

Mason County Public Library



Strategic Plan – 2015-2020

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Executive Summary

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

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

To evaluate the library and help plan for the future, input was gathered from the Board, staff, and the community to discuss the strengths, weaknesses, and potential goals for the library. The board and staff completed online surveys. Printed surveys were distributed in the library to patrons, and an online survey was placed on the library's website. In addition to surveys, three public input meetings were held to gather input. Overall Response to the surveys was excellent with over 200 total responses being received.

No glaring library deficiencies were identified as a result of the Board, staff, and community input. However, common themes were identified. Both staff and patrons indicated that library programs and the area of materials collection need evaluation and improvement. Many patrons suggested that the library needed to market special services and programs more heavily. Technology was frequently mentioned, not as a negative but as an issue for the future. Finally, finding new ways to use the available space in the library or add to the library was a frequent suggestion.

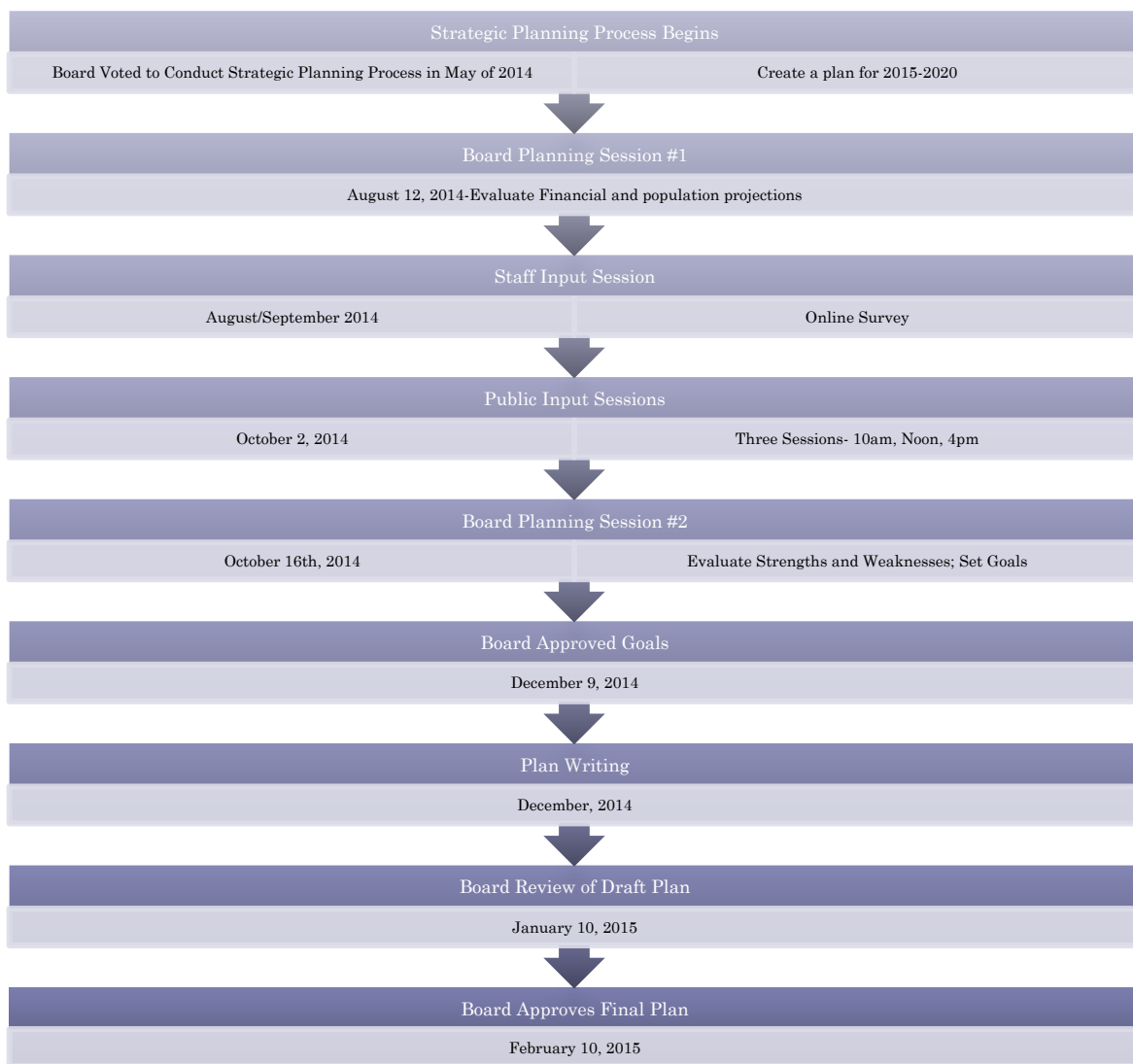
The community input sessions showed great support and appreciation for the many programs and services of the library. The library's usage statistics show that the community values and uses the library's resources.

