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# **STRATEGIC PLAN**

## **2013-2017**

**Approved by the Library Board of Trustees of the  
New Albany-Floyd County Public Library  
March 7, 2013**

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## **INTRODUCTION**

The purpose of this document is to create an action plan for public Library services in Floyd County for 2013 through 2017. The process used to create this document was modeled after *Strategic Planning for Results* (SPFR) written by Sandra Nelson for the Public Library Association.

SPFR is a streamlined, customizable approach intended to guide the development and implementation of long term goals and objectives for public Library large and small, urban and rural. The key points of SPFR are:

- Excellence must be defined locally. It results when Library services match community needs, interests, and priorities.
- Collaboration with community leaders, Library staff, and Library Board.
- Selection of priority Library service responses unique to Floyd County.
- Accountability to measure what difference the Library makes to the people of New Albany and Floyd County.
- A framework for making resource allocation decisions.

## **COMMUNITY PROFILE**

New Albany is the county seat for Floyd County which covers 148 square miles in southern Indiana. The Ohio River is the defining natural feature here. Its “falls” which are really an extended area of gentle rapids originally made this area a stopping point for westward-bound traders and settlers.

Southern Indiana, because it is considered part of the greater Louisville, Kentucky metropolitan area, is culturally and geographically more similar to the South than it is to the rest of the state of Indiana.

The major highways providing transportation routes through the county include Interstate 64 and Interstate 265, U.S. Route 150, and Indiana State Roads 62, 64, 111, and 311.

Floyd County residents work either in manufacturing, health care and social services, education, retail trade, construction, or agriculture or commute to work in the Louisville, KY area.

New Albany and Floyd County are home to public and parochial schools for k-12 students. Higher education institutions serving the area include:

- Indiana University Southeast
- Ivy Tech Community College in Sellersburg
- Purdue Technology Center of Southeast Indiana

- Hanover College
- Indiana Tech

Current Floyd County demographics

Cities and Towns:	Population
Galena	1,818
Georgetown	2,876
Greenville	595
New Albany	36,372
Floyds Knobs	10,911

2011 Population Estimates by Age:	
Preschool (0-4)	4,424 (5.9%)
School age (5-17)	13,219 (17.6%)
College age (18-24)	6,651 (8.9%)
Young adult (25-44)	18, 818 (25.1%)
Older adult (45-64)	21,983 (29.3%)
Senior (65+)	9,894 (13.2%)
Median age is 39.0	

2011 Population Estimates by Race and Hispanic Origin	
American Indian	.3%
Asian	1.0%
Black	5.3%
White	91.5%
Two or more races	1.8%
Hispanic or Latino	2.8%

Household Types (2010 Census)	
Married with children	19.7%
Married without children	30.8%
Single parents	10.6%
Living alone	25.6%

Income and Poverty (2010 Census)	
Per Capita personal annual income	\$39,788
Poverty rate	12.4%
Poverty rate among children under 18	19.3%

Education for Adults over age 25 (2010 Census)	
High school graduate including equivalency	35.4%
Some college, no degree	22.6%
Associate's degree	8%
Bachelor's degree	14.2%
Graduate or professional degree	7.5%

## **LIBRARY HISTORY AND FUNDING**

The New Albany Public Library was founded on May 9, 1884, under the Library Law of 1883, which permitted School Boards to organize and administer public libraries. In 1956 the New Albany School City reorganized as the New Albany-Floyd County Consolidated School Corporation, and the New Albany Public Library's taxing district was declared the same as its board's. Library service was extended to all residents of Floyd County at this time. In December 1964, the School Board passed a resolution to convert the Library to a Class I Library with a separate Library board. The organizational meeting of the new Library board was held on January 7, 1965 and the name of the Library was officially changed to the New Albany-Floyd County Public Library. The first Library was built with a grant from the Carnegie Foundation at 201 E. Spring St. and served as the Library until the new and current building was opened at 180 W. Spring St. The original Library building is now the home of the Carnegie Center for Art and History which is a department of the Library.

The Library is a legally established municipal corporation under Indiana law and is funded primarily by property taxes. It is governed by an appointed Board of Library Trustees of seven members. Three members are appointed by the NAFC Public School Board, two are appointed by the Floyd County Commissioners, and two by the Floyd County Council.

The New Albany-Floyd County Library has maintained Reciprocal Borrowing Agreements with both Clark and Harrison County Public Libraries since 2009. The Libraries included are the Jeffersonville Township Public Library, Charlestown-Clark County Public Library and the Harrison County Public Library.

The Carnegie Center for Art and History began as the Floyd County Museum. The museum was organized by a group of citizens who were concerned about the fate of the original Library building once the Library moved to its current location. The Floyd County Museum opened in the

former Carnegie Library in 1971. In 1988, the Floyd County Museum became a department of the New Albany-Floyd County Public Library and continues this relationship to this day. The Library supports the Carnegie by paying staff salaries and providing a budget for operating expenses.

## **WHY DOES THE LIBRARY NEED A STRATEGIC PLAN?**

This strategic plan is an important tool that helps the Library Board, staff and community stakeholders move together in the same direction. It helps our customers and potential customers understand our priorities and how we try to meet the community needs identified by our Community Planning Committee. It also helps Library employees see how their work fits into the big picture. The plan is a dynamic and flexible blueprint that changes as we evolve. It also provides the basis for allocating Library resources, i.e. staff, collections, technology, and space. Finally, we are required by the Indiana State Library to have a strategic plan with measurable outcomes to meet the state's Public Library Standards.

