Scott County Public Library

A Timeless Experience

SCOTT COUNTY
PUBLIC LIBRARY

FIVE-YEAR STRATEGIC PLAN
2017 - 2022

Contents

Executive Summary

The Scott County Public Library Board of Trustees began the process of updating the Five-Year Strategic Plan in March 2017. Seeking to conduct extensive discussions with target audiences, user groups and the public at large, the Board selected the Kentucky League of Cities Community Consulting Services (KLC CCS), to assist in developing the plan.

The process used by KLC CCS was divided into four phases: preparation, information gathering, content development and layout and design.

1. In the preparation stage, KLC CCS worked with the Library staff to create a media kit, met with Board of Trustees and Director, conducted their own assessment of current conditions, and analyzed previous planning and implementation activities.

2. During the information gathering phase, numerous meetings were held with the Library Director, Assistant/Interim Director, Board of Trustees and staff, key stakeholders, elected and community leaders, user groups, patrons and non-patrons.

3. As content development got underway, responses from the information gathering phase were coalesced and analyzed to develop an initial framework for the Strategic Plan, based upon all collected input. These responses were then juxtaposed against the community's demographic data, national library trends and Scott County Land Use projections.

4. Working alongside the Interim Director, department managers, and the Board of Trustees, the final Strategic Plan emerged.

As the public meetings and personal interviews were conducted, it became increasingly clear that people in Scott County are very pleased with the current Library, especially with its recent expansion. There is also a recognition by residents that some in the community may not be aware of its current services, and there may be neighborhoods and target audiences that the Library services are not reaching. Further expansion should be thoughtfully considered. There were concerns raised by some individuals that before a decision to build a new branch is made, the Board should continue pushing for growth within the existing facility. Further, they should ascertain areas where population growth is evident when determining where a second or even multiple branch locations should be developed.

An electronic copy of the 2017-2022 Strategic Plan is made available on the Scott County Public Library website at http://www.scottpublib.org/. As the Board of Trustees endeavors to implement this Strategic Plan, reviews it regularly and adjusts as needed, the Library will continue to successfully meet the needs of the public.

Friends of the Scott County Public Library — Our mission "... to support, extend and enhance the work of the Scott County Public Library"

📖 Introduction

In early 2017, the Board of Trustees sent out a Request for Proposal to potential comprehensive and strategic planning businesses in the region. After a vetting process, the Board contracted with the Kentucky League of Cities Community Consulting Services (KLC CCS) to work with them on updating the current Strategic Plan and developing goals for the Library to work towards over the next few years.

The desired outcomes of the overall process were to obtain input from the public and target audiences, create goals and objectives, and to address the implications and demands of a rapidly growing community upon existing services, technology, staffing and facilities.

The strategic planning process included four phases: information gathering, analysis and distillation of information, plan development and collaborative completion. KLC CCS is deeply appreciative of the Scott County Public Library staff and Board of Trustees for their input, assistance and leadership during the planning process.

> *A library outranks any other one thing a community can do to benefit its people. It is a never failing spring in the desert.*
> **- Andrew Carnegie (1835-1919) Industrialist, Businessman, Entrepreneur, and Philanthropist**

Mission and Vision Statements

Mission

As part of the strategic planning process, the Board of Trustees met on March 14, 2017, in a retreat setting to share their ideas for the future of the Scott County Public Library. During this session, members agreed that the current mission and vision statements were too long and needed revising. Through a facilitated process, the members developed a new mission statement as follows:

"The Scott County Public Library will provide its patrons with access to materials, programs and information needed to succeed at school, at work, and in their personal lives.

Our patrons will discover the joy of reading and develop a life-long love of learning and utilize the Scott County Public Library as a focal point of community life that connects and unites people."

Vision

"The Scott County Public Library is where all people learn, know, gather and grow."

Further, the Trustees feel there is potential to use "Learn, Know, Gather, Grow" in branding and marketing efforts going forward.

📖 2017 Planning Process

The strategic planning process began in March 2017 with facilitators from the Kentucky League of Cities Community Consulting Services (KLC CCS) working alongside the Library Board of Trustees, the management team and patrons to develop the Strategic Plan.

Several initial steps were established to get the most out of public input. Three Community Listening Sessions were organized as well as more than 30 one-on-one interviews with a variety of individuals representing user groups within the community. Targeted user groups and audiences included:

- Friends of the Scott County Public Library
- Georgetown College
- Senior Center
- Girl Scouts
- Genealogy and History Organizations
- TAB
- Immigrant Initiative
- Early Childhood Council
- Business Owners
- Chamber of Commerce
- Former Library Personnel
- Books and Best Friends
- County and City Government – various elected officials and personnel
- Migrant Education
- Political Organizations
- Disabled Community
- Individuals from Voting and Community Interests
- Civic and Faith-based Organizations

The Community Listening Sessions, one-on-one interviews, Board, staff and local leadership discussions were conducted as follows:

GROUP/INDIVIDUAL INPUT	DATE
Board of Trustees	March 14th
Sadieville Listening Session	March 20th
One-on-One Interviews	March 27th
One-on-One Interviews	March 28th
Georgetown Listening Session	March 30th
Staff Interviews	March 30th
Stamping Ground Listening Session	April 4th
Staff Interviews	April 11th
Additional One-on-One Interviews	April 19th
Staff Leadership Team	May 18th
Board, Staff and Community Leadership Retreat	May 20th

During the public meetings held in Sadieville, Georgetown and Stamping Ground, attendees were asked what they value about the Scott County Public Library. This was followed by a strengths, weaknesses, opportunities and threats (SWOT) analysis and the session closed with the public sharing their ideas on what should be the priority areas for the Board of Trustees to consider going forward.

The questions asked within the interviews were also provided to target audiences that were unable to attend the individual sessions to obtain as much input as possible from user groups.

The outcomes of these combined efforts were:

• Listening Sessions with the Library's Board of Trustees;

• Listening Sessions with all but two part-time employees of the Library's staff members;

• Personal interviews with 32 individuals within the community, a few of whom were not current users of the Library;

• Discussion about current land use with the staff at the Planning and Zoning Office;

• Public listening sessions in all three incorporated cities within the county, resulting in approximately 40 persons attending; and

• Board, staff and community leadership meeting in a retreat setting to address the current and future impact of Scott County's growth trajectory on the Library.

