

Executive Summary

The Madison County Public Library is dedicated to enriching the lives of all Madison Countians by promoting literacy, providing free access to information, and enabling meaningful community connections. As the role of public libraries continues to evolve, we remain committed to meeting the changing needs of our community by optimizing services, enhancing accessibility, and increasing engagement with library resources.

This **2026-2028 Strategic Plan** outlines key initiatives that will guide our efforts to ensure that the library remains a vital resource for education, economic growth, and community development. Through thoughtful planning, collaboration, and data-driven decision-making, we will work toward the following goals:

Strategic Initiatives

1. **Preschool Literacy and Kindergarten Readiness**

- Expand programs for children ages 0-5 by at least 30%, including increased offerings at both locations and through community outreach
- Increase kindergarten readiness by equipping parents as a child's first teacher and engaging community partners in coordinated early learning efforts
- Align all early childhood programming with established developmental screening tools and educational benchmarks, such as ASQ and Brigance

2. **Expanding Adult Education and GED Testing**

- Increase access to GED testing and adult education resources
- Support lifelong learning by expanding workshops, study resources, and digital tools
- Strengthen partnerships with workforce development organizations

3. **Increasing Engagement with the Collection**

- Implement strategies to increase circulation and active library cardholders by 30%
- Use data-driven approaches to enhance book displays and personalized recommendations
- Strengthen outreach to ensure community members are aware of and have access to available materials

4. **Increasing Library Access Across the County**

- Establish new satellite library locations to serve underserved areas
- Install at least three pickup/drop-off lockers for convenient material access
- Expand mobile library services to reach more residents

5. **Bridging the Digital Divide**

- Utilize the Bookmobile's Wi-Fi capabilities to provide free internet in areas without broadband access
- Increase digital literacy support for residents needing assistance with online tools and technology

6. **Enhancing Facility Accessibility and Safety**

- Improve library facilities to ensure full compliance with accessibility standards
- Implement security and safety upgrades to create a welcoming environment for all

Looking Ahead

By implementing these strategic initiatives, the Madison County Public Library will strengthen its role as a cornerstone of education, literacy, and community engagement. Through collaboration with local organizations, schools, and government partners, we will work toward improving the quality of life for all residents, making Madison County a more vibrant, connected, and economically attractive place to live and work.

This plan is a reflection of our unwavering commitment to equitable access, intellectual freedom, neutrality, and lifelong learning. As we move forward, we will continually evaluate our progress, adapt to emerging needs, and ensure that the Madison County Public Library remains a vital and innovative resource for the community.

Purpose, Vision, and Values

- Purpose Statement
 - The Madison County Public Library promotes literacy, provides free access to information, and enables meaningful community connection.
- Vision Statement
 - The Madison County Public Library envisions a thriving, well-informed community where all residents have the resources and opportunities to reach their full potential. By fostering literacy, lifelong learning, and meaningful connections, the library will enhance the quality of life for all Madison Countians, contribute to making Madison County a great place to live, and support the region's growth as an attractive destination for industry and economic development.
- Values
 - At the Madison County Public Library, we are committed to:
 - **Equitable Access to Information:** Ensuring all Madison Countians have free, equal access to information, resources, and services to support their personal and professional growth.
 - **Intellectual Freedom:** Upholding the right of all individuals to access a wide range of viewpoints and ideas, fostering an environment where all perspectives are available and respected.

- **Neutrality:** Providing services, programs, and resources that are free from bias or agenda, respecting the autonomy of our community members to form their own opinions.
 - **Lifelong Learning:** Promoting learning opportunities for all ages, offering the tools, resources, and support necessary for individuals to succeed throughout their lives.
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Assessment and Analysis

Community Needs Assessment

In FY2025, the Madison County Public Library undertook a comprehensive community needs assessment to ensure our strategic plan reflects the voices and aspirations of the community we serve. This process included community and customer surveys, as well as in-depth departmental meetings focused on SWOT analysis, idea generation, and long-term visioning. These efforts provided valuable insights that directly shaped the strategic initiatives, goals, and outcomes outlined in this plan.

In addition, the library's executive director met with key local officials—including County Judge Executive Reagan Taylor, Richmond Mayor Robert Blythe, and Berea Mayor Bruce Fraley—to better understand the priorities and ongoing initiatives within their constituencies. These conversations helped align the library's future direction with broader community goals and deepened our commitment to serving as a responsive and collaborative public institution.

Collection Survey Findings

As part of our FY2025 community needs assessment, the library conducted a brief survey to evaluate satisfaction with the collection and ease of access to materials. The results reflected strong overall satisfaction and engagement with the library's offerings:

- **88%** of respondents reported being *very satisfied* or *satisfied* with the variety of titles in the collection.
- **78%** found it *very easy* or *easy* to access the library's website to search for and reserve items.
- **81%** found it *very easy* or *easy* to request items that were currently unavailable.
- **64%** said they were *very likely* or *likely* to reserve a title with a long wait time.
- **30%** reported they do not currently use any of the library's downloadable materials apps (Libby, Hoopla, Kanopy).

