

2018-
2023

STRATEGIC PLAN



MRichter

Bath County Memorial Library

2018-2023

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Bath County Memorial Library 2021-2023 Strategic Plan

Introduction

The Bath County Memorial Library began discussing the need for a new strategic plan in 2017. The plan has been reviewed annually with this version being presented in January 2021, in the midst of the Coronavirus pandemic. The Pandemic has caused significant disruption to most if not all local Library activities, and has caused the plan to be reviewed and reassessed.

The Library began a new planning process for the 2018-2023 period by issuing a planning methodology in the fall of the 2017. The planning methodology included the use of surveys, SWOT analysis, and data collection within the community. The goal for this plan was to develop a strategic plan that identified and responded to community needs.

During the planning period a number of staffing changes occurred which changed some of the initial methodology, but not the hoped for goal. Staff positions were reorganized and some staff positions created.

The Library hopes that this Strategic Plan lists goals, that reflect community priorities, which will continue to be important long after the Library has completed this plan cycle. The Library will be focusing on goals that are community based, and provide for specific long term community involvement and development.

The priorities that were identified as the result of the community surveys will determine the goals that the Library sets; and what level of Library involvement and participation in activities, as well as the resources the Library develops to fulfilling those goals.

This strategic plan will be echoed in updated Library procedures and processes and will form the basis for Library methodology in the future. Library priorities are responses to community needs and each goal within those priorities requires the understanding of the objectives that all Library activities should seek to support.

The Library has included a statement of values to ensure that all participants in the community understand the foundational basis which create the priorities for the Library, the associated goals, objectives, and activities.

It is our hope that the Library can be a leader in creating a stronger Bath County.

Michael J. Richter

Director

Statement of Values

We believe that the most important challenges facing Bath County cannot be solved by one organization or institution.

We believe that it will require community cooperation with many organizations and resources from all of them to answer the challenges that are present in our area.

We believe that the Library has a unique role in pursuing positive community change efforts.

We believe that many of the problems that the community is facing are generational in nature and will take long term community effort to effect change.

We believe that the community is stronger when all residents are involved civically and have strong social connections.

We believe that integrating new residents into the community is a priority for the long term health and vitality of our community.

We believe that the community is stronger when local economic opportunities are accessible and communicated to the residents of our community.

We believe that it is important to recognize our past and celebrate our community's heritage.

We believe that strong families are foundational to creating a vibrant community.

We believe that our community is stronger when we establish rigorous educational requirements for our children.

Community Challenges Identified – Results of Community Survey

In the spring and early summer of 2018, the Library began a series of community surveys which were designed to identify significant community challenges in six areas: workforce development, economic challenges, social and community challenges, infrastructure, financial health, and literacy. The Library director and the staff conducted more than forty in person interviews and additionally more than forty online surveys. The results of over eighty surveys were used to identify issues that the community perceived as being important.

The primary challenges that were recurring themes in the surveys included: issues related to families, issues related to economic access, and issues with community collaboration. These three areas covered many of the individual problems that were discussed in the surveys and formed a needs assessment when combined with the statistical data available from government and nonprofit sources.

The community survey questions:

1. What do you feel is the biggest challenge for the Bath County community in workforce development and education? Do you feel that the challenge will be significantly different or change in the next five years? Please take a moment to explain your answer.
2. What do you feel is the most important economic challenge to Bath County? Do you feel that the challenge will be significantly different or change in the next five years? Please take a moment to explain your answer
3. What do you feel is the most important social or community challenge to Bath County? Do you feel that the challenge will be significantly different or change in the next five years? Please take a moment to explain your answer.
4. What do you feel is the most important infrastructure challenge to the Bath County community? Do you feel that the challenge will be significantly different or change in the next five years? Please take a moment to explain your answer.
5. What do you feel is the most important financial health challenge to the residents of Bath County?
6. According to the 2017 Kids Count County Data Book only 29% of kindergartners were "ready to learn" and 50% of fourth graders were proficient in reading. According to the US census only 76% of working age adults in the county have a high school diploma or GED. What do you feel is the biggest challenge to literacy development in Bath County? Do you feel that the challenge you listed will be significantly different or change in the next five years? Please take a moment to explain your answer.

While some survey answers slightly deviated nearly all answers from all respondents were in some way related to the priorities that the library is adopting during this

strategic plan period. The three priorities of healthy families, access to economic opportunity, and community collaboration are directly derived from these surveys.

SWOT Analysis

Early on in the planning period during the fall of 2017, staff and members of the board of trustees were given the opportunity to participate in a SWOT analysis. Some of the listed strengths from the analysis were also conversely weaknesses. A listed strength was that many staff have a long history of service in the library; conversely a weakness was that new ideas were not coming into the library. Some of the definitive needs that emerged are listed below:

Strengths:

Financial: Library is debt free and has positive cash reserves.

Facility: Library facility has been remodeled and is welcoming and inviting.

Staff: Library has a legacy of long term staff tenure.

Services:

- a. Library collections are small but actively used.
- b. Library programming is excellent.
- c. Bookmobile and outreach services are available.

Administration

Board is stable and well informed.

Weaknesses:

Financial: Library has limited ability to raise funds and has no foundation or friends group for additional funding.

