DCPL

DAVIESS COUNTY PUBLIC LIBRARY
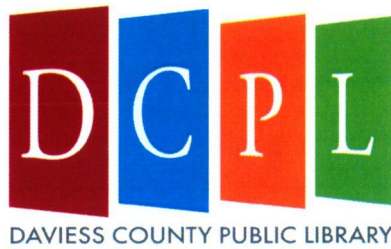
THE STRATEGIC AGENDA

2015 - 2020

DAVIESS COUNTY PUBLIC LIBRARY

We are pleased to present the 2015-2020 DCPL Strategic Plan – a multi-year roadmap as we strive to become a place of transformational experiences for all Daviess County residents.

The Daviess County Public Library has a long tradition of serving the information needs of our community – providing research and reading materials, computer and Internet access, and educational programming for children. Over the past few years, as community needs have changed, Library services have also evolved. The Library has adopted new technologies (eBooks, Wi-Fi, mobile computing), expanded programs to include all ages, and formed partnerships with a variety of community organizations and businesses to offer unique programs and services. These activities have met with a positive response and are indicative of the Library's future trajectory. Our five-year focus builds on these activities, providing the Library Board with a framework to guide policy and strategic decisions.

In order to craft a plan well aligned with community priorities, our planning process has included interviews with leaders in local government, education, business, health care, community services, and tourism. We have received significant feedback through community surveys on library usage trends and service priorities. The Library staff and Board has also examined our recent service trends, looked at how we compare to other Kentucky libraries, and conducted extensive research and discussions regarding emerging trends and practices in libraries across the world. Thanks to so many participants, this is truly a plan that reflects the goals and aspirations of our community.

Daviess County is a community on the rise. Change and a sense of excitement are in the air, and permeate every aspect of life. We feel it is incumbent upon the Library to capitalize on this spirit, and do our part in making sure that every citizen feels connected and empowered.

We envision a community where anything is possible and opportunity is abundant. By championing values such as lifelong education, innovation, inclusivity, and collaboration, we strive to provide the means for every resident to be a part of that vision.

Sincerely,

DCPL Board of Trustees

Polly Reynolds, Chair   *Lewatis McNeil,* Secretary   *Jeremy Edge,* Treasurer

Dmitry Uskov   *Beena Vora*

DCPL Library Director
Jim Blanton

Core Ideology
Who We Are, What We Believe, How We Operate

Our Vision   A community where anything is possible and opportunity is abundant.

Our Mission   To be our community's essential connector to information, ideas, and each other.

Guiding Principles   **Innovation.** We accept and embrace the idea that we change every day to respond to the needs of our community.

                          Accessibility. Multiple pathways to physical and virtual services facilitate our ability to be where our customers are.

                          Inclusion. We welcome all with the same measure of respect, warmth, and opportunity to engage.

                          Partnerships. We facilitate connections. We leverage resources. We build community.

2020 Foresight
A Five-Year Organizational Vision

Over the next five years, we aspire

- To be recognized as a contemporary, forward-looking, and relevant institution - *aligned with community needs and goals, providing high quality experiences unexpected in a community our size.*

- To serve as a community connector – *connecting people and creating opportunities for their interaction.*

- To provide a lively community learning environment - *championing the value of education, ensuring that all children embark early on a lifelong journey of discovery.*

- To be a technological hub - *modeling the use of information technologies and encouraging their integration into community life.*

- To be a respected community partner – *productive at the intersection of high need areas and our unique service capacities.*

Strategic Priorities FY 2016 – FY 2020
Six 5-Year Goals & 25 Measurable Objectives

❖ **THE 25 OBJECTIVES**, CRITICAL MILESTONES FOR CALIBRATING PROGRESS TOWARD GOAL ACHIEVEMENT, TARGET *SPECIFIC RESULTS* EXPECTED *IN THE FIRST THREE YEARS* OF THIS FIVE-YEAR CYCLE.

❖ **AN ANNUAL EVALUATION PROCESS**, CONDUCTED EACH YEAR BY MARCH 31 AND COORDINATED WITH THE BUDGETING PROCESS, PROVIDES OPPORTUNITY FOR ADDING OR EDITING OBJECTIVES AND IDENTIFYING IMPLEMENTATION STRATEGIES FOR THE UPCOMING FISCAL YEAR.

Goal 1: A vibrant community presence

A GIS map produced for this planning process shows broad distribution of active library users throughout Daviess County - the only county among the ten most populated areas in Kentucky without at least one branch location. Low per capita public service hours (the result of one service location) drives the immediate need for creative "branching" strategies to improve ease of access for every resident.

Milestones:

1.1 Innovative approaches to meeting customers wherever they are.

1.2 The use of objective data to set service expansion priorities.

1.3 Collaborative partnerships to help ensure equitable countywide access to all library services.

1.4. A Digital Branch which offers high quality 24/7 online access to all library resources (See also Objective 5.1)

Goal 2: An increased focus on children's services

Community leaders, staff researchers, and survey respondents see children's services as a top priority, many noting the significant physical limitations of the current children's area. While participation in children's programs has grown from 11,000 in 2010 to 38,000 in 2014, nearly 60% of that growth has come from outreach programs conducted outside the library facility.

Milestones:

2.1 Expanded, well designed space devoted to a continuum of children's services. (See also Objective 4.3)

2.2 Program hours which respond to contemporary family schedules.

2.3 Collaborative partnerships with local school systems to support and reinforce learning objectives.

2.4 A multi-year collection development strategy in anticipation of increased demand.

2.5 A new staffing structure to support growth and ensure quality.

Goal 3: A systematic approach to program development.

Program interest has escalated in recent years, climbing from 12,648 participants in 2010 to more than 46,000 in 2014. During that time, existing staff have informally absorbed the additional demand, often on an ad hoc, volunteer basis – and facility resources have often been inadequate to meet demand.