Open-ended responses revealed key areas of interest and opportunity. Patrons requested shorter wait times for both Libby and physical materials, with multiple comments emphasizing the need for additional copies of high-demand titles. There were frequent requests for more classics, literary fiction, and Christian/inspirational fiction, as well as suggestions for expanding

the variety in the children's collection. Several respondents noted a need for clearer instruction or guidance on how to locate and access materials—particularly for those unfamiliar with library apps or catalog features.

These insights are directly informing our future collection development priorities, including increased instructional support, improved discovery tools, and targeted additions to high-interest areas.

Program Survey Findings

The library also conducted a short survey focused on programming. Respondents shared valuable feedback about the types of programs they'd like to see more of, as well as how they currently discover and engage with library events.

The majority of respondents expressed interest in an increased number of adult and early childhood programs. Comments highlighted a strong desire for adult STEM offerings, as well as greater availability of programs for all ages held at a wider variety of times—noting that most adult programs are currently scheduled in the evening, while children's programs are primarily held in the morning.

Respondents also showed enthusiasm for hands-on, educational opportunities in the library's MakerLab and Creative Studio. Specific requests included instruction in 3D printing, crocheting, art, and crafting, with many noting a desire for structured learning opportunities in these areas.

Several patrons requested improvements in program marketing and communication, including enhancements to the library newsletter that would allow for clearer age group and location breakdowns, and more customizable email alerts based on program type or audience.

Despite these suggestions, many respondents also expressed satisfaction with the current range and quality of library programs, affirming the value of ongoing offerings.

Services Survey Findings

The library's services survey asked two core questions to gauge community confidence in staff and satisfaction with access to materials and information. Out of 330 total responses:

- 93% (306 respondents) answered *yes* to the question, "Are you confident library staff can answer your questions?" with the remaining 7% responding *sometimes*. No respondents selected *no*.
- To the question, "Are you able to find the materials, information, and services that you need and want at the library?", responses were as followed:
 - 203: *yes, with minimal effort*
 - 74: *yes, with some effort on my part*
 - 28: *no, but I can get assistance from staff to find it*
 - 20: *no, but library staff can find it for me at another library*
 - 5: *no* or indicated they do not use the library

Open-ended responses were overwhelmingly positive, with many praising staff helpfulness, the range of available services, and the quality of both facilities and digital resources. Respondents expressed appreciation for services like interlibrary loan and the request-an-item feature, which allow them to access materials not immediately available on-site.

However, several recurring concerns were noted. Limited parking at the Richmond location, particularly during large programs and meetings, was frequently mentioned. There were also calls for expanded shelving and more space for physical materials to accommodate a growing collection. Finally, many respondents noted a lack of awareness of the library's full range of offerings—both for themselves and within the wider community—suggesting a need for stronger and more visible marketing efforts.

Staff Input and Internal Assessment

As part of the strategic planning process, each library department participated in focused meetings that included SWOT (Strengths, Weaknesses, Opportunities, and Threats) analyses, idea generation, and long-term visioning exercises. These internal assessments provided valuable insights into day-to-day operations, service delivery, and future possibilities. Common themes included expanding outreach and community partnership efforts; increasing circulation through highlighting the collection, broadening the selection of material formats and ensuring items are easy to find; and ongoing attention to safety and accessibility in both facilities. Staff perspectives were instrumental in shaping the library's strategic goals and aligning them with both community expectations and organizational capacity.

Community Partnerships and Civic Engagement

As part of the needs assessment, the library's executive director met with local elected officials, including County Judge Executive Reagan Taylor, Richmond Mayor Robert Blythe, and Berea Mayor Bruce Fraley. These conversations highlighted several shared priorities across Madison County, including workforce development, youth engagement, literacy, and economic growth. Elected leaders emphasized the importance of equipping residents with the skills needed for today's job market and building strong educational foundations for long-term success. The library's role in supporting adult education, digital literacy, and early learning was affirmed as vital to these goals. Additionally, the library's visibility and services were recognized as important assets in attracting new businesses and industries to the area. These insights directly informed the strategic plan's focus on learning, access, and community impact.

Together, these findings have laid a strong foundation for the library's strategic direction in FY 2026-2028.

Current State Analysis

Library Performance

Over the past three fiscal years, the Madison County Public Library has experienced consistent and, in many cases, remarkable growth in key areas of service. These trends reflect the library's ongoing efforts to meet evolving community needs while strengthening core operations and outreach.

Circulation Trends

Total circulation increased by more than 13% from FY2022 to FY2024, with 546,869 total items circulated in FY2024. Notably, downloadable materials have been a major driver of this growth, with circulation rising 34.7% in FY2024 alone and growing more than 60% since FY2022. While physical book circulation has remained stable, with modest year-over-year gains, the data shows a strong and growing preference for digital formats, reinforcing the importance of continued investment in accessible digital collections.