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

Timetable

The Board of Trustees of the Mason County Public Library determined the need for expanded strategic planning during the 2014-2015 budgeting process and allocated funds to hire a planning consultant. The Board voted to hire Miller Consulting Group, LLC to lead the process for creating a strategic plan for 2015-2020 and to assist with the Board’s creation of the complete plan document. The Board approved the following timetable.

Strategic Planning Process



Methodology

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



Strategic Plan Timeframe

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

Evaluation of Future Income and Expenses

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

Role of Consultant

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

Library Mission Statement

The Library Board of Trustees reviewed the Mission Statement for the Mason County Public Library. They re-affirmed the Mission Statement. The strategic plan reflects this Mission Statement.

Mission

The Mission of the Mason County Public Library is to inspire lifelong learning, advance knowledge, and strengthen our community.

Kentucky Public Library Standards

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

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

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

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

The Seven Standards are:

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

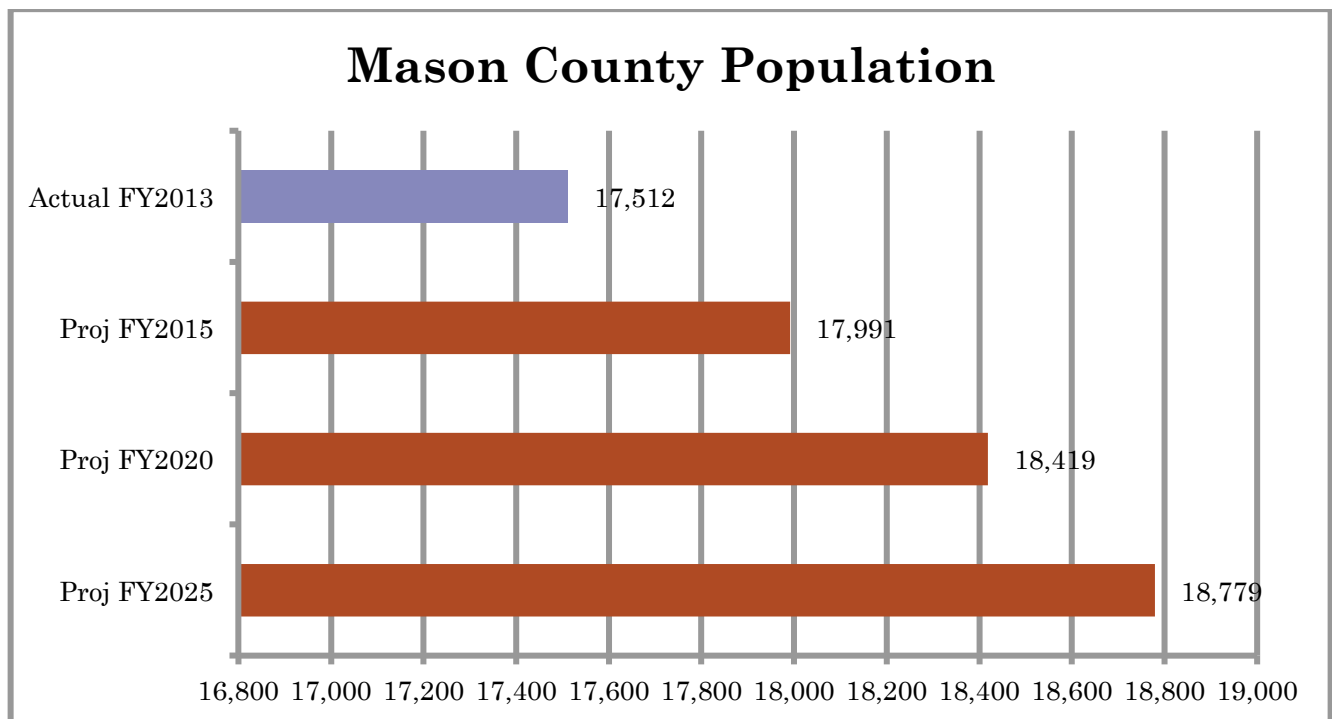
The entire standards document is available at:

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

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

Evaluation of Population Growth and Distribution

Using data provided by the Kentucky Data Center at the University of Louisville and by the United States Census Bureau, the Library Board looked at population projections for 2015, 2020 and 2025. Mason County is projected to grow at a slow pace. Barring a significant event, there are no indicators of quick growth in the future. The current estimated population is 17,512. The population is projected to grow to only 18,779 by 2025. While the growth is not significant, it is steady and will impact the needs and services of the library.



