

## **Paris-Bourbon County Library Strategic Plan 2021 – 2026**

*“Whatever the cost of our libraries, the price is cheap compared to that of an ignorant nation.” — Walter Cronkite*

*“The library is the community canvas on which everyone can paint their ideas, hopes and dreams.” – Staff Comment*

### **MISSION**

The Paris-Bourbon County Library ignites a lifelong commitment to the joy of learning, the value of literacy, the importance of equality and opportunity, and the power of knowledge among people of all ages.

### **VISION**

In five years, the Paris-Bourbon County Library will be the community’s center for lifelong learning by offering diverse, innovative and interesting materials, programs and services that ignite the imaginations of persons of all ages.

### **GOALS AND STRATEGIES**

1. Enhance and adapt the types, delivery times, and delivery locations of programs offered to address the needs and interests of an increasingly diverse community.
  - Periodically evaluate the functioning of existing programs based on performance criteria.
  - Where cost effective and mission supportive, continue the on-line and other services offered in response to COVID - 19 restrictions.
  - Where cost effective, continue to enhance the physical services (e.g., curbside services) available to all the communities in Bourbon County.
  - Link reading to innovative learning activities that are challenging for youth and families.
  - Continue to enhance services to non-English speaking and immigrant residents through partnerships with community organizations.
  - Expand into the arts and music community of Bourbon County with collaborative services and programming/events.
  - Enhance the utilization of the library as a public space and continue to increase community involvement with and through the library.
  
2. Increase the focus on literacy including building relational (soft skills), computer literacy and other knowledge-based work force skills.

- Identify barriers to adult and youth participation in literacy programs and seek ways to overcome them.
- In partnership with local industries and businesses, enhance workforce development programming.
- Explore grant opportunities for literacy programs solely or in partnership with other organizations.

3. Enhance the marketing of the facilities and services of the Library as well as its impact on the quality of life in the community.

- Deliver effective messages on the diversity of programs and services available through the library.
- Enhance and market the technology services of the Library.
- Use multiple media to deliver marketing information.
- Continue to market the multiple values of the services and resources provided by the library.
- Develop and market legacy giving informational packets.
- Enhance access to information and training for board members to increase awareness of the library, its services, its needs, and its successes.

4. Enhance Library operations (i.e., infrastructure, policies, practices, staffing) to maximize efficiency and customer satisfaction

- Adopt a definition for what would be an efficient public library operation with measurement criteria.
- Adopt strategies to maximize the efficient use of existing library space.
- Begin exploring the addition of new space to the physical plant of the library.
- Increase the use of volunteers to deliver programs and services and, provide opportunities for community members to experience personal growth through volunteerism.
- Develop a staffing plan that integrates new full and part time staff as well as volunteers.
- Evaluate the potential revenues and costs of operating a coffee shop and small gift shop featuring local authors and artists in partnership with local businesses.
- Conduct annual reviews of the plan.

## Strategic Plan 2021 – 2026

| <b>GOAL 1</b>  |   |
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| <b>Expand the types, delivery times, and delivery locations of programs offered to address the needs and interests of an increasingly diverse community.</b> |   |
| <b>Strategies</b>  | <b>Tactics</b>  |
| Periodically evaluate the functioning of existing programs based on performance criteria   | <p>Establish criteria for evaluating the performance of Library sponsored programs</p> <p>Every new program or activity implemented by the library should have performance-based criteria identified</p> <p>Determine the time period for failing to meet performance criteria before the program is suspended or ended</p> |
|  | Evaluate the costs and benefits of new programs using performance-based criteria  |
| Where cost effective and mission-supportive, continue the on-line and other services offered in response to Covid 19 restrictions                            | Sustain and increase the use of video and livestreaming for library programming   |
|  | Enhance access to virtual meeting rooms through the library as a service to the community   |
|  | Maintain and expand cloud printing as well as the virtual classes and take greater advantage of social media and livestreaming or cloud delivery functions in order to assure those with limited transportation or time flexibility can access our services   |
|  | With agreement from partners, maintain the library's hot spots around the county  |
|  | Continue to implement digital format options as they are available, affordable, and desirable   |
| Where cost effective, continue to enhance the physical services (e.g., curbside services) available to all the communities in Bourbon County                 | Develop an agreement with local/state officials on how books can be made available to inmates at the local jail   |
|  | Discuss with residents from Millersburg, North Middletown and Centerville their interest in having access to the county library's resources in their communities  |
|  | Conduct an analysis of the differential costs/benefits of the   |