Library Users

After a dip in FY2023 caused by a major weeding of inactive accounts during an Integrated Library System (ILS) transition, the number of active users rebounded to 45,763 in FY2024, a 10.7% increase over the prior year. This rebound, alongside broader usage trends, suggests renewed engagement with library services and successful outreach and reactivation efforts.

In-Person Visits

Library visits have steadily increased, rising from 201,892 in FY2022 to 276,799 in FY2024, a 37% increase over two years. This growth demonstrates the value of the library's physical spaces as vibrant, welcoming destinations for learning, connection, and enrichment.

Program Engagement

Program attendance represents one of the most dramatic areas of growth. Total attendance rose from 47,456 in FY2022 to 120,449 in FY2024, a 153% increase. This surge reflects a significant expansion of programming and rising interest across all age groups:

- Children's attendance grew by nearly 200%, reaching over 63,000 participants in FY2024.
- Teen program attendance more than doubled over three years, with 17,411 attendees in FY2024.
- Adult attendance experienced especially dramatic growth, rising 94.6% from FY2023 and more than tripling since FY2022.

The strong upward trajectory in attendance affirms the community's enthusiasm for educational, creative, and socially engaging experiences at the library. This growth also validates feedback from recent community surveys requesting a wider variety of programming and scheduling.

Library Strengths and Challenges

The Madison County Public Library continues to be a vital hub for community engagement, education, and access to information. Among our greatest strengths are the wide range of programs we offer across all age groups, consistently drawing high attendance and fostering lifelong learning. Our public spaces, including community rooms and meeting areas, are frequently used by residents and organizations for events, gatherings, and civic engagement - reinforcing the library's role as a welcoming and accessible community anchor. We also remain strongly committed to responsive services, such as fulfilling customer material requests and maintaining robust interlibrary loan access, which allow us to meet individual information needs even when resources are limited.

At the same time, we face ongoing challenges in fully meeting the needs of a growing and geographically dispersed population. With only two library branches serving over 95,000 residents, physical access remains a significant barrier for many, particularly those living in more remote areas. Additionally, while circulation and program attendance have steadily increased, growing our base of active library cardholders continues to be a strategic priority. We are firmly committed to delivering high-impact, equitable services within our available resources and physical footprint. As such, our focus remains on optimizing existing spaces, expanding mobile and digital services, and strengthening outreach efforts to reach more Madison County residents wherever they are.

Strategic Priorities and Goals

To achieve its vision and reflect community needs, the Madison County Public Library has identified six strategic priorities. These focus areas will guide initiatives that enhance literacy, increase access, and strengthen community engagement.

1. **Promoting Early Literacy and Kindergarten Readiness**
 - Expand early childhood programs and increase family engagement
 - Align programming with developmental and educational benchmarks
2. **Advancing Adult Education and Workforce Readiness**
 - Improve access to GED testing and adult learning resources
 - Strengthen partnerships with workforce development organizations
3. **Enhancing Community Engagement with Library Resources**
 - Increase circulation and active cardholders through targeted outreach
 - Utilize data-driven strategies to optimize collection access and visibility
4. **Expanding Library Access Countywide**
 - Establish satellite locations and install convenient pickup/drop-off lockers

- Strengthen mobile library services to reach underserved areas
 - 5. **Bridging the Digital Divide**
 - Leverage the Bookmobile's Wi-Fi to expand internet access
 - Provide digital literacy support and technology assistance
 - 6. **Ensuring Accessible and Safe Library Facilities**
 - Improve facilities to enhance accessibility
 - Implement safety improvements for a welcoming environment
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Strategies and Action Plans

Preschool Literacy and Kindergarten Readiness

Early childhood experiences play a crucial role in shaping a child's future success in school and beyond. The Madison County Public Library is committed to supporting preschool literacy and kindergarten readiness by expanding programs, increasing accessibility, and strengthening community partnerships. Currently, only 26% of children in Madison County enter kindergarten ready to learn, highlighting a critical need for early literacy support. Through a 30% increase in programs for children ages 0-5, including new Saturday sessions in Richmond and Wednesday offerings in Berea, the library will provide more opportunities for young learners and their families to engage in literacy-rich experiences.

Goal Statement

To enhance early childhood literacy and improve kindergarten readiness for children aged 0–5, the library will expand its early literacy programming and collaborate with community partners, aiming for a measurable improvement in readiness indicators.

Key Outcome

55% of participating children will demonstrate measurable improvement in kindergarten readiness, as measured by developmental screening tools such as the Ages & Stages Questionnaire (ASQ) and Brigance assessments.

Action Plan

Objective 1:

Expand access to early literacy programming for children aged 0–5.

- **Action Step:** Increase the number of preschool programs in Berea from 2 to 4 per week.
 - **Details:** Youth services staff will manage program delivery and distribute participant surveys.
 - **Timeline:** FY2026 Q1–Q2
 - **Responsibility:** Berea Youth Services Team
 - **Success Indicator:** 100% increase in weekly early childhood programs in Berea; survey feedback used for ongoing improvement.