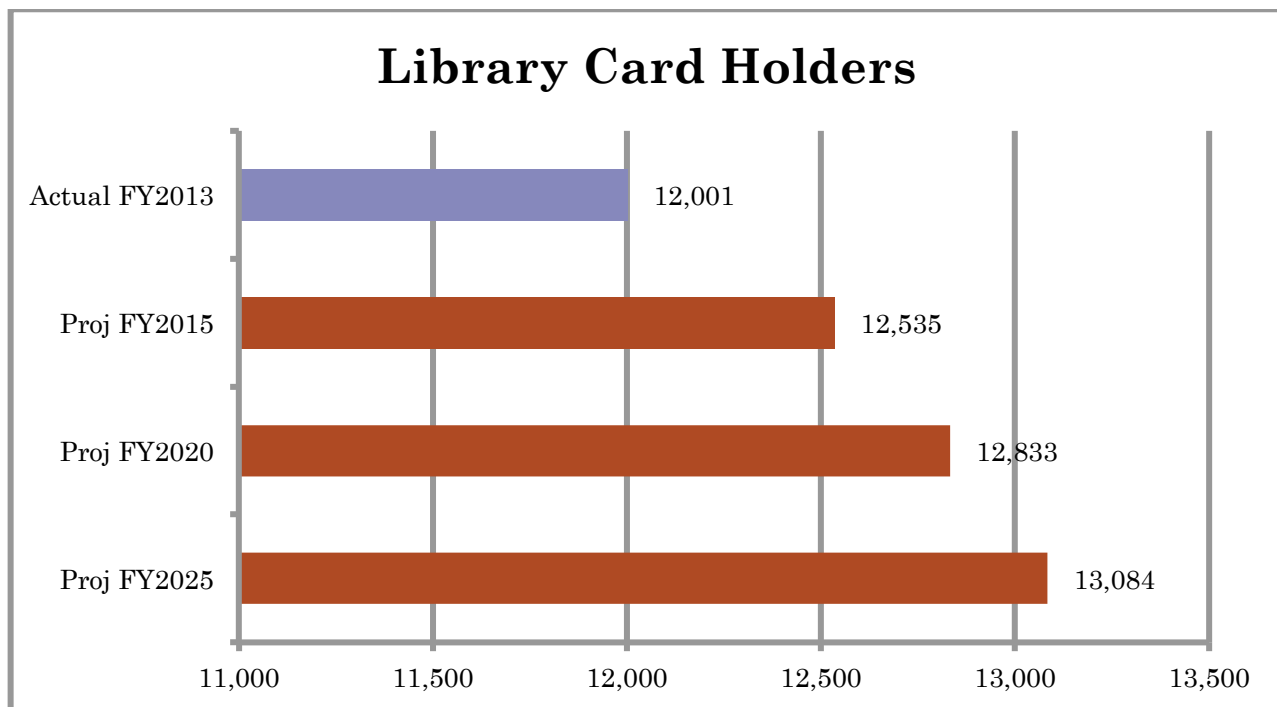
Source- US Census Projections/Kentucky Data Center