## **LIBRARY MISSION STATEMENT**

*The mission of the New Albany-Floyd County Public Library is to create young readers, celebrate the diversity of our community, preserve our local history and promote genealogical research, support literacy, and stimulate imagination by providing services and collections in a variety of formats for use during leisure time. Through innovative programming, we create memories and shared stories for residents of all ages, in a community gathering place.*

The New Albany-Floyd County Public Library will provide:

1. Facilities for research and intellectual pursuits
2. A diverse collection of print, non-print, and digital resources covering a broad spectrum
3. Excellent customer service to patrons in the use of its collections
4. Opportunities for lifelong learning
5. Staff, financial assistance and oversight of the Carnegie Center for Art and History

The Library subscribes to the belief that there should be no limitations in its service because of race, color, religion, gender, national origin, age, disability or sexual orientation and that there will be no special privilege for class, group or position in the community.

## **CORE LIBRARY VALUES**

- We value free and equal access to information, the building, its services and its programs.
- We value reading and learning and promote both for all ages.
- We respect and protect each person's right to privacy and freedom in choosing Library materials.
- We value the Library as a community facility for open communication of ideas and information; its collections, displays, programs, and services reflect an array of opinions and viewpoints.
- We value our patrons and employees by responding to them with equal, respectful and friendly service to all.
- We value collaboration within the Library and with community organizations and groups, to achieve common goals.
- We plan for the future and work to continually improve our services, programs and collections to ensure that we meet the changing needs of our patrons.
- We value effective and efficient stewardship of Library resources.
- We value maintaining accessible and user-friendly resources.
- We respect the responsibility and right of all parents and guardians to guide their own children's use of the Library and its resources and services.
- We choose respect, consideration, empathy, and tolerance as one of our fundamental values, enhancing the community's quality of life.

## **HIGHLIGHTS OF THE PLANNING PROCESS**

The Library Board of Trustees, Library and Carnegie staff, and Library director identified key individuals from a wide variety of community stakeholders, agencies, civic organizations, businesses, non-Library users, parents, senior citizens, and cultural groups to form a Community Planning Committee as an Ad Hoc Committee of the Library Board. The Committee held two meetings facilitated by the Library director: Saturday, February 18, 2012 in the Library auditorium and Saturday, March 3, 2012 at the Carnegie Center for Art and History.

The agenda for the first meeting included a tour of the Library, an overview of the *Strategic Planning for Results* model, community vision and needs assessment, and an analysis of community needs using a "needs decision tree", and the selection of eight potential Library service response priorities for New Albany and Floyd County.

**The following statements represent the discussion and perception of the Community Planning Committee members during their first meeting.**

**NOTE: phrases with a bullet were selected by the Committee as being an audience/need that the Library could be involved with.**

### Community Vision: New Albany in 5-10 years

- Latino community growth
  - More Asian population
  - More African American community growth
  - 4-H is growing (area for collaboration)
  - More computer activity (collaborate with schools)
  - Fewer physical books
  - A lot more people with special needs especially kids
- Disappearing rural areas
- More Louisville people at our Library and in southern Indiana
- Restaurants drawing Louisville residents to New Albany
- More poverty
  - Aging population
  - Longer work life
  - Higher education work skills
  - More neighborhood based involvement
  - Diversity is accepted and encouraged
  - Historic preservation
  - Youth involved in community process
  - Environmental awareness
  - Access to healthy choices
  - Resurgence of downtown life
- More government regulation (federal, state, and local)
- More health food stores
- New Albany/Floyd County will be more self-sufficient. No need to travel to Louisville.
  - Increased number of ex-offenders and homeless community.
  - Melding of old and new
  - Population growth in people with less education.
- Higher crime rates
- Quality, affordable housing prices will go up
- Disparity in house
- More recreational opportunities
- Better transportation options
- Increased user fees (less Federal and state money so local government will have to increase user fees)
- Indigent falling through cracks
  - Drop outs at younger ages
  - Increase of behavior problems in children

- Programs for healthier families and parenting skills
  - Telecommuting and less traditional employment
  - More innovation/creativity
  - More entrepreneurial businesses
- Regional hospital
- More technology/immediacy of technology
  - More environment friendly resources
  - Internet security awareness
  - More technology in manufacturing sector (collaboration with Purdue and Job Center)
- Higher demand for vocational schools
- Cheaper labor
- Increase in home schoolers
  - Financial cuts in education
  - How will college be affordable? (Library should offer workshops)
  - How will we get our information?
  - How to maintain personal connections
  - Human isolation
  - More jobs in education and healthcare
  - Family unity
  - Neighborhood unity/involvement
  - Infrastructure encourages more community involvement (collaborate with planning boards)
  - Civic awareness and responsibility (collaborate with League of Women Voters)

### **Community strengths**

- 1) Neighborhood associations
- 2) Good school system
- 3) Good churches
- 4) Access to Louisville
- 5) Arts and entertainment
- 6) Jobs
- 7) Indiana Room
- 8) Outreach for children
- 9) Housing authority
- 10) Social services
- 11) IUS and YMCA
- 12) Floyd Memorial Hospital

- 13) Family Health Center
- 14) Natural setting
- 15) Building preservation
- 16) Rich history
- 17) Small size
- 18) Openness to working together for community goal
- 19) St. Vincent DePauw
- 20) Lifespan resources
- 21) Interfaith
- 22) Location of Louisville close by
- 23) Salvation Army
- 24) Division Street school
- 25) Communication with close communities
- 26) Reciprocal borrowing agreement with Harrison and Clark counties
- 27) Town Clock church
- 28) Greenway
- 29) Community newspaper
- 30) Business involvement with non-profit organizations
- 31) Friendliness
- 32) Rauch
- 33) Outlying communities
- 34) Hispanic connection and ministries
- 35) Horseshoe Foundation
- 36) Animal shelter
- 37) Library and Carnegie

### **Community Weaknesses**

- 1) Transportation
- 2) Need bus line
- 3) Infrastructure
- 4) Political incivility
- 5) Teen outreach
- 6) Job market for teens
- 7) No safe teen center
- 8) No bookmobile
- 9) No county outreach
- 10) Divided government
- 11) Lack of resources