- **Action Step:** Launch a new monthly Saturday storytime program at the Richmond location.
 - **Details:** Youth Services staff will lead program delivery and distribute participant surveys to gather feedback.
 - **Timeline:** FY2026 Q1–Q2
 - **Responsibility:** Richmond Youth Services Team
 - **Success Indicator:** Program is implemented and held monthly, with an average attendance of at least 25 participants; survey results inform ongoing program refinement.

Objective 2:

Bring high-quality preschool literacy experiences directly into neighborhoods and community spaces.

- **Action Step:** Pilot a *Get Ready for Kindergarten* program at Kingston Elementary.
 - **Details:** Work with preschool classes weekly in spring to deliver structured literacy activities and track outcomes using Brigance data.
 - **Timeline:** FY2026 Q3–Q4
 - **Responsibility:** Youth Services Team in partnership with Kingston Elementary
 - **Success Indicator:** Engagement with all Kingston preschool classrooms; access to Brigance data for evaluation.
- **Action Step:** Deliver pop-up library services during local preschool summer programs.
 - **Details:** Provide early literacy activities, books, and library card sign-ups to families attending summer events hosted by area preschools.
 - **Timeline:** FY2026 Q3
 - **Responsibility:** Outreach and Youth Services Teams
 - **Success Indicator:** Participation in at least two preschool-hosted summer events; distribution of 100+ books/resources.

Objective 3:

Empower parents and caregivers to support early learning at home.

- **Action Step:** Pilot a *Play with Purpose* and *Parent Café* series at Kingston Elementary.
 - **Details:** Host monthly programs with educational play, parent discussion, and community resource connections.
 - **Timeline:** FY2027
 - **Responsibility:** Youth Services and Outreach Teams
 - **Success Indicator:** At least 6 sessions held with consistent participation; parent feedback collected.
- **Action Step:** Develop online, on-demand parenting resources.
 - **Details:** Create a dedicated section of the website under “Adults” with age-based content, video training using the Active Parenting curriculum, and links to local supports.
 - **Timeline:** FY2026 Q2
 - **Responsibility:** Youth Services and Technology Services
 - **Success Indicator:** Webpage live with at least 10 curated resources and usage metrics tracked.

Objective 4:

Increase community engagement and awareness of early learning resources through a new, collaborative family event.

- **Action Step:** Collaborate with Family Resource Center directors to develop and host a *Little Learner's Festival*.
 - **Details:** Feature early literacy activities, developmental screenings, partner booths, and educator demonstrations for families with children ages 0–5.
 - **Timeline:** Begin planning in FY2026 Q1; host event by end of FY2027.
 - **Responsibility:** Youth Services Team, in partnership with FRCs and community organizations
 - **Success Indicator:** One event held with 10+ partner organizations and 100+ attendees; family and partner feedback collected.

Expanding Adult Education and GED Testing

Adult education plays a crucial role in fostering lifelong learning and supporting community members in their personal and professional growth. The Madison County Public Library is dedicated to expanding adult education programs and increasing access to GED testing, helping to empower adults with the skills they need to succeed in today's workforce. By providing additional study resources, prep workshops, and exam access, the library will assist more individuals in achieving their educational goals.

Goal Statement

The library will expand adult education offerings and increase access to GED testing services to support lifelong learning and workforce development in the community.

Key Outcome

Increase the number of adult learners who successfully complete the GED exam by 20% within the next three years, through expanded study programs, prep workshops, collections, and testing access.

Action Plan

Objective 1

Expand access to GED testing across the county.

- **Action Step:** Establish GED testing at the library's Berea location.
 - **Details:** Coordinate with Madison County Adult Education to set up a Pearson VUE certified testing site.
 - **Timeline:** FY2026
 - **Responsibility:** Technology Services and Madison County Adult Education
 - **Success Indicator:** Berea site fully operational; at least 25 GED tests administered annually.
- **Action Step:** Develop additional community testing partnerships in underserved areas.
 - **Details:** Identify potential host sites in collaboration with adult education providers and offer logistical support.
 - **Timeline:** FY2027

- **Responsibility:** Technology Services and Madison County Adult Education
- **Success Indicator:** Two new non-library testing locations established by FY2028.

Objective 2

Enhance support services and programming for adult learners.

- **Action Step:** Expand GED and ESL class offerings in Berea.
 - **Details:** Collaborate with Madison County Adult Education to provide weekly classes at the Berea branch or nearby locations.
 - **Timeline:** FY2027
 - **Responsibility:** Adult Education Coordinator and Madison County Adult Education
 - **Success Indicator:** Weekly GED and ESL classes offered in Berea with consistent attendance of 10 students.
- **Action Step:** Launch one-on-one navigation services to connect adult learners with educational resources and guidance.
 - **Details:** Train designated staff to assist patrons with GED/ESL enrollment, tutoring referrals, and career pathway planning.
 - **Timeline:** FY2027
 - **Responsibility:** Adult Education Coordinator
 - **Success Indicator:** Navigation services accessed by 50+ individuals annually.

