, measurable, achievable, realistic, and time-bound. Each goal is evaluated as to the strengths the goal uses and the weaknesses it addresses. Specific steps toward achieving success for each goal are listed, and each goal has deadlines that are realistic and measurable.

Improvement in each area of the Kentucky Public Library Standards is addressed and included as a measurement tool.

Ongoing Process

Each year of the strategic plan, the Library Director will present a budget to the Board that addresses the goals and the steps needed to accomplish the goals. The annual budget may include additional goals as set by the Board.

All input gained from the staff and community during strategic planning sessions will be evaluated by the Director and incorporated, when possible, into the yearly plans.

Goal #1- Facility

Create a comprehensive Facility Plan to guide use of the facility and determine the need for any expansion or renovation. Evaluate current trends in library space planning and patrons needs.

Action Item	Assigned to:	Due date:
Create a space planning committee	Lisa Stewart	7/1/15
Evaluate current space and future space needs	Facility planning committee	7/1/15-9/1/15
Report results to the board	Facility planning committee	10/12/15
Board evaluates report	Board of Trustees	10/15-11/15
If expansion is needed, Issue RFP for and architect	Board of Trustees	12/14/15
Evaluate RFP Responses- Choose an architect	Board of Trustees	1/16-3/16
Budget funds for an architect	Board of Trustees	5/16
Architect begins work	Board of Trustees Architect	7/1/16

Goal #1

Strengths Used	Weaknesses Addressed	State Standards Addressed
Staff	Facility	Facilities
Facility		Marketing
Customer Service		Governance & Admin

Goal #2-Programs/Services

Evaluate all Library programs to determine the need for expansion or change. Reflect on input provided during SWOT analysis and trends in other public libraries. This evaluation must take into account recommendations from the Architect and the impact of any construction/renovation.

Action Item	Assigned to:	Due date:
Create a committee of staff, patrons and trustees to evaluate all programs and services based on participation and usage.	Lisa Stewart Program/Services Committee	7/1/16
Meet and evaluate all programs and services using internal data and current trends in public libraries	Lisa Stewart Program/Services Committee	7/1/16-9/30/16
Present findings to the Trustees	Lisa Stewart Program/Services Committee Board of Trustees	10/2016
Evaluate committee findings and discuss recommendations	Lisa Stewart Board of Trustees	11/2016-2/2017
Add funding to budget to accommodate accepted recommendations	Lisa Stewart Board of Trustees	5/2017
Begin new programs and services	Lisa Stewart Board of Trustees	7/1/2017

Goal #2

Strengths Used	Weaknesses Addressed	State Standards Addressed
Staff	Programs	Services
Collection		Collections
Facility		Governance & Admin
Location		Marketing
Outreach		

Goal #3- Technology

Create a 4-year technology plan to address the current state of the Library's technology and to plan for the future needs of our staff and patrons. This plan must take into account recommendations from the Architect and the impact of any construction/renovation.

Action Item	Assigned to:	Due date:
Determine if plan will be done internally or outsourced	Lisa Stewart Board of Trustees	4/1/2015
If outsourced, seek pricing and budget funds necessary	Lisa Stewart Board of Trustees	5/11/2015
Begin working on technology plan	Lisa Stewart or Consultant	7/1/15
Review and revise plan based on Facility Planning Committee recommendations	Lisa Stewart or Consultant	10/1/2015
Present plan to trustees for review	Lisa Stewart or Consultant	11/1/15
Incorporate plan into architects review	Lisa Stewart Board of Trustees	1/2016-4/2016
Add funds to budget to accommodate purchasing needed in year one	Lisa Stewart Board of Trustees	5/2016
Begin first year of Technology Plan	Lisa Stewart Board of Trustees	7/1/2016
Second-Fourth years of plan	Lisa Stewart Board of Trustees	7/1/17-6/30/20

Goal #3

Strengths Used	Weaknesses Addressed	State Standards Addressed
Staff	Technology	Technology
Technology		Collections
Funding		Governance & Admin
Facility		

Goal #4- Marketing

To address the changing nature of how patrons use the library, we will create an all-inclusive marketing plan to promote the services of the library to current and potential patrons. We will focus on the changing nature of library services and the changes happening with the facility, programs and collections.

