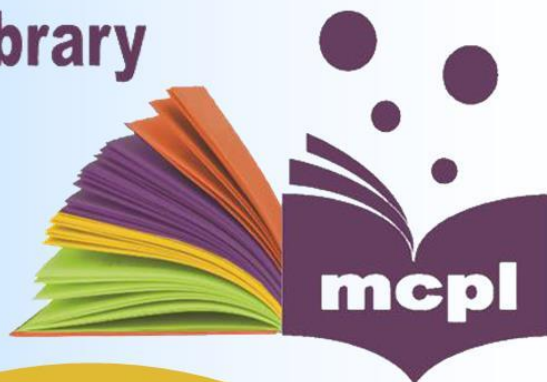
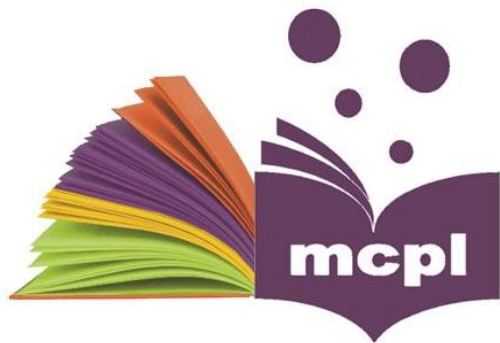


**marion county public library**



**strategic  
long  
range  
plan**

**2016-2019**



The Marion County Public Library's scope of services to the community has changed over time. Our approach to address the current planning process was to review the changes, accomplishments, and overall usage by the Marion County community. Our goal is to coordinate a plan of ongoing review, with the focus on maintaining a high level of services for our existing customers, and to set the stage for engaging new customers and new initiatives.

The Marion County Public Library Board of Trustees approved the 2016-2019 Long Range Plan on August 10, 2016.

#### **MISSION STATEMENT**

***“To enrich lives, build community, promote creativity, and foster success by bringing people, information, opportunity, and ideas together.”***

#### **METHODOLOGY**

This Long Range Plan was prepared following a process adapted from the American Library Association under the guidance of a planning facilitator. It creates a framework for looking at both the community (Marion County) and its public library. The Library conducted a community focus group and a community survey, both online and in paper format. Information gathered was looked at by the various staff planning committees. A draft plan was prepared based on those discussions and refined before final adoption by the Board of Trustees.

## Outreach Services



*A library functions in a community, not just as a resource, but as the focal point for responding to a community's literacy and informational needs. As such, it is our aim to actively provide county-wide library services through our vehicular service to some area schools, homeschoolers, community stops, and individual house stops within our community.*

**Goal: The library will embed its services, materials, and programs in the community by promoting services outside the walls of the library through both its bookmobile and social media and other online resources (webpage, Facebook, etc).**

**Objective: To increase public awareness of the bookmobile throughout Marion County, resulting in a 5% increase in usage each year of the plan at community stops**

### **Activities:**

- Publicize bookmobile schedule utilizing local media outlets, social media, etc.
- Post attractive signs at stops
- Continue to provide service at assisted living centers, nursing homes, senior centers, etc.
- Continually monitor neighborhood patterns and investigate new stops to maximize the service potential of the Bookmobile
- Establish Internet Wi-Fi hot spots at community stops
- Offer reading, technology, educational, or entertainment-based programs to be held at scheduled locations but provided by library staff as a service of the library
- Coordinate with Children's Services to plan a weekend program event for children or families each year of the plan
- Service Little Free Libraries at select locations
- Continue to drive bookmobile in area parades, part at festivals/fairs, and expand into festivals in outlying areas of county

**Objective: To increase public awareness of the bookmobile throughout Marion County, resulting in a 5% increase in usage each year of the plan at private home stops**

**Activities:**

- Partner with health home care agencies to distribute information about bookmobile services available to shut-ins
- Continually monitor neighborhood patterns and investigate new stops to maximize the service potential of the Bookmobile
- Develop an Outreach Services flyer/bookmark and distribute throughout community, including local groups such as Rotary and Kiwanis, hospital, physical therapists, doctors' offices, and other healthcare professionals

**Objective: To increase public awareness of the bookmobile throughout Marion County, resulting in a 10% increase in usage each year of the plan at school stops**