Once the Board, staff, targeted user groups and the public provided input, KLC CCS reviewed the former Scott County Public Library Strategic Plans, current library trends, existing data related to technology, local demographics, land use, funding options, and human capitol, to begin formatting the framework for the Strategic Plan. During this review and research phase, a variety of existing and new concepts were assessed to determine how the Library can best respond to projected growth and future trends.

Working back and forth with the Interim Director, a framework for the Strategic Plan was presented at the June Board of Trustees meeting. Upon their review and input, KLC CCS completed the final plan which was presented at the July Board meeting for adoption. The final plan was published and presented at the Board of Trustees meeting held July 11, 2017.

This plan covers the 2017-2022 budget years, beginning on July 1, 2017 and ending on June 30, 2022.

The SC Public Library is in the sweet spot to get us where we're going. This Board has a good revenue stream and with proper planning and coordinating with the community, you have the capacity to meet the needs of our community.

- Tom Prather, Mayor of Georgetown

2012-17 Strategic Plan Assessment

ACTION	ADDRESSED	UNDERWAY	NOT STARTED
I. Improve awareness within the community of library services and increase the library usage by creating a comprehensive marketing plan.			
1. Hire a marketing firm or agency to create the plan	x		
2. Evaluate staffing to accomplish the plan	x		
3. Outsource marketing functions	x		
4. Train staff to accomplish the goal	x		
5. Expand marketing channels for services in social media, website, print and electronic media	x		
6. Increase library usage in circulation, door count and internet usage	x		
7. State standards reports each year	x		
8. Improve partnerships with chamber, school	x		
ACTION	**ADDRESSED**	**UNDERWAY**	**NOT STARTED**
II. Expand the outreach of the library to serve the growing population and further the mission of being the Center of the Community.			
1. Library in a box installed at first location	x		
2. Install additional library in a box based on evaluation of first installation	x		
3. Completion of expansion/addition	x		
ACTION	**ADDRESSED**	**UNDERWAY**	**NOT STARTED**
III. Improve access to technology and improve tech literacy of the citizens of Scott County as expressed in the vision statement, enjoy a high level of access to electronic information resources and develop the technological information.			
1. Add a technology support person who will be a trainer and teacher to both the staff and the public and will focus on customer service	x		
2. The new staff person should write a tech assessment and tech plan for the current operations and look to the future	x		
3. Upgrade current library technology	x		
4. Add new and improved technology	x		
5. Improve attendance and evaluation in computer classes, usage statistic for e-books, internet use and self-checkout	x		

Overview of the Current Library Situation

The Library provides updated information each year to the Kentucky Annual Report of Public Libraries. Further, the Scott County Public Library is evaluated biyearly by the Kentucky Department of Libraries and Archives State Standards for Public Libraries to show how the Library is measuring up in the seven standard areas.

The Seven Standards Are:

Governance and Administration

Human Resources

Collections

Services

Facilities

Technology

Marketing/Public Relations

The full standards are available at: http://kdla.ky.gov/librarians/plssd/Documents/2011-KPLA-standards.pdf.

Scott County Public Library Stats

- The Library serves the 52,500 residents within Scott County as well as patrons living in the nearby region.

- The main library facility is located at 104 South Bradford Lane in Georgetown and is comprised of 41,750 square feet.

- The number of reported patrons with library cards in 2016 was 40,391, approximately 77% of the total county population.

- The Library reported 148,478 visitors last year, nearly three times the number of total county residents.

- There is enough parking on-site to accommodate 100 vehicles.

- There are currently 20 full-time and 16 part-time employees to serve the Library and the community.

In addition to the main branch in Georgetown, two Library Express Kiosks are located in Sadieville and Stamping Ground. Patrons can reserve items, drop off materials at a book-drop, and pick up items that they have reserved at these Express Kiosks. The Library delivers items twice a week to both locations.

To further patron's access to the Library, there are two outreach vehicles. A bookmobile is outfitted with a collection of various Library materials and provides computer access. The bookmobile served approximately 7,800 visitors in 2016. There is a secondary vehicle, a Toyota Scion, which is owned and operated by the Scott County Public Library. This vehicle makes stops to individuals and groups in remote areas. This may include, but is not limited to, locations such as day care centers, schools, senior centers, and other cities and communities within Scott County.

> *Our staff care about the people we serve, and our goal is to create amazing library experiences for all of them.*
>
> **- Patti Burnside, SCPL Interim Director**

Scott County Public Library Statistics

1. Source: Kentucky Department for Libraries and Archives, Kentucky Annual Report of Public Libraries, Scott County Public Library (2013, 2014, 2015, 2016)

    a. As shown below, the total number of registered users has consistently increased over the past few years, which could be correlated to the overall population growth that Scott County has seen during this same time.

    While the total number of registered users has increased, data from this period shows that the total number of library visits annually (including main branch and bookmobile visits) has declined. This decline in total number of library visits in more recent years is likely skewed due to the major facility renovations the Library underwent in 2015 and 2016.

Figure 1: Library Visits and Registered Users (annual totals)

Total Library Visits and Registered Users (annual totals)
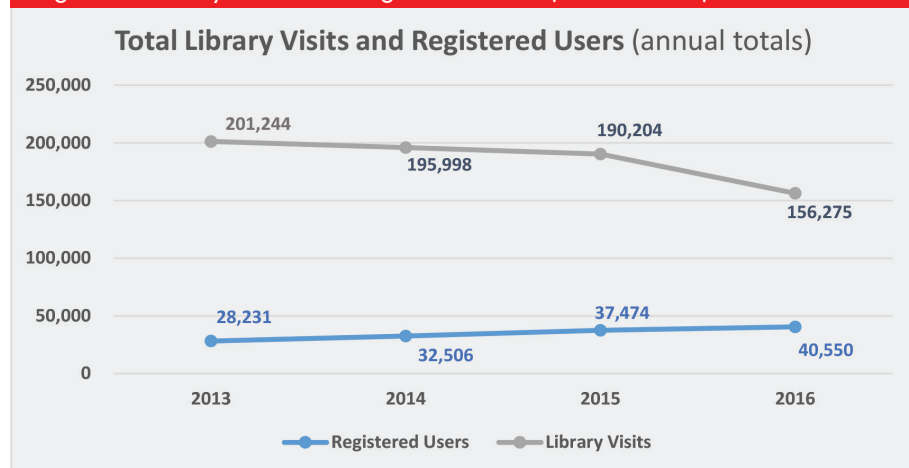
The Scott County Public Library was partially closed during 2015-2016 due to renovations to the facility.

b. Data from 2013 to 2016 has shown that the Scott County Public Library total book collection has declined on average, while the total electronic (or e-book) collection has exponentially increased.