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

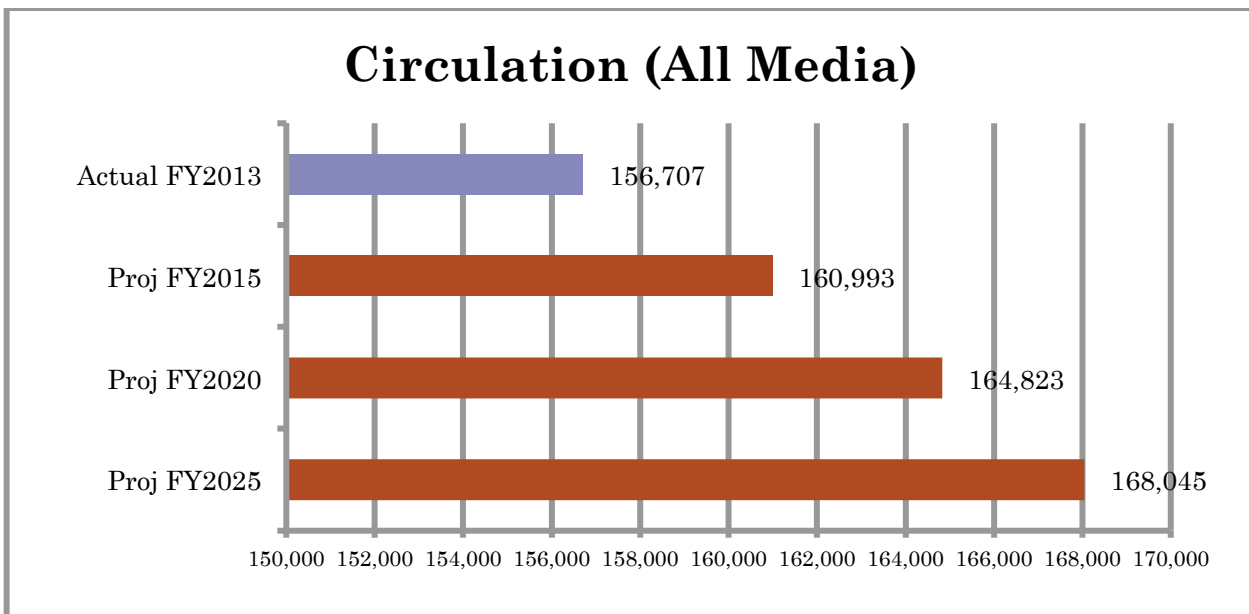
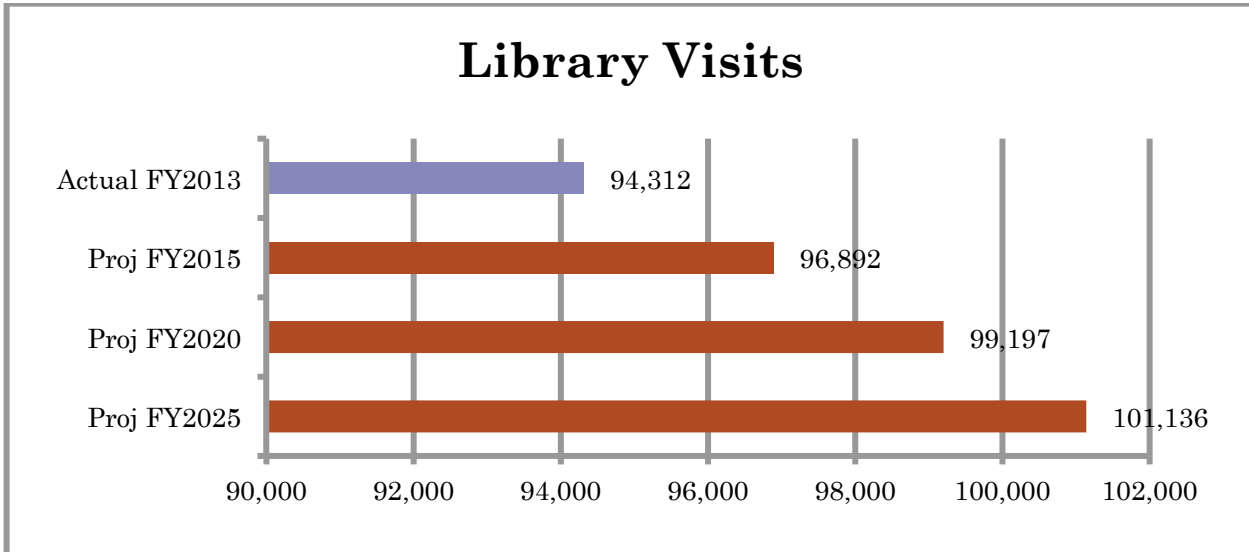
Library Usage

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

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



Library Usage-Continued



Community Input

The Library Board and Library Director asked that the strategic planning process include input from the staff and the community. An online survey was used to solicit input from the board and the staff. The staff suggested many new ideas and identified several opportunities for internal improvement. The Board and Library Director reviewed all suggestions from the staff.

Three input sessions were held at the library to solicit ideas and opinions from residents of Mason County. Public input was also sought through the use of survey cards and an online survey. Over 200 individuals either participated in the meetings or completed surveys.

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

Meeting Type and Date

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

Board and Staff Input Survey
August/September

Community Input Sessions
October 2, 2014, 10a.m., Noon and 4pm (three sessions)

Community Input through Card and Online Surveys
September/October 2014

S.W.O.T Analysis

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

The S.W.O.T. analysis was conducted using an open and inclusive process. All persons in attendance were invited to contribute any idea with the understanding there would be no judgment of merit and no criticism. All input from each session was combined and collated to provide the Library Board with a complete list of all strengths, weaknesses, opportunities, and threats that were mentioned. At a planning session on October 16th, 2014, the Library Board evaluated the entire list. Using the frequency of mention and by combining like statements into categories, the Board developed the lists of Strengths, Weaknesses, Opportunities, and Ideas presented on the following pages.

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

Strengths

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

- Staff
- Technology
- Collection
- Facility/Location
- Programs
- Customer Service

Weaknesses

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

- Facility
- Collection
- Marketing
- Programs
- Technology

Opportunities and Ideas

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

- Programs
- Facility
- Technology
- Marketing

Threats

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

- Technology- Changing technology is difficult to keep up with and makes it easier for patrons to get services without using the library
- Lawsuits against other libraries that may impact all libraries
- Funding-Possible changes in state and local laws that impact funding

Goals

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

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

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

Ongoing Process

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

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

Goal #1- Facility

Create a comprehensive Facility Plan to improve, enlarge and update the current library facility.