**Activities:**

- Communicate with schools for maximum effectiveness of schedules, revising as needed
- Have information sharing group meeting of area schools and public librarians at the beginning of each school year
- Investigate possible partnerships with rural schools to provide library service after school hours
- Offer make & take craft programs for high-risk areas

**Objective: To evaluate annually the Outreach Services program**

**Activities:**

- Evaluate stops that may need additional staffing help (abundance of patrons, craft programs, etc.)
- Materials (collection of library items as well as program/office supplies)
- Schedule routine vehicle maintenance of bookmobile
- Continually evaluate bookmobile stops and routes for efficiency and use
- Keep in-house staff abreast of Outreach Services and partner for larger programs

**Objective: To provide 24/7 access to information through the library's web portal, mobile and tablet apps, and social media, increasing usage by 20% by 2019 through increased public awareness of service**

**Activities:**

- Update content at least three times weekly, daily, if possible
- Promote e-book and audiobook downloads for patrons without internet service at home

- Decrease bounce rate of people visiting website by offering more engaging content on website (newsletters, program information, etc.)
- Ensure bookmobile schedule is updated on webpage and Facebook
- Provide online access to library services such as events, calendars, meeting rooms, applications and forms
- Provide technology training at senior centers on a scheduled basis
- Showcase databases and services to community clubs and organizations to demonstrate how they relate to whatever research the group might be doing
- Make sure the websites for local organizations, businesses, and government include a link to the library's website. Encourage them to highlight specific databases or services that may be of interest to users of their websites
- Create an electronic newsletter for library
- Get more staff involved in updating the calendar of library events in print format and on webpage/Facebook
- Increase content for children's services on webpage
- Explore CLCD through Sirsi regarding searchable content for leveled, accelerated reader, and award-winning books
- Facebook: increase "likes" and followers by utilizing contests and giveaways
- Purchase monthly boosted FB page
- Continue to boost targeted FB posts to reach a wider audience
- Setup more devices to allow for more immediate postings on social media
- Continue to utilize Facebook, Twitter, and Instagram
- Explore Snapchat and Remind services for teens
- Promote BookMyne and Overdrive apps
- Research custom app for library services
- Utilize Eventbrite and other online scheduling services for in-house programs
- Develop web-based contact forms for various programs, including newsletter, inter-library loan requests, programming, etc.

## Children and Youth Services



*The Library fully recognizes that a love of reading, lifelong learning, and intellectual curiosity begins at a very young age and that children's services is an essential role. We offer services beginning with babies and extending through young adulthood. We supplement curricula and are the school library for homeschooling. After school, our facilities serve as centers for youth social activity. The Library will continue to look for ways to expand on these activities.*

**Goal: The Library will provide materials and programing to meet the needs of children and teens in our community.**

**Objective: To promote kindergarten readiness with early literacy opportunities for babies and preschoolers**

**Activities:**

- All programs tracked on master calendar and offered at consistent times
- New mother/baby packets for community
- Create promotional items/brochures for children & youth services
- Continuing meeting with Family Advocate (CASA)/Extension Office/Health Department/and other such agencies or organizations to determine opportunities for library involvement
- Continue to offer Preschool/Kindergarten readiness programs
- Continue using ALA's 1,000 Books Before Kindergarten as a collection development tool

**Objective: To provide programs and activities to foster a love of learning for school aged children/tweens/teens during the academic year and during summer vacation and school breaks**

**Activities:**

- All programs tracked on master calendar and offered at consistent times

- Revise staff work schedules as needed for adequate coverage at programs/events
- Continue activities during spring and fall breaks
- Continue developing and offering new, energized Summer Reading Programs
- Continue offering Summer Programs at outreach locations in the county
- Develop a Saturday Family Story Time program once a month
- Develop an Evening Family Story
- Place “Free Little Libraries” in community sites that cater to underserved populations,
- Continue programs that support school success beginning at birth
- Continue partnership with schools to support parental role in fostering literacy and school success
- Develop strategies/programs for children to learn to value the library and its resources
- Develop and implement a schedule for evaluating the children’s collection annually
- Continue provide stimulating programs for gifted students as well as at-risk children, concentrating on STEM (science, technology, engineering, and math skills
- Promoting Teen Tech Week, a YALSA initiative aimed at encouraging teens to use library technology, and Teen Read Week, a YALSA initiative aimed at encouraging teen to read for fun.
- Arrange a program by an author of high interest to teens [Skype interview?]
- Create a maker space with technology and open use for the do it yourself craft and technology movement
- Continue utilizing teen volunteers to assist with the implementation of programs and foster a lifelong interest in libraries for that age group