- 12) No outdoor aquatic center
- 13) Brain drain (local kids moving away and not coming back)
- 14) Abandoned housing and buildings
- 15) Visionless politicians
- 16) Lack of parenting programs
- 17) Lack of satellite libraries
- 18) Cuts in education funding
- 19) Lack of senior housing
- 20) Lack of senior services
- 21) Lack of services for young single mothers
- 22) Lack of funding for daycare
- 23) Lack of follow up on community beautification
- 24) Lack of code enforcement, follow up and training
- 25) Littering
- 26) Lack of shelters for homeless and displaced
- 27) Lack of mentoring
- 28) Absentee landlords
- 29) Language builders (language classes for kids)

### **Community Opportunities**

- 1) Possible activities outside
- 2) Volunteer work
- 3) Mentoring
- 4) Increased educational opportunities
- 5) Capitalize on new attention gained while bridge was closed
- 6) Try to retain people from here
- 7) Keep supporting local business
- 8) River transportation
- 9) UPS for scholarships and employment
- 10) Internships in high school
- 11) Riverfront development
- 12) Low income home ownership
- 13) League of women voters

## Community Threats or Challenges

- 1) Educational opportunities for immigrant community
- 2) Funding cuts
- 3) Education
- 4) Status quo community attitude
- 5) Gambling threat to home
- 6) Bridge opening
- 7) Unwilling to be sensitive to changing culture
- 8) Language learning at an older language (younger kids learn foreign languages easier)
- 9) Schools not complying with English as a Second Language requirements
- 10) No new funds for additional programs
- 11) Lack of appreciation for diversity
- 12) Lack of early childhood education
- 13) Lack of parental education
- 14) Lack of public transportation and aversion to the use of public transportation
- 15) Assault of public education on state and national levels
- 16) Gender inequality
- 17) Ageism

The second meeting held at the Carnegie focused on a SWOT analysis (strengths, weaknesses, opportunities, and threats) compiled by the Library staff on the potential responses selected at the first meeting. The Committee then selected the top seven priority Library service responses for the New Albany Floyd County Library to meet the unique needs of Floyd County residents. The Library managers and Library director narrowed the number of service responses down to four as more realistic for the scope of this Plan.

These priority service responses were selected from a standard list of eighteen that are used by public libraries across the United States and are included in *Strategic Planning for Results*. A service response is simply defined as a way for a public Library to address unique community needs.

## **SELECTED LIBRARY SERVICE RESPONSES FOR THE LIBRARY AND THE CARNEGIE CENTER**

- ***Celebrate Diversity: Cultural Awareness***

Residents will have programs and services that promote appreciation and understanding of their personal heritage and the heritage of others in the community.

- *Create Young Readers: Emergent Literacy***  
 Preschool children will have programs and services designed to ensure that they will enter school ready to learn to read, write, and listen. Those skills include vocabulary, print motivation, print awareness, narrative skills, letter knowledge, and phonological awareness.
- *Discover Your Roots: Genealogy and Local History***  
 Residents and visitors will have the resources they need to connect the past with the present through their family histories and to understand the history and traditions of the community.
- *Stimulate Imagination: Reading, Viewing, and Listening for Pleasure***  
 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.

## **QUICK FACTS ABOUT THE NEW ALBANY-FLOYD COUNTY PUBLIC LIBRARY**

Total number of hours open per year	3,420
We have reciprocal borrowing agreements with Harrison and Clark counties so that Floyd County residents can register for Library cards at any of those libraries.	
Total number of individual resident registered users	49,732
Total number of programs for children in 2012	377
Total attendance for children’s programs in 2012	15,004
Total number of programs for young adults in 2012	57
Total attendance for young adult programs in 2012	1,044
Total number of programs for adults in 2012	683

Total attendance for adult programs in 2012	3,899
Total visits in Library in 2012	255,166
Uses of public computers in 2012	44,717
Total circulation of all Library materials in 2012	411,270
Total number of books on our shelves	191,092
Total number of electronic books for download	1,464
Current number of magazine subscriptions	248
Total number of non-print materials available for check out	17,576

## DEFINITIONS OF STRATEGIC PLAN COMPONENTS

The Strategic Planning for Results model uses specific definitions for components of a strategic plan.

1. *Mission Statement*: a brief description of the services on which the Library will be focusing over the next several years.
2. *Goals*: what the Library hopes will result from its efforts; the benefits to be received by the residents of New Albany and Floyd County.
3. *Objectives*: statements that set a standard of performance for the Library's work towards meeting its goals; measurable and time-limited, objectives tell staff how success will be measured and services evaluated.
4. *Possible activities*: a list of tasks to implement the plan; the possible activities describe the kinds of programs and services the Library hopes to do over the life of the strategic plan to meet community needs.
5. *Library Resources*: All of the assets the Library uses to provide its programs and services fall into one of four categories: staff, collections, technology, and the Library facility itself.

# **CELEBRATE DIVERSITY: CULTURAL AWARENESS**

## **Goal 1**

Residents will have programs and services that promote appreciation and understanding of their personal heritage and the heritage of others in the community.

Suggested Target Audiences: Adult patrons and Teens

Objectives:

- 1.1 Each year, at least 80% of adults and teens completing online/paper polls after participating in cultural events at the Library will report that they found the programs) to be informative, engaging and entertaining.
- 1.2 The attendance for the larger cultural events at the Library will increase by at least 10% each year.
- 1.3 Each year, at least 80% of adult and teen attendees of Library cultural events completing surveys will report that they learned something new about another culture, and the information gained from the event has positively impacted the way they interact with others of different ethnicity from themselves.
- 1.4 Each year, at least 80% of the adult and teen attendees of Library cultural events completing surveys will report that as a result of what they learned about another culture (at the event) enough curiosity was invoked to undertake additional research on the topic.