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|  | library's outreach vehicle vs. a traditional bookmobile vs. mini-library space in these communities  |
| Continue to enhance services to non-English speaking and immigrant residents through partnerships with community organizations                     | Enlist the assistance of volunteer translators (e.g., students pursuing language degrees at nearby Universities) to collaborate with non-English speaking and immigrant residents in the design of desired programs  |
|  | Develop a "cheat sheet" of frequently asked questions in English and Spanish for use of staff at the circulation desk<br><br>Prepare a bookmark or handout in Spanish that explains the services offered<br><br>Where appropriate, use multi-language signage throughout the library |
|  | Continue the efforts to either hire a bilingual staff member or identify a bilingual volunteer   |
|  | Explore ways for the Library to offer paid internships for bilingual students  |
|  | Identify opportunities to partner with ESL programs in the region  |
| Expand into the arts and music community of Bourbon County with collaborative services and programming/events                                      | Evaluate the costs and benefit of a musical instruments lending program  |
|  | Collaborate with local musicians to encourage use of the Library's resources to share their skills and songs (e.g., post music videos on the library's web site)   |
|  | Leverage staff and/or volunteer knowledge and expertise to provide assistance on videography and music/video editing   |
|  | Provide opportunities for youth and adults to become active in storytelling, writing, photography, videography and other forms of creative activity  |
|  | Host events (e.g., Music on the Front Lawn, at the Farmers Market) as a spring board for music related activities  |
| Enhance the utilization of the library as a public space and continue to increase community involvement <u>with</u> and <u>through</u> the library | Collect ideas from other public libraries on programs designed to increase community interaction and learning (e.g., Post virtual tours of local businesses to introduce people to the business and their products and services)   |

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|   | Take advantage of the library as a neutral environment to host Community Conversations focused on racial and social justice, diversity, inequality in educational opportunities and access to healthcare, and cultivating a safe environment for all peoples   |
|   | Encourage the use of the library and its resources to document community and family histories, e.g.: <ul style="list-style-type: none"> <li>• Father/son or grandfather/grandson oral history; free scanning of family/community photos)</li> <li>• Continue to collect oral/video histories and place on the Bourbon County Digital Library</li> <li>• Offer an oral blog that highlights information about the community, its history, culture, economy</li> </ul>   |
|   | Develop and implement programs that emphasize social interaction or family activities, e.g.: <ul style="list-style-type: none"> <li>• Host a bird watching club where people could check out a book and binoculars and then meet once a week live online or in person to share what they have seen and where</li> <li>• Family movie/book nights where kids can make cars out of boxes and then sit in the cars to watch a movie as a family with the option of taking the book on which the movie is based home</li> <li>• Periodically host a family computer games night that combines gaming with a learning activity</li> <li>• Create more senior programs to encourage social interaction and information exchange often over a shared activity</li> <li>• Offer a local history dinner series</li> <li>• Organize and host “crafternoon Tea” where you work and learn with others on a craft and this can be done on Zoom if needed</li> </ul> |
| <b>GOAL 2</b>   |  |
| <b>Increase the focus on literacy including building relational (soft skills), computer literacy and other knowledge-based work force skills.</b> |  |
| <b>Strategies</b>   | <b>Tactics</b>   |
| Identify barriers to adult and youth participation in literacy programs and seek ways to overcome them  | Utilize key informant interviews to identify barriers to participation in literacy programs and evaluate strategies for addressing barriers  |
|   | Ensure that volunteers are available to provide child care for participants in adult literacy classes  |
|   | Offer early child and youth reading programs at the same time as adult literacy programs   |

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|   | Encourage the inclusion of technology components (stop animation, coding, etc.) in learning activities.   |
|   | Celebrate literacy achievements by youth and adults with different types of promotions such as a Bourbon County Reading competition where the entire community seeks to attain a goal of number of books read |
| In partnership with local industries and businesses, enhance workforce development programming  | Continue to offer formal computer classes as well as one-on-one computer support and expand to new initiatives  |
|   | Intensify workforce development efforts in North Middletown and Millersburg by providing opportunities for Internet connection and basic computer skills.   |
|   | Partner with local business and other organizations to offer soft skills programs/ classes  |
|   | Evaluate the costs and benefits of a mobile computer lab  |
|   | In partnership with Bourbon County Extension, local financial institutions and other organizations, offer programs that build financial literacy in the community   |
|   | In partnership with the Paris-Bourbon County EDA, assess the interest of local industries in offering bilingual literacy or ESL classes for their employees   |
| Explore grant opportunities for literacy programs solely or in partnership with other organizations   | Implement a themed literacy event reflecting the history and diverse cultural heritage of the community   |
| <b>GOAL 3</b><br><b>Enhance the marketing of the facilities and services of the library as well as its impact on the quality of life in the community</b> |   |
| <b>Strategies</b>   | <b>Tactics</b>  |
| Deliver effective messages on the diversity of programs and services available through the library  | Adopt and implement the draft PR and Programming guide  |
|   | Increase the on-line visibility of the library and its programs and resources with website enhancements (e.g., visible request a book, or an audio recording or a video)                                      |
|   | Continue to utilize the library's web site as a resource for services provided by other groups in community   |

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|  | <p>Create coordinated messages on the functions of the library as:</p> <ul style="list-style-type: none"> <li>• A “<u>business center</u>” where people come to send faxes, make copies, apply for a job, prepare a resume, get information on starting a business, or tax preparation forms printed free of charge. The library also offers access to high speed internet</li> <li>• A “<u>research/study center</u>” with access to research resources and physical space for individual and small group study and discussion</li> <li>• A “media center” with free music, DVD and other resources for entertainment and learning.</li> <li>• Other messages might be: <ul style="list-style-type: none"> <li>○ A “literacy center”</li> <li>○ A “garden information center”</li> <li>○ An “opportunity center”</li> </ul> </li> </ul> |
| Enhance and market the technology services of the Library                                    | Increase utilization of the library’s social media and cloud storage solutions   |
|  | Explore the returns on seeking a grant with partners to purchase a larger scanner to enable preservation efforts and accommodate the digitization of larger media  |
| Use multiple media to deliver marketing information  | Use push email weekly alerts to provide bulleted information with hot links  |
|  | Re-institute the Library’s newsletter and publish on-line  |
|  | Insure information resources are available both on-line and hard copy  |
|  | Continue to place ads in the newspaper and use the "Library Corner" in the local newspaper (once a month) to promote upcoming events, library resources and offer at least 12 book reviews   |
|  | Place staff book recommendations on the library’s web site   |
| Continue to market the multiple values of the services and resources provided by the library | Specifically market the library's programs in cooperation with the Paris-Bourbon County EDA and the Chamber of Commerce  |
|  | Develop an "elevator statement" for local taxpayers that indicates for X dollars in library taxes, every household receives services worth at least y dollars and has access to Z dollars of resources through the library   |

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|  | Continue to list library events on the Chamber of Commerce calendar  |
|  | Using a Story Corps model, offer opportunities for people to share conversations on important memories and life events (e.g., earliest memories of coming to library)  |
| Develop and market legacy giving informational packets   |  |
| Enhance access to information and training for board members to increase awareness of the library, its services, its needs, and its successes. |  |
| <b>GOAL 4</b>  |  |
| <b>Enhance Library operations (i.e., infrastructure, policies, practices, staffing) to maximize efficiency and customer satisfaction</b>       |  |
| <b>Strategies</b>  | <b>Tactics</b>   |
| Adopt a definition for what would be an efficient public library operation with measurement criteria   | Potential criteria: <ul style="list-style-type: none"> <li>• Buy-in from clients</li> <li>• Risk levels</li> <li>• Urgency</li> <li>• Needed resources</li> <li>• Ease of implementation</li> </ul>  |
| Adopt strategies to maximize the efficient use of existing library space   | Conduct a space utilization evaluation of existing library space   |
|  | Adopt policies and/or strategies to increase the flexible use of current space   |
|  | Designate a volunteer and/or staff member whose sole responsibility is setting up and taking down the community room   |
| Begin exploring the addition of new space to the physical plant of the library   | In collaboration with other organizations and local governments develop an estimate of needed community meeting room space   |
|  | With staff, the Board and the Friends of the Library develop estimates for additional space needed for: <ul style="list-style-type: none"> <li>• 1 person study</li> <li>• 2-6 person meetings</li> <li>• Listening booths</li> <li>• Program activity rooms/spaces</li> <li>• Expanded teen area</li> <li>• New family program space</li> </ul> |



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|   | <ul style="list-style-type: none"> <li>• New business/office services area</li> </ul>   |
|   | With consultants compare the opportunities and costs of either expanding the existing building or acquiring new space adjacent to the existing building   |
| Increase the use of volunteers to deliver programs and services and, provide opportunities for community members to experience personal growth through volunteerism | Target specific community organizations for volunteers for specific programs/activities based on volunteer job descriptions   |
|   | Identify tasks and responsibilities that can be completed by volunteers with high, medium and low supervision by staff  |
|   | Develop volunteer job descriptions  |
|   | Engage a volunteer coordinator to assist staff in training, booking, and supervising volunteers   |
|   | Establish a volunteer recognition program   |
|   | Explore options for incorporating volunteers into the marketing initiatives   |
|   | <p>Begin the use of an individual asset inventory with patrons and Friends of the Library to clarify opportunities to activate more volunteers with specific skills and interests</p> <p><i>Asset inventory questions</i></p> <ul style="list-style-type: none"> <li>• What do you enjoy doing based on your knowledge and experiences?</li> <li>• Would you be willing to share your knowledge or skills?</li> <li>• How would you be willing to share? <ul style="list-style-type: none"> <li>○ One-on-one mentoring</li> <li>○ Small group tutorial</li> <li>○ Group presentation</li> <li>○ Facilitate group discussion on a topic</li> </ul> </li> </ul> |
| Develop a staffing plan that integrates new full and part time staff as well as volunteers  | <p>Identify gaps in staffing and categorize as:</p> <ul style="list-style-type: none"> <li>• Critical importance</li> <li>• Should have</li> <li>• Would be nice to have</li> </ul>   |
|   | Conduct a staff asset inventory to identify the full range of talents and expertise within existing staff that could be leveraged to address the “should have” or “would be nice to   |

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|   | have” needs  |
|   | Develop a plan for redundancy training so that at least 2 staff are available for critical functions |
| Evaluate the potential revenues and costs of operating a coffee shop, a dinner series or a small gift shop featuring local authors and artists in partnership with local businesses |  |
| Conduct annual reviews of the plan  |  |