STRATEGIC PLAN

2017-2019

Table of Contents

Introduction

Libraries must adapt to continuously changing circumstances or risk failing their communities. Successful libraries are prepared for changes in how people find and use information, interact with each other and also in the resources and skills needed to operate effectively in today's society. Successful libraries also develop new approaches for providing services and resources to the people while passionately advocating for lifelong learning.

A decade of changes to the community and library profession—including population growth, demographic shifts and evolving technology—was the focus of the Campbell County Public Library System (CCPLS) 2013-2018 Strategic Plan. The purpose of this strategic plan is to guide the Library in developing strategic responses to grim economic conditions, adopting exciting new ideas trending in the library world and staying true to core library values while continuing a tradition of outstanding service for the benefit of our patrons.

Planning process and inputs. In 2016, the Library completed goals outlined in the 2013-2018 Strategic Plan, including a feasibility study which evaluated the amount of space needed to provide modern library service and materials to accommodate Campbell County's growing population through 2030. The study recommended expanding library space in Campbell County from 47,764 square feet to 85,800 square feet as outlined in Figure 1 below.

Recommend 85,800 square feet total space for Gillette and Wright libraries for expected US Census projected population of 66,000 County residents to achieve 1.3 square feet per person at the expected 2030 population level.

	Recommendation	Current Size of Building (sq ft)	Space Added (sq ft)	Final Size of Building (sq ft)	Cost (2015*)
Phase I:	Expand central library from 40,974 sq. ft. to 57,800 sq. ft. – Reference Option D of Humphries|Poli Architects (HPA) Study	40,974	16,826	57,800	$15,780,000
	Redesign and add parking spaces to existing parking; add 21 space lot south of public health				$150,000
Phase II:	Construct 7,210 sq. ft. branch library at optimal location - Reference Option F of HPA Study		7,210	7,210	$2,884,000
Phase III:	Expand/Add New Branch - 7,210 sq. ft. – Option F (basement, addition, or additional site) up to 14,420 sq. ft.		7,210	7,210	$2,884,000
	Expand Wright Branch Library from 6,790 sq. ft. to 13,580 sq. ft. by expanding into basement**	6,790	6,790	13,580	$1,358,000
	Totals	47,764	38,036	85,800	$23,056,000

*HPA recommends a 5% per year cost escalation to account for inflation
**Wright expansion estimate @ $200 per sq. ft., an average of Zone 1 and Zone 2 pricing from HPA pricing model

Figure 1 - Feasibility Study Recommendation

The study also included an alternate recommendation to build a new central library on a better site. Once the Feasibility Study was complete, the economic downturn intensified and became a catalyst for updating our strategic plan. Library expansion is delayed and instead we are refocusing on strategies to meet thriving community demand for library service and materials within the limitations of existing space.

Strategic goals were created with input from every level, including the Library Board, Library Foundation, managers, staff and the public. Data from the Library Marketing Committee 2016 Community Survey, national library trends, library use statistics and a SWOT Analysis (see Appendix I) were key in helping to formulate goals, objectives and strategies.

Library stakeholders. Significant stakeholders and partners in the future success of the Campbell County Public Library System include:
- Children of all ages
- Parents, parent surrogates and families
- Adults of all ages
- Residents of Campbell County
- Personnel of the Library
- Board of Directors of the Library
- Board of Directors of the Library Foundation Inc.
- County Commissioners and other elected officials
- Campbell County Schools, Gillette College, private schools and other educators
- Organizations serving youth
- Organizations serving seniors
- Wyoming State Library, the library profession and other library systems
- Campbell County's health providers
- Campbell County's cultural community
- Campbell County's philanthropic community
- Campbell County's business community

Document overview. This document represents a 3-year strategic plan for the Campbell County Public Library System, 2017-2019. Achievement of the goals outlined in this plan requires effort and coordination between the Campbell County Library Board, the Library Foundation Inc., Library managers and staff, and the support of public and private funders.

Acknowledgements. This document was created jointly by CCPLS management and staff and library trustees:
Library Board: Kyle Ferris, Chair; Richard Cisneros, Vice-Chair; Michael Surface, Treasurer; Ivy McGowan, Member; Nancy Stovall, Member

Guiding Statements

Library Mission

Our mission is to provide diverse cultural opportunities for reading, learning and entertainment to all citizens of our community. We lead the way to a universe of information with personal service and technology.