Possible activities:

- Develop 2 major cultural events each year on the cultural heritage of the community to be expanded on each year.
- Collaborate with local organizations/university to offer an ongoing language exchange programs for English and Spanish speaking patrons.
- Provide regular and consistent programming and forums on a variety of topics and concerns on cultural issues raised in the community throughout the year.
- Provide and update the English Language Learners (ELL) collections in the Library. Pull together all formats into one area to ease accessibility, and make those collections available through sponsorship as well as personal Library card.

## **Goal 2**

Adult and teen patrons will have the opportunity to explore their personal lineage to promote understanding of their family background and roots in the community.

Suggested Target Audience: Adult and teen patrons

Objectives:

2.1 At least 60% of adult and teen patrons responding to an annual Library survey will report that their visits to the Library included some form of genealogy research, either as school project or conducting personal lineage research.

2.2 At least 75% of adult and teen patrons responding to an annual Library survey will report that they were supported in their genealogy research by Indiana Room and/or Reference staff members.

2.3 At least 60% of all adult and teen patrons responding to an annual Library survey will report that their Library experience while conducting genealogical research was favorable to excellent.

Possible activities:

- Provide teen and adult workshops on personal family genealogy research. Teens will be able to visually create a personal family “tree.”
- Teens will be involved in developing a program on the historical interpretation of an important moment in the community’s history. The program will be videotaped for future retrospective events and posted to YouTube and the Library’s website.
- The reference department staff will create displays around the Library to highlight the rich, historical background of the community, along with the work of local authors who have written on the historical significance of New Albany.
- The Library will offer community programs with local authors who have written extensively on New Albany’s historical significance.

### Goal 3

The Library will promote conflict resolution in the community by offering a well-balanced collection that includes information and resources following the many facets of national, regional, and community cultural/political news.

Suggested Target Audience: Adult and teen patrons

Objectives:

3.1 Each year, at least 55% of teens participating in library programming on conflict resolution will respond when asked that they have a better understanding and tolerance of those who are culturally diverse from themselves as a result of attending the program(s).

3.2 Each year, at least 70% of all adult patrons responding to an annual survey will indicate that they were attracted to a book display featuring cultural diversity and consequently checked out a book because of the display.

3.3 Each year, at least 70% of all teen and adult patrons responding to an annual survey will report that they are better informed on the critical political and social issues that arise in the community by attending public forums hosted by the Library.

Possible activities:

- The Library will offer community forums that bring New Albany political and social viewpoints to the public forefront.
- The reference department staff will create original and creative book displays to engage readers to start the community dialog concerning peaceful conflict resolution in the community.
- The reference department will host a community webpage that will provide a quick reference to the current community political figures.

## **Goal 4**

The Library will begin a community –wide initiative to position Floyd County as a model of civility. Civility is a core value of a well-functioning community and one of its defining components, underscoring its general health and wellness. The project intends to enhance respect, empathy, consideration and tolerance among all residents.

Suggested Target Audience: Adults

Objectives:

- 4.1 In the first year, the Library Director will explore the feasibility and potential of inviting Dr. P.M. Forni, author of *Choosing Civility: the 25 Rules of Considerate Conduct* to speak at a public open forum in the Library auditorium.
- 4.2 The Library Director will meet with various community organizations and stakeholders to determine the level of interest in forming a Choose Civility Chapter here in New Albany.

## **Goal 5**

The Carnegie Center will reach diverse audiences by presenting a wide range of exhibitions and programs presented by artists who offer different, individual perspectives and historians who share stories of our history from points of view that have not been told before.

Target audience: Adults, students and families

Objectives:

- 5.1 At least 40% of visitors completing a survey will report that they gained a broader understanding of the topic because the presenter was of a diverse background or the theme was presented in a new way.
- 5.2 Track demographics of survey respondents to gauge the diversity of our audience.
- 5.3 At least 40% of visitors completing a survey will report that they attended the exhibition or program because the presenter was of a diverse background or the theme was presented in a new way.

5.4 Annual visitation will increase by 5%.

Possible activities:

- Schedule exhibitions and programs that are presented by diverse individuals, on diverse subject matter or approach the subject matter from a unique point of view.
- Seek out mutually beneficial collaborations with organizations that serve targeted, diverse audiences to engage the participation of those individuals.

## **Goal 6**

The Carnegie Center will work with organizations that serve individuals with a variety of abilities to engage their participation.

Target audience: Adults and children with disabilities

Objectives:

6.1 Increase visitation and participation by groups that serve individuals with disabilities by 5%.

Possible activities:

- Develop periodic activity day for organizations that serve individuals with disabilities.

## **Goal 7**

The Carnegie Center will celebrate diversity in our daily activities and interactions with others.

Target audience: Adults, students and families

Objectives:

7.1 At least 90% of visitors who respond to a survey report that they felt a welcoming reception and positive atmosphere from their interactions with Carnegie Center staff.

Possible activities:

- Adopt a definition of diversity that will guide us in our interactions with visitors, artists, historians, board members, co-workers, volunteers, and professional colleagues.
- Participate in diversity training.

## **Goal 8**

Children and families will have access to materials and programs that reflect many different cultures and ethnicities.

Target audience: Children and caregivers

Objectives:

8.1 Develop Spanish-language programming and increase attendance each year by 10%.

8.2 At least 10% of children's programs will include elements that celebrate diverse cultures.

Possible activities:

- Develop English/Spanish bilingual book club in partnership with Fairmont Elementary and/or St. Mary's Catholic Church.
- Develop English/Spanish story times, either in-house or as outreach.
- Increase the number of cultural programs offered in the Children's Room.
- Incorporate diverse songs, stories, and rhymes into programs already offered by the Children's Department.
- Develop story telling programs featuring literature including folk tales from a variety of cultures.