Figure 2: Total Collection (annual totals)
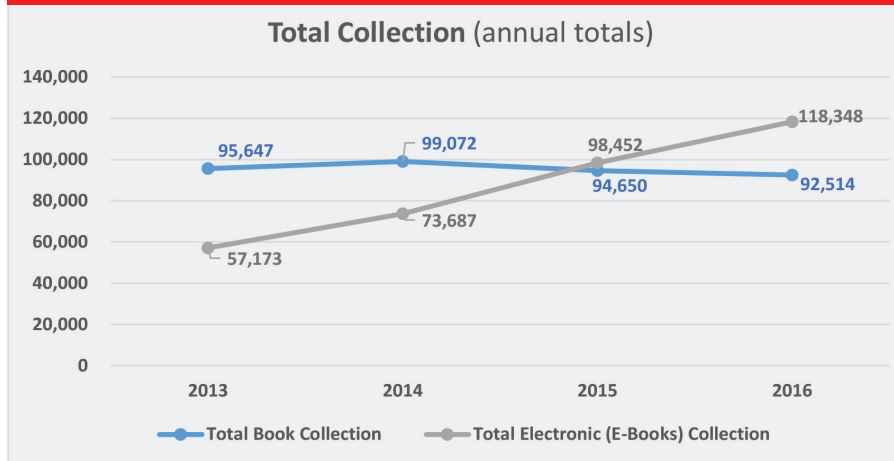
c. Data from 2013 to 2016 has shown that total circulation (including main branch and bookmobile/outreach circulation) has steadily decreased on average for both book circulation and audiovisual circulation.

Figure 3: Total Circulation (annual totals)
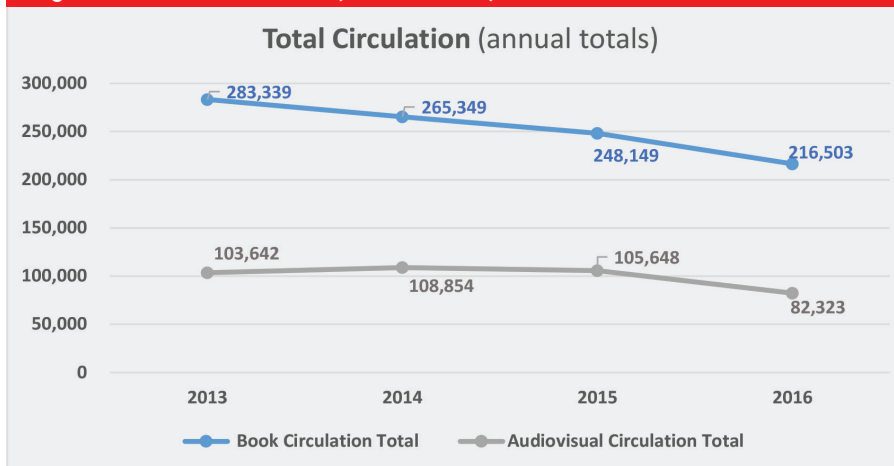
d. Data from 2013 to 2016 has shown that total programs have both increased and decreased over more recent years, and programs declined by over 300 from 2015 to 2016. Again, much of this decline is likely skewed due to the renovations that the facility underwent during the same period.

Figure 4: Total Programs (annual totals)

Total Programs (annual totals)
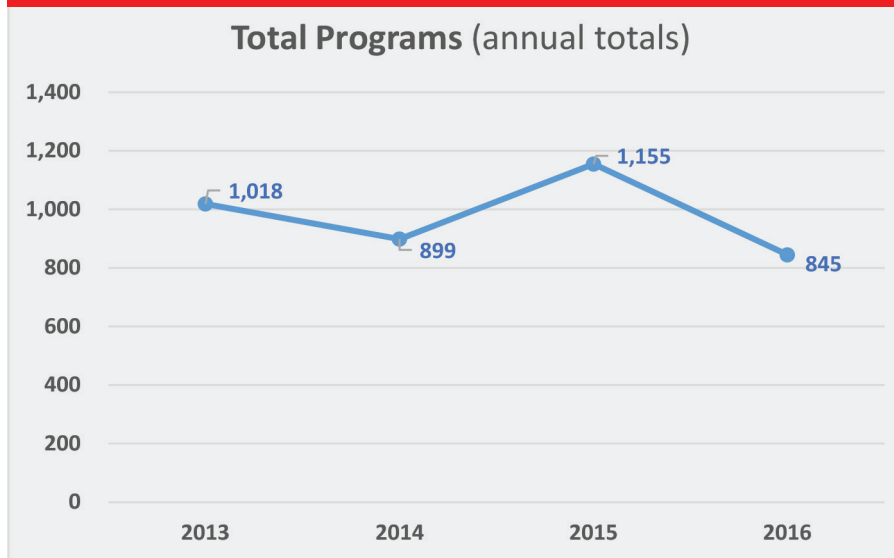
e. Data has shown that total program attendance grew considerably from 2014 to 2015, but has been declining since. It is important to note again that the total number of programs was declining during this time as well, which is likely correlated with the decline in total program attendance.

Figure 5: Total Program Attendance (annual totals)

Total Program Attendees (annual totals)
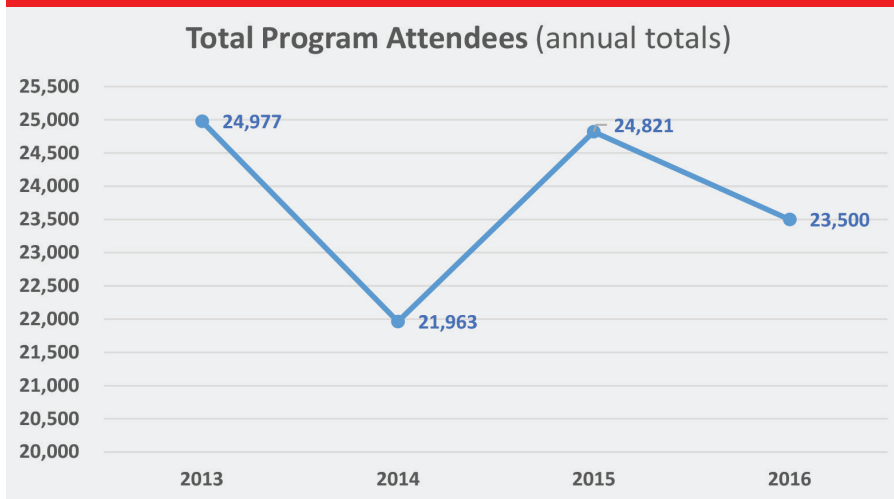
f.   The Scott County Public Library offers wireless internet access to patrons, and data from 2013 to 2016 has shown significant growth in wireless sessions used annually. The Library also added 18 more internet accessible computers available to the public in 2016, which had a total of 150,012 web user sessions during this time. Data was not recorded for web user sessions prior to the most recent report released, and therefore cannot be compared against previous years in terms of a potential change over time.