Objective 3:

Create supportive infrastructure and referral networks for adult education success.

- **Action Step:** Develop a curated GED and adult education resource collection.
 - **Details:** Include print and digital study guides, practice exams, and language learning tools; promote through displays and outreach.
 - **Timeline:** FY2028
 - **Responsibility:** Collection Services and Adult Education Coordinator
 - **Success Indicator:** 100+ items circulated annually from adult education collection.
- **Action Step:** Establish a referral network with local support services and workforce development agencies.
 - **Details:** Build partnerships with organizations providing tutoring, career coaching, childcare, transportation, and more.
 - **Timeline:** FY2028
 - **Responsibility:** Adult Education Coordinator
 - **Success Indicator:** Network includes 5 partner organizations; referrals made for at least 25 adult learners annually.

Objective 4:

Strengthen foundational adult literacy support in Madison County.

- **Action Step:** Collaborate with Madison County Adult Education to develop a community-based adult literacy program.
 - **Details:** Identify adult literacy needs, design a program model (e.g., tutoring, small group instruction), and recruit volunteer educators.
 - **Timeline:** FY2027
 - **Responsibility:** Adult Education Coordinator
 - **Success Indicator:** Program launched and serving at least 10 learners within the first year; literacy gains documented through pre/post assessments.

Increasing Engagement with the Collection

As library usage continues to evolve, the Madison County Public Library aims to increase engagement with its collection by leveraging new strategies to make materials more accessible and discoverable. The library will implement targeted initiatives, including curated book displays, personalized recommendations, and outreach efforts, to foster a greater connection between the community and the library's resources. These efforts will encourage more people to borrow and engage with a wider range of materials.

Goal Statement

By enhancing collection visibility and engagement through targeted initiatives, the library aims to increase overall circulation and active library cardholders by 30% over the next three years.

Key Outcome

Achieve a 30% increase in circulation and active library cardholders by offering personalized recommendations, curated book displays, and expanding outreach efforts.

Action Plan

Objective 1:

Increase visibility and discoverability of the collection through data-informed displays and improved physical layout.

- **Action Step:** Implement rotating displays based on circulation data, trends, and community interests.
 - **Details:** Use circulation statistics and holds lists to feature high-demand titles, trending themes, and read-alikes. Displays will be updated monthly and tailored to each location's audience.
 - **Timeline:** FY2026
 - **Responsibility:** Collection Services and Circulation Services
 - **Success Indicator:** At least 12 data-driven displays per year per location; tracked circulation of featured items increases by at least 15% above baseline.
- **Action Step:** Add new shelving to the adult stacks in Richmond to improve browsing, showcase featured materials, and increase space for the physical collection.
 - **Details:** Install additional shelving and signage to highlight new arrivals and popular materials in high-traffic areas.
 - **Timeline:** FY2027
 - **Responsibility:** Collection Services, Support Services, Circulation Services

- **Success Indicator:** Shelves installed; increased visibility and circulation of adult collection materials.
- **Action Step:** Create a new adult reading and display area in Richmond using underutilized floor space.
 - **Details:** Furnish a comfortable seating area with rotating displays and curated collections to encourage browsing and discovery.
 - **Timeline:** FY2027
 - **Responsibility:** Collection Services, Support Services, Circulation Services
 - **Success Indicator:** Area completed and actively used; user feedback collected and reflected in ongoing improvements.
- **Action Step:** Redesign the children's area to improve accessibility and browsing.
 - **Details:** Reconfigure shelving for visibility and access; add front-facing book displays and age-specific signage to support early literacy and independent discovery.
 - **Timeline:** FY2028
 - **Responsibility:** Collection Services, Support Services, Circulation Services, Youth Services
 - **Success Indicator:** Shelving reorganization completed; increased circulation from the children's collection; informal observation and survey feedback indicate improved user experience.

Objective 2:

Increase engagement with downloadable materials through improved access and promotion.

- **Action Step:** Conduct a feasibility study for an instant-use library card specifically for digital materials.
 - **Details:** Work with the library's ILS vendor and digital content providers to explore options for limited-use digital access cards.
 - **Timeline:** FY2027
 - **Responsibility:** Collection Services and Technology Services
 - **Success Indicator:** Completion of feasibility report with implementation recommendations.
- **Action Step:** Allocate additional funds to high-demand digital titles and develop a monthly "always available" spotlight.
 - **Details:** Prioritize budget for materials that support high circulation and minimize hold times; promote selections in email newsletters and in-library signage.
 - **Timeline:** Ongoing, beginning FY2026
 - **Responsibility:** Collection Services and Public Relations
 - **Success Indicator:** 25% increase in digital materials checkouts by FY2027.

Objective 3:

Build and strengthen community connections that promote greater engagement with library materials.