## **Goal 9**

The Library will offer programs that promote an understanding, enrichment and understanding of their personal heritage and the heritage of others in the community.

Target audience: Adults

Objectives:

9.1 Each year, at least 85% of adults completing surveys will respond that the cultural events(s) they attended helped them promote an understanding, enrichment of their personal heritage and the heritage of others.

9.2 Each year, attendance at cultural events will increase by 10%.

Possible activities:

- During Black History Month offer programming with an emphasis on African American dance, music, food, and culture.
- Promote and show more movies highlighting different cultures.
- Create and maintain displays that promote different cultural backgrounds.

## **CREATE YOUNG READERS: EMERGENT LITERACY**

### **Goal 10**

Children ages 0-5 and their parents, caregivers, and teachers will have access to age-appropriate materials that encourage reading together and development of early literacy skills.

Objectives:

10.1 Each year, the number of school collections requested by preschool/daycare teachers will increase by 5%.

10.2 Each year, circulation of theme kits will increase by 5%.

Possible activities:

- Targeted marketing to preschool and daycare providers.
- Reorganizing and promoting theme kits.
- Increase theme kit collection.
- Provide alternative to “Dial a Story” (i.e. Tumble books or similar).

### **Goal 11**

Daycare and preschool providers and the young children they work with will have access to programming and materials that promote early literacy.

Objectives:

11.1 Each year, the number of outreach visits to preschoolers and/or daycares serving children under 5 will increase by 10%.

11.2 At least 75% of daycare/preschool providers who respond to a survey will say that our outreach programs are very good or excellent.

11.3 Each year, the number of children attending summer daycare or preschool that participate in the Summer Reading Club will increase by 10%.

Possible activities:

- Increase targeted marketing to preschools and daycares to advertise our outreach visits.
- Develop a special Summer Reading program for summer daycare staff to administer.
- Offer delivery services for preschools, daycares, and private schools that participate in the school collection program. (“Crawling books!”)

### **Goal 12**

Children ages 0-5 will have Library programs that ensure they will enter school ready to learn to read, write, and listen.

Objectives:

12.1 Each year, the number of children participating in the “Read-to-Me” summer reading club will increase by 10%.

12.2 Each year, the number of incoming kindergartners attending a summer get-ready-for-kindergarten program will increase by 10%.

12.3 Develop a preschool reading program (i.e. 1000 Books Before Kindergarten) and increase enrollment each year by 10%.

Possible activities:

- Promote the Read-to-Me summer reading club during programs for young children and increase targeted marketing to families with young children.
- Develop an evaluation tool for story time providers and provide training as needed.
- Develop kindergarten readiness programs.
- Develop and administer a 1000 Books Before Kindergarten program.

## **DISCOVER YOUR ROOTS: GENEALOGY AND LOCAL HISTORY**

### **Goal 13**

The Library will provide ample opportunity for genealogists to further their research and better their research skills.

Target Audience: Adults interested in starting genealogical research.

Objectives:

13.1 75% of adults who attend genealogical classes or receive one-on-one tutoring at the Library will report that these services were effective in helping them feel more comfortable with genealogical research.

13.2 Each year there will be a 5% increase in the number of people using the online tools that the Library provides for conducting genealogical research as measured using Google Analytics.

13.3 Each year, at least 75% of the genealogists completing surveys will respond that they have benefited from using the Library’s collections for their research.

13.4 Circulation of genealogical manuals from the Indiana Room collection will increase by 10% each year.

Possible activities:

- Six-week genealogy classes will be offered twice a year, which will cover various aspects of genealogical and historical research.

- When necessary one-on-one genealogical tutoring will be available on a walk-in basis to help beginning researchers and experienced researchers who may need a push in another direction.
- Each year Library staff will index the local newspaper to provide access to local births, obituaries, and marriages.
- A circulating collection of genealogy “how-to” manuals will be developed in the Stuart B. Wrege Indiana History Room for the convenience of researchers who may want extra guidance when conducting their research at home.

## **Goal 14**

The Library will work to increase the accessibility of its local history materials both online and in the Library.

Target Audience: Students and adults who are interested in learning about the local history of the area.

Objectives:

- 14.1 Usage of the Library’s archival collections will increase by 10% each year.
- 14.2 Each year the number of archival collections accessible to the public will increase by at least 10%.
- 14.3 70% of survey respondents will answer that they have looked at or used the Indiana Room’s sources that have been put online.
- 14.4 By 2015 a collection guide will have been created for 85% of the Library’s holdings.

Possible activities:

- Staff will arrange and describe the Library’s archival sources to create collection guides to make them more accessible to the public.
- Fragile sources and photographs will be digitized and placed online to make them more accessible.
- Each year the Library will acquire any relevant new books about the history of New Albany or Floyd County to add to the local history department’s non-circulating collection so they can be available to everyone.
- Staff will provide virtual reference assistance over the phone and by e-mail to help patrons who are working with online based collections.

## **Goal 15**

The Library will collect and preserve records relating to the local history of Floyd County and New Albany by actively pursuing collections of primary source materials from local families and community organizations.

Target Audience: Adults who are interested in local history and genealogy.

Objectives:

- 15.1 The Library will accession 6-10 archival collections each year.
- 15.2 5-10 potential donors will be contacted on a quarterly basis.
- 15.3 70% of applicable survey respondents will say that Library staff was helpful when asked for advice on what to do with family papers.