Action Item	Assigned to:	Due date:
Determine if plan will be done internally or outsourced	Lisa Stewart Board of Trustees	4/1/2016
If outsourced, seek pricing and budget funds necessary	Lisa Stewart Board of Trustees	5/2016
Begin working on technology plan	Lisa Stewart or Consultant	7/1/16
Review and revise plan based on Facility Planning Committee recommendations	Lisa Stewart or Consultant	10/1/2016
Present plan to trustees for review	Lisa Stewart or Consultant	11/1/16
Review plan	Lisa Stewart Board of Trustees	1/2017-4/2017
Add fund to budget to accommodate expenses needed in year one	Lisa Stewart Board of Trustees	5/2017
Begin Marketing Plan	Lisa Stewart Board of Trustees	7/1/2017

Goal #4

Strengths Used	Weaknesses Addressed	State Standards Addressed
Staff	Marketing	Marketing
Customer Service		Governance & Admin
Funding		

Resources

Kentucky State Data Center. *2010 Population Projections*. Louisville, KY, USA: University of Louisville, Kentucky State Data Center, 2010.

Nelson, Sandra S. *Strategic Planning for Results*. Chicago, IL, USA: American Library Association, 2001. Print.

Nelson, Sandra S. *The New Planning for Results: a Streamlined Approach*. Chicago, IL, USA: American Library Association, 2001. 2nd edition. Print.

American Library Association. *State of America's Libraries Report-2014*. Chicago, IL, USA: American Library Association, 2014. Print.

Appendix #1- Population Projections

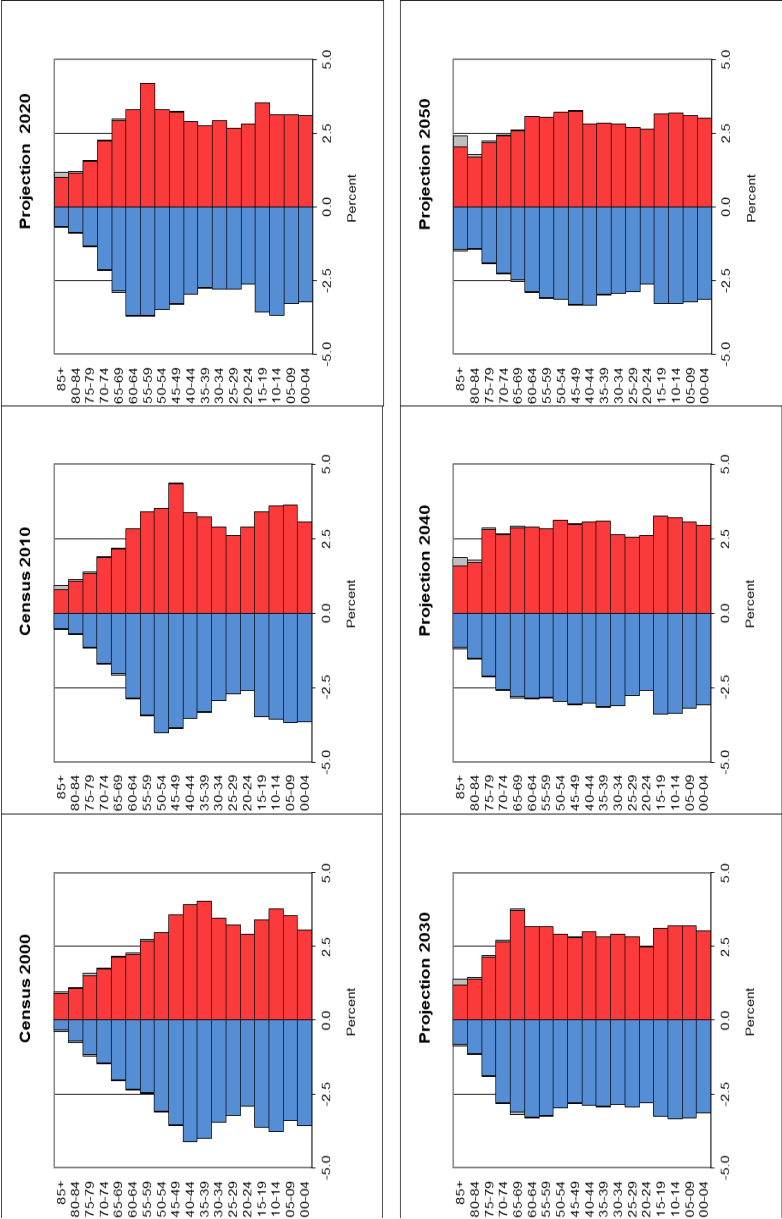
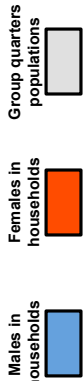
Total Population, Census 2000 and 2010, Projections 2015-2050: State, ADDs, and Counties										
	Census 2000	Census 2010	2015	2020	2025	Projections				
						2030	2035	2040	2045	2050
Kentucky	4,041,769	4,339,367	4,509,429 3.92%	4,672,754 3.62%	4,820,390 3.16%	4,951,178 2.71%	5,063,331 2.27%	5,162,292 1.95%	5,254,876 1.79%	5,349,720 1.80%
Bracken	8,279	8,488 2.52%	8,637 1.76%	8,744 1.24%	8,804 0.69%	8,810 0.07%	8,763 -0.53%	8,672 -1.04%	8,564 -1.25%	8,455 -1.27%