Milestones:

3.1 The allocation of resources - staff, money, and space – to meet high programming demand and support growth trends.

3.2 Community partners helping plan, develop, and present programs.

3.3 Program development in four priority areas:

- *The creative arts*: experiences in music, film, and writing

- *Technology*: helping people integrate new technologies into their everyday routines

- *Cultural and social diversity*: bringing together people from different backgrounds in order to learn from and about each other

- *Experiential learning*: hands-on "how-to" programs for all ages

Goal 4: A lively, high-traffic center of community learning

*The number of local library visits has grown from 366,504 physical visitors in 2010 to 681,388 physical **and** online visitors in 2014. As more materials are digitized, collection practices are streamlined, and libraries serve as community activity hubs, outdated and inefficient physical spaces are a major challenge for this and other libraries. Increased demand for informal, flexible gathering spaces, high interest in programs for all ages, and an escalating community appetite for electronic resources cast a dramatic spotlight on facility limitations.*

Milestones:

4.1 An expanded and more efficiently designed facility adapted to today's lifestyles, community needs, and user preferences.

4.2 Internal and external spaces which convey a warm, open, and inviting atmosphere and reinforce the image of a modern, relevant institution.

4.3 Increased space devoted entirely to a strong continuum of children's services.

4.4 Flexible, expanded programming and communal space responding to program growth and usage trends.

Goal 5: Technological proficiency ensuring an efficient, easily accessed service delivery system

Survey participants have identified improved access to e-books and digital resources as one of three top priorities along with improved children's services and physical space redesign. Staff research into technology-rich library environments across the country reinforces the importance of creating new learning opportunities for the entire community through the effective use of new and emerging technologies.

Milestones:

5.1 An accessible, dependable Digital Branch delivering a high quality 24/7 experience across multiple platforms.

5.2 The highly visible integration of current technologies throughout the facility and across the service delivery system.

5.3 Technology-oriented partnerships with businesses and higher education groups.

5.4 Robust social networking which keeps customers engaged.

5.5 A staffing structure and skill sets adequate to managing growing technological demands.

Goal 6: Marketing practices which enhance community and customer relationships

Two-way communications with current and future customers frames the library's ability to gauge demand, shape services, and manage change. During this process, public feedback and staff input has reinforced the need for new and better ways to make more people more aware of the library's many resources.

Milestones:

6.1 A systematic approach to reaching targeted populations.

6.2 An internal marketing structure with the capacity to capture customer feedback, craft messages, and manage the development of customer relationships.

6.3 The establishment of a multi-channel communications network through partnerships with public education, businesses, and human service organizations.

6.4 Multiple communications tools to accommodate different customer preferences.

Year 1 Implementation Priorities: FY 2016

TARGETED ACCOMPLISHMENT	STRATEGIC GOAL REFERENCES	KEY RESPONSIBILITIES

1) **Facility redesign** to accommodate an expanded children's program, increased communal areas, and more programming space.	Goal 2.Children's Services
	    2.1 Expanded space
	Goal 3. Program Development
	    3.1 Resource allocation
	Goal 4. Center of Community learning
	    4.1 Facility redesign
	    4.2. Internal spaces
	    4.3 Children's area
	    4.4 Programming & communal space
		▪ Board of Trustees
		▪ Jim Blanton
		▪ Shannon Sandefur

2) **Creative partnerships with local school systems**, both system leaders and classroom personnel	Goal 1. Community Presence
	    1.3 Collaborative partnerships to increase access
	Goal 2. Children's Services
	    2.3. Collaborative partnerships to reinforce learning objectives
	Goal 6. Marketing
	    6.3 Establishing a multi-channel communications network
		▪ Jim Blanton
		▪ *Children's Dept*: Shannon Sandefur, Kim Mattingly, Christine Gish, Kristen Potter
		▪ *Marketing*: Kara Schroader, Brian Lashbrook

3) **New technologically based service initiatives:**
   a. The mobile website: a DCPL App
   b. New PACS
   c. Digital signage through the facility
   d. "Ask A Librarian" , i.e. reference innovations adapted to the digital environment
   e. Podcasting
	Goal 5.Technological Proficiency
	    5.1 Digital Branch
	    5.2 Visible integration
	Goal 6. Marketing
	    6.1 Reaching targeted populations
	    6.4 Multiple communications tools
		▪ Brian Lashbrook
		▪ Alicia Harrington
		▪ *Marketing*: Kara Schroader, Brian Lashbrook, Wesley Johnson

4) **Launching of "The Human Library" initiative**	Goal 3. Program Development 3.3 Cultural and social diversity	▪ Lisa Maiden ▪ *Marketing*: Kara Schroader, Brian Lashbrook
5) **Customer service improvements**: establishment of *internal* customer service performance standards and *external* customer feedback mechanisms	*Internal:* All Goals *External:* Goal 6.Marketing 6.2 Marketing structure: organized customer feedback	▪ *Internal*: Trisha Abney-Doyal Kristen Potter, Christy Temple ▪ *External*: *Marketing*: Kara Schroader, Brian Lashbrook
6) **Staff restructuring and alignment** with strategic priorities	Goal 2.5 Children's staffing Goal 3.1 Program staffing Goal 5.4 Technology staffing Goal 6.2 Marketing staffing	▪ Jim Blanton

COMMUNITY LEADER INTERVIEWS
Conducted Sept-Dec, 2014

1) *We Asked*: **What is the broader community context in which library services must evolve?**

They Responded:

The community aspires to be a unique combination of city and small town experiences which attracts young, educated families and ensure a vibrant, competitive economy. Many changes are afoot. As the community changes, the local culture is evolving with a deeper understanding of the links between economic development, education, and the overall quality of life.