Possible activities:

- Library staff will attend local meeting/events as necessary to promote the Library collections.
- Exhibits will rotate on a monthly basis on the subject of the history of New Albany and/or Floyd County that showcase some of the more interesting things in our collections.
- Ample storage space will be provided that is both temperature and humidity controlled.
- Throughout the year, local families will be contacted encouraging them to place their papers in the care of the Library's archives so we may preserve them and make them available for research.
- Each year one event will be held on the subject of estate planning and what to do with family papers that are found.

## **Goal 16**

Engage the community to promote an improved awareness and understanding of New Albany Floyd County's history by providing a variety of public programming.

Target Audience: All members of the New Albany-Floyd County Community

Objectives:

- 16.1 75% of survey respondents who have attended the Library's local history programs will report they feel more comfortable in their understanding of local history.
- 16.2 Program attendance at local history programs will increase 5% each year.

Possible activities:

- Programs will be offered periodically throughout the year on some facet of genealogy or local history, collaborating with other organizations in New Albany when opportunities are presented.
- In 2013 a long-term oral history project will start, aimed at capturing the memories of residents of the community. Oral history projects will begin to be conducted on a bi-yearly basis.

## **Goal 17**

The Carnegie Center will present exhibits and programming on local history with an emphasis on sharing new perspectives, uncovering untold stories and showing the relevance of the past to the present day.

Target audience: Adults, students and families

Objectives:

17.1 70% of visitors to our history exhibits who complete a survey will report that they gained a new understanding of our history after viewing the exhibits.

17.2 25% of visitors who complete a survey will report that they want to research their own family's history to uncover untold stories or to learn more about their community.

17.3 50% of visitors who complete a survey will report that they gained a new appreciation of our history and the people whose stories had not been told before.

Possible activities:

- Develop summer history camp for students where they will explore historic themes through hands-on possible activities.
- Develop additional educational content on our website for our three permanent exhibits.
- Work with the Indiana Room staff to create materials that link our exhibits with the Library's holdings.
- Work with the Indiana Room staff to develop mutually beneficial programs.
- Share stories of our history in unique ways through the eyes of creative individuals, such visual artists, performers, storytellers, etc.
- Work with history professionals and knowledgeable enthusiasts to develop programs of interest on a variety of historic themes.

## **Goal 18**

The Carnegie Center will increase access to its permanent collection through an online catalogue.

Target audience: Adults and students

Objectives:

18.1 75% of visitors to the online catalogue who complete a survey will report that they found the online catalog interesting and enjoyed having access to objects that are not normally on display.

18.2 At least 25% of visitors to our website will view the online catalogue.

18.3 At least 25% of visitors to the Indiana Room website pages will link to the Carnegie's online catalog.

Possible activities:

- Work with volunteers and interns to review and update all catalog records for accuracy and to obtain digital images of the objects in our collection.
- Research other museums that have online catalogues and compile information on options for creating such a catalogue for our collection.
- Work with Indiana Room staff on this program to share information.
- Seek an intern from local universities, such as Indiana University Southeast (IUS) or the University of Louisville (U of L) to develop the program.

## **STIMULATE IMAGINATION: READING, VIEWING, AND LISTENING FOR PLEASURE**

### **Goal 19**

Residents who want to enhance their leisure time will find what they want when and where they want them and will have the help they need to accomplish this from among the online or paper options.

Suggested Target Audiences: Adult and Teen Patrons

Objectives:

19.1 Each year, at least 65% of both adult and teen users responding to a survey will report that the items they placed on hold were available within 30 days of placing the request.

Possible Activities:

- Generate and analyze appropriate reports from the integrated Library system to monitor amount of time to fill requests.

- Generate and monitor appropriate reports from the integrated Library system to monitor requests for items that are on order and/or lost.

## **Goal 20**

Present programs on new books, particular genres, and sponsor author visits either in person or virtually.

Suggested Target Audiences: Adult and Teen Patrons

Objectives:

20.1 Each year at least 70% of adult and teen patrons who respond to a survey will state that they have tried a new genre or book title based on reviews provided by the teen librarian and/or reference staff members.

20.2 Each year at least 70% of participating respondents will report that they attended and enjoyed a Library program that featured a local or regional author. They will also report that because of this program, they have acquired a new interest in the particular author /subject matter presented.

20.3 Each year the Library's book review blog space will increase patron interaction by 10%

Possible activities:

- Add Library programs to include two regionally popular adult authors, one teen author, and one historical author during the Library's fiscal year. Step up visibility and marketing efforts to increase attendance.
- Encourage reference staff members to write at least one book review quarterly to be posted on the Library's book blog to encourage a dialog with our patrons regarding our collections.
- Increase the number of book groups offered to the public throughout the year.

## **Goal 21**

Patrons will have access to free downloadable books through the Library's website, and will also get trouble-shooting help on the download service and/or their ereader device as needed.

Suggested Target Audiences: Adult and Teen Patrons

Objectives:

21.1 Adult and teen patrons responding to paper/online surveys will report that their satisfaction with the Library's ebook and audio collection has increased at least 25%.

21.2 Each year at least 25% will report they have consulted with or have been helped with an ereader or ebook service issue to their satisfaction.

21.3 Each year at least 70% of adults and teen patrons responding to surveys will report they have attended a program on ebook training that satisfied their questions and enhanced their enjoyment of downloading to their ereader device.

Possible activities:

- Reference staff members will monitor the ebook /audio collection, by collecting statistics on patron preferences and popular trends. Ordering will reflect the community's tastes and preferences.
- Reference staff members will offer classes on ebook training and will make themselves available for one-on-one consultation. All reference staff members will keep their skill level optimized by assisting with monthly patron ereader classes at the Library.

## **Goal 22**

Children will have the help they need to find and make choices about materials to enhance their leisure time.

Objectives:

22.1 Children's reader's advisory subpages on the Library's website will have 1,000 hits the first year and increase by 10% each year after they are established.

22.2 At least 80% of patrons responding to a survey about their readers' advisory transaction will say that their needs were met.