Kentucky State Data Center-Using 2010 US Census data

Kentucky State Data Center, University of Louisville, 2011

Bracken County Public Library Strategic Plan 2015-2020

Bracken County



Sex-age data are shown as percent of total population.
Kentucky State Data Center
University of Louisville
September, 2011

Appendix #2 – HCPL Usage Statistics

Bracken County Public Library Usage Statistics: FY2013 Projected Statistics: FY2015 / FY2020 / FY2025									
YEAR	Bracken County Population			# Library Card Holders			# Library Visits		
	Projected Population	Estimated Population	Projected 5-year %PopChange	Projected # Card Holders	Actual # Card Holders	# Card Holders as%ofPop	Projected Visits	Actual Visits	Avg Visits per Resident
(1) FY2025	8,804		1%	4,545			46,124		
(1) FY2020	8,744		1%	4,514			45,810		
(1) FY2015	8,637		2%	4,459			45,249		
FY2013		8,494			4,385	52%		44,500	5.2

YEAR	# Meetings			Internet Usage			Circulation (All Media)		
	Projected Meetings	Actual Meetings	Avg Meeting per Resident	Projected Internet Use	Actual Internet Use	Avg Internet Use per Resident	Projected Circulation	Actual Circulation	Avg Circulation per Resident
(1) FY2025	437			18,372			70,264		
(1) FY2020	434			18,247			69,785		
(1) FY2015	429			18,023			68,931		
FY2013		422	0.05		17,725	2.09		67,790	7.98

YEAR	Programs			Attendance per Program		
	Projected Programs	Actual Programs	Avg Program per Resident	Projected Attendance	Actual Attendance	Avg Attendance per Program
(1) FY2025	221			4,575		
(1) FY2020	219			4,544		
(1) FY2015	217			4,488		
FY2013		213	0.03		4,414	21

NOTE: Bracken County rated in the TOP 10 in Electronic Books per Capita in the 2013 KDLA Library Report.

(1) Source: KY State Data Center: Projection of Total Population; Bracken County KY

(2) Source: 2014 Statistical Report of KY Public Libraries FY2012-2013, Dept for Libraries & Archives, KY Education Cabinet Field Services Division Publication

"These worksheets represent financial and population "What-if" scenarios and do not present or propose budgets or suggest a course of action. Each variable is likely to change. These should be used as planning documents only."