**Objective: To evaluate and grow collections by subject and format, based on needs and interests of young patrons**

**Activities:**

- Weed on a scheduled basis to ensure all segments of the collection are covered each year (CREW method)
- Continue to ensure that acquisitions are based, in part, on patron feedback and requests
- Solicit meaningful feedback for use in collection development
- Keep displays of materials current and fresh by changing on a set schedule
- Highlight specific areas of nonfiction with interactive displays
- Keep expanding collections in emerging technology formats (e-books and other downloadable formats)

**Objective: To develop a stronger presence in schools throughout the county, including homeschooling associations**

**Activities:**

- Contact school to research use of the School One Call for program announcements
- Keep working in partnerships with school librarians to identify areas where the library can enhance school curriculum
- Keep working with teachers to offer an incentive plan (extra credit) for students who attend programs at the public library
- Keep promoting databases, downloadable books, homework help, etc to school media specialists, other key education personnel, and students at all levels
- Participate at local school functions as appropriate
- Keep working with the school administration/school board to promote library services and help students and parents understand how the library can contribute to their academic success
- Research need for resources for homeschoolers in the area

**Objective: To increase access to technology and technology programming**

**Activities:**

- Explore using One Call, text message, email, Facebook posts to alert patrons to programs and events
- Provide Family Technology programs
- Continue to dedicate computers for after school/homework use by children/tweens/teens
- Add technology use within Story Time – see above about iPads and smart board
- Research gaming nights for children/families





## Adult Services



*The Library is envisioned as a community center. Our meeting rooms provide venues for library programs and are in great demand by community groups for their own programs. Our computer stations are a constant hub of activity, while our wireless access provides community members, especially businesspeople and students, a place to work or study. Our reading rooms provide comfortable environs in which to browse and read. Although the printed book continues to be the primary medium for recreational reading, society is rapidly adapting to digital media for information needs. While the Internet is a wonderful resource, the Library needs to be in the forefront in providing the public with reliable, authenticated sources of information. The Library also needs to be aware of, and adapt their collection development policy to include, new technologies and methods of delivering informational and recreational content. The Library will continue to look for ways to expand on these activities.*

**Goal: The library will provide a variety of materials, services, and programs for adults and families that respond to the current and future needs of the community.**

**Objective: To make available access to a well-balanced collection of current titles of popular interest and those of enduring value in multiple formats, resulting in a 5% increase in usage each year of the plan**

**Activities:**

- Continue to acquire books and other materials requested by patrons; offer a suggestion box on website and Facebook
- Continue to acquire books and other materials based on review sources
- Continue to Evaluate gaps in series in collection
- Continue to weed collection on an ongoing basis
- Continue to promote new materials
- Create “Last Chance” displays for underused materials
- Continue to Evaluate interior signage for effectiveness
- Train all staff to provide “teachable moments” regarding library’s need for more space when accompanying patrons to various locations
- Create bookmarks highlighting library materials/events and instill in staff the habit of including with materials checked out
- Investigate self-checkout

**Objective: To provide an enriching mix of adult and family programming that will result in a 10% increase in attendance each year of the plan**