Possible activities:

- Develop children's readers' advisory materials for the Library website, including read alike and genre fiction book lists.
- Promote online book lists through patron transactions, email blasts, and social media marketing.
- Develop survey to give to all Children's Room patrons after a readers' advisory transaction, encouraging them to give us feedback.

## **Goal 23**

Visitors to the Carnegie Center for Art and History will have many opportunities to enjoy high-quality art exhibitions and programs covering a variety of subject matter, artistic media and approaches to artistic media.

Target audience: Adults, students and families

Objectives:

23.1 75% of visitors who complete a survey will report that they enjoyed the experience of viewing art and/or experiencing the process of creative expression when they visited the Carnegie Center.

23.2 35% of visitors who complete a survey will report that they experienced a new artistic point-of-view, media or approach to artistic media.

23.3 Increase visitation and program participation by 10% each year.

Possible activities:

- Schedule a range of exhibitions and programs that present diverse subject matter, artistic media and approaches to those media.
- Increase community awareness of exhibits and programs and encourage community engagement through outreach, marketing, increased use of social media and new technologies.
- Continue the Public Art Project to place artworks in unexpected places outside the museum building.

## **Goal 24**

Visitors to the Carnegie Center for Art and History will have a variety of educational materials and program opportunities to further explore and enhance their expertise of the art form and/or subject matter presented in the Carnegie's exhibitions.

Target audience: Adults, students and families

Objectives:

24.1 At least 50% of visitors who complete a survey will report that they learned something new about the art form or subject matter presented in an exhibition or program.

24.2 At least 35% of visitors who complete a survey will report that they would like to explore that art form or subject matter more on their own.

Possible activities:

- Create a gallery guide for each exhibition that includes interpretive content such as the artist’s biography, statement about the art that is written for a general audience, suggested activities for families and a listing of related programs during the run of the show.
- Each exhibition will have at least two related programs or activities to facilitate interaction with experts, which could include a gallery talk, a lecture by a recognized scholar in the field, a podcast, demonstration, class or workshop.
- Provide “learning for pleasure” materials that relate our exhibits to the Library’s holdings and resources.

## **Goal 25**

Visitors to the Carnegie Center for Art and History will have hands-on opportunities to explore artistic media and/or to create art themselves.

Target audience: Adults, students and families

Objectives:

25.1 At least 50% of program participants who complete a survey will report that they are likely to create art on their own.

25.2 At least 25% of program participants who complete a survey will report that they would like to explore the specific artistic media presented more on their own.

25.3 Increase total hands-on program/activity participation by 10% each year.

Possible activities:

- Present monthly Family Fun Workshop for families with children ages 2-12.
- Present opportunities for adults and teens to participate in hands-on educational programs or activities.
- Whenever possible, provide examples of materials used by artists for hands-on exploration in exhibitions.

## **Goal 26**

Teens and adults will have access to online non-book resources to enable them to discover the materials they want.

Target audience: Adults and teens

Objectives:

26.1 Each year, at least 75% of adult and teen users responding surveys will respond that the collection of non-print materials to enhance their leisure time is very good or excellent.

26.2 Each year, at least 70% of patrons completing surveys will respond that they viewed or listened to a new genre of music or film for pleasure.

26.3 Each year, at least 85% of users completing surveys will respond that the items they placed on hold were available within 30 days of placing the hold.

## **Goal 27**

Adults will have access to diverse programming and materials in a variety of formats that reflect current interests.

Target audience: Adults

Objectives:

27.1 Each year, at least 60% of adult New Albany-Floyd County residents completing surveys will respond that they use the Library or Library website to listen to something for pleasure.

27.2 Each year, at least 80% of the participants in adult programming will respond that the program was enjoyable and worthwhile.

Possible activities:

- Introduce and promote the use of Freegal which is a source for downloadable music.
- Purchase and display current titles in all major areas of interest.
- Create and maintain displays on popular topics.
- Purchase multiple copies of materials in popular formats.

## **TECHNOLOGY**

Technology is no longer an “extra” for public libraries it is an integral, necessary resource for traditional Library functions and for attracting new Library patrons. Public access computers and free wireless access are invaluable “core” services for New Albany and Floyd County who cannot afford their own computers or printers.

These are our goals for technology for this strategic plan:

1. We will strive to provide up-to-date technology for Library patrons in a cost effective manner.
2. We will monitor new technologies that may provide enhanced service to the residents of New Albany and Floyd County.
3. We will promote the utilization of electronic and digital resources for patrons of all ages.
4. We will evaluate and implement a new integrated Library system that will include a child-friendly online card catalog and other social media applications.
5. Library staff will be able to assess their skills in current and new technologies and have training available to them to be able to assist patrons as needed.
6. Our information technology infrastructure will be consistently monitored proactively to prevent obsolescence.
7. Our website will be managed by Library departments to insure currency and to provide the most information.

## **ACCESS AND FACILITIES**

“Access” has a variety of definitions when used in a Library context. For example, it can mean the user friendliness of the Library’s online card catalog, the digitization of archival materials, whether or not patrons can reach items on the shelves, or whether materials are catalogued logically to facilitate browsing.

The focus of this strategic plan is also to provide the foundation for future growth of Library services for New Albany and Floyd County residents of all ages.

These are our goals for access and our facilities:

1. We will collaborate with an architectural firm on the creation of a Strategic Facilities Plan.
2. We will weed all collections using best practices guidelines and the priority Library service responses as a framework.
3. We will continue to enhance the appearance and atmosphere of the Library to encourage increased usage by community members.

## **EFFECTIVE LIBRARY MANAGEMENT**

The residents of New Albany and Floyd County will receive the greatest return on investment possible for tax dollars spent on Library services.