Figure 6: Wireless Sessions (annual totals)

The Kentucky Department for Libraries and Archives did not collect data for 2013 for wireless sessions.

2.   Source: Kentucky Department for Libraries and Archives, Statistical Report of Kentucky Public Libraries (Fiscal Year 2015-2016)

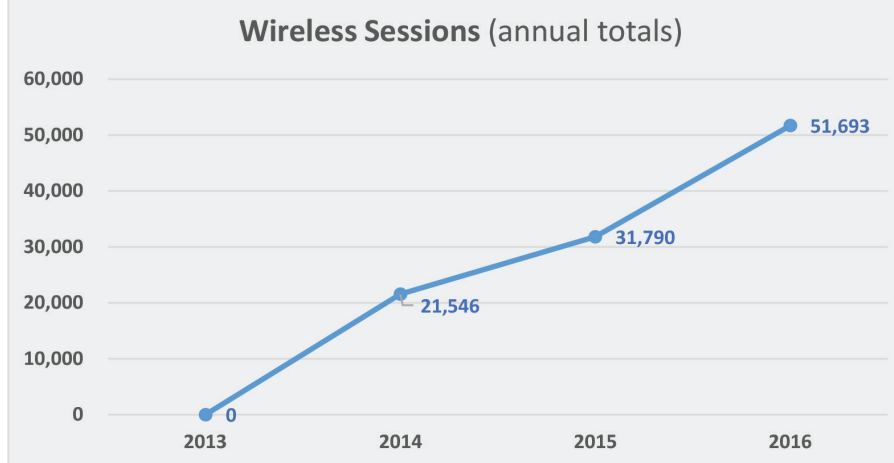a.   The Kentucky Department for Libraries and Archives provides a statistical report for all Kentucky counties each fiscal year, and there were some significant findings for the Scott County Public Library in the most recent report that was released for Fiscal Year 2015-2016. The Scott County Public Library is ranked 14th out of the 119 Kentucky counties in the report for total number of registered users with 40,550 for FY 2015-2016. However, the Scott County Public Library drops to a lower 25th ranking for the total number of people entering the Library with 156,275. It is important to provide context during this time, and acknowledge that the Scott County Public Library was undergoing major renovations that likely affected the total number of visits due to closure of the facility for various periods of time.

Finally, the Scott County Public Library ranked 30th for total number of programs and 23rd for total attendance to those programs. Much of this data is relevant for understanding the general overview of the Scott County Public Library, but should be considered in the context of both the major renovations that occurred during this time and the broader differences across the counties ranked in the state.

b. When compared to Franklin County and Jessamine County, two counties of comparable size and demographics in many ways, there are some findings that stand out specifically about Scott County. First, all three counties receive well over 90% of their total income from local government revenue. However, Jessamine County receives nearly 70% more, or over $1.7 million, in local government revenue than Scott County. Second, all three counties have main libraries that are similar in size, ranging from 39,290 square feet to 41,351 square feet. Despite being similar size in terms of square feet, there seems to be significant differences in collection for the libraries.

Both Jessamine County and Franklin County have book collections larger than Scott County, with Jessamine County having over 13,000 more books and Franklin County having over 45,000 more books. Scott County and Franklin County have an almost identical e-book collection in number, but Jessamine County has over 100,000 more e-books in their collection than Scott County (which put them number one in ranking out of all 119 counties in the report). Third, even with the Scott County Public Library being open for 10 fewer weeks than the other two counties (equaling roughly 500 hours), it is evident that their technology was still incredibly valuable and useful to their users.

Scott County had over 150,000 web user sessions, equaling over 65,000 sessions more than Franklin County and over nine times more (or over 133,000 sessions) than Jessamine County. Overall there are many similarities between these three libraries based on this report, but these are some of the major differences worth acknowledging for the purpose of this analysis.

> *The staff are very accommodating and eclectic, everyone has their own area of interest – there is a great, wide bench of talent.*
>
> **- Scott County Resident**

3. Source: Patron Statistics Provided by Scott County Public Library Interim Director

   a. The pie chart below shows the demographic representation of Scott County Public Library cardholders. Majority of the over 40,000 cardholders reside in Georgetown, while nearly a fifth reside in either Stamping Ground, Sadieville, or somewhere outside of Scott County.

Figure 7: Residence of Scott County Public Library Cardholders

Residence of Scott County Public Library Cardholders

Outside County
11%

Sadieville
3%

Stamping Ground
5%

Georgetown
81%
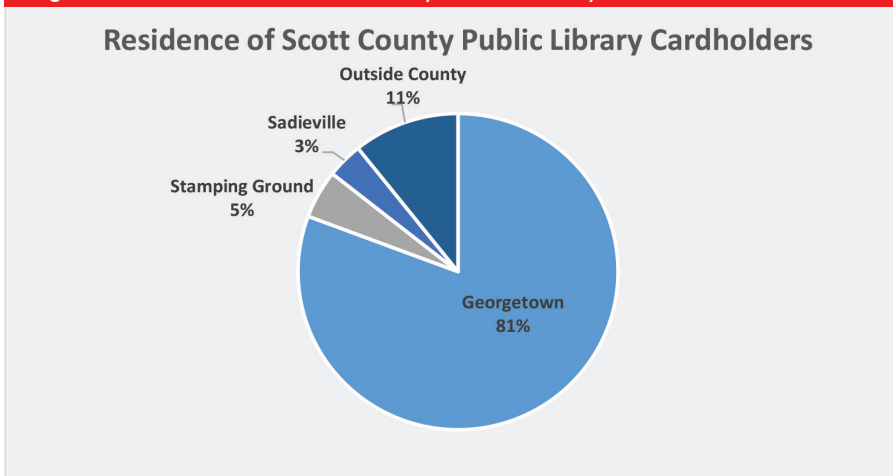
   b. As shown in the pie chart below, most of the cardholders have an expired library card. In actuality, there are only 12,742 out of the total 40,542 cardholders who are "active." This means that only 31% of cardholders have a library card that has not yet expired given its expiration date.

