

Hardin County Public Library

Strategic Plan - 2013-2017

Helping You Open Your World

Background

For the past 54 years the Hardin County Public Library (HCPL) has been a vital component of the Hardin County community. Currently the HCPL serves the community by maintaining two physical locations (the Main branch located in Elizabethtown and the North Branch located in Radcliff). Outreach is provided by a bookmobile which travels from West Point to Upton and from the Sonora-Hardin Springs Road near Breckenridge County to the end of Battle Training Road near Bullitt County. A digital branch operating as an online presence (www.hcpl.info) offers convenient access to library databases, program schedules, digital materials (eBooks) and other resources.

Over the years the library has expanded from its original charter of providing reading materials to the community to include programming, remote access to information via its website, onsite internet access, and access to video and audio recordings. Materials are now available in traditional as well as electronic formats.

In order to continue to provide the highest level of service possible, the HCPL formed a committee consisting of community leaders to participate in planning the course the library would follow for the next five years. According to the Kentucky Public Library Standards, "Planning is the keystone for a dynamic, evolving organization." This planning includes setting goals which will measure the library's progress towards meeting the needs of the community. The result of this effort will be more service to Hardin County residents due to "heightened visibility and support for the library."

While developing this plan, the KDLA Functions of a Modern Public Library was reviewed in order to judge how well the HCPL currently meets the standard functions. It is important to realize that the library strives to provide access to information and resources in a timely manner and with minimum effort on the part of the patron. For this reason, many titles are ordered in a variety of formats. In addition, Reader's Advisory and Reference Help are provided by staff to help patrons with their selections. Technology assists us in meeting our goals by providing access to Wi-Fi through both our in-house computer stations and through a patron's personal device. We also provide access to information through our website and through traditional books, tapes, CDs, and DVDs .

The HCPL also offers assistance to the unemployed by providing access to online applications and job seeking information. We are now completing a two year grant where we offered computer skills training for those who needed to develop or improve job skills. We are not limited to offering services to the jobless; we also assist small businesses and entrepreneurs by providing limited low cost fax, copier, and printing support, in addition to our collection and programs.

The Hardin County Public Library provides a meeting room which can be utilized by community groups who need a place to gather and who present programs that enhance the lives of our citizens. The meeting room is also used for library sponsored programs for children, teens, adults and senior citizens. These programs are typically educational, informative, or cultural and serve to supplement and enrich the lives of Hardin Countians.

One way to judge the library's current performance is to review the standards as outlined in the *Kentucky Public Library Standards: Direction and Service for the 21st Century, 4th Ed.* and then determine if our library meets the benchmarks as recommended for libraries. These standards are established based on the library's service population. Our service population is our county population which is 107,456. The following standards and performance values were reviewed in order to develop service responses which would allow the library to improve its position in the state rankings. Since some performance values can only be addressed by increased funding, alternative methods of providing service are suggested.

- The State Average Library Revenue Per Capita is \$39.95
HCPL ranks 114th (out of 119 libraries) with \$8.74

The following items are in the "Essential" level of service, which is the most basic or minimal category. "Enhanced" and "Exemplary" levels of achievement are even more desirable, yet harder to achieve.

- *Essential 2.1.2* One FTE (full time equivalent) staff per 4,000 people in service area.
 $107,456 \div 4,000 = 26.86$. HCPL employs 14.49 FTE.
- *Essential 4.2.1* Library offers at least 60 unduplicated hours per week for a population of 75,000 and up. Each branch of HCPL is open 57 hours per week.
- *Essential 4.2.2* Weekend public service hours per location: 8. HCPL is open 6 weekend hours.

- Public Service Hours per capita: HCPL ranks 117th at .005. The state average is 0.14.
- *Essential 3.2.1.* Library spends at least \$2.25 per capita for collection materials. HCPL spends \$1.06. The State average is \$4.23. HCPL ranks 111th.
- *Essential 5.1.1* Library provides adequate total square footage of floor space for its service population. With a population greater than 25,000, the library should have 17,500 sf, or .625 sf per capita, whichever is greater. HCPL has 23,200 sf ÷ 107,456 = .21 sf per capita. The state average sf per capita is .59. HCPL ranks 117th.
- HCPL ranks 117th in number of computer terminals per 1,000 population with .39 while the State average is 1.76.