Action Item	Assigned to:	Due date:
Create a facility review committee- representative from staff, trustees and patrons	Valerie Zempter Board of Trustees	5/2015
Budget money in 2015-2016 budget to hire an architect	Valerie Zempter	5/2015
Facility review committee begins meeting	Facility Review Committee	7/2015
Hire an Architect	Facility Review Committee	NLT 10/2015
Evaluate current facility, determine possible additions/renovations	Facility Review Committee Architect	11/2015-2/2016
Present recommendations to the Board	Facility Review Committee Architect	March Board meeting 2016
Evaluate recommendations for inclusion in future budgets	Board of Trustees Valerie Zempter	4/2016-5/2016
Public meetings, final plan approval, date to issue construction RFP and construction	Board of Trustees	After 7/1/16

Goal #1

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

Goal #2-Programs

Evaluate all Library programs to determine the need for expansion or change.

Action Item	Assigned to:	Due date:
Assign staff program leader to lead evaluation process	Valerie Zempter	5/2015
Create task force to evaluate all programs	Valerie Zempter, Staff Team leader	7/1/15
Evaluate all current programs for need and relevance. Involve Director, staff, and patrons	Staff program leader Task Force	7/1/15-9/1/15
Evaluate possible new programs for need and relevance. Involve Director, staff, and patrons	Staff program leader Task Force	7/1/15-9/1/15
Present findings, recommendations to Director for review	Staff program leader Valerie Zempter	9/1/15
Present findings, recommendations to board for review	Valerie Zempter Staff program leader	9/15/15
Implementation programs with no budgetary impact	Valerie Zempter Staff program leader	NLT 1/2016
Recommend changes for inclusion in budget	Valerie Zempter	4/2016-5/2016
Implement programs that require additional funding	Valerie Zempter Staff program leader	7/2016

Goal #2

Strengths Used	Weaknesses Addressed	State Standards Addressed
Staff	Programs	Services
Programs		Collections
Customer Service		Governance & Admin
		Marketing

Goal #3- Technology

Create a technology plan to address the current state of the Library’s technology and to plan for the future needs of our staff ant patrons.

Action Item	Assigned to:	Due date:
Name a staff leader to create technology plan	Valerie Zempter	7/15/16
Evaluate current needs and status of technology And create a technology plan.	Valerie Zempter Staff leader	8/1/16-2/28/17
Deliver draft plan to the board	Valerie Zempter Staff leader	3/1/17
Board adopts technology plan	Board of Trustees	NLT 4/17
Inclusion in 2017-18 budget for full implementation	Valerie Zempter Board of Trustees	5/2017
Full implementation	Valerie Zempter	7/1/17-6/30/18

Goal #3

Strengths Used	Weaknesses Addressed	State Standards Addressed
Staff	Technology	Technology
Technology		Collections
Customer Service		Governance & Admin

Goal #4- Marketing

Create an all-inclusive marketing plan to promote the services of the library to current and potential patrons.

Action Item	Assigned to:	Due date:
Create a marketing plan and present to the board for consideration	Valerie Zempter	3/1/15
Incorporate marketing plan into 2015/2016 budget	Valerie Zempter Board of Trustees	5/2015
Full implementation	Valerie Zempter Staff	7/1/15-12/30/15

Goal #4

Strengths Used	Weaknesses Addressed	State Standards Addressed
Staff	Marketing	Marketing
Collection		Collections
Programs		Governance & Admin
Technology		
Facility		
Customer Service		

Goal #5-Collection

Evaluate the Library's collection to determine the need for expansion or change

Action Item	Assigned to:	Due date:
Assign staff program leader to lead evaluation process	Valerie Zempter	7/1/17
Evaluate current collection for need and relevance. Involve Director, staff, and patrons	Staff program leader	7/1/17-12/31/17
Evaluate possible additions to collection. Involve Director, staff, and patrons	Staff program leader	7/1/17-12/31/17
Present findings, recommendations to Director for budget consideration	Staff program leader Valerie Zempter	1/2018
Recommend changes for inclusion in budget	Valerie Zempter	4/30/18
Implementation	Valerie Zempter Staff program leader	7/1/18