Facility: Library facility is over a century old and has several issues regarding maintenance and repair that will be consistent drains on financial resources.

Staff: Staff is not always open to change.

Services:

- a. Library collections are not always available due to loss and replacement time
- b. Library programming is not well publicized
- c. Bookmobile and outreach services are not stable

Administration

Procedures are not clearly written.

Opportunities:

Community is changing and staff have ability to be involved in welcoming new community members.

Threats:

Tax revenues are limited and cannot be counted on for a continual increase; other government agencies have limited understanding of Library functions. Public perception is often variable and is not always supportive of educational and cultural institutions.

Library Priorities Identified:

The results of the community surveys described three priorities for library involvement in the community.

1. **Healthy Families:** The Library recognizes that the community is stronger when families within the community are healthy. A healthy family exhibits long term stability and coping skills when dealing with life events in the following areas: physical health, financial and economic opportunity, emotional and relational issues. A healthy family also prioritizes literacy and educational development. The Library will make it a priority to create an environment and develop services that assist in the development of healthy families. Healthy families require basic traditional literacy skills to function and they also require support in the following areas: relational literacy, financial literacy, health skills literacy (nutritional literacy, physical activity, medical information skills), and educational achievement and growth. Healthy families also require an understanding of their community, its culture, and their history.
2. **Access to Economic Opportunity:** The Library is a partner in promoting economic development and economic access for all residents of the service area. The Library recognizes that individual economic success and local business success are equally important in the development of a vibrant community.
3. **Community Collaboration:** The Library understands that there are many government and non-governmental agencies in the community and that it is important to the community to have access to information available about their community. The Library also recognizes that in working together, many groups could accomplish more than they do apart. The Library realizes that it is important to create strong relationships between community stakeholders.

Library Resources

Facilities

The Bath County Memorial Library operates two locations in the county, the main library in Owingsville and a second location in Sharpsburg. The Library owns the furnishings for both locations. The Library owns the building in its main location in Owingsville. The Library also owns 17 acres of property within the City of Owingsville. The Library has a full service facility with meeting rooms. The Library also has a bookmobile.

Staff

The Library has 6 full time staff and 6-part time staff. 3 staff members hold advanced degrees in Library Science. The Library has an average of 360 hours of staffing per week with a maximum of 18,720 hours per year.

Services

The Library offers a traditional suite of full service library activities. The library also offers computers and high speed internet access. The Library has a considerable collection of local genealogy and local history resources.

Library Funding

The library is primarily funded by tax revenue derived from within the service area. Additionally, the Library has supplementary income from other sources including state and federal government programs.

Library Responses to Community Challenges

The Bath County Memorial Library responses to community challenges are derived from the service responses identified by the Public Library Association and the publication *Strategic Planning for Results* by Sandra Nelson. A service response is what a Library does for, or offers to, their community in an effort to meet a set of well-defined community needs. There are potentially 18 service responses. The Library will support the following service responses during this strategic plan period.

Primary Responses:

Create Young Readers – Early Literacy (P1)

Children from birth to age five will have programs and services designed to ensure that they will enter school ready to learn to read, write, and listen.

Know Your Community: Community Resources and Services (P2)

Residents will have a central source for information about the wide variety of programs, services, and activities provided by community agencies and organizations.

Discover Your Roots: Genealogy and Local History (P3)

Residents and visitors will have the resources they need to connect the past with the present through their family history and the traditions of the community.

Make Informed Decisions: Health, Wealth, and other Life Choices (P4)

Residents will have the resources they need to identify and analyze risks, benefits and alternatives before making decisions that affect their lives.

Make Career Choices: Job and Career Development (P5)

Adults and teens will have the skills and resources they need to identify career opportunities that suit their individual strengths and interests.

Supplemental Responses:

Build Successful Enterprises: Business and Non-Profit Support (S1)

Business owners and non-profit organization directors and their managers will have the tools they need to develop and maintain strong, viable organizations.

Connect to the Online World: Public internet Access (S2)

Residents will have high-speed access to the digital world with no unnecessary restrictions or fees to ensure that everyone can take advantage of the resources and services available.

Express Creativity: Create and Share Content (S3)

Residents will have the services and support they need to express themselves by creating original print, video, audio, or intellectual content in a real-world or online environment.

Stimulate Imagination: Reading, Viewing and Listening for Pleasure (S4)

Residents who want materials to enhance their leisure time will find what they want when and where they want them, and will have the help they need to make choices from among the options.

Visit a Comfortable Place: Physical and Virtual Spaces (S5)

Residents will have safe and welcoming physical places to meet and interact with others or to sit quietly and read and will have open and accessible virtual spaces.

Mission

The Bath County Memorial Library's Mission is to provide resources for imagination, community enrichment, and information.

Priorities

Healthy Families

The Library will support the creation of healthy families in the community by providing resources, staff involvement in family support organizations, facilities, collections, entertainment and educational opportunities, and outreach services. – Service responses P1, P2, P3, P4, S2, S3, S4, S5

Community Collaboration

The Library will work with other entities to create a collaborative community environment by providing facilities, collections, electronic and physical resources, and staff involvement within organizations that support our service area. – Service Responses P2, P4, P5, S1, S2, S5

Access to Economic Opportunity

The Library will support local economic access through interactions with local businesses, facilities, collections, staff involvement with local business organizations, electronic resources, and employment skills training. – Service Responses P2, P4, P5, S1, S2, S5

Goals: Healthy Families

Create Facilities and Support for Healthy Families

Objective 1: Library Property Master Site Plan

Activities

The Library will work with other local stakeholders to develop a master site plan for the library property.