With fewer than 1 in 5 residents having attained bachelor's degrees and as many as 30% of high school graduates not college-ready, there remains, however, a stigma associated with education, an "elitism" attitude associated with the formally educated populace. Among our greatest challenges as a community: the separation between those who value education and those who do not, a separation between those who have lived elsewhere and those who have never traveled beyond a 100-mile arc, a separation based on a broad range of life experiences.

2) *We Asked*: **What role(s) might the library play in order to support community aspirations?**

They Responded:

Community Facilitator and Connector

The library is a critical agent for connecting people and creating opportunities for interaction. Perceived as the community's most egalitarian, most unifying institution, it is in a unique position to gather people at points of intersecting interest – people who would not otherwise find themselves in proximity - and provide experiences which reinforce the value of our diversity. In our ability to appreciate our differences lies the key to creating a community environment conducive to learning - a transformation which yields both human as well as economic benefit.

"In a community with so many silos, the library is needed as a connector, convener, facilitator...to connect groups, organizations, agencies, and individuals...to help bring people together to learn, to make personal connections, to make relevant the community's dramatic need to close gaps in both education and health..."

Culture Builder

The library is the community's "living room for learning." As a central, safe place for creative expression, a proponent of "why not?" questions, the library nurtures a culture of reading and learning in a community that embraces individualization. It can be a model of positive change through programs which are fun, "neat", innovative, unorthodox, *and contemporary.* Programs which *contextualize* learning are especially important – experiences that link the learner with being able to do something. *"Why not aspire to be a place where every child leaves school with an "If I can read about it, I can do it' attitude?"*

Economic Developer

Offering experiences not otherwise available in a community this size, the library is an important community marketing tool which helps us attract and retain young, educated professionals and their families. Aligning its priorities with the current community visioning process will also help coalesce the interests of the business and education communities. As a development partner, it can model, support, and encourage the aggressive pursuit of new and emerging technologies throughout the community; it can become a repository for research, supporting the community's ability to discover and use data; and it can seek ways to support the development of workforce skills needed by the Daviess/Hancock manufacturing economy.

3) We asked: **Are there specific issues the library should address during this process?**

They responded:

How will the library ensure its relevance to the needs of contemporary life?

Being relevant, several leaders suggested, means being "laser focused" on becoming "cutting edge contemporary" -- making strategic choices in the expansion of programming, developing five or six intentional programs as a network of interconnected interests. Key to the innovation that ensures relevance: the ability to step out; to take calculated risks; to distinguish clearly between strategic priorities and ongoing programs.

"Today's library should challenge you, take you out of your comfort zone – distinguish itself as something other than the passive traditional library…"

How will the library build a strong community service network?

Portability, strategies for *going out to the community* rather than expecting the community to come to the library, was a recurrent theme. The old "bricks and mortar" mindset, building more buildings as central service points, is considered an outdated mindset as institutions learn new, more effective ways to reach more customers. The library needs a multi-year strategy for building/sustaining a network of relationships across neighborhoods, understanding how information really travels across the community (overcoming the "insiders vs. outsiders" dynamic), and addressing the diverse needs of different audiences.

How will the library adapt its current facility to the needs of contemporary audiences?

The current building has limited public/communal space, inadequate space for children's programming, and a layout which some believe may discourage seniors. Reconfiguring space in order to respond to how people now want to come together in formal and informal learning networks, e.g. pods, a coffee bar, wifi, indoor/outdoor reading areas, is especially important to younger generations who need to work and learn in groups. An environment which supports experiential learning, which embraces young families and parent/child interaction, is critical for the community's learning environment. *This is not possible in the currently configured space.*

"Moving away from 'the library as repository,' today's library is challenged to be a strong reflection of community needs and interests in its collections, its physical space, its programs…."

How will the library ensure its ability to be responsive to a broader range of customer needs?

Regular, systematic community input is seen as the path to a less passive, more active, more responsive, more contemporary institution. Customer feedback is one strategy to ensure accountability, and should be balanced with the regular collection and analysis of objective data regarding who is using the library and how those users reflect the broader community demographic. The collection of this information will support specific strategies for specific populations, e.g. younger generations, busy families, high need individuals, the elderly, etc

How will the library most effectively use new technologies to fulfill its service aspirations?

The library is an important community model for the digital age via its website, online access to its resources, multiple tools to support two-way customer communications, and the embracing of new tools to streamline its operations. The library should strive to be a major portal for community access to, understanding of, and use of the latest technologies.

"The composition of the library board – who's on it and how they lead - is critical. This Board must be a strong team, unafraid, able to create an ambitious vision for the next 20 years."

A Sampling Of Specific Ideas

Programming

- ✓ Increase experiential, hands-on learning opportunities for all ages, e.g. maker spacers, programs which encourage creative thinking and reinforce entrepreneurship
- ✓ Expand opportunities for media creation, e.g. video/audio production, podcasting, etc.
- ✓ Host "Saturday Morning Conversations" which bring different people in to lead discussions ("Let the Burmese people talk for themselves...")
- ✓ Develop programs to help the community see itself through the lens of various sectors – involving leaders from * Education *Social Services *Healthcare (Hospital, Health Dept, River Valley) *Humanities & Arts
- ✓ Establish a community-wide oral history month with families e.g. grandchildren interviewing grandparents
- ✓ Hold book signings of interest to youth, e.g. sports and entertainment celebrities. *Make reading cool!*
- ✓ Organize a book fair at the Convention Center or RiverPark Center
- ✓ Develop topical symposiums with parallel sessions for parents and children...bringing them together at the end to share what they've learned (*engage college professors and elementary teachers as leaders*)
- ✓ Become the conduit for *this* community's story - a unique Storytelling initiative around values and aspirations, e.g. "We believe that the most livable community in Kentucky should have...."
- ✓ Develop unique experiential programs, e.g. the annual writing of a community novel created around a particular topic or theme and illustrated by local college graphic arts students
- ✓ Promote community reading groups, experimenting with a "Books on Tap" reading group in a local bar

Alliances and Partnerships

"Isn't the library all about connecting...people, organizations, and ideas?"