Goal #5

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

Resources

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

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

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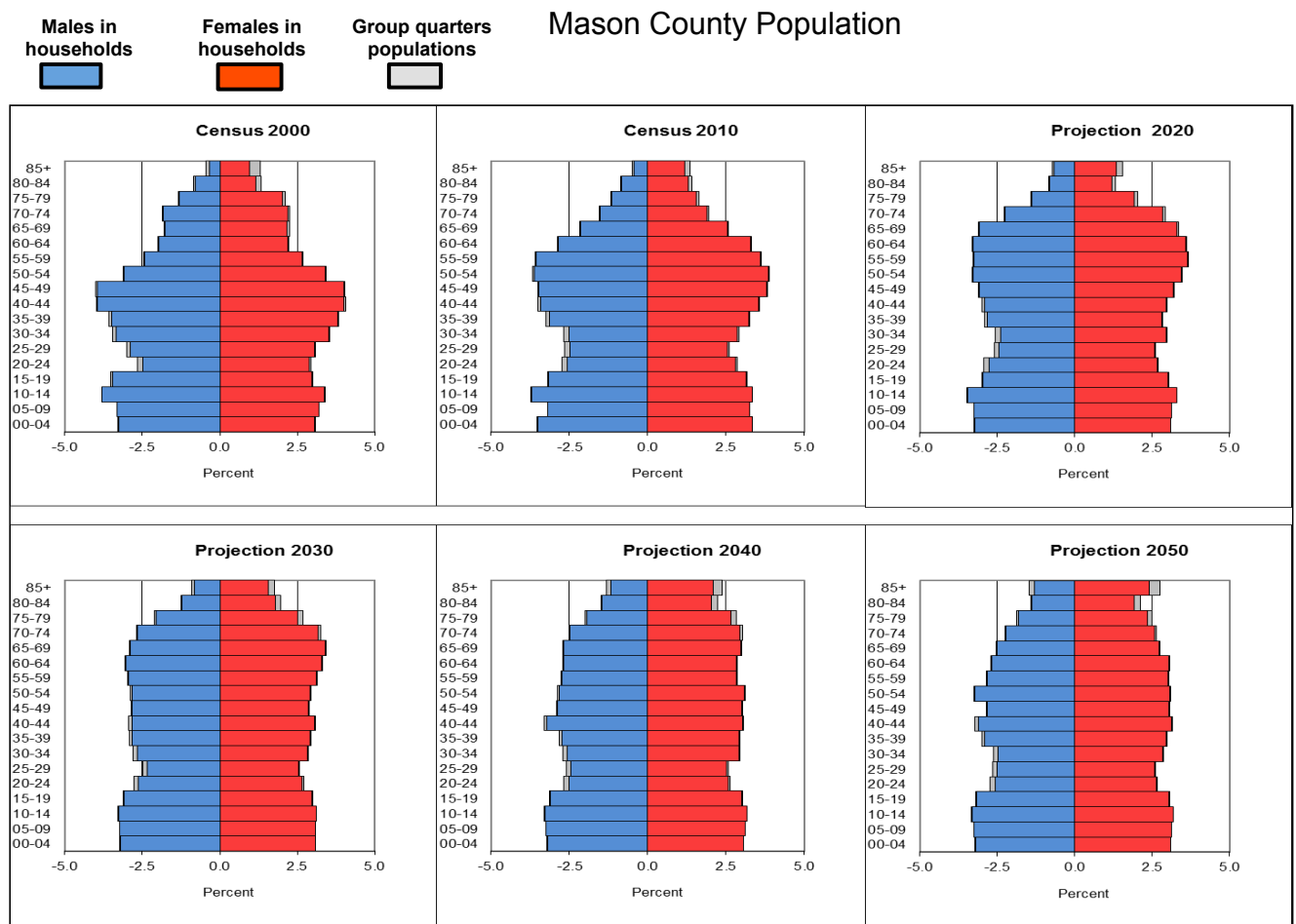
Appendix #1- Population Projections

Total Population, Census 2000 and 2010, Projections 2015-2050: State, ADDs, and Counties										
	Census 2000	Census 2010	2015	2020	2025	Projections				
						2030	2035	2040	2045	2050
Kentucky	4,041,769	4,339,367	4,509,429 3.92%	4,672,754 3.62%	4,820,390 3.16%	4,951,178 2.71%	5,063,331 2.27%	5,162,292 1.95%	5,254,876 1.79%	5,349,720 1.80%
Mason	16,800	17,490	17,991 2.86%	18,419 2.38%	18,779 1.95%	19,031 1.34%	19,193 0.85%	19,265 0.38%	19,308 0.22%	19,351 0.22%
ADD										
Buffalo Trace	55,229	56,478	57,508 1.82%	58,306 1.39%	58,798 0.84%	58,876 0.13%	58,625 -0.43%	58,128 -0.85%	57,517 -1.05%	56,880 -1.11%