Requirements to Complete this Objective

Facility – The Library will make space available for meetings with potential architects

Staff – Staffing hours for all staff will be made available for this goal.

Services - None

Financial or other Resources- The Library will devote sufficient resources to accomplish this goal through the use of Library capital development funds.

Audience

Library stakeholders

Potential Partners

Bath County Adult Education, City of Owingsville, Bath County Fiscal Court, Chamber of Commerce.

User Outcomes

Create site plan which would provide information on future building locations and options for development and access.

Estimated Completion Date:

June 30, 2021 (updated in Jan. 2021)

Objective 2: Community Walking Trail

Activities

The Library will work with other local stakeholders to create and maintain a community walking trail on Library property as a part of a master site plan. The Library will work with community partners including nonprofit and volunteer agencies to develop and support this project.

Requirements to complete this goal

Facility – The Library will obtain a temporary or permanent maintenance structure. The library will also have a facility for bathroom needs of users.

Staff – Staffing hours for the Facility coordinator and volunteer hours will be made available for this goal.

Services - The Library will use this trail to enable programming in association with other partners for the development of conservation literacy, natural resource education, physical health and recreation literacy programs.

Financial or other Resources- The Library will devote sufficient resources to accomplish this goal. The library will attempt to fund the majority of this goal with grants, community donations, and support of interested stakeholders.

Audience

All community members

Potential Partners

Health Department, Boy Scouts, Girl Scouts, Local Health Services Providers, Department of Fish and Wildlife, Bath County Schools, other community stakeholders.

User Outcomes

Create opportunity for community centered activity and community collaboration and local recreation.
Create opportunity for health centered activity within city limits.

Estimated Completion Date

Phased completion with initial mowed trail completed by September 30, 2018. Final completion by June 30, 2023

Objective 3: Library Facilities Audit (completed)

Activities

The Library will work with staff from other Kentucky Libraries to initiate a facilities audit identifying facility needs and recommending updates. This will include a review of codes and needs in electrical, plumbing, and HVAC. This facility audit is limited to the current facility at 24 West Main St. in Owingsville. The facilities audit should include a facility renovation and update plan that includes: replacing lighting, remodeling the Library second floor, including the addition of a useable kitchen space, replacement or repair of existing roofing, and painting the Library exterior

Requirements to complete this goal

Facility – The Library will make space available for the facility to be inspected.

Staff – Staffing hours for the Facility Coordinator will be made available for this goal.

Services - N/A

Financial or other Resources- The Library will devote sufficient resources to accomplish this goal.

Audience

All community members

Potential partners

Community builders, trade organizations, educational institutions, Health Department and other community stakeholders.

User outcomes

Create facility renovation and update plan.

Estimated completion date

Phased completion with initial audit completed by March 31, 2019. Final recommendations and renovation and update plan to be submitted by June 30, 2019

Objective 4: Information Kiosk including Healthy Family information in Salt Lick

Activities

The Library will work with staff from other health providers and local government agencies to create an information kiosk that includes health information in Salt Lick.

Requirements to complete this goal

Facility – The Library will create a panel for a kiosk that will include health information as part of a community outreach location in Salt Lick.

Staff – Staffing hours for the Facility Coordinator will be made available for this goal.

Services - N/A

Financial or other Resources- The Library will devote sufficient resources to accomplish this goal.

Audience

All community members

Potential partners

Community Builders, Trade organizations, educational institutions. Health Department, Local Health Services Providers, other community stakeholders.

User outcomes

Create Information Kiosk including healthy family information panel.

Estimated completion date

Phased completion with initial community partners contact completed by June 30, 2019. Final completion by September 30, 2021

Objectives 5: Access to Enhanced Computer Services

Activities

The Library will work to offer high speed reliable internet connectivity and reliable computer services to support library priorities.

Requirements to complete this goal

Facility –

- The Library will create a community outreach location in Salt Lick with access to online resources.
- The Library will replace existing computers with new models according to a schedule to be developed.
- The Library will enhance computer connectivity to the internet up to 500 mbps connection.

Staff – Staffing hours for the Facility Coordinator will be made available for this goal.

Services – The Library will provide reliable digital resources, with access form off site and online locations.

Financial or other Resources- The Library will devote sufficient resources to accomplish this goal.

Audience

All community members

Potential partners

Community organizations, educational institutions other community stakeholders.

User outcomes

Create Information easy access to information online.

Estimated completion date

Phased completion with initial community partners contact completed by June 30, 2019. Final completion by July 1, 2022

Objectives 6: Bookmobile and Outreach Education Facility

Activities

The Library will develop a facility within the scope of the site master plan that will contain a multipurpose three season space that will operate as a bookmobile and outreach education facility.

Requirements to complete this goal

Facility –

- The Library will create a facility for bookmobile and outreach vehicles.
- The Library will create a facility which includes recreational multipurpose indoor outdoor space for education and health related activities.
- The Library will include sufficient outreach, storage and other space to allow for increased programming and support for other activities on the Library property.