- ✓ Partner with GRADD to convene a regional library coalition: a quarterly symposia to reinforce regional economic development strategies which are supported by public library programs and services
- ✓ Partner with local school systems to engage regional secondary English teachers in e-publishing
- ✓ Work with meeting planners and hotels to create special programs for special conventions and tourism-related events: open the library for private cocktail receptions with special guests and/or special exhibits; maintain information on the trolley via rotating digital pictures, etc
- ✓ Become a resource hub for local educational institutions, e.g. a centralized Rosetta Stone resource for high school and college language studies
- ✓ Organize workshops for entrepreneurs and small businesses, creating/hosting TED TALKS @ THE LIBRARY with local business leaders
- ✓ Engage an *InFocus* research project with Girls Inc and the Boys & Girls Club to track and better grasp the needs of their members who come to the library
- ✓ Engage the UK Extension Service in co-sponsoring "how-to" sessions
- ✓ Co-sponsor "hot topic" community forums with the Public Life Foundation
- ✓ Link DCPL resources with Brescia's new learning management system
- ✓ Co produce with Kentucky Wesleyan College a unique series of Storytelling Initiatives
- ✓ Co produce humanities programming-with OCTC
- ✓ Partner with the Writers Coffee House to promote self publication
- ✓ Work with the City's Neighborhood Alliances to localize the service network
- ✓ Work with local school systems to explore neighborhood service locations; establish library user incentives; and co-sponsor creative ventures such as storytelling initiatives, capturing local history, e-publishing, creating a "living" yearbook
- ✓ Establish a communication link with local schools – particularly principals, but also classroom teachers and media center personnel - to ensure they are constantly updated on DCPL programs and services
- ✓ Work with local colleges to identify young tech-savvy students who can help elevate the community's digital footprint
- ✓ Work with the World Affairs Council to promote community discussion of multicultural issues
- ✓ Cultivate business sponsors for programs designed to strengthen the community's economic profile

"The library must learn how to appeal to a sense of urgency, immediacy…to engage people in the long term view. My generation doesn't always have a long term view…the library can pull us up to see over the wall…."

The Service Environment

"We all must go out…get outside our institutional walls…or risk becoming Kodak."

- ✓ Create a network of distributed library centers around town, e.g. venues that provide e-book browsing
- ✓ Link more directly with local schools, improving discovery through stronger connections with our catalog
- ✓ Develop specialized library cards, chip embedded, which deliver special benefits, e.g. a bus pass
- ✓ Make easy access a priority via a versatile, user-friendly Smartphone APP
- ✓ Open up the library's current space by putting the least used resources at another location
- ✓ Co-locate services (access points) geographically (e.g. Whitesville City Hall) and demographically (Senior Centers)
- ✓ Have a visible presence in community facilities and programs not likely to have a library onsite
- ✓ Restore the children's area, replacing what feels like "stacks for kids" with a major activity center
- ✓ Foster gatherings, create a place to share ideas: *Why not a coffee shop?*
- ✓ Add a website area for digital browsing

"Embed the library throughout the community! But first…break all the rules! Announce in every way possible that this is clearly not your grandfather's library…."

Community Leader Interviewees

Jim Klauber	Owensboro Community & Technical College
Bart Darrell	Kentucky Wesleyan College
Larry Hostetter	Brescia University
Sr Cheryl Clemons	Brescia University
Owen Saylor	Daviess County Public Schools
Nick Brake	Owensboro Public Schools
Jim Mattingly	Owensboro Catholic Schools
Ann Flaherty	Owensboro Catholic Schools
Al Mattingly	Daviess County Government
Jiten Shah	Green River Area Development District
Joe Berry	Greater Owensboro Economic Development Corporation
Madison Silvert	Greater Owensboro Economic Development Corporation
Amy Jackson	Greater Owensboro Chamber of Commerce
Shannon Wetzel	Owensboro-Daviess County Convention & Visitors Bureau
Beck Schofield	Owensboro-Daviess County Convention & Visitors Bureau
Shelley Dennis	Owensboro-Daviess County Convention & Visitors Bureau
Sylvia Coleman	City of Owensboro Human Relations Commission
Rodney Berry	Public Life Foundation of Owensboro
Aubrey Nehring	Audubon Area Community Services
Keith Sanders	Hager Educational Foundation

STAFF RESEARCH
Conducted Nov – Dec, 2014

Best Practices & Aspirational Models

During November and December, 2014, the entire DCPL staff engaged in a large-scale research project to explore best public library practices and focus on a few aspirational models.

- o All staff participated on one of eight Exploration Teams over four weeks, each team researching a specific operational area, exploring the practices of 26 different public libraries across the country, and presenting its findings in mid-December to the Administrative Team.

- o In a parallel process during the same timeframe, the Administrative Team studied the practices of 16 nationally respected systems.

Research Question #1 (Space Utilization):

How are the best libraries across the country reconfiguring and adapting their facilities in order to respond to the needs and preferences of today's library users?

Key Findings: ***The best contemporary libraries are organizing their space around people rather than materials.***

- ✓ They are creating comfortable, flexible activity centers with mobile furniture and technology – both easily reconfigured to respond to an array of customer needs.

- ✓ Many are collaborating with community partners to create experiential learning laboratories for all ages, i.e. technologically sophisticated "maker spaces."