- **Action Step:** Develop an Outreach Collection for use at community events and satellite locations.

- **Details:** Curated collection of high-circulating, high-interest materials used at pop-up libraries, bookmobile stops, locker sites, and community events.
- **Timeline:** FY2027
- **Responsibility:** Outreach Services and Collection Services
- **Success Indicator:** Circulation from outreach events increases by 20%; at least 4 new outreach-specific collections created.
- **Action Step:** Conduct a feasibility study to explore offering library cards to students and partners through schools and local organizations.
 - **Details:** Evaluate technical and administrative requirements for creating institution-based or digital-only library cards for youth and/or collaborative partners. Assess data privacy, parental consent, and access controls based on age. Identify pilot schools or organizations for potential implementation.
 - **Timeline:** FY2028
 - **Responsibility:** Library Administration, Collection Services, Outreach Services
 - **Success Indicator:** Completion of feasibility report with actionable recommendations; at least one partner identified for pilot if feasible.

Increasing Access Through New Satellite Library Locations and Lockers

Access to library resources can be a barrier for individuals living in rural or underserved areas. To address this challenge, the Madison County Public Library will expand its reach through the establishment of new satellite library locations and the installation of convenient pickup and drop-off lockers across the county. This initiative will provide greater flexibility for customers to access library materials and services, making it easier to engage with the library.

Goal Statement

The library will increase access to its services by establishing new satellite locations and installing pickup/drop-off lockers at key community sites, ensuring greater convenience for users across the county.

Outcome

Install at least three pickup/drop-off lockers across the county and launch one new satellite library location by FY2028, with the goal of achieving a 15% increase in library cardholder registration and circulation in underserved areas.

Action Plan

Objective 1:

Install pickup/drop-off lockers in underserved areas to increase material access and user convenience.

- **Action Step:** Identify and secure locations for three strategically placed lockers.
 - **Details:** Use circulation and demographic data to select high-need areas (e.g., areas without broadband, transportation barriers, or high library cardholder density in rural areas). Prioritize high-traffic community sites such as community centers, schools, or local businesses.
 - **Timeline:** FY2026-FY2028

- **Responsibility:** Library Administration, Outreach Services, and Technology Services
- **Success Indicator:** Three signed agreements with host locations; locker sites fully installed and operational.
- **Action Step:** Launch locker service with targeted outreach and signage.
 - **Details:** Promote locker service via local media, social media, newsletters, and on-site events.
 - **Timeline:** FY2026
 - **Responsibility:** Public Relations and Outreach Services
 - **Success Indicator:** Locker usage data shows consistent growth; 15% increase in circulation at locker sites by FY2027.

Objective 2:

Establish one new satellite library to extend service reach in rural or underserved areas.

- **Action Step:** Conduct a feasibility study to determine ideal locations and service models for new satellite sites.
 - **Details:** Evaluate potential partner sites (e.g., schools, health departments, community centers) and assess staffing, collections, technology, and service needs.
 - **Timeline:** FY2027
 - **Responsibility:** Library Administration, Outreach Services
 - **Success Indicator:** Completion of study with actionable recommendations; sites selected for launch.
- **Action Step:** Launch one new satellite location based on feasibility findings.
 - **Details:** Develop tailored service models for each site (e.g., browsing collections, programming, holds pickup, Wi-Fi access); assign staff and furnish space as needed.
 - **Timeline:** FY2028
 - **Responsibility:** Library Administration, Outreach Services, Support Services
 - **Success Indicator:** One operational satellite location by end of FY2028, serving at least 50 unique users in the first year.

Objective 3:

Monitor and evaluate the impact of expanded access points on community engagement.

- **Action Step:** Implement a tracking system to monitor usage and engagement at lockers and satellite site.
 - **Details:** Track circulation, new library card registrations, locker usage, and program attendance at new access points. Collect user feedback through surveys.
 - **Timeline:** Ongoing, beginning FY2026
 - **Responsibility:** Library Administration, Support Services, Outreach Services, Collection Services
 - **Success Indicator:** Quarterly reports show increasing usage; 15% increase in cardholders and circulation in target areas by FY2028.

Utilizing Bookmobile Wi-Fi to Increase Internet Access

In parts of Madison County, especially rural and outlying areas, access to reliable internet remains a challenge for some residents. To help address this barrier, the Madison County Public Library will strategically deploy its Bookmobile to provide free high-speed Wi-Fi at regular community stops. In addition to offering internet access, the library will support digital literacy through targeted outreach and technology education, helping residents make meaningful use of online tools and resources.

Goal Statement

By leveraging the Bookmobile's Wi-Fi capabilities, the library will enhance digital access and support digital literacy in areas of the county that currently experience limited broadband connectivity.

Key Outcome

Provide free internet access to at least 500 individuals annually in rural and underserved areas through scheduled Bookmobile stops, while increasing participation in digital literacy programming.