Staff – Staffing hours for the Facility Coordinator, Director and others will be made available for this goal.

Services – N/A

Financial or other Resources- The Library will devote sufficient resources to accomplish this goal.

Audience

All community members

Potential partners

Community organizations, educational institutions, other community stakeholders.

User outcomes

Create a multipurpose structure that enhances health activities and makes community outreach vehicles able to be housed in a safe environment.

Estimated completion date

Phased completion with initial contracts completed by June 30, 2021. Final completion by June 30, 2023

Objective 7: Community Garden

Activities

The Library will work with community partners to develop a community garden on the Library property.

Requirements to complete this goal

Facility –

- The Library will set aside space for a community garden to be administered jointly with SNAP and the Extension office.
- The Library will provide storage space for garden implements in a garden shed or a similar structure.
- The Library will provide access to water resources.

Staff – Staffing hours for the Facility coordinator will be made available for this goal.

Services – The Library will develop healthy nutrition programming to allow for the utilization of this resource.

Financial or other Resources- The Library will devote sufficient resources to accomplish this goal.

Audience

All community members

Potential partners

SNAP, County Extension, Health Department, Lawn and Garden Companies, Churches and Community organizations, educational institutions other community stakeholders.

User outcomes

Create access to healthy, locally grown food.

Estimated completion date

Phased completion with initial community partners contract completed by Dec 31, 2018. Initial usage and plot planting by March 31, 2019. Final completion including water resources by March 31, 2020.

Create Services and Resources that Provide Support for Healthy Families

Objective 1: Medical and Nutritional Collections

Activities

The Library will develop current collections in the areas of medical and nutritional information.

Requirements to complete this goal

Facility – Existing Shelving

Staff – Staffing hours for all evaluating, deselection, and selection will be made available for this goal.

Services - Materials in print and video resources will be made available, promotional and informational resources about the collection will also be made.

Financial or other Resources- The Library will devote existing collection development funds to this activity.

Audience

Library stakeholders

Potential partners

Medical and Health service providers, educators, and home health providers.

User outcomes

Create better informed residents.

Estimated completion date

June 30, 2019

Objective 2: Medical Provider Resource Guide

Activities

The Library will work with other local stakeholders to create and maintain a community medical provider resource guide for new and existing residents. This guide would list health practitioners as well as provide information for contacting medical, dental, pharmaceutical, and other resources for residents.

Requirements to complete this goal

Facility – The Library will provide a location for the guide to be available.

Staff – Staffing hours for the Director, Outreach coordinator and other staff will be made available for this goal.

Services - The Library will use this guide when introducing services to new residents, the library will make copying and computer access services available. The Library will also make this guide available online.

Financial or other Resources- The Library will devote sufficient resources to accomplish this goal. The library will attempt to fund the majority of this goal with grants, community donations, and support of interested stakeholders.

Audience

All community members

Potential partners

Health Department, Local Health Services Providers, other community stakeholders.

User outcomes

Create opportunity for community medical providers to participate in collaboration with the Library.
Create opportunity for health services providers to reach new customers, opportunity for local residents to find providers locally.

Estimated completion date

Final completion by June 30, 2020

Objective 3: Development of Relational and Mental Health Collections

Activities

The Library will develop current collections in the areas that include relationships, emotional, and mental health.

Requirements to complete this goal

Facility – Existing Shelving

Staff – Staffing hours for all evaluating, deselection and selection will be made available for this goal.

Services - Materials in print and video resources will be made available, promotional and informational resources about the collection will also be made.

Financial or other Resources- The Library will devote existing collection development funds to this activity.

Audience

Library stakeholders

Potential partners

Medical and Health service providers, educators, and home health providers.

User outcomes

Create better informed residents.

Estimated completion date

March 30, 2019

Objectives 4: Financial Literacy Collections

Activities

The Library will develop current collections in the areas of financial literacy and financial education.

Requirements to complete this goal

Facility – Existing Shelving

Staff – Staffing hours for all evaluating, deselection and selection will be made available for this goal.

Services - Materials in print and video resources will be made available, promotional and informational resources about the collection will also be made.

Financial or other Resources- The Library will devote existing collection development funds to this activity.

Audience

Library stakeholders

Potential partners

Financial service providers, educators, and business leaders.

User outcomes

Create better informed residents.

Estimated completion date

December 31, 2019

Objectives 5: Physical Health and Exercise Collections

Activities

The Library will develop current collections in the areas of physical health and exercise.

Requirements to complete this goal

Facility – Existing Shelving

Staff – Staffing hours for all evaluating, deselection and selection will be made available for this goal.

Services - Materials in print and video resources will be made available, promotional and informational resources about the collection will also be made.

Financial or other Resources- The Library will devote existing collection development funds to this activity.

Audience

Library stakeholders

Potential partners

Medical and Health service providers, educators, and home health providers, sports teams, local exercise groups.

User outcomes

Create better informed residents and a stronger, healthier community.

Estimated completion date

March 30, 2020

Objectives 6: Do It Yourself Collections

Activities

The Library will develop current collections in home and vehicle repair and Do It Yourself (DIY) information.