Provided by Miller Consulting Group, LLC

Kentucky State Data Center, University of Louisville, 2011

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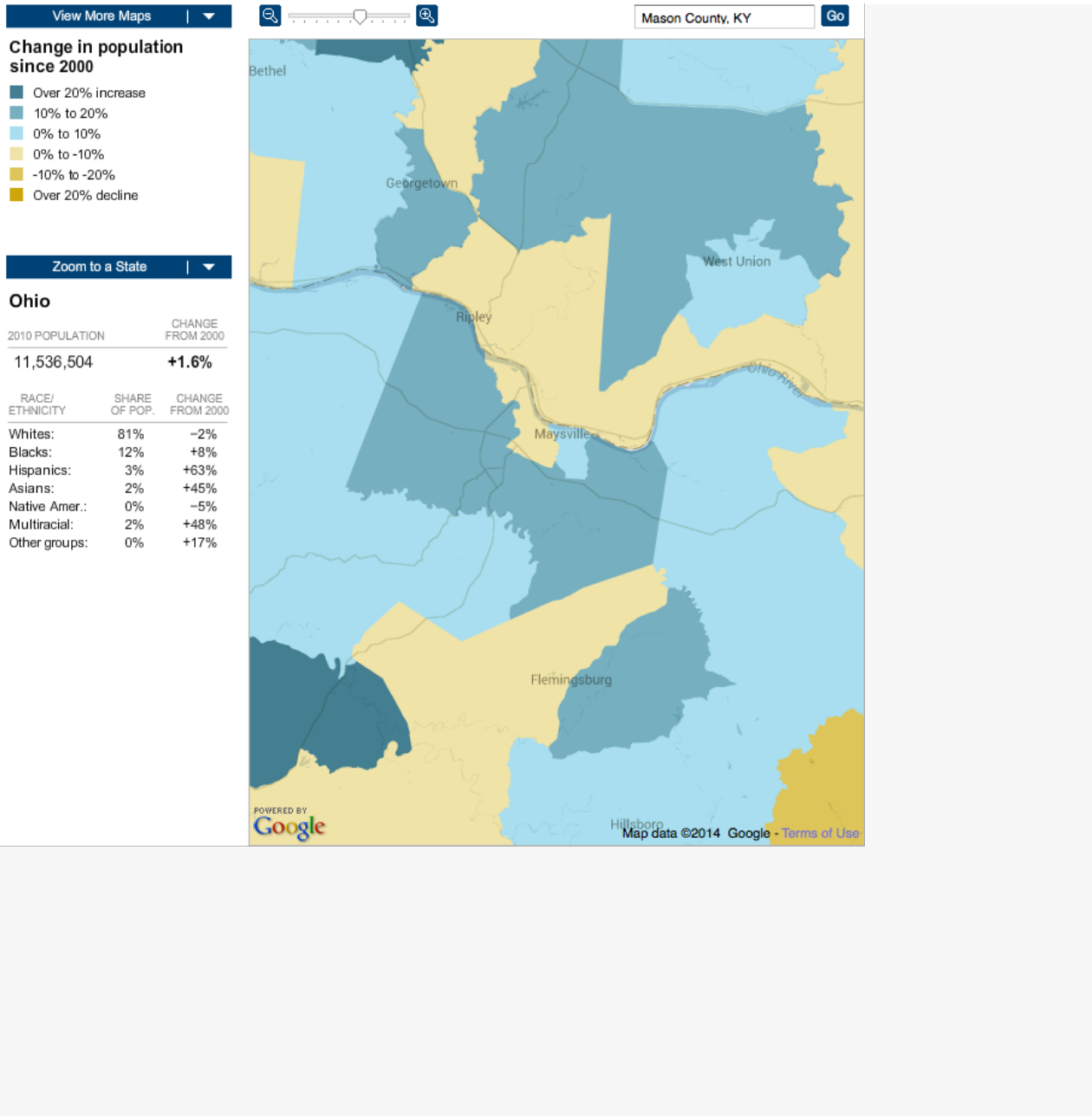
Sex-age data are shown as percent of total population.
 Kentucky State Data Center, University of Louisville, September 2011
 Provided by Miller Consulting Group, LLC

The New York Times

Mapping the 2010 U.S. Census

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Browse population growth and decline, changes in racial and ethnic concentrations and patterns of housing development.



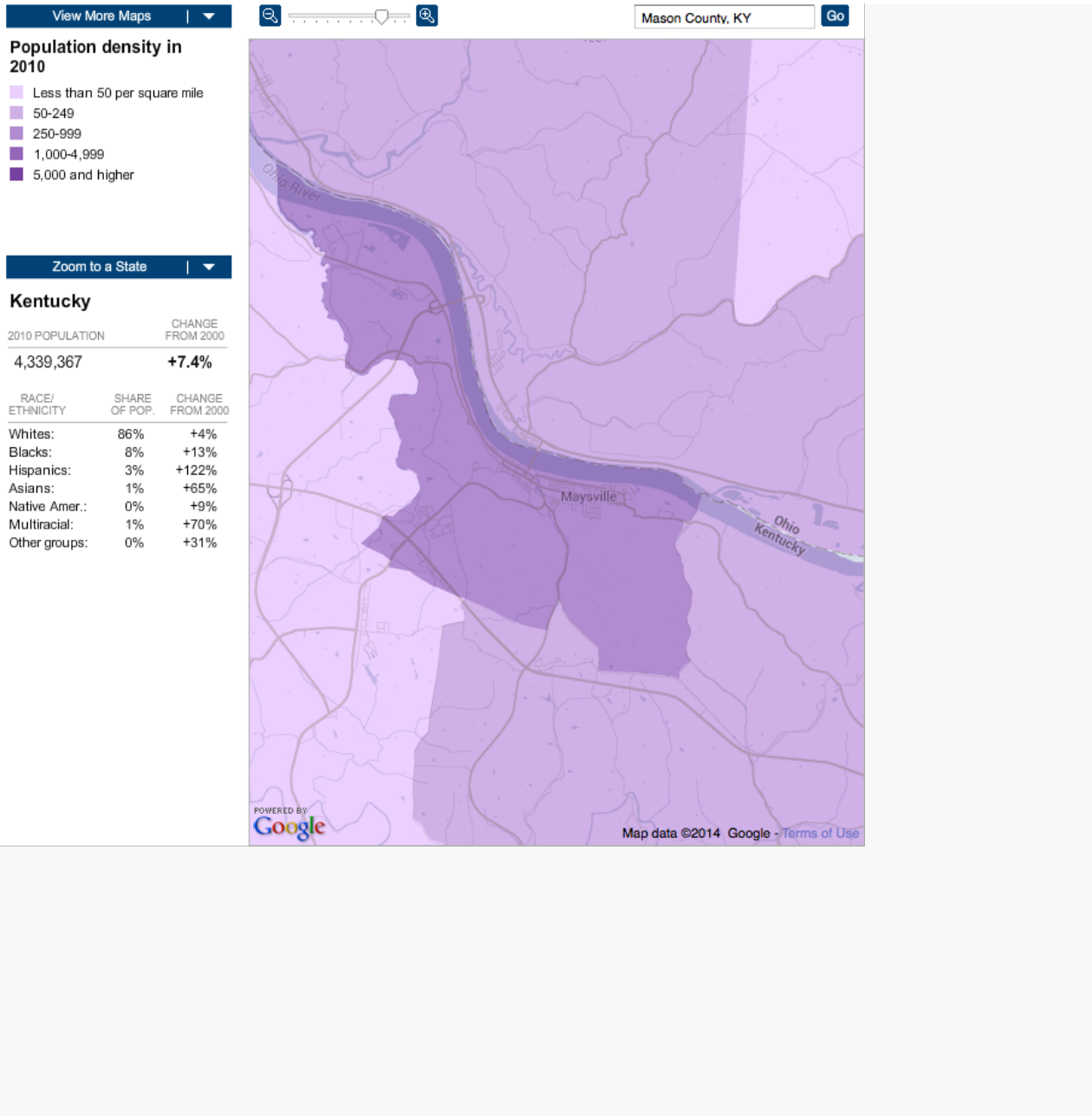
By MATTHEW BLOCH, SHAN CARTER and ALAN McLEAN | Source: Census Bureau; socialexplorer.com

The New York Times

Mapping the 2010 U.S. Census

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Browse population growth and decline, changes in racial and ethnic concentrations and patterns of housing development.



By MATTHEW BLOCH, SHAN CARTER and ALAN McLEAN | Source: Census Bureau; [socialexplorer.com](#)

Appendix #2 – Library Usage Statistics

Mason County Public Library
Usage Statistics: FY2013
Projected Statistics: FY2015 / FY2020 / FY2025

YEAR	Mason County Population			# Library Card Holders			# Library Visits		
	Projected Population	Estimated Population	Projected 5-year %PopChange	Projected # Card Holders	Actual # Card Holders	# Card Holders as%ofPop	Projected Visits	Actual Visits	Avg Visits per Resident
(1) FY2025	18,779		2%	13,084			101,136		
(1) FY2020	18,419		2%	12,833			99,197		
(1) FY2015	17,991		3%	12,535			96,892		
FY2013		17,512			12,201	70%		94,312	5.4

YEAR	# Meetings			Internet Usage			Circulation (All Media)		
	Projected Meetings	Actual Meetings	Avg Meeting per Resident	Projected Internet Use	Actual Internet Use	Avg Internet Use per Resident	Projected Circulation	Actual Circulation	Avg Circulation per Resident
(1) FY2025	173			31,752			168,045		
(1) FY2020	169			31,144			164,823		
(1) FY2015	165			30,420			160,993		
FY2013		161	0.01		29,610	1.69		156,707	8.95

YEAR	Programs			Attendance per Program		
	Projected Programs	Actual Programs	Avg Program per Resident	Projected Attendance	Actual Attendance	Avg Attendance per Program
(1) FY2025	342			8,523		
(1) FY2020	336			8,360		
(1) FY2015	328			8,165		
FY2013		319	0.02		7,948	25

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

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

Miller Consulting Group, LLC-

Mason County Public Library Projection