Action Plan

Objective 1:

Expand Bookmobile service routes to focus on areas with limited or no broadband access.

- **Action Step:** Identify broadband-limited areas for targeted Bookmobile outreach.
 - **Details:** Use existing broadband coverage maps and library cardholder data to prioritize rural communities that would benefit from mobile Wi-Fi access.
 - **Timeline:** FY2026
 - **Responsibility:** Outreach Services, Technology Services
 - **Success Indicator:** At least five broadband-limited communities added to the regular Bookmobile route by FY2026.
- **Action Step:** Promote Bookmobile Wi-Fi availability in target communities.
 - **Details:** Create outreach materials and collaborate with local organizations to spread awareness.
 - **Timeline:** FY2026–FY2027
 - **Responsibility:** Outreach Services, Public Relations
 - **Success Indicator:** Outreach campaign reaches at least 1,000 residents; increased Bookmobile attendance at targeted stops.

Objective 2:

Provide free, high-speed internet access to residents during Bookmobile visits.

- **Action Step:** Enhance and maintain Bookmobile Wi-Fi equipment to ensure reliable service.
 - **Details:** Conduct regular maintenance and speed testing; upgrade equipment as needed for high-traffic stops.
 - **Timeline:** Ongoing, beginning FY2026
 - **Responsibility:** Technology Services
 - **Success Indicator:** Consistent Wi-Fi availability at 95% of Bookmobile stops.

- **Action Step:** Track and report Wi-Fi usage to assess community impact.
 - **Details:** Use device connection logs and optional anonymous user surveys to measure reach and effectiveness.
 - **Timeline:** Ongoing, beginning FY2026
 - **Responsibility:** Technology Services, Outreach Services
 - **Success Indicator:** Annual internet access provided to at least 500 individuals; usage trends reported quarterly.

Objective 3:

Support digital literacy in underserved areas through mobile technology instruction.

- **Action Step:** Launch mobile digital literacy workshops in broadband-limited communities.
 - **Details:** Offer basic computer skills, internet safety, email setup, and access to online resources during Bookmobile stops or nearby facilities.
 - **Timeline:** FY2027
 - **Responsibility:** Technology Services, Outreach Services
 - **Success Indicator:** At least 100 individuals participate in mobile digital literacy programs annually.
- **Action Step:** Develop and distribute printed and online self-guided digital learning resources.
 - **Details:** Create beginner-friendly handouts and online guides for common tech topics.
 - **Timeline:** FY2027
 - **Responsibility:** Technology Services, Outreach Services
 - **Success Indicator:** At least 500 guides distributed annually; user feedback indicates improved digital confidence.

Objective 4:

Build partnerships to sustain and enhance digital access through mobile outreach.

- **Action Step:** Collaborate with community organizations to co-host Bookmobile stops and digital access events.
 - **Details:** Partner with schools, churches, and community centers to increase the reach and relevance of services.
 - **Timeline:** FY2026–FY2028
 - **Responsibility:** Outreach Services
 - **Success Indicator:** At least 10 community partnerships established; co-hosted outreach events in all targeted broadband-limited regions.

Enhancing Accessibility and Safety of Library Facilities

Ensuring that library facilities are accessible and safe for all members of the community is a top priority for the Madison County Public Library. By improving accessibility and enhancing safety features, the library will create a welcoming environment for customers of all ages and abilities.

These improvements will reflect the library's commitment to serving all community members equitably.

Goal Statement

The library will enhance the accessibility and safety of its two locations, ensuring they are welcoming and secure spaces for all customers.

Key Outcome

Complete facility upgrades and improve safety measures, with a focus on ensuring that both library locations are fully accessible to all community members by the end of the strategic plan period.

Action Plan

Objective 1:

Conduct a comprehensive safety and accessibility assessment of both library locations.

- **Action Step:** Complete a feasibility study to identify current gaps and priority improvements.
 - **Details:** Assess both facilities with a focus on ADA compliance, emergency preparedness, traffic flow, and access for individuals with mobility, sensory, or cognitive disabilities.
 - **Timeline:** FY2026
 - **Responsibility:** Library Administration, Support Services
 - **Success Indicator:** Completed study with prioritized recommendations and cost estimates.

Objective 2:

Implement low-cost, high-impact safety and accessibility improvements informed by the feasibility study.

- **Action Step:** Make targeted facility enhancements based on study findings.
 - **Details:** Examples may include enclosing the children's area in Richmond to improve safety, adding chair lifts to support emergency preparedness, upgrading signage, or installing key-card door openers.
 - **Timeline:** FY2027–FY2028
 - **Responsibility:** Library Administration, Support Services
 - **Success Indicator:** At least three priority improvements implemented; positive feedback from users in post-implementation surveys.

Objective 3:

Improve public communication and visibility of library safety and accessibility features.