Requirements to complete this goal

Facility – Existing Shelving

Staff – Staffing hours for all evaluating, deselection and selection will be made available for this goal.

Services - Materials in print and video resources will be made available, promotional and informational resources about the collection will also be made.

Financial or other Resources- The Library will devote existing collection development funds to this activity.

Audience

Adults and Teens who own vehicles or homes.

Potential partners

Auto parts stores, Home and Garden stores, and other local businesses, community improvement organizations.

User outcomes

Create better informed residents who are better able to manage their investments and better able to find information on home and auto repair and maintenance.

Estimated completion date

June 30, 2020

Objective 7: Nutrition and Health Programming

Activities

The Library will partner with SNAP and the extension office to create nutritional health programs.

Requirements to complete this goal

Facility – Kitchen area

Staff – Staffing hours will be made available for this goal.

Services - Making staff available for programming and health activities.

Financial or other Resources- The Library will devote existing programming funds to this objective.

Audience

Library stakeholders

Potential partners

School Culinary Arts program, local restaurants, grocery stores, and other local food vendors.

User outcomes

Create better informed residents who are better able to manage their health and better able to make healthy decisions.

Estimated completion date

June 30, 2020

Objective 8: Staff will be proficient in accessing PUBMED and online databases through the National Library of Medicine.

Activities

The Library will ensure that all staff are trained and proficient in using PubMed and other databases through the National Library of Medicine.

Requirements to complete this goal

Facility – Existing Computer services

Staff – Staffing hours for training and evaluation.

Services - Promotional resources about this service will be ordered from the National Library of Medicine.

Financial or other Resources- none

Audience

Library stakeholders

Potential partners

Medical and Health service providers, educators, and home health providers.

User outcomes

Create better access to correct information for residents, who are then better able to manage their health.

Estimated completion date

June 30, 2020

Objectives 9: The Library will become a certified Bridges Out of Poverty Community Partner

Activities

The Library will ensure that all staff and stakeholders are involved in the Bridges out of Poverty program. This will culminate in becoming certified trainer for this program and creating regular training sessions for the community.

Requirements to complete this goal

Facility – Existing facility resources

Staff – Staffing hours for training and evaluation.

Services - Programming and training hours.

Financial or other Resources- Sufficient resources to provide up to two trainers for this program will be made available. Also sufficient local and grant funds will be made accessible to implement this program.

Audience

Library stakeholders

Potential partners

Financial service providers, educators, and business leaders.

User outcomes

Create better access to correct information for residents who are then better able to manage their finances.

Estimated completion date

June 30, 2023

Objective 10: The Library will become a Family Place Certified Library

Activities

The Library will pursue membership in the Family Place Library network, through training and family centered library programming.

Requirements to complete this goal

Facility – Existing facility resources

Staff – Staffing hours for training and evaluation.

Services - Programming and training hours.

Financial or other Resources- Sufficient resources to provide up to two staff to be trained for this program will be made available. Also sufficient local and grant funds will be made accessible to implement this program.

Audience

Families, especially families with children.

Potential partners

Medical and Health service providers, educators, and home health providers, church and civic organizations.

User outcomes

Create stronger families through early childhood development and library programming.

Estimated completion date

June 30, 2023

Objective 11: The Library will present regularly scheduled Literacy Programming designed for ages and interests of patrons.

Activities

The library will present regularly scheduled story times for babies, toddlers, and preschoolers. These programs will be developed around books that are well reviewed. Programs will include interactive components such as singing, puppets, instruments, etc. Programs will also include read-a-like books that patrons will be encouraged to check out. Related materials will be provided for “free play” time or for taking home. Access to iPads with age appropriate learning apps will be provided on occasion. “Read to me” components will be included in preschool story times that will encourage one-on-one learning with parents.

Requirements to complete this goal

Facility – The library will need to have adequate storage space for program materials. The library will continue to provide space for story time in the program room or the children’s room.

Staff – Staff will inform patrons about story times and schedules when checking books out to them. Staff will be able to help patrons find books that are similar to the one presented in story time. Staff will be trained on the flow of story time so they can answer questions from inquiring patrons. Staff will have calendars or brochures to give to patrons with general information about programming.

Services - Story programs will be provided on a weekly basis for babies, toddlers, and preschoolers. Book bundles will be created for easy checkout for parents of small children.

Financial or other Resources- The library will devote sufficient funds for this goal.

Audience

Children, Parents, Caregivers, Service Providers working with children.

Potential partners

Owingsville Baptist Church Daycare, Head start, SACC, Health Department, and other civic organizations.

User outcomes

More young children will have their own library card by the time they start kindergarten, with 50% of all children entering Kindergarten having Library cards by the completion date.

Estimated completion date

June 30, 2020

Objectives 12: The Library will provide space and volunteer tutors to work one-on-one with literacy students in a private setting.

Activities

The library will recruit and train volunteers to tutor literacy students. The library will designate time and space for weekly literacy classes with tutors and students. The library will advertise literacy classes to the public and partner with community groups that work with GED students, Adult Ed classes to reach students that need tutoring services. The library will partner with the high school to reach students who are not reading at grade level.

Requirements to complete this goal

Facility – The library will provide a room or rooms for private individualized tutoring with literacy students.