- ✓ The best are thoughtfully linking all parts of the whole, i.e. the space, staffing infrastructure, programs, processes, services, and customers – everything – to create *a coherent, contemporary customer-centered whole.*

Recommendations: Staff research teams recommend *an overall facility assessment and redesign* in order to

- ✓ Overcome a bland, cold, institutional feel;
- ✓ Re-imagine and revitalize an inadequate children's area;
- ✓ Eliminate inefficient, redundant storage areas displacing badly needed public space;
- ✓ More effectively delineate quiet spaces;
- ✓ Serve more people more efficiently through improved seating, signage, displays, shelving, study carrels, etc

> **The Vision:** An inviting, comfortable, and flexible environment, inside and out, where people want to linger and enjoy the vibrancy of *their* library

Research Question # 2 (Technologies):

How are the best libraries across the country using new technologies in order to streamline operations, meet customer expectations, and expand services?

Key Findings: *The best contemporary libraries are investing significant time, money, and people in order to stay ahead of the digital curve.*

- ✓ Their technology-rich environments support an assortment of high quality experiences, including audio-visual labs, learning centers, and computer-linked study areas; mobile compatible websites with quick access to all library resources; internal and external digital signage, and more.

Recommendations: Staff research teams recommend *several steps along the five-year technological journey which include new tools and new practices:*

- ✓ A mobile DCPL App
- ✓ Cost-effective digital signage
- ✓ Portable Library Boxes (See Q3)
- ✓ A state-of-the-art digital media lab encouraging the creation of digital media, i.e. videos, podcasts, and other original content
- ✓ An iPad kiosk
- ✓ Multiple charging stations
- ✓ Tablets to replace existing card catalogue computers
- ✓ A 3-D printer and dedicated space for community learning
- ✓ Wifi hotspots available for check out
- ✓ A Virtual Reference Librarian communicating with customers via chat, text, IM, etc.
- ✓ Staff and customer training to improve the use of *what we already have*
- ✓ Email and text interactions with customers
- ✓ Reading recommendations created especially for online users

The Vision: A reputation for cutting edge competence, customer accessibility, and convenience.

Research Question # 3 (Community Engagement):

How are the best libraries across the country connecting with their communities, establishing creative partnerships, and positioning themselves as respected participants in community decision-making?

Key Findings: *The best contemporary libraries are finding new and creative ways to reach beyond facility boundaries, bringing people together, and nurturing a strong sense of community.*

- ✓ They are maintaining a dynamic 24/7 link with customers, developing "top of mind" awareness through highly visible partnerships, and regularly seeking customer feedback in order to expand, refine, and/or eliminate services and programs.

- ✓ Many are also adding new project-specific funding from community partners, cultivating local philanthropic support, and elevating the role of library foundations.

Recommendations: Staff research teams recommend bold steps to expand the library's community "reach" - targeting new audiences, reaching underserved populations, and creating a mobile community presence exemplified by a willingness to go out, *to meet customers wherever they are.* This includes, for example,

- ✓ Locating *Library Boxes* in high traffic areas – an inexpensive portable digital device which allows quick and easy digital access to library resources related to a specific location or event, e.g.
  - o at Smothers Park during festivals or when conventions are in town
  - o at Yellow Creek Park during ROMP
  - o at sports fields during tournaments
  - o at hospitality spots in order to localize the KY Bourbon Trail
  - o at farmers markets supporting culinary tourism and the DCPL Seed Library
- ✓ Ensuring user-friendly web access, virtual reference support (Ask A Librarian), and expanded online access to *all* library resources including digitized KY Room files
- ✓ Providing mobile customer service: paperless registration, emailed receipts, digital signage, apps for material checkout, online payment of fines, etc.
- ✓ Co-sponsoring *The Human Library Project* with the Multi-Cultural Festival and/or Human Relations Commission, i.e. a "living" library program bringing people together to confront prejudice and stereotypes through hearing each other's stories (see www.humanlibary.org)
- ✓ Placing digital kiosks and book lockers at high traffic areas, e.g. OH and the Health Park for walkers, patients, and patient families
- ✓ Developing new and strengthening existing partnerships, e.g. working with local school systems to produce a Teen Mentoring program utilizing maker spaces, offering homework help, and encouraging peer to peer support;
- ✓ Engaging the community via "Pop Up" experiences downtown in vacant storefronts and/or on open lots
- ✓ Expanding marketing activities, e.g. offering a digital *Ballyhoo*; adding a Frederica St marquee; providing text notifications for special events; sponsoring a Library Street Team, etc

The Vision: Increased public awareness; expanded access in nontraditional settings; a higher, more easily recognized public profile; more outlets for creative expression; and, above all, an openness to new ideas which make library services more accessible *for the entire community*.

Research Question # 4 (Customer Service):

How are the best libraries across the country defining customer service excellence, and how are they ensuring that every single staff member is directly linked to the creation of high quality customer experiences?

<u>Key Findings</u>: ***The best contemporary libraries are redefining Customer Service standards in order to deliver consistent excellence <u>as defined by today's customer</u>.***

- ✓ This includes attention to operational practices, a new level of marketing expertise, an effective web presence, clear directional signage, and PACs which support customer self sufficiency.

- ✓ They respect the contemporary customer's penchant for self-direction, but also are ready to give special attention for those who may require more extensive help.

- ✓ Above all, they have multiple venues for eliciting customer feedback.

<u>Recommendations</u>: Staff research teams recommend several organization-wide strategies to ensure excellent service, *beginning with*

- ✓ A well articulated customer service philosophy, i.e. a formal Customer Bill of Rights
- ✓ Clear Customer Service Standards - supported by (a) an ongoing training program for new hires *and* all employees, and (b) uniformly enforced performance expectations
- ✓ Innovations such as a homework center, a roving reference station, the addition of an "Ask A Librarian" link on the website, etc
- ✓ A redesigned staff infrastructure that
  - o aligns structure and positions with new/developing priorities
  - o establishes clear competencies in all positions
  - o increases on-the-floor customer service hours
  - o brings staff out from behind desks to roam with iPads
  - o adds new positions fully dedicated to the high demands of Programming
- ✓ A long term commitment to best practices in web page design, including
  - o Easy access to multiple services and programs,
  - o Staffing fully dedicated to the constant improvement of the web experience
  - o A Staff Directory with contact information to facilitate customer/staff interaction

The Vision: A hospitality mindset, i.e. the ability to stay focused on *the customer experience at every single point of interaction* including but not limited to the immediate "feel" of the space (whether virtual or physical), the ease with which one secures a library card or accesses any number of services, the quality of directional signage, the attitude of the staff, the delivery of target-specific programs, and anything which might impede quick, effective, and quality service.