- **Action Step:** Enhance signage and wayfinding throughout both library locations.
 - **Details:** Update and expand directional signage for key areas (restrooms, elevators, exits), including large print and high-contrast designs where feasible. Post evacuation routes clearly in public spaces.
 - **Timeline:** FY2026
 - **Responsibility:** Library Administration, Support Services, Public Relations

- **Success Indicator:** New signage and evacuation maps posted in all public areas; positive customer feedback regarding ease of navigation.
 - **Action Step:** Publicize available accessibility features and emergency procedures.
 - **Details:** Update the library website and building signage to include information on building accessibility (e.g., ramps, accessible entrances, assistive devices) and clearly display emergency procedures for the public.
 - **Timeline:** FY2027
 - **Responsibility:** Public Relations, Technology Services
 - **Success Indicator:** Accessibility and safety information available in all public-facing channels; increased community awareness measured through surveys or comment forms.
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Outcomes and Performance Metrics

The Madison County Public Library's strategic initiatives aim to measurably increase community engagement, access, and learning opportunities over the next three years. Key outcomes include:

- **Preschool Literacy & Kindergarten Readiness:** Increase early literacy programming by 30%, expand family engagement opportunities, and improve kindergarten readiness with 55% of participating children showing measurable developmental gains.
- **Adult Education & GED Testing:** Increase GED completions by 20%, expand class offerings, and establish referral networks to support adult learners.
- **Increasing Engagement with the Collection:** Achieve a 30% increase in circulation and active library cardholders through targeted collection displays, personalized recommendations, expanded outreach efforts, and enhanced digital materials access.
- **Satellite Locations & Lockers:** Install at least three pickup/drop-off lockers and launch two new satellite locations, resulting in a 15% increase in cardholder registration and circulation in underserved areas.
- **Bookmobile Wi-Fi & Digital Literacy:** Provide free internet access to at least 500 individuals annually in broadband-limited areas, while increasing participation in digital literacy programs.
- **Accessibility and Safety Enhancements:** Conduct a comprehensive feasibility study and implement targeted facility improvements to ensure both library locations are accessible, welcoming, and safe for all community members.

Performance metrics tied to each initiative's objectives include quantitative measures (e.g., number of GED tests administered, lockers installed, individuals served) and qualitative measures (e.g., user feedback, community partnerships). These metrics will guide ongoing assessment of progress and impact.

Implementation and Timeline

The strategic plan will be implemented through a phased approach spanning FY2026 to FY2028:

- **FY2026:** Initiate foundational work, including outreach, feasibility studies, expanding Bookmobile routes, installing initial lockers, increasing early literacy programming to support kindergarten readiness, and implementing data-informed collection displays.
- **FY2027:** Expand program offerings, launch digital literacy workshops, begin facility safety and accessibility upgrades, roll out new satellite location, pilot family engagement initiatives focused on preschool literacy and kindergarten readiness, conduct feasibility studies for digital access cards, and develop outreach collections.
- **FY2028:** Complete infrastructure projects, enhance referral networks, evaluate impact across all initiatives—including kindergarten readiness and collection engagement outcomes—and refine services based on data and community feedback.

Cross-departmental collaboration among Library Administration, Outreach and Programming, Technology Services, Adult Education, Youth Services, Collection Services, and Support Services will be critical to meeting timelines and ensuring coordinated delivery. Resources will be optimized to leverage existing capacity with targeted investments aligned with strategic priorities.

Evaluation and Accountability

The library is committed to transparent and ongoing evaluation of strategic plan implementation. Responsibilities for monitoring and reporting progress are assigned to relevant departments and coordinated by Library Administration.

- **Progress tracking:** Success indicators embedded within each action step will be reviewed quarterly through reports detailing usage statistics, program attendance, and community engagement.
- **Stakeholder engagement:** Regular communication with community partners, staff, and customers will inform adjustments and improvements.
- **Annual review:** The library leadership team will conduct a comprehensive annual assessment to evaluate outcomes, adjust goals as needed, and report progress to stakeholders.

This structured approach ensures accountability, supports data-driven decision-making, and promotes continuous improvement in meeting community needs.

Conclusion and Call to Action

The Madison County Public Library's FY2026–FY2028 Strategic Plan charts a clear path toward strengthening our role as a vital community resource. By prioritizing early childhood literacy and kindergarten readiness, we lay a foundation for lifelong learning and success for our youngest residents. Simultaneously, increasing engagement with our collection ensures that all community members can discover, explore, and connect with materials that enrich their lives.

Through thoughtful expansion of adult education services, strategic development of satellite locations and lockers, enhanced digital access via the Bookmobile, and targeted improvements to facility safety and accessibility, the library commits to providing equitable and meaningful access to information and learning opportunities.

This plan calls on library staff, community partners, stakeholders, and residents to join in advancing these initiatives. Together, we can build a stronger, more connected Madison County - one where every child is ready to learn, every adult has the tools to succeed, and every community member feels welcome at their library.

Your support and collaboration will be essential as we move forward. Let us work together to turn this vision into reality and ensure the library continues to serve as a cornerstone of opportunity, connection, and growth for years to come.