Staff – The library will recruit volunteers and train them and staff to tutor literacy students. Staff inform patrons about literacy classes and will discuss the availability of these classes with patrons in the library. Staff will be knowledgeable about the classes (times, dates, and information covered) so that they can adequately discuss them with patrons and answer most questions.

Services - The library will provide regular weekly literacy classes for teens and adults wishing to improve their literacy skills.

Financial or other Resources- The library will devote sufficient funds for this goal.

Audience

Adults, Teens, and their families.

Potential partners

Local Schools, Adult education, local employers, and other non-profits.

User outcomes

Adult education will see an increase in the rate of students earning their GED by 15%, and an increased speed of completion of necessary testing by 10% by the completion date.

Estimated completion date

June 30, 2021

Objectives 13: Provide support for cultural awareness.

Activities

The library will work with the Historical Society, local churches, and schools to host programs that presents local cultural heritage as well as global cultures that are present in our community and in the wider world. The library will provide resources to students wishing to research and participate in learning about other cultural heritage traditions. The library will work with other community partners interested in presenting culture to the community (4-H, Adult Ed, etc.).

Requirements to complete this goal

Facility – The library will reserve time in the program room for large displays and demonstrations. The library will create display downstairs on the shelves, walls, and children’s & reading rooms.

Staff – Library staff will be trained to support students research projects. Staff will assist presenters prepare displays. Staff will also be responsible for “word of mouth” advertising of the programs so that they can adequately discuss them with patrons and answer most questions.

Services - The library will host the cultural programs that presents local and global cultures.

Financial or other Resources- The library will devote sufficient funds for this goal.

Audience

Adults, Teens, and their families.

Potential partners

Local Schools, Adult education, local employers, other non-profits, Churches, scouting organizations, and the Arts Council.

User outcomes

Create opportunity for patrons to learn about cultures other than their own and deepen their knowledge of their own cultural heritage.

Estimated completion date

June 30, 2021

Objectives 14: The Library will be a center for Local History and Genealogy.

Activities

The library will work with the Historical Society, local churches, and schools to correctly archive, preserve, and provide access to locally significant historical collections, collections of family genealogical records, and present programs that provide instruction and interpretation for these activities. The Library will enroll in the American Association for State and Local History STEPS program with the goal of Bronze or better in applicable areas.

Requirements to complete this goal

Facility – The library will create displays of the historical collections regularly. The Library will also invest in storage and display materials that will allow for regular viewing of items from the archives.

Staff – Library staff will be trained to support students and visitors research projects, and genealogical records. Staff will archive and preserve locally significant collections, including digitization for wider use.

Services -The library will schedule local programs of historical or cultural significance regularly. The library will provide educational opportunities for families to preserve their unique family history.

Financial or other Resources- The library will devote sufficient funds for this goal and will search for grants and other funds that will support these activities.

Audience

Local community organizations, local nonprofit organizations.

Potential partners

Local Schools, Adult education, local employers, other non-profits, Churches, scouting organizations, and the Arts Council.

User outcomes

Create opportunity for patrons to learn and deepen their knowledge of local history and family heritage.

Estimated completion date

June 30, 2022

Objectives 15: The Library will create a service and procedure manual that emphasizes service to families in the community.

Activities

The library will develop from existing manuals a service and procedure manual that will include daily operations. The procedure and service manual will be a companion manual to the board policy manual. The service and procedure manual will include as many facets of library services as possible and will be based on the best practices from libraries across the commonwealth of Kentucky and with information from applicable professional organizations.

Requirements to complete this goal

Facility – Meeting rooms for staff and outside group use.

Staff – Library staff training in best practices. Staff time will be made available for this goal.

Services - The Library will codify and adopt the best practices for internal service.

Financial or other Resources- The library will devote sufficient funds for this goal.

Audience

Library staff, volunteers, and board members, the general service area will benefit from this objective.

Potential partners

Local libraries, professional organizations.

User outcomes

Create exemplary staff responses to community needs.

Estimated completion date

June 30, 2019

Objectives 16: The Library will adopt internal budgeting and services to meet the Exemplary status benchmarks for library services as presented by the Kentucky Public Library Association in areas where service and usage permit.

Activities

The library will review best practices from libraries across the commonwealth of Kentucky and with information from applicable professional organizations, and will seek to achieve Exemplary ratings by the Kentucky Public Library association in all areas where library usage and interest permit.

Requirements to complete this goal

Facility – review and adoption of facility needs from applicable standards.

Staff – Library staff training and involvement with KPLA and KDLA will be developed and fostered. Training and educational attainment will be developed to meet higher standards.

Services - The Library will codify and adopt the best practices all areas of programming and outreach.

Financial or other Resources- The library will devote sufficient funds for this goal where practicable.

Audience

Library staff, volunteers, and board members, the general service area will benefit from this objective.

Potential partners

Local libraries, professional organizations.

User outcomes

Create exemplary Library responses to community needs.

Estimated completion date

June 30, 2022

Objectives 17: The Library will adopt a revised mission statement.

Activities

The library will revise the mission statement for brevity and responsiveness to new priorities.

Requirements to complete this goal

Facility – Signage with new mission statement in obvious areas.

Staff – Library staff will be involved in creation of new mission statement

Services - Not applicable

Financial or other Resources- Signage costs and other costs will be incorporated into the Library facilities budget.