Public Libraries Researched By Staff

Those with asterisks were identified by multiple groups. One group also conducted onsite research at Home Depot in order to better understand its new customer service system.

1. Allen County, IN
2. Anythink, CO*
3. Austin, TX
4. Brentwood , TN
5. Bronx, NY
6. Centerville, OH
7. Cleveland, OH
8. Chattanooga, TN*
9. Fredericksburg, VA
10. Huntington, NY
11. Lake Forest, IL
12. Louisville, KY
13. Madison WI *

14. Meridian, ID
15. Miami-Dade, FL
16. Mountain View
17. New York, NY
18. Newburgh, IN
19. Oak Park, IL
20. Openbare, Amsterdam
21. Orlando, FL
22. Pikes Peak, CO*
23. Plano, TX
24. Princeton, NJ
25. Ramona, CA
26. Richland, SC

27. Salt Lake, UT*
28. San Antonio, TX
29. San Diego, CA
30. San Jose, CA
31. Santa Clara, CA
32. Santa Monica, CA
33. Seattle, WA
34. Skokie, IL
35. Somerset Co, NJ
36. Topeka, KS
37. West Fargo, ND

Community Survey Feedback
Conducted January, 2015

All *active* library users – over 20,000 residents who had used the library at least once in the past twelve months – were emailed a link to the online survey and sent two reminder emails over a three-week period. During the same timeframe, the *Messenger-Inquirer* placed a link on its webpage and paper copies were placed throughout the library facility.

Participant Profile

1691 individuals participated – *275 of whom volunteered for follow-up focus groups. Focus groups were organized and advertised, but unfortunately had to be cancelled due to inclement weather.*

Usage patterns

91% reported occasional, monthly, or weekly use of the library
- The largest group – 544 - reported using the library *occasionally*
- 522 reported using the library on a *monthly* basis
- 456 reported using the library on a *weekly* basis

9% (144) reported that they seldom or never use the library

Demographic information

Age:

- **85% of respondents were between the ages of 29 and 69**
  - **761 were between 45 and 69 (46%)**
  - **653 were between 29 and 44 (39%)**
- Of the remaining 15%: 7% (112) were 70 or older; 5% were 19 – 24; 2 % were 13-18; 1% were 12 or under

Education:

- **52% of participants (881 total) have a Bachelor's degree or higher**
  - *444 of that number report a graduate level degree or higher*
- 36% (593 total) report "Some College"% (315), have An Associate's degree (231) or a Technical degree (47)
- The remaining 183 have a High School education or less

Area of Residence by Zip

43% - 42301
43% 42303
5% Philpot
4% Utica

2% Whiteville
2% Maceo
<1% West Louisville and Maple Mount

Usage Patterns

85% access reading materials
44% access movies
24% conduct research
20% attend children's programs

Areas of Greatest Focus

- **Children's services**
- **Digital resources**
- **The facility**

Primary Interests

50% - movies and/or new fiction
45% - eBooks
34% - new nonfiction
33% - children's materials

Use of mobile devices:

- 52% iPhone,
- 41% iPad,
- 34% Kindle
- 31% Android

Program Interests

- Programs for Families & Children
- Author Visits, Writing, & Publishing
- How-To Classes
- Digital Age Know-How

Most Valued:

- **Access, availability, convenience**
- **Free and equal service**
- **Selection and variety of materials**
- **Staff support**

Expansion/Improvement Targets

In order of frequency:

1. **Children's services:** *more programs, more materials, better physical space, scheduling for working families*

2. **EBooks and online access**

3. **Improvements in the physical space**

4. General collection development ideas: music, movies, and genealogical resources

5. Easy community-wide access to library services, e.g. branches, satellites, service sites, mobile services for outlying areas; drive through drop-off's; expanded service hours, etc

6. Better communications: more advertising/publicity regarding library events and programs

7. Partnerships with schools and colleges

8. Music and film programs

9. Genealogical programs

10. More book clubs

11. More programs focusing on local history

12. A greater emphasis on multi-cultural programs

Daviess County Public Library Data: *Five Year Performance Trends*

		2014	2013	2012	2011	2010
FINANCIAL						
Operating Revenue	Local Revenue	$ 3,780,720	$ 3,769,034	$ 3,637,602	$ 3,340,800	$ 3,312,351
	State Revenue	$ 109,563	$ 109,575	$ 114,868	$ 115,071	$ 123,839
	Federal Revenue	$ 9,896	$ 500	$ 2,095	$ 8,099	$ 18,835
	Other Revenue	$ 213,037	$ 213,620	$ 222,840	$ 191,399	$ 226,117
	Total Operating Revenue	**$ 4,113,216**	**$ 4,092,729**	**$ 3,977,405**	**$ 3,655,369**	**$ 3,681,142**
Operating Expenditures	Collection Development	$ 499,950	$ 451,765	$ 455,682	$ 425,517	$ 381,696
	Salaries	$ 1,512,880	$ 1,445,527	$ 1,419,589	$ 1,414,629	$ 1,362,172
	Benefits	$ 513,263	$ 502,183	$ 507,013	$ 493,603	$ 447,367
	Other Operating	$ 409,780	$ 348,865	$ 351,528	$ 373,199	$ 414,495
	Continuing Education	$ 21,250	$ 19,090	$ 16,026	$ 15,032	$ 16,610
	Electronic Access	$ 112,221	$ 99,376	$ 150,113	$ 117,414	$ 117,748
	Total Operating Expenditures	**$ 3,069,344**	**$ 2,866,806**	**$ 2,899,951**	**$ 2,839,394**	**$ 2,740,088**
Capital Outlay Expenditures		**$ 127,049**	**$ 38,580**	**$ 645,438**	**$ 1,078,354**	**$ 1,211,095**
Debt Service		**$ 1,065,729**	**$ 600,065**			