**Activities:**

- Conduct periodic surveys and/or focus groups to identify adult and family programming interests and times [quarterly]
- Schedule Saturday programs at least once a month
- Schedule/Continue Family Movie Night monthly
- Use Facebook to solicit local program presenters
- Train staff to keep updated on new technologies/devices
- Establish a Family Technology Club; introduce parents to social media their kids are using
- Offer off-site computer classes to targeted audiences (ex: Loretto community center, etc. )
- Partner with other community agencies (Extension Office, Adult Education, etc) in planning program content and delivery times
  - Library staff will contact identified organizations to discuss how the library and the agency can mutually develop strategies and combine resources to address the needs of adults in the community
  - Library staff will visit community meetings to promote the library's collection and programs
- Establish a Career Readiness program
  - Partner with local companies for "real life" job skills, etc.
  - Resume writing assistance
  - Interviewing techniques
  - Dress for Success
  - Offer job fairs with area factories and in partnership with the Kentucky Career Center
- Create programs or series of programs on Life Skills
  - Couponing
  - Budgeting 101
  - Basic financial skills
  - Household skills Sustainability 101/Homesteading 101
    - Minor household repairs
    - Cleaning greener
    - Food preservation
    - Mending
    - Hobby Farming
- Continue Adult Readers Discussion Groups beyond summer months (year round)
- Create weekly current topics discussion group
- Provide workshops/classes for crafts and DIY
  - Holiday and seasonal themes
  - Adult coloring books
  - Creative writing / journaling

- Needlecrafts
- Hunter safety for parent and child
- Sports topics/tie-ins
- History topics such as WWII, Civil War, etc
- Self-Publishing
- Tech help (answering tech questions and troubleshooting)

## Facilities



*Libraries today are more than just warehouses for books and facility needs have changed as a result. Our library provides programs for all ages and our meeting rooms are in great demand by community groups. Our Internet stations are a constant hub of activity, and after school the library serves as a center for youth social activity. Wireless access provides community members, especially businesspeople and students, a place to work or study. Our reading rooms provide comfortable and exciting environs in which to browse and read. Providing such facilities brings with it the responsibility to maintain them for both safety and comfort, and to adapt them as different needs arise.*

**Goal: The library will provide the public with quality physical facilities that are accessible, meeting Americans with Disabilities Act specifications; safe; stimulating; and comfortable.**

**Objective: To have a building that meets Kentucky Public Library Standards for size and provides adequate room for existing and anticipated library functions**

### **Activities:**

- Develop a plan for enlarging existing building to approximately 15,800 square feet
- Gather additional data supporting the square footage needs
- Seek funding from KDLA Construction Grant
- Seek funding from Marion County Public Library Friends
- Finalize architect's plans for both form and function:
  - Exhibit space
  - Quiet spaces for individual reading, study, or relaxation
  - Spaces for group collaboration, engagement, and debate
  - Serve as a primary gathering and meeting space for the community at large

- Spaces where customers can mingle and interact with each other
- Conference rooms for business meetings
- Space with flexibility to offer technology/maker space programs
- Adequate parking, regular and handicapped accessible
- Adequate staff work space
- Staff break room; vending machines
- Adequate, accessible storage
- Outdoor reading/garden area
- Bid project
- Develop transitional plan for temporary housing by 2017
- Develop plan for moving collection and furniture to temporary location and back
- Begin construction by 2017
- Complete construction by 2019
- Prepare for dedication and opening
- Review library policies for relevance to features of the new building
- Make it easy for community groups to schedule and use library facilities

**Objective: To continue to explore ways to make the library safe and secure for both staff and patrons**

**Activities:**

- Create a maintenance schedule for existing building
- Create a maintenance schedule for temporary location
- Create a maintenance schedule for new building
- Develop an adequate grounds maintenance program for 201 East Main Street location
- Use updated bilingual signage and other finding aids for patrons
- Emphasize customer service throughout both locations by expanding library staff into areas other than service desks; also serving as security for both materials and patrons