In This We Believe

As the board and staff of Campbell County Public Library make day-to-day decisions, these are the values that we hold dear:

1. Personalized, consistent, high quality one-on-one service that conveys personality and love of the library while not compromising patron privacy.
2. Library staff who are well trained, informed, and appreciated.
3. Marketing all aspects of library services for public awareness.
4. Technology for efficient work flow and access to information, as well as unique services for public and staff.
5. Public input and response to their desires for quality library service.
6. Effective working relationships with community groups.
7. Effective relationship with other libraries across the state in order to share resources, and maximize networking.
8. Convenient facilities with comfortable environments that meets the capacity requirements of the community.
9. Active democratic processes offering open meeting rooms, diverse collections and programs.
10. The Library Foundation, donors, grant makers, and others providing revenues to increase library services.

The Library in Context

Campbell County, coined by the community as "the energy capital of the world," is located in the Northeast corner of Wyoming. The central library is located in the County Seat of Gillette and a branch library is located 38 miles south of Gillette in the Town of Wright.

Population Profile. Community demographics are consistent with the 2013-2018 Strategic Plan. The median age of Campbell County residents is 31.9 years, which is younger than the national average of 37.2 years and there are a higher number of families with school age children. Since the 2000 Census, the number of children under the age of 5 grew by 62.7%. To accommodate additional children, two elementary schools have been built and the community is expanding to two high schools. Campbell County is also experiencing tremendous growth in retirees. Residents age 65 and older have grown by 54.9% over the last ten years, and 45-64 year-olds have grown by 65.3%.

Campbell County Population

Year	Population	Change (over 10 years)	% Change	Growth since 1980	% Growth since 1980
1980	24,367				
1990	29,370	5,003	20.5	5,003	20.5
2000	33,698	4,328	12.8	9,331	38.3
2010	46,133	12,435	36.9	21,766	89.3
2015 est	49,220			24,853	102.0

Table 1   *U.S. Census*

Residents by age

Age	2000 Census	% of Population	2010 Census	% of Population	10 Year Population Growth	% Change
Median Age	32.1		31.9			
Under 5	2,497	7.4	4,063	8.8	1,566	62.7
5-9	2,658	7.9	3,550	7.7	892	33.6
10-14	3,199	9.5	3,414	7.4	215	6.7
15-19	2,964	8.8	3,200	6.9	236	8.0
0-19 total	11,318	33.6	14,227	30.8	2,909	25.7
20-44	13,208	39.2	16,917	36.7	3,709	28.1
45-64	7,483	22.2	12,373	26.8	4,890	65.3
65 and over	1,689	5.0	2,616	5.7	927	54.9

Table 2   *U.S. Census*

Income and employment. Campbell County residents are fortunate to have access to good paying jobs. According to 2015 Census estimates, Campbell County's median household income was $80,060, which compares to $60,214 in Wyoming and $55,775 nationally.

Industries providing employment include: Education, health and social services (30.7%); agriculture, forestry, fishing and hunting, and mining (20.0%); retail trade (15.5%); professional, scientific, management, administrative, and waste management services (13.6%); information (10.8%). Energy production is a primary source of tax revenue for the County and State.

Economic downturn. While Campbell County's natural resources—coal, oil, gas and other minerals—have historically stimulated a thriving economy, the area is currently experiencing a significant economic downturn caused by falling energy prices and reduced demand for coal, oil and gas.

Campbell County's gas production has been in decline since 2009, but coal and oil production have remained steady. However, an economic downturn began in 2015 and intensified in 2016. Wyoming coal production, most of which is mined in Campbell County, peaked in 2008 at 466.3 million tons, dropped to 376.8 million tons in 2015 and then to a ten year low of 302 million tons in 2016. Three of Campbell County's major coal mines declared bankruptcy and nearly 1,000 coal miners were laid off. Further, the slumping oil industry, which experienced rock bottom oil prices, resulted in as many as 2,000 lost jobs.

Lower energy production