Planning Process

- 1) A community survey was made available to all library staff, trustees, community planning committee members, library patrons, and HCPL website visitors.
- 2) The survey results were compiled.
- 3) The community planning committee met to review the survey results, develop the Mission Statement, and determine the goals and objectives needed to achieve the Mission Statement.
- 4) A draft plan was created including the library's service responses which will be used to judge the impact and value of the library to the community.
- 5) The draft plan was revised by the committee.
- 6) The final plan was created and presented to the Library Board for approval.
- 7) The approved plan was made available to the community and is now being implemented.

Mission Statement

We are your contemporary resource connecting generations through learning and exploring, thereby enriching the community and culture.

SWOT Analysis

A SWOT Analysis was used by the committee as the tool for assessing the direction for the library's goals and objectives.

Strengths

- Leadership/Staff was ranked first in all three small groups, based in part on survey input and staff visibility in the community. The staff is well utilized through cross-training to work in different capacities.
- The Main Branch facility is a strength when compared to the old facility.
- The North Branch Facility is a strength due to its proximity to North Hardin HS and the nearby elementary schools.
- Resources, Services, Programming are all strengths, especially children's programs.
- The DVD collection is a strength due to the closure of movie rental stores.
- The bookmobile is a strength, servicing all areas of the county.
- Online services/public access computers/Wi-Fi are all strengths.

Weaknesses

- Need for more public access computers
- Insufficient hours of operation
- Need for an additional branch in underserved areas
- Need to attract non-library users
- Need to provide more genealogy services
- Need to provide more services online - Inter-Library Loan (ILL)
- Need for more staff—PR director, Webmaster, help at desk and with programming
- Need for more space at both locations for programming/meetings/public computer stations

Opportunities

- Friends of the Library -
This group could serve as vehicle for fundraising, as a source for volunteers (in genealogy room and with programs) and to enhance public relations/community awareness.

- Install a Coffee Shop, located in back of library so non-users can see what library offers.
- Seek more grants/private endowments.
- Use the Bookmobile to provide outreach to underserved patrons.
- Hire an Information Coordinator/Publicist for library promotion.

Threats

- Funding, weak economy were mentioned by all three groups. (State aid has been reduced annually. County appropriation has increased less than 2% each year while inflation rate has averaged 2.62% over the past two years - 2011 inflation rate was 3.16% and 2012 was 2.07% (Inflationdata.com). Labor costs, materials costs, and operating costs have all been increasing at a larger rate due to the increasing inflation)
- Perception of less physical usage of library - more online visitors fail to recognize the importance of the library as a community place to gather.
- Other library perceptions: people are intimidated, don't care, think the library is old fashioned, or only about books
- Building Maintenance is needed yet no funds have been set aside or budgeted.
- Technology hardware/software upgrades are needed yet no funds have been set aside or budgeted.
- Military/Ft. Knox - possible furloughs will affect our county economy and if Barr Library loses more hours, HCPL will be asked to provide more services to military families.
- Facilities- square footage is too small to accommodate increased programming needs, meetings, computer terminals and shelving for materials.

Goals and Objectives

Goal #1 - Improve Publicity/Promotions/Perceptions of Library

- Determine if there is interest in Hardin County citizens forming a Friends of the Library Organization.
 1. Director to provide information to interested citizens. (immediately)
 2. Interested citizens to meet and discuss the proceedings for the formation of proposed FOL Organization. (Summer 2013).