		2014	2013	2012	2011	2010
FACILITY INFO						
Library Visits		681,388	539,020	489,440	405,740	366,504
	Physical	377,140	380,565	352,369		
	Online	304,248	158,455	137,071		
Registered Users		75,859	75,040	74,213	73,612	72,927
Public Internet Computer Uses		84,707	94,836	88,711	99,838	74,511
Reference Transactions		327,637	269,594	309,348	207,974	197,366
Public Service Hours		3,744	3,744	3,744	3,744	3,744
LIBRARY COLLECTION						
Book Collection	Adult Fiction	75,647	66,002	62,895	77,406	69,725
	Adult Nonfiction	77,914	78,378	81,547	80,610	79,127
	Juvenile Fiction	39,063	44,206	42,108	35,056	32,189
	Juvenile Nonfiction	22,742	22,027	21,664	21,974	20,438
Total Book Collection		215,366	210,613	208,214	215,046	201,479
Digital/Audiovisual Materials	Electronic Books	78,343	62,160	46,434	6,860	1,576

APPENDIX: Source documents

CIRCULATION						
Adult Fiction		172,272	183,369	210,864	205,832	202,075
Adult Nonfiction		60,363	67,874	80,234	87,523	87,312
Juvenile Fiction		144,029	145,999	154,232	148,513	141,161
Juvenile Nonfiction		35,827	38,497	40,657	38,681	37,714
Total Book Circulation		**412,491**	**435,739**	**485,987**	**480,549**	**468,262**
Audio Books		25,479	27,782	40,372	42,066	41,849
Other Audio		40,292	40,846	49,313	34,649	29,696
Videos		231,200	221,542	204,551	181,252	151,642
Other Audiovisual		6,908	0	0	383	942
Total Audiovisual Circulation		**303,879**	**290,170**	**294,236**	**258,350**	**224,129**
Other Materials		9,712	9,818	11,097	10,447	10,164
Total Circulation		**726,082**	**735,727**	**791,320**	**749,346**	**702,555**
Electronic Materials Circulation		**71,881**	**49,594**			
Children's Circulation		233,777	234,809	243,935	238,817	223,101
Downloadable Music Services						
	Freegal Downloads	**17,729**	**11,192**	**9,684**		
	Other Downloadable Music	396	150	0		

PROGRAMS						
Infant/Toddler	Number of Programs	97	98	101	151	147
	Number of Attendees	2,892	3,549	3,793	4,620	4,281
Preschool	Number of Programs	717	679	81	136	145
	Number of Attendees	16,144	16,042	1,539	2,071	2,565
Elementary School	Number of Programs	326	467	11	0	0
	Number of Attendees	9,327	7,909	783	0	0
Young Adult (12 and older)	Number of Programs	181	94	0	0	3
	Number of Attendees	3,322	1,399	0	0	10
Other Children's Programs	Number of Programs	140	112	102	58	56
	Number of Attendees	6,779	6,657	5,297	4,080	4,353
Total Children's & Young Adult Programs	**TOTAL Number of Programs**	**1,461**	**1,450**	**295**	**345**	**351**
	TOTAL Number of Attendees	**38,464**	**35,556**	**11,412**	**10,771**	**11,209**

Adult Programs	**Number of Programs**	**55**	**37**			
	Number of Attendees	**5,334**	**4,844**			
Programs-Multiple Age Levels	Number of Programs	61	36	61	91	33
	Number of Attendees	2,208	1,615	6,788	1,670	1,439
Total Number of Programs		**1,577**	**1,523**	**356**	**436**	**384**
Total Number of Attendees		**46,006**	**42,015**	**18,200**	**12,441**	**12,648**