Figure 8: Activity of Scott County Public Library Cardholders

Activity of Scott County Public Library Cardholders

Active
31%

Expired
69%
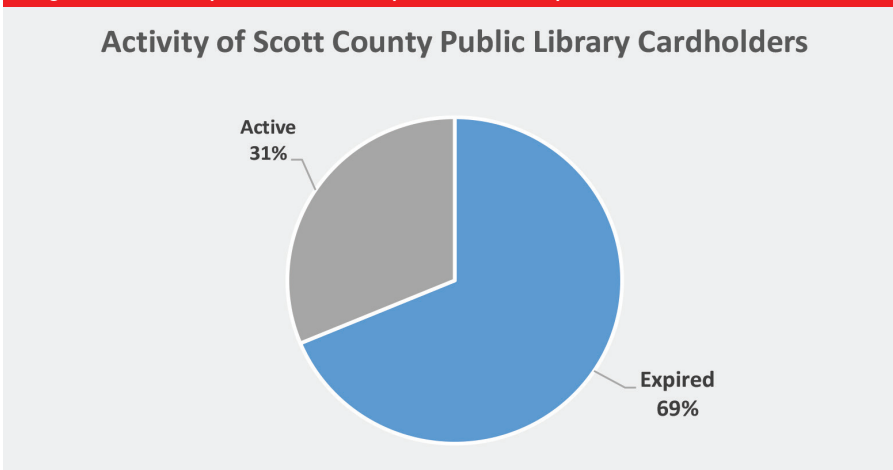
c. The final pie chart shows the total percentage of library cardholders who have used their card over the past five years. This percentage represents a much larger portion—over double the previous amount—of the total number of library cardholders who have used their card (within the last five years).

Activity of Scott County Public Library Cardholders Over the Last Five Years

Have Not Used Card in Last Five Years 36%

Used Card in Last Five Years 64%
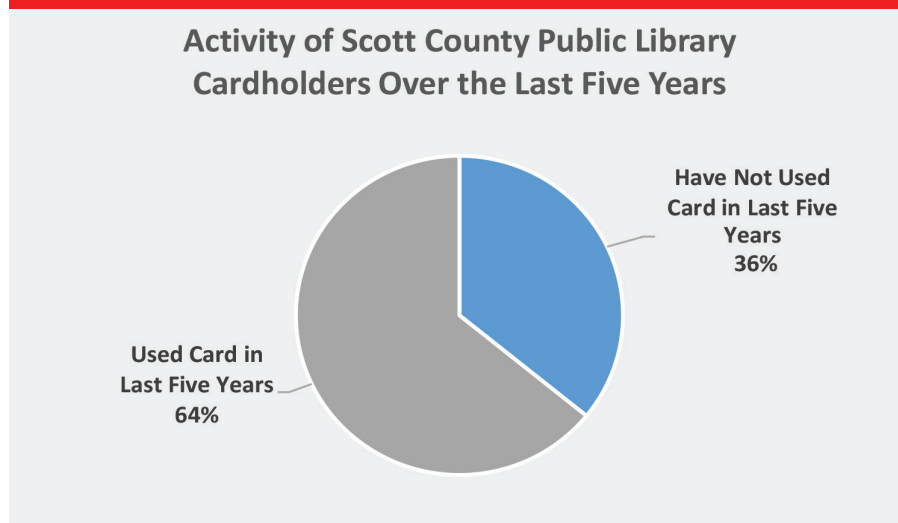
Overview of the Scott County Current Situation

1. Source: Kentucky State Data Center, University of Louisville, Projections of Population and Households from 2015-2040

    a. As shown below, Scott County is projected to grow exponentially from now until 2040. Compared to the rest of the counties in the state of Kentucky, Scott County is projected to have both the largest percentage increase of growth and the fifth largest increase in numerical terms from 2015-2040. With the population projected to nearly double in size from now until 2040, it is evident that this will likely have substantial implications for the future of Scott County, in more ways than one.

Figure 10: County Comparisons of Projected Population Growth

County Comparisons of Projected Population Growth
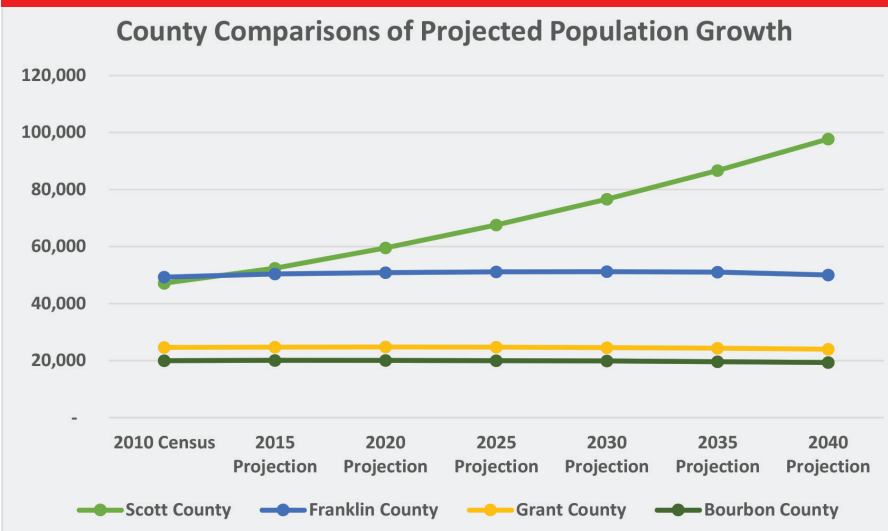
b. The graph shown below was retrieved directly from the Kentucky State Data Center's report, and shows the projected growth in Scott County starting in 2000 and going until 2040. The growth that Scott County is expected to see is exponential during this period.