Audience

Library staff, volunteers, and board members, the general service area will benefit from this objective.

Potential partners

Local libraries, professional organizations.

User outcomes

Create Library mission statement that is identifiable to the community.

Estimated completion date

September 30, 2018

Objectives 18: The Library will adopt a revised Logo/ Seal.

Activities

The library will adopt or revise a new logo or seal to represent the libraries history, the community, and the mission of the library.

Requirements to complete this goal

Facility – Signage with new logo/seal in obvious areas.

Staff – Library staff will be involved in creation of new mission statement

Services - Not applicable

Financial or other Resources- Signage costs and other costs will be incorporated into the Library facilities budget.

Audience

Library staff, volunteers, and board members, the general service area will benefit from this objective by having identifiable signage.

Potential partners

Local artists, graphics designers and other local artisans.

User outcomes

Create identifiable logo design that is easily identifiable for the community.

Estimated completion date

March 31, 2019

Objective 19: The Library participate in the Prime Time Reading program through Prime Time Inc.

Activities

The library will become a participant location for the Prime Time Family Reading program for families strengthening families and our community.

Requirements to complete this goal

Facility – physical programming space.

Staff – Library staff will present and coordinate the program in association with educational institutions.

Services - Programming space and time.

Financial or other Resources- Costs will be incorporated into future Library budget cycles.

Audience

Families in the Library service area.

Potential partners

Local educational providers, nonprofit organizations, and childcare providers.

User outcomes

Increase the percentage of time that families read together in the Library service area.

Estimated completion date

September 30, 2020

Objectives 20: The Library will sponsor a “boy’s read” childhood mentoring initiative.

Activities

The library will become a sponsor of a program for mentoring young boys to build literacy skills strengthening families and our community.

Requirements to complete this goal

Facility – physical programming space.

Staff – Library staff will present and coordinate the program in association with other nonprofit organizations.

Services - Programming space and time.

Financial or other Resources- Costs will be incorporated into future Library budget cycles.

Audience

Families in the Library service area.

Potential partners

Local educational providers, nonprofit organizations, and childcare providers.

User outcomes

Increase the percentage of time that families read together in the Library service area.

Estimated completion date

June 30, 2023

Goals: Community Collaboration

Create Facilities that support community collaboration

Objectives 1: Community information sign

Activities

The library will work with community organizations to develop informational signage for community and library events.

Requirements to complete this goal

Facility – Signage.

Staff – Library staff assist in grant writing and other proposals in order to create informational signage

Services - Library may offer digital resources for this goal

Financial or other Resources- Signage costs and associated costs will be funded through grant and other resources.

Audience

Residents of Bath County, Tourists, local businesses.

Potential partners

Chamber of commerce, City and county governments, School boards, other community organizations.

User outcomes

Create informational signage near the I-64 exit to Owingsville that will support community events.

Estimated completion date

March 31, 2023

Objectives 2: Web Conferencing facilities

Activities

The library will prepare community and meeting spaces to be able to have web-conferencing activities.

Requirements to complete this goal

Facility – retrofit existing video and audio equipment with video conferencing capability.

Staff – Library staff will work on grant funding, as well as training to use this equipment.

Services - Library will provide broadcast and webinar training and educational programming.

Financial or other Resources- This objective will be funded through grant and other resources.

Audience

Residents of Bath County, Tourists, local businesses. Educational institutions, emergency management.

Potential partners

Chamber of commerce, City and county governments, School boards, other community organizations.

User outcomes

Create accessible location to utilize web based conferencing.

Estimated completion date

June 30, 2022

Objective 3: Community Resource Shelf

Activities

The library will prepare a community resource shelf with information about local governmental agencies and SPGE's. The Library will also have ordinances and minutes of community agency meetings available for the public.

Requirements to complete this goal

Facility – existing shelving with signage

Staff – Library staff will create and update folders as needed

Services - Library will ensure that information is available to all residents

Financial or other Resources- This objective will be funded out of existing funds

Audience

Citizens of the county as well as individuals interested in local government

Potential partners

Chamber of commerce, City and county governments, School boards, other community organizations.

User outcomes

Create more informed local citizens.

Estimated completion date

March 31, 2020

Objectives 4: New Resident Packet

Activities

The library will work in conjunction with other partners to create a packet of information available for new residents which will include service providers and business information.

Requirements to complete this goal

Facility – flyer storage

Staff – Library staff will assist community partners in creating information packets

Services - Library will assist community partners in distributing packets.

Financial or other Resources- This objective will be funded out of existing funds

Audience

Citizens of the county as well as new residents.

Potential partners

Chamber of commerce, City and county governments, School boards, Churches, local businesses.

User outcomes

Create more informed local citizens.

Estimated completion date

December 30, 2021

Objectives 5: School collaboration and formal ILA

Activities

The library will work cooperatively within the schools to create a love of learning, supporting school goals, through formal inter local agreements.

Requirements to complete this goal

Facility – Library will occasionally have school visits

Staff – Library staff will assist in the academic growth of students through classroom visitation and programming.

Services - Library will offer cooperative services to bolster educational opportunities.

Financial or other Resources- This objective will be funded out of existing funds

Audience

Children in the service area as well as families.