[_____] **Gray cells indicate data unavailable**

Quick Scan: Demographics and Library Data*

		United States	Kentucky	Daviess County	Campbell County	Warren County	Fayette County
US Census	Total Population	313,873,685	4,380,415	97,847	90,908	117,110	305,489
Age	Median	37.2	38.1	38.8	37	32.7	33.7
	Under 18	23.9%	23.6%	24.4%	22.8%	22.8%	21.2%
	65 & over	13.2%	13.3%	14.6%	12.8%	10.9%	10.5%
Educational Attainment	Less than a High School Diploma or Equivalent	14.3%	17.6%	12.2%	12.3%	14.4%	11.3%
	High School Diploma or Equivalent	28.2%	34.0%	39.8%	32.5%	29.9%	20.7%
	Some College but No Degree	21.3%	20.5%	21.0%	20.6%	20.9%	21.2%
	Associate's Degree	7.7%	6.9%	7.9%	7.2%	7.3%	6.9%
	Bachelor's Degree	17.9%	12.5%	11.1%	17.0%	16.8%	22.9%
	Graduate or Professional Degree	10.6%	8.5%	7.9%	10.5%	10.7%	17.0%
	Free/Reduced Lunch	n/a	56.6%	56%	49.5%	53.1%	49.7%
Income	Household median	$53,046	$42,610	$45,507	$53,580	$43,509	$48,779
	Population in poverty	14.9%	18.6%	14.9%	12.4%	18.9%	18.2%
Employment**	Health and Education Services	n/a	38.3%	35.5%	43.7%	42.4%	42.8%
	Utilities, Trade, and Transportation	n/a	21.2%	20.5%	19.5%	18.3%	18.8%
	State and Local Government and Public Education	n/a	15.4%	19.0%	18.9%	15.1%	18.5%
	Manufacturing and Construction	n/a	16.9%	16.4%	13.1%	18.8%	11.0%
	Finance, Professional, and Other Services		5.0%	6.9%	3.9%	3.7%	4.6%
	Unemployment Rate	8.1%	8.2%	6.7%	7.6%	6.9%	6.3%
Voter Turnout 2012 General Election	Total Registered	n/a	3,037,152	67,708	63,615	71,375	196,338
	Number Voting	n/a	1,814,552	42,367	40,353	44,008	128,806
	Percent Turnout	68.0%	59.7%	62.5%	63.4%	61.6%	65.6%
2013 Library Data	Total Revenue	n/a	$176,921,811	$4,092,729	$3,782,427	$3,618,477	$15,118,974
	Budget Expenditures	n/a	$134,004,031	$2,866,806	$3,917,259	$2,941,271	$11,903,474
	Operating Expenditures	n/a	$30,756,149	$467,331	$820,824	$90,809	$2,389,034
	Public Hours	n/a	621,690	3,744	10,920	13,260	20,748
	Registered Users	n/a	2,565,217	75,040	65,943	80,963	229,521
	People Entering Library	n/a	19,313,135	539,020	681,701	394,350	1,929,243
	Total Circulation	n/a	30,074,378	785,321	1,020,038	951,828	2,949,778
	Ref Transactions	n/a	3,832,346	269,594	133,159	67,764	257,372
	Child Programs	n/a	n/a	1,214	1,493	1,248	1,927
	Child Attendance	n/a	1,376,230	13,497	33,067	25,691	49,001
	YA Programs	n/a	n/a	23	163	172	295
	YA Attendance	n/a	93,305	232	2,288	2,430	3,026
	Adult Programs	n/a	n/a	468	353	120	1,289
	Adult Attend	n/a	310,114	7,622	5,358	6,442	35,413

* **Source Documents:** Kentucky Center for Education and Workforce Statistics, 2014 County Profile; 2010 Census, Age Groups and Sex by County; Statistical Report of KY Public Libraries, 2012-13; KY State Board of Elections, 2012 General Turnout Statistics by County

** Five largest sectors sorted by overall Daviess County percentages

COMPARISON: Daviess as # 7 of Kentucky's 10 Largest Counties

Ten Largest Counties	Population	Registered Borrowers	RB Per Capita	Total Operating Revenue	Rank among 120 counties	Revenue Per Capita		Annual Public Service Hrs (Main Library, Branches, Bookmobile)	Public Service Hrs Per Capita	Rank among 120 counties	Total Square Ft, Main & Branches	Total Square Ft Per Capita	Book Circ Per Capita	Rank	Material Circ Per Capita
Jefferson	750,828	355,902	0.47	$16.6m		$ 22.17		55,380	0.07		330,335	0.44	3.74		4.96
Fayette	305,489	229,521	0.75	$15m		$ 49.49		20,748	0.07		205,162	0.67	6.06		9.66
Kenton	161,711	132,618	0.82	$13m		$ 80.95	#7	10,972	0.07		135,249	0.84	6.21		13.22
Boone	123,316	95,381	0.77	$7.6m		$ 61.64		19,448	0.16		136,165	1.10	8.36	#4	13.75
Warren	117,110	80,963	0.69	$3.6m		$ 30.90		13,260	0.11		32,727	0.28	4.45		8.13
Hardin	107,025	44,547	0.42	$900k		$ 8.37		6,704	0.06		23,200	0.22	1.67		2.21
Daviess	**97,847**	**75,040**	**0.77**	**$4m**		**$ 41.83**		**3,744**	**0.04**	**#118**	**51,000**	**0.52**	**4.45**		**8.03**
Campbell	90,908	65,943	0.73	4.8m		$ 52.61		10,920	0.12		56,600	0.62	5.12		11.22
Madison	84,786	45,124	0.53	$3m		$ 36.67		7,498	0.09		29,490	0.35	3.51		5.78
Bullitt	75,896	57,945	0.76	$4.9m		$ 64.48		12,688	0.17		39,492	0.52	3.26		4.47
		State Avg	0.59			$ 40.65			0.14				0.59	4.26	
		High	1.25			$ 112.82			1.05				2.34	11.38	
		Low	0.04			$ 1.05			0.04				0.15	0.53	

County	Largest Population Areas	Registered Borrowers		Electronic Material Circ Per Capita	Rank among 120 counties	Adult Program Attendance	Adult Program Per Cap				# Children's Programs	Children's Programs Attendance	Children's Program Attendance Per Capita	
Jefferson	750,828	355,902		0.36		52,458	0.07				5,925	186,905	0.25	
Fayette	305,489	229,521		0.42		35,413	0.12				1,927	49,001	0.16	
Kenton	161,711	132,618		0.94	#4	16,996	0.11				4,625	117,225	0.72	
Boone	123,316	95,381		0.63	#5	27,274	0.22				3,552	61,436	0.50	
Warren	117,110	80,963		0.27		6,442	0.06				1,248	25,691	0.22	
Hardin	107,025	44,547		0.17		7,622	0.07				1,214	13,497	0.13	
Daviess	**97,847**	**75,040**		**0.51**	**#10**	**4,844**	**0.05**				**1,356**	**34,157**	**0.35**	
Campbell	90,908	65,943		0.26		5,358	0.06				1,493	33,067	0.36	
Madison	84,786	45,124		0.26		11,575	0.14				541	17,280	0.20	
Bullitt	75,896	57,945		0.18		2,238	0.03				459	9,350	0.12	