Figure 11: "Scott County Population Projections" (Directly from KSDC Report)
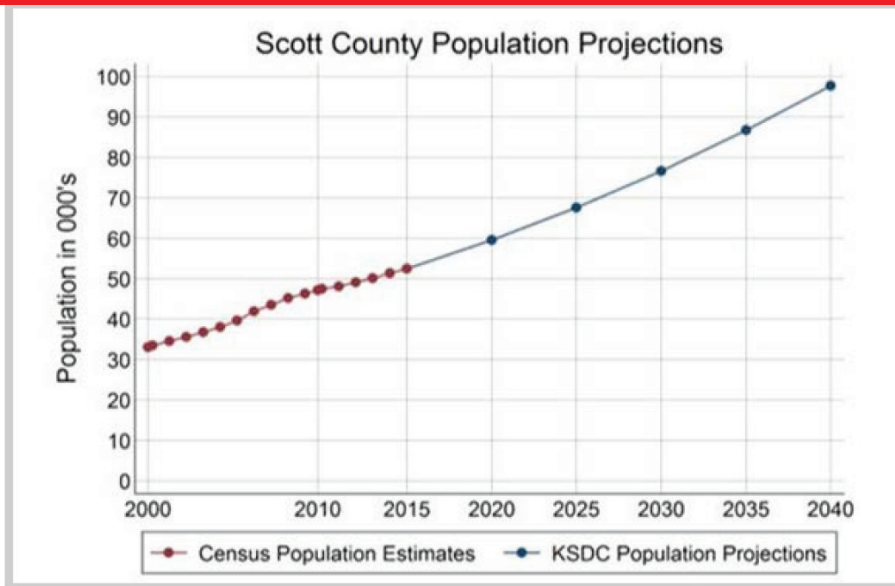

Source: Kentucky State Data Center, University of Louisville, "Projections of Population and Households from 2015-2040."

2. Source: USA.com, Scott County Basic Information

    a. Scott County ranked 20th out of all 120 Kentucky counties for total population from 2010 to 2014, and ranked 1st for total population growth with a 48.72% increase since 2000. The Scott County total population growth of over 15,000 since the year 2000 ranked significantly higher than both the Kentucky state population growth of 8.45%, and the United States national population growth of 11.61%, during this same period.

    Population growth is not the only area that Scott County ranks high in, another is median household income from 2010 to 2014. Scott County ranked 4th out of all 120 Kentucky counties from 2010 to 2014, with a median household income of $62,134.

    The Scott County median household income from 2010 to 2014 also ranked higher than both the Kentucky state median household income of $43,342, and the United States national median household income of $53,482, during this same period. Scott County's median household income represents a nearly 32% increase since 2000, which is also likely due to the economic growth that has happened in the area during that time.

3. Source: U.S. Census Bureau, Fact Finder (2012-2015 Data) and Stats America (2016 Data)

   a. The Scott County unemployment rate has been on a decline over the past few years, as shown below. Being the third lowest unemployment rate for 2016 among the six surrounding counties, Scott County's decline in unemployment is likely correlated with a variety of factors.

Figure 12: Scott County Unemployment Rates
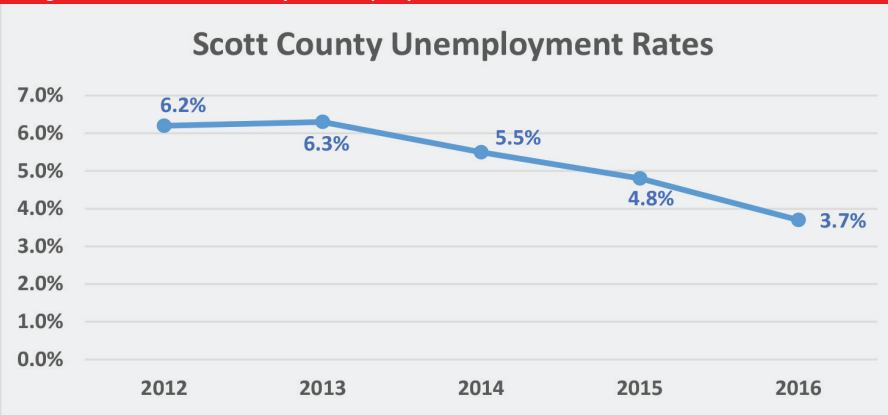
b. When compared to surrounding counties, Scott County's unemployment rate seems to be moving in a similar downward direction (with the exception of Grant County, as shown below). Scott County is among the lowest unemployment rates of all surrounding counties (the only counties with lower unemployment rates are Woodford County at 3.2% and Fayette County at 3.5% for 2016).

Figure 13: Surrounding County Comparisons of Unemployment Rates
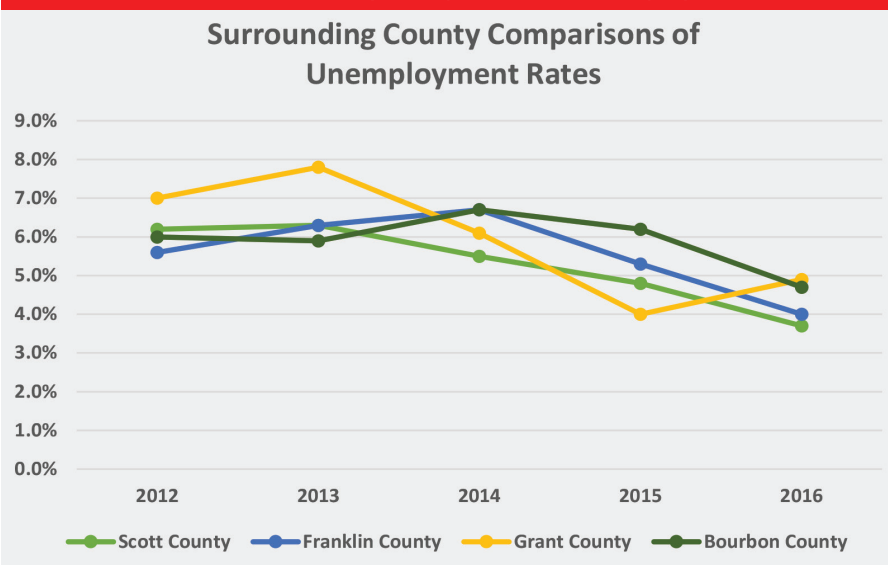
4. Source: *Lexington Herald-Leader*, Scott County News Articles

    • On January 8, 2017, there was a news article titled, "Scott County's Population Growth Brings Benefits, Challenges," published discussing the state of Scott County currently. Due to the major migration that Scott County has seen over recent years, the county is considered one of the top growing counties in the state. As Trey Crumbie with the Lexington Herald-Leader stated in this recent article, Scott County is growing in a variety of ways. Crumbie stated, "From mom-and-pop shops to new subdivisions to a recently completed interstate interchange to new industrial development, it's difficult to find a facet of the county that is standing still."