- Position HCPL as a class project/client for a college “marketing campaigns” class.
 1. Public Services Librarian to research the availability of partnering with a college marketing or public relations department. (end of summer 2013)
 2. Board/Director to provide Public Information Librarian with goals/objectives for class project. (Dec. 2013)
 3. Library will participate as a client for marketing campaign with professor and class. (Spring 2014)
- Provide more visible highway directional signs for both facilities.
 1. Information Technologies Specialist to contact City of Elizabethtown and City of Radcliff for permission to post signs. (Dec. 2013)
 2. Obtain signs from Hardin County Road Department. Have signs installed. (Apr. 2014)
 3. Prepare cost estimates for electronic message signs at both branches.
- Continue providing library promotion through use of various media. (written/audio/web/social)
 1. Circulation Manager and Director to promote library events through continuous updates on all social media accounts. (ongoing)
 2. Maintain an up-to-date web site with fresh content. (ongoing)
 3. Continue to promote special programming with local media. (ongoing)

Goal #2 - Maximize Current Resources/Seek Additional Sources of Revenue

- Seek additional sources of revenue
 1. Explore the possibility of becoming a special library taxing district. Director and Board (Dec. 2014)
 2. Obtain funds through grant applications. Director, (ongoing)
- Maximize current resources
 1. Explore ways to share resources, generate revenue, and increase donations. Staff (ongoing)
 2. Explore methods of repurposing existing space in both facilities. Director/Board (review on a yearly basis as collection and shelving change)
 3. Continue using Unique Collection Services for retrieval of lost items and fines. Director (ongoing)
 4. Explore the feasibility of installing a café in the main branch.
- Pursue obtaining a courier vehicle
 1. Make contact with local car dealers. (Aug. 2013)
 2. Work out details such as insurance, maintenance, policies. (Oct. 2013)

- Provide Opportunities for Patrons to Pay fines/fees with credit/debit card
 1. Circulation Manager and Director to research the Squared Up Process. (July 2013)
 2. Director to purchase iPads and Squared Up devices and implement at both facilities. (Oct. 2013)
- Utilize non-paid staff
 1. Work with children's programs (Interdisciplinary Early Childhood Education – IECE students at ECTC). Youth Services Librarian to develop partnership with IECE for mutual benefit. (Jan. 2014)
 2. Partner with colleges to provide opportunities for area library student interns. Director to interview and select students to complete special projects. (2013-2017)
 3. Circulation Assistant in Charge of Volunteers to recruit more volunteers to handle shelving, donations of materials and book sales. (2013-2017)

Goal #3 - Expand services to all citizens with a focus on those residing in underserved portions of the county

- Simplify electronic resources for patrons
 1. Pursue providing online Interlibrary Loan Process. Circulation Manager to determine feasibility of implementing an online process. (Jan. 2014)
 2. Increase orders of electronic materials as the budget allows. Director (ongoing)
- Plan for Growth to meet population demands
 1. Survey communities to determine need and desire of residents for expanded branch locations. Director - project for intern (May 2014)
 2. Director to use information from community surveys to meet with officials in the underserved areas, present information and determine support. (Dec. 2014)
 3. Investigate the feasibility of providing library kiosks for circulation of library materials. Use survey data to gauge the number and the locations of kiosks. (Dec. 2014)
 4. Investigate the feasibility of self-service check-out at both branches. Director (Jan. 2015)
 5. Director to work with KDLA Construction Specialist to create a building plan to meet projected 20 year population growth so that any proposed new or renovated facility is of adequate size. (2016-2017)

6. Director/KDLS staff to conduct a building needs assessment for Elizabethtown and Radcliff locations. (2014-2015)
- Adjust the Bookmobile schedule to reach more citizens who are unable to come to the library.
 1. Director/Bookmobile Librarian to revise bookmobile schedule quarterly. As visits are dropped, add more stops to new agencies/residences.
 2. Director/Bookmobile Librarian to investigate the possibility of securing funding to replace bookmobile as it ages (2017)

APPENDIX A

Community Planning Committee Members

Carol Dymowski - Retired Civil Service Employee from Ft.Knox and North Branch Patron.

David Grossman – School Librarian, TK Stone Elementary School

Susan Hignite – Retired School Medial Specialist/HCPL Trustee Chair

Jackie Johnson – City Clerk, City of Vine Grove

Garry King - Retired Educator/Hardin County Magistrate

Kathy King - Resource Specialist, Community Coordinated Child Care (4-C) serving Breckinridge, Grayson, Hardin, LaRue, Marion, Meade, Nelson and Washington Counties

Bob Krausman - Radcliff, Teacher, Hardin County Board of Education

Florence Mason – HCPL Trustee and Radcliff Woman's Club Member

Dr. Russell McKinley – Podiatrist, Civic Leader

Kathy Shireman – Retired Postmaster, Former HCPL employee, Grandmother

Nancy Shores - Assistant Activities Director, North Hardin Health and Rehabilitation Center

Byrle Thomas – Retired Teacher; Dairyman’s Wife; President Hardin County Homemakers Association

Ann Thompson – Library Director, Elizabethtown Community and Technical College

James Weise – Retired Ft. Knox Attorney

Cheryl Welch – Licensed Clinical Social Worker

Lisa Williams - Economic Development Specialist/Hardin County Magistrate

Matt Yates - Circulation Assistant in Charge of Volunteers HCPL

Rene Hutcheson - Director HCPL

Denise McClure – Facilitator, MLIS Student, and HCPL Employee

APPENDIX B

Useful Links/References

<http://kdla.ky.gov/librarians/plssd/Pages/LibraryStandards.aspx>

<http://kdla.ky.gov/librarians/plssd/Pages/LibraryStatistics.aspx>

Nelson, Sandra. *The New Planning for Results*. Chicago: American Library Association, 2001.

APPENDIX C

Functions of a Modern Public Library:

Information Service:

- Provide information assistance and reader's advisory by phone, e-mail, or in person.

Support Literacy in the Community:

- Provide programs and materials to promote & expand literacy.

Provide Free Access to Internet and Fee-based Databases such as Mitchell Auto Repair:

- Provide access to the internet resources for those who can't afford a computer or Internet service.
- Provide access to Wi-Fi for those with a computer, but no ISP.
- Provide access to pay-based online databases, such as Mitchell Auto, etc.

Provide Assistance to Unemployed:

- Enable job-seekers to find and apply for jobs which often require online application.
- Enable the unemployed to apply for benefits which requires online application.
- Enable veterans to apply for benefits from the VA which prefers online registration.

Support Small Business:

- Provide business & demographic information for persons interested in starting or developing a business.
- Provide access to business technology such as fax, copier, and e-mail.
- Provide access to copier-ready or online legal and tax forms.

Provide Access to Copyrighted Materials Which Aren't Available for Free on the Internet:

- Provide access to full, integrated treatments of complex subjects which aren't available online.
- Provide access to new fiction & non-fiction (print & e-books) which are written for-profit and not given away.
- Provide access to music & DVDs.
- Provide audiobooks to vision-impaired users and others.
- Provide access to newspapers and periodicals.

Outreach & Bookmobile:

- Outreach & bookmobile to schools, daycares, disabled users, elderly, and others who can't come to the library..

Local History & Genealogy:

- Provide local history and genealogy materials--many of which are print only.

Support to Students & Teachers:

- Support students through ILL of materials from other libraries.
- Support classroom teachers & daycares through book collections, thematic kits, and programs.

Community Gathering Space:

- Provide space for community members to gather informally.
- Provide community meeting space for civic and educational meetings.

Cultural & Educational Programming:

- Provide programs for children & teens.
- Provide programs for families.
- Provide continuing education and programs for seniors and other adults.
- Act as community partner for other services and programs such as census, senior tax assistance, etc.

Provide a place where any person, regardless of their race, creed, sex, economic level, etc., will be treated with dignity.

Compiled by:

Chris Bischoff, Ky. Dept. for Libraries & Archives
502/564-8300
chris.bischoff@ky.gov

APPENDIX D

Consultant Recommendations for Expansion

In March 2012 The Library Director and the KDLA Regional Librarian met with the KDLA State Library Construction Consultant to discuss current and projected recommended spatial needs of the facilities. Below are the recommendations that were proposed during the meeting.

Basis of recommendations:

2010 Population = 105,543

2030 Projected Population = 125,898

Current square footage of facilities = 23,200 sf (18,100 sf in Elizabethtown, 5,100 sf in Radcliff)

2010 Minimum standard for service population = 63,325 sf

2030 Minimum standard for projected service population = 75,538 sf

Recommendations:

- Add an additional branch in the southern portion of the county consisting of 7,000 sf.
- Expand the Elizabethtown branch by 10,000 sf.
- Expand the Radcliff branch by 7,000 sf.