There will be an ongoing review of current routines, procedures, policies, and schedules that impact service. Best practices developed by public libraries will be incorporated to increase efficiency, improve service and reallocate staff to accomplish the goals and objectives included in this strategic plan.

Specifically, Administrative Services will seek out and implement techniques and strategies that will be less labor intensive, but more cost effective and more productive overall.

Information from neighboring libraries and/or independent consultants will be used to review and streamline the accounting process and inventory asset control.

## **MARKETING PLAN**

The primary goal of this Marketing Plan is to Increase awareness of new and existing Library services and programs through targeted marketing efforts, and measure and evaluate the effectiveness of these efforts.

*Objective 1: Integrate all Library marketing efforts through Library Aware.*

Action 1: Complete administrative and public relations training on Library Aware.

Responsibility: Library Director, Carnegie Director of Marketing

Action 2: Assign one staff member, and one backup, per department to handle the marketing efforts for that department.

Responsibility: Library Director, Carnegie Director of Marketing, Managers

Action 3: Train departmental marketing representatives, and backups, on Library Aware.

Responsibility: Library Director

*Objective 2: Create consistency in the Library's marketing efforts.*

Action 1: Work with a graphic designer to create a new logo and brand for the Library.

Responsibility: Carnegie Director of Marketing, Logo Committee

Action 2: Create a new Library website that is user friendly, easy to navigate, and consistent with the new logo and brand.

Responsibility: Library Director, Website Committee

Action 3: Integrate Library website with capabilities of Library Aware and Evanced (event management).

Responsibility: Library Director, Carnegie Director of Marketing, Website Committee, Departmental marketing representatives

*Objective 3: Utilize social media to increase awareness of Library services and programs and evaluate the effectiveness of same.*

Action 1: Manage one Facebook page for all Library departments except Teen and regularly post to it in a manner that is timely, accurate, and responsive. The Teen Department will maintain its own web page.

Responsibility: Departmental marketing representatives

Action 2: Use capabilities of Library Aware to create Facebook posts that are consistent with the marketing message for a particular service or program.

Responsibility: Departmental marketing representatives

Action 3: Use metrics available to Facebook page administrators to evaluate the effectiveness of posts, responses, and shares.

Responsibility: Departmental marketing representatives

Action 4: Use capabilities of Library Aware to post tweets to the existing Library Twitter page that are consistent with the marketing message for a particular service or program.

Responsibility: Departmental marketing representatives

*Objective 4: Increase media coverage of Library services and programs and evaluate effectiveness of same.*

Action 1: Create and manage media outlet contacts using Library Aware.

Responsibility: Carnegie Director of Marketing

Action 2: Create and distribute press releases using Library Aware in a manner that is timely, accurate, and responsive.

Responsibility: Departmental marketing representatives

Action 3: Identify opportunities for paid advertising, print or online, for designated Library services or programs, within budget constraints.

Responsibility: Library Director, Carnegie Director of Marketing, Departmental marketing representatives

Action 4: Create archive of all media mentions, both print and online.

Responsibility: Reference, Departmental marketing representatives

*Objective 5: Inform patrons of Library services and programs using email in a manner that is timely and targeted.*

Action 1: Identify segments to create in email list, according to patron interest (i.e. Children's Programs, Adult Programs, Indiana History, etc.)

Responsibility: Library Director, Carnegie Director of Marketing, Departmental marketing representatives

Action 2: Transfer current patron email list from Horizon into Library Aware and segment according to patron interest.

Responsibility: Carnegie Director of Marketing, Information Technology Department

Action 3: Use Library Aware to send email to patrons in a timely manner about Library services and programs according to their interests.

Responsibility: Carnegie Director of Marketing, Departmental marketing representatives

Action 4: Launch the new Library logo and tagline in the first email sent using Library Aware.

Responsibility: Carnegie Director of Marketing, Departmental marketing representatives, Logo Committee

Action 5: Increase the number of patrons on the Library's email list using a link to subscribe on the website and within emails distributed.

Responsibility: Carnegie Director of Marketing, Website Committee

*Objective 6: Track how patrons heard about a program they attended or a service they used to evaluate effectiveness of marketing efforts.*

Action 1: Poll patrons on Facebook, Twitter, and via email and paper survey after they have attended a program or used a service.

Responsibility: Departmental marketing representatives

Action 2: Use information obtained to improve marketing efforts and reach more patrons through Library services and programs.

Responsibility: Departmental marketing representatives

## **MONITORING AND IMPLEMENTING THIS STRATEGIC PLAN**

The goals and objectives contained in this document will guide the decisions about developing the Library's annual budget and implementing specific projects and initiatives from 2013 through 2017.

The director of the New Albany-Floyd County Public Library has primary responsibility and accountability for leading the effort to address these goal areas, with Library staff at all levels making significant contributions. In addition, the Library Board of Trustees has a critical role to play in adopting policy and providing oversight to the Library.

The implementation of this plan will begin with staff training on various data collection methods that can be used to monitor our progress toward reaching the goals contained herein.

The Library director, managers and Library Board will do an annual review of this plan which will include an assessment of whether or not our specific goals and targets have been reached for the year. The data collected each year will be formulated into an Annual Report about how well the Library is meeting the community's needs.

The annual review process will allow us to make adjustments to the Plan as needed if we are not meeting our targets. George Needham and Joan Frye Williams developed an evaluation tool which they called the "Sustainability Checklist" which is very useful to evaluate the feasibility of beginning or continuing Library programs and services which will be used here as necessary during the review process.

Other stakeholder groups, such as the Friends of the New Albany-Floyd County Public Library and the Library Foundation of the New Albany-Floyd County Public Library will be encouraged to align their priorities and activities with those of the Library and provide valuable input, resources, and services in helping the Library address these goals.

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- Laura Wilkins, Director of Marketing

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