    • After interviewing a variety of individuals from the local community, the trend around the discussion seemed to validate that many areas within the county, largely the City of Georgetown, have seen tremendous revitalization over recent years. Many believe that the county will only continue growing from here, especially due to the projected increase in job openings (from both the Toyota expansion and other businesses). Housing development is another major area that is seeing significant growth in Scott County. Scott County is currently in the process of finalizing their Five-Year Comprehensive Plan, which will address how they will handle the projected exponential growth they are expected to see over the years to come.

    • In another article from May 17, 2015 titled, "Scott County Homebuilding Explodes as Well To-Do Buyers Slip Across Fayette Line," the housing situation and recent migration trends were assessed. The article stated that, "The most recent Internal Revenue Service outflow statistics, from 2010-11, show that Fayette lost 398 taxpayers to Scott, while Scott lost 384 to Fayette." Although this may seem like a fairly equivalent transfer of residents from one county to the other in numerical terms, there were major differences among the groups of individuals moving. The article continued on to say that, "For those moving into Scott County, the average income was $41,346; for those moving to Fayette County, it's $34,789." This substantial difference in average incomes of residents is important to note while considering what migration trends and changing population demographics might look like in the future for Scott County.

📖 Fiscal Overview

Because of the Library's designation as a Special Purpose Governmental Entity (SPGE), the Board of Trustees is keenly aware of how the public views its management of financial resources. The Board and staff continually strive to leverage the Library's resources to achieve its mission in a cost-effective manner. The Board is informed about the Auditor of Public Accounts Recommendations for Public and Nonprofit Boards and also aware of the requirement for financial reporting established in KRS Chapter 65A in order to provide transparency for the public funds held by the SPGE.

In addition to reviewing the community demographic data and library usage information, the Board took the additional step of inviting a variety of community leaders, experts in their chosen professions, to assist in evaluating factors that are and will continue to impact the future of the Library.

After this day-long session the Board of Trustees learned about the following issues and agreed upon three priority areas for the Board and staff to focus on over the next three to five years.

Facts to Consider

- Charter – a free public library
- Currently 56.3% employment in manufacturing
- Four percent unemployment
- Population growth is in the northeastern part of the county

Challenges for Scott County Public Library to Overcome

- Access/need for transportation
- Inability to communicate directly with teens
- Workforce

Unknown Factors

- Library seen as a community center/families stay all day
- Do not know where Scott County is growing

📖 SCPL Priorities

1. **Marketing (Year 1) – 2017-18**

   - Improve the awareness within the community of Library services and increase the use of the Library by creating a comprehensive marketing plan.

2. **Culture (Years 2 to 3) – 2018-19**

   - Cultivate an improved organizational culture within the Library to enhance customer service. This may include, but is not limited to, areas such as skilled workforce, updated policies, diversity in hiring practices, and having tech-friendly staff.

3. **Expansion and Partnerships (Years 3 to 5) – 2019-2022**

   - Keeping in mind the organizational capacity of the Scott County Public Library, expand access, services and partnerships. Identify specific partnerships (the Ed Davis Center and Toyota are two examples) within the community in which the Library could expand its services while addressing community needs. This could be in areas such as technology access and populations in locations which may not currently be adequately served.

📖 Issues Going Forward

Issues to be considered going forward:

- Consider how the Library might partner with the Lexington Public Library to provide services towards the south.

- Investigate how the Library might connect more to the labor/employment market.

- A bus route with two loops is being developed; position the library as one of the stops.

- Growth is at two to three percent a year and more than half is going towards the northeast.

- The county averages 2,500 new dwelling units every five years.

- Projected residential growth will accommodate up to 20,706 households.

- By reviewing a map featuring an overlay of census data by block, the Board will be able to see areas of population growth and the areas where Library services may need to be enhanced.

- For the next five to seven years, growth will continue to happen unless stunted by labor force not being available.

- Consider how the Library could partner with the public school system based on what they are doing, especially provided their large fleet of buses.

> *I can't imagine having a nicer library. It's beautiful, it's more than a library – it's like a playground.*
> **- SCPL Patron**

📖 Goals and Objectives

Governance: Board of Trustees

Goal: The Scott County Public Library Board is proactive in its advocacy and support of the mission, vision, and goals of the Library. The Board is transparent and accountable to the public in all its actions.

OBJECTIVES	ASSIGNMENT	PRIORITY	YEAR
Hire an individual or marketing firm to develop and implement a marketing plan.	Director & Board	Marketing	2017-18
Follow recommendations of the Department for Local Government re: Special Purpose Governmental Entities and the Auditor of Public Accounts Recommendations for Public and Nonprofit Boards.	Board & Director		Ongoing
Present a stronger Board presence at Library events.	Board	Marketing & Culture	2017-18
Consider more staff interactions with the Board and have a staff member attend Board meetings.	Board	Culture	2018-19
As a Library Ambassador investigate/visit underserved areas within Scott County and observe needs that the SCPL could serve and bring that information back to the Library leadership.	Board	Expansion and Partnerships	2019-22
Establish a foundation or some type of legacy funding program.	Board	Expansion and Partnerships	2019-22
Organize and lead a meeting with potential partners such as Ed Davis Center and Toyota to assess shared goals and establish a more effective partnership.	Board	Expansion and Partnerships	2019-22
Engage in legislative priorities as determined by the Kentucky Public Library Association's Advocacy Committee.	Board	Culture	Ongoing

Administration

Goal: The Library's leadership team executes the vision, mission, and goals created and adopted by the Board of Trustees and makes operational decisions in the best interests of the Library and the community.

OBJECTIVES	ASSIGNMENT	PRIORITY	YEAR
Evaluate current relationships and partnerships, programs and resources to assess effectiveness, outcomes and determine future actions. Consider implementing an evaluation each time programs are offered.	Board & Leadership Team	Expansion and Partnerships	2018-19
Have more fiscal responsibility for each department's budgeted items.	Leadership Team		2017-19
Work with HR to review and update as needed policies, procedures and job descriptions.	Director	Culture	2018-19
Work to improve upon interdepartmental communications.	Leadership Team	Culture	2017-19

Human Resources

Goal: The Library employs and retains quality staff who desire to fulfill the Library's mission. Employment provides a competitive salary commensurate with experience and education required for each position.

OBJECTIVES	ASSIGNMENT	PRIORITY	YEAR
Consider the need for a human resources manager or an outside consultant to suit the current needs.	Board & Director	Culture	2018-19
In all hiring decisions, actively seek to locate persons who reflect the diversity of patrons.	Leadership Team	Culture	2017-22
Update the employee manual to include a diversity statement, and work with the leadership team to update policies and procedures.	Director & Administrative Assistant	Culture	2018-19
Establish level of competency for each position and assist individual staff in attaining and maintaining the additional skills needed to fully support their position.	Leadership Team	Culture	2018-19

Services

Goal: The Library will provide programs and services that are consistently available and be willing to address or expand basic services as needs of the community evolve.

OBJECTIVES	ASSIGNMENT	PRIORITY	YEAR
Publicize menu, delivery and other service options for those reserving meeting rooms.	Public Relations	Marketing	2017-19
Continue to offer events which include music.	Leadership Team		ongoing
Establish a partnership with the Central Kentucky Jobs Center to assist with community needs.	Adult Services	Expansion and Partnerships	2019-22
Continue to support reading camps and other literacy programs offered throughout the community.	Leadership Team	Expansion and Partnerships	2017-22
Continue to evaluate what services are offered.	Leadership Team	Expansion and Partnerships	2017-22
Find ways to expand services in underserved areas.	Leadership Team	Expansion and Partnerships	2019-22
Continue to offer services for all ages and explore service possibilities for the empty-nester age bracket.	Leadership Team & Adult Services	Expansion and Partnerships	2019-22
Investigate a home-delivery system for busy patrons.	Outreach	Expansion and Partnerships	2019-22

Collections

Goal: The Library seeks to maintain and constantly improve overall collections while finding ways to get materials and resources into the hands of all patrons.

OBJECTIVES	ASSIGNMENT	PRIORITY	YEAR
Consider a scheduled route where people could donate books.	Outreach	Expansion and Partnerships	2019-22
Evaluate information obtained from surveys and evaluations to assess how to expand collections to broader audiences.	Leadership Team	Marketing	2017-19
Continue to expand and explore new offerings and collections available from a variety of reputable vendors.	Leadership Team	Expansion and Partnerships	2017-22

Technology

Goal: The Library will continue to provide technology opportunities that provide digital information and resources to the community while seeking ways to improve/expand capacity.

OBJECTIVES	ASSIGNMENT	PRIORITY	YEAR
Investigate a type of red box for pick up in underserved areas.	Technology	Expansion and Partnerships	2019-22
Continue to expand digital resources, including expansion of internet availability to meet community needs.	Technology	Expansion and Partnerships	2019-22
Expand computer workshops by using laptop computers at locations outside the Library.	Technology	Expansion and Partnerships	2018-22
Consider expansion of virtual services.	Technology	Expansion and Partnerships	2019-22

Facilities

Goal: The Library seeks to maintain an accessible and comfortable facility which meets or exceeds the standards for facilities as defined by the Kentucky Department for Libraries and Archives.

OBJECTIVES	ASSIGNMENT	PRIORITY	YEAR
Consider a mobile computer lab as a means of addressing underserved areas and providing internet access.	Technology	Expansion and Partnerships	2019-22
Maintain and constantly improve upon current facilities.	Director	Expansion and Partnerships	2019-22
Continuously promote the facility as a community gem. This would include the meeting rooms, recording studios, and computer lab.	Public Relations	Marketing	2017-18
Be aware of community growth patterns, land options and growth opportunities for future Library expansion possibilities.	Board & Director	Expansion and Partnerships	2019-22
Increase or reevaluate hours of operation, based upon community needs, and staffing feasibility.	Director	Culture	2018-19

Marketing/Public Relations

Goal: The Library strives to provide pertinent information to patrons and the community through its marketing and communications efforts.

OBJECTIVES	ASSIGNMENT	PRIORITY	YEAR
Conduct an image assessment, which includes internal signage.	Public Relations	Marketing	2017-18
Develop a marketing plan to include uniform branding and countywide signage evaluation.	Public Relations	Marketing	2017-18
Conduct a targeted direct mail campaign.	Public Relations	Marketing	2018-19
Implement external evaluations and surveys within the community.	Public Relations	Marketing	2018-19
Evaluate and expand social media opportunities.	Public Relations	Marketing	2017-18

📖 Looking to the Future

For the Scott County Public Library to be successful, it is all about providing information through a variety of media platforms. Information is what libraries do best. Accessibility is key, connecting services to those who need them. No longer can libraries wait for customers to come in the doors, the Library must find ways to serve community needs, particularly through partnerships and by supporting educational opportunities for all age groups. As importantly, residents in the community need to be kept aware of what the Library is doing, and how it is using its resources to improve the lives of the local community.

One area of focus that the Board, staff and nearly everyone interviewed mentioned, was the Library needed to do a better job at getting the word out to its audiences. KLC CCS provided a cursory review of current print and web initiatives, and provided a short commentary in the Appendix. In general, we believe that an experienced marketing professional will be able to help the Library identify its numerous target audiences and develop a comprehensive marketing plan to achieve greater results.

Challenges

The following items reflect some of the challenges being faced by today's Library:

- Reach out continuously to target audiences through relevant forms of media;

- Find ways to connect library services to community needs;

- Maintain existing funding support to meet the growing and changing needs of the local community;

- Be knowledgeable about and actively participate in the legislative session on tax reform;

- Retain the existing governance model; and

- Ensure continuous quality leadership on the Board and within staff.

Final Thoughts

As the Scott County Public Library endeavors to implement this Five-Year Strategic Plan, there are many moving pieces at play within the community at large. The incredible population explosion will continue to be a factor in providing services and keeping up with changing demands. The Library staff and leadership are aware of this unique phenomenon, and are diligently working to keep abreast of the evolving dynamics. This focus and "out in front" stance must be maintained over the next several years to make certain the Scott County Public Library continues to be the relevant, vibrant, service-oriented facility it is today.

> " *It's all about space, place and access, which is the future of the Library.*
>
> **- Dan Miller, President, SCPL Board of Trustees** "

Appendix

The following documents have been made available to the Scott County Public Library as separate supplements to this Strategic Plan.

- Compilation of all Community Listening Sessions

- Compilation of all staff comments

- Compilation of all one-on-one interviews

- Scott County Planning and Zoning Documents

- Communication materials general assessment

- Scott County Planning Commission presentation

- Auditor of Public Accounts Recommendations for Public and Nonprofit Boards

> *There's nothing like sharing favorite books with family.*
> **- Kentucky Lieutenant Governor Jenean Hampton**

KLC
Kentucky League of Cities

Created by the residents of Georgetown, Kentucky
with assistance from the Kentucky League of Cities

2017