Potential partners

Chamber of commerce, City and county governments, School boards, Churches, local businesses.

User outcomes

Create a love of learning and of literacy among local residents. Create formal inter local agreements that specify collaboration. This collaboration may include deposit collections.

Estimated completion date

December 31, 2019

Objectives 6: Library involvement in community activity

Activities

The library will work proactively to allow staff to participate through attendance, involvement, or leadership in community events, attendance and presentations at local government meetings, and involvement in community organizations that support the library mission within the community.

Requirements to complete this goal

Facility – Library will offer facilities and support for local organizations to use existing space.

Staff – Library will schedule staff when possible for these interactions.

Services - Library will offer cooperative services that support local organizations.

Financial or other Resources- This objective will be funded out of existing funds

Audience

Bath County Community.

Potential partners

Chamber of commerce, City and county governments, School boards, Churches, local businesses, Scouting organizations and other groups.

User outcomes

Create a love of learning and of literacy among local residents. Create informal relationships that are mutually beneficial. This collaboration may include deposit collections, and specialized educational assistance programming.

Estimated completion date

September 30, 2020

Objective 7: Providing Community Connections through entertainment and fun

Activities

The Library will develop programs in areas that support community connections and feature community involvement resulting in entertaining and fun opportunities to experience literacy and positive family activities.

Requirements to complete this goal

Facility – Existing spaces configured for events.

Staff – Staffing hours for preparing and organizing events for this goal.

Services - Existing and future programming such as the Haunted Library, will be done as periodic programming in order to invite community members who are not regular users to use the library.

Financial or other Resources- The Library will devote existing programming funds to this activity.

Audience

Library stakeholders, members of the Bath County community.

Potential partners

Community partners, nonprofit and support organizations within the county.

User outcomes

Create relational strengths for residents.

Estimated completion date

March 30, 2019

Goal: Access to Economic Opportunity

Objectives 1: Pearson Vue Testing Center

Activities

The library will work to become a Pearson Vue testing center. The Library will proctor and administer tests for educational organizations.

Requirements to complete this goal

Facility – Library will offer facilities and support for local organizations to use existing space.

Staff – Library staff will schedule staff when possible for these interactions.

Services - Library will offer cooperative services that support local organizations.

Financial or other Resources- This objective will be funded out of existing funds

Audience

Bath County Community.

Potential partners

Chamber of commerce, City and county governments, School boards, Churches, local businesses, Scouting organizations and other groups.

User outcomes

Create a love of learning and of literacy among local residents. Create informal relationships that are mutually beneficial. This collaboration may include deposit collections, and specialized educational assistance programming.

Estimated completion date

September 30, 2021

Objectives 2: The Library will support community Educational Enrichment

Activities

The library will provide educational enrichment classes.

Requirements to complete this goal

Facility – Library will configure existing space for community development.

Staff – Library staff will schedule staff to lead classes in a variety of topics.

Services - Library will offer community educational classes.

Financial or other Resources- This objective will be funded out of existing funds

Audience

Bath County Community.

Potential partners

Chamber of commerce, City and county governments, School boards, Churches, local businesses, Scouting organizations and other groups.

User outcomes

Create a love of learning and of literacy among local residents. Create formal and informal classes which benefit local community development. Work with the Chamber of Commerce on collaborations that may include soft skill enhancement, and specialized educational assistance programming.

Estimated completion date

September 30, 2019

Objectives 3: Career Enhancement Center

Activities

The library will work to become with community career education centers. The Library will proctor and administer tests for career and educational readiness.

Requirements to complete this goal

Facility – Library will offer facilities and support for local organizations to use existing space.

Staff – Library staff will be certified as testing proctors and administrators.

Services - Library will offer electronic and personal testing and test links through workforce development organizations.

Financial or other Resources- This objective will be funded out of existing funds

Audience

Bath County Community.

Potential partners

Chamber of commerce, City and county governments, School boards, Churches, local businesses, Scouting organizations and other groups.

User outcomes

Create a love of learning and of literacy among local residents. Create informal relationships that are mutually beneficial. This collaboration may include deposit collections, and specialized educational assistance programming.

Estimated completion date

June 30, 2021

Project Management overview

The strategic plan will be accomplished through concerted project management with multiple objectives having similar staffing requirements. A strategic plan update will be presented quarterly to the board with a report detailing the progress and staff input for each of the strategic plan goals. As the objectives for individual objectives are completed or facilitated these goals will be presented to the board with a discussion of their community impacts. The Library Director with consultation of the board will review the strategic plan annually to discuss updating objectives, changing funding allocation priorities, and updating staffing needs.

Project Management Chronology

Each objective in the strategic plan has an updated completion date that sets the expected chronology of projects for the Library. As each objective is completed the completion date for the objectives will be integrated into the project management framework and used to create a continuous track record of Library efforts to complete these goals and objectives.

Summation

This Strategic plan covers a five-year period with more than thirty individual objectives. These objectives support community needs and are a proactive plan to address three strategic priorities: Healthy families, Access to Economic opportunity, and Community Collaboration. These priorities all support the mission of the library and attempt to ensure that over the next generation the library is an active force for literacy in the community with a goal that every child, and every family experience and encourage a love of literacy and learning before entering school.