- Participate in community events
  - Continue to enter bookmobile in parade(s)
  - Booth/table at County Fair, Ham Days
  - Community Arts Council events
- Launch a promotional campaign that highlights all of the free library resources for which people typically pay
- Promote the collection and collection services
  - Create/Provide lists useful to patrons to assist them in finding interesting titles
  - “If you like,” lists available at libraries and website “What’s New” with starred reviews
  - TV monitors placed in the library to show book trailers, announce programs, and show staff recommendations that have been posted on GoodReads (include all areas of service)
  - Make public aware that requests for collection are welcome; make it easy to do so
- Continue to collaborate with community organizations to create programming opportunities for the library
- Continue to select and cultivate compatible community partnerships for the promotion of services and programs
  - Develop a calendar of community events with deadlines for participating, contact person, etc, participating in select community events that offer opportunities for promotion of services (includes fairs, festivals, etc., and the bookmobile in parades)
- Continue to build and maintain relationships with local news media to ensure coverage of library events and needs; get as many photos of well-attended and overcrowded events in the newspaper as possible to emphasize need for larger building
- Improve community awareness of both the bookmobile and home delivery service to reach those who might benefit from them (print flyer and social media)
- Promote specific segments of the collection to assure that borrowers with specific needs are aware of the library’s offerings
- Establish a speaker’s bureau from among staff and board to promote specific library services or programs to clubs, organizations, agencies, etc.
- Promote library card sign-up at all programs (have forms available for immediate use)
- Provide exhibits, displays, bibliographies of library materials to supplement any program offered in the library
- Continue to collect stories of “real life” examples of how the library has positively impacted the lives of people in Marion County; communicate these to elected officials whenever appropriate
- Develop the staff to be front-line marketers

**Objective: To effectively promote products and services via technology, including expanding their presence in current social media, with a 25% increase in usage by June 30, 2019**

**Activities:**

- Provide a variety of opportunities for patrons and staff to learn about library services and programs, tailoring to target audiences as needed
- Create a video presentation for upcoming library programs and services to continuously play on television screens placed in key areas of the library
- Create alerts/notifications to inform patrons of services/events to be delivered by various methods (phone, email, text, etc.)
- Continue to use local access television to promote library programs/events
- Monitor feedback from existing social media sources to determine the most effective
- Evaluate investment of staff time for each media source, determining which have the greatest impact, omitting unnecessary duplication of promotional efforts
- Advertise with social media sources to build a strong following
- Aggressively revise library webpage and update at least weekly
- Keep all social media postings current
- Encourage staff and trustees to re-post library posts about library events to their own Facebook wall
- Continue to develop and produce an electronic version of the library's newsletter
- Get library programs/events listed on Chamber of Commerce's website
- Post events on public computer reservation screens
- Utilize participation in Little Free Libraries program as a PR source

## Administrative



*Libraries today are more than just warehouses for books; they are information utilities. Service needs have altered as a result, requiring continuous staff training and a governing board that is aware of its responsibilities to the library and the public. The Library recognizes its governmental accountability to the people and embraces it with full frugality and transparency.*

**Goal: The library will build and sustain a highly professional staff responsive to the needs of library users.**

**Objective: To strengthen the customer service skills of all staff and foster pride and respect for excellent job performance**

**Activities:**

- Provide mandatory customer service training for all staff
- Create a staff recognition program
- Review and implement changes as needed

**Objective: To provide training that enhances the staff's ability to deliver excellent library service**

**Activities:**

- Ensure that all public service staff have the opportunity to attend workshops, classes, and conferences
- Provide in-house support and training through formal training from other staff members, outside trainers, webinars, online training, and other means as appropriate
- Review personnel handbooks/manuals annually with all staff
- Create an orientation program for new employees
- Continue to offer joint training with other local libraries



**Goal: The library will recruit and develop a Board of Trustees knowledgeable in library governance.**

**Objective: To have all board members certified by the Kentucky Department for Libraries and Archives within 6 months of appointment**

**Activities:**

- Board members will individually or collectively view the online training provided by KDLA for their initial certification training
- Encourage attendance at the Kentucky Public Library Association annual conference each spring on the day dedicated to trustee training
- Continue to provide copies of timely articles about current trends in libraries
- Encourage trustees to participate in the electronic discussion group for Kentucky Library Trustees
- Encourage trustees to visit other libraries

**Objective: To recruit new trustees that will make significant contributions to the Board, be representative of all parts of the county, and represent the diversity of the county**

**Activities:**

- Establish a process for recruitment of new trustees
- Maintain a file of potential trustees for future consideration
- Establish a procedure for selection of nominees to the board

**Goal: The library administration will provide careful stewardship of the library's financial and operational resources to make the most efficient and effective use of public funding.**

**Objective: To meet state requirements for submitting reports**

**Activities:**

- Annual Statistical Report to KDLA and County Judge-Executive
- UFIR to Department for Local Government
- Budget to Department for Local Government, County Judge-Executive, & County Clerk
- Annual audit to the Dept. for Local Government
- Annual tax rate certification to County Clerk
- All reports are on file for public viewing at the Library pursuant to KRS 61.870-.884

**Objective: To provide transparency in conducting public business**

**Activities:**

- Provide names and contact information for library board members on the library's website
- List date, time, and location of library board meetings on website and in local media
- Provide approved minutes for viewing on library's website
- Provide library's long-range plan on website
- Establish a feedback option on the library's website
- Publish required information regarding library governance and finances in local newspaper

**Objective: To explore ways for the most efficient and cost effective delivery of library services**

**Activities**

- Decrease paper usage and postage expense through electronic communications whenever possible
- Review library procedures annually to determine how new technologies may improve cost effectiveness
- Maximize library funds by soliciting bids from local banks and financial institutions for library accounts
- Collaborate with other service agencies, when feasible, on community services
- Seek alternate sources of funding when possible
- Promote long-term gift giving to the Library
- Work with the Friends of the Library to increase fund raising



## ACKNOWLEDGEMENTS

### CITIZEN STAKEHOLDERS FOCUS GROUP

Keith Brock

David Clements

Mary Kay Clements

David Daugherty

Jerry Evans

Rose Graves

Molly McMasters

Nancy Shockency

Elma Simpson

Carrie Truitt

Stephanie Weber

### LIBRARY BOARD OF TRUSTEES

Kurt Mattingly, President

Jude Hagan, Vice-President

Amanda Reed, Secretary

Greg Mills, Treasurer

James Spragens, Member-at-Large

### LIBRARY STAFF

Amy Morgeson, Director

Sandy Nunley, Assistant Director

Patty May Brown, Children's Librarian

Elaine Rahn, Young Adult Librarian

Amanda Morgeson, Outreach Librarian

Terry Brockman, Cataloger I

Angela Selter, Cataloger II

Jama Watts, Reference/Genealogy Librarian

Stephanie Smothers, Circulation Librarian

Donna Simpson, Library Aide

Amelia Bradshaw, Library Aide

Morgan Trigg, Library Aide

### PLANNING FACILITATOR

Nelda Moore

## COMMUNITY PROFILE

Marion County (KY) has a total area of 347 square miles, of which 343 square miles (or 98.9%) is land and 3.9 square miles (or 1.1%) is water. The county seat, Lebanon, is located at 37°34'14"N 85°15'23"W.

According to the United States Census Bureau, the 2010 population of Marion County was 19,820 residents, with 7,358 households. Householders living alone made up 27% of all households. 97.4% speak English only, with 2.1% speaking Spanish only.

Population distribution, with median age of 38.4, was:

|             |       |         |       |
|-------------|-------|---------|-------|
| under age 5 | 6.8%  | 35-54   | 29.2% |
| 5-14        | 13.6% | 55-64   | 11.9% |
| 15-19       | 7.2%  | 65-84   | 11.1% |
| 20-34       | 18.9% | over 85 | 2.3%  |

The median income for a household was \$46,440. The median earnings for workers was \$23,990, with 17% below the poverty level. 75.4% of workforce lives in the county; 23.9% commute to work out-of-county; 3.6% work at home. The mean travel time to work was 21 minutes. The unemployment rate for Marion County is 4.8%, while it is 6.2% for Kentucky.

The percent of residents with a high school diploma or higher was 81.5%; with a bachelor's degree or higher was 13%.



## LIBRARY PROFILE

The Library is open Monday through Saturday for a total of 51.5 hours per week. It houses over 43,000 books and circulates more than 93,000 items annually. Each year more than 97,000 visits are made to the Library and more than 9,300 people attend special programs. On average, over 6,500 reference questions are answered annually.

The Library moved to its current location at 201 East Main Street in 1970. Additions and renovations were made in 1993 that doubled the size of the building. The current 11,200 square foot building, in addition to housing a collection of relevant materials, provides community meeting space and high-speed Wi-Fi connection.

While library service was first provided by the Lebanon-Marion County Woman's Club in 1923, the Marion County Public Library was established as a special taxing district in 1966 and is supported with funds generated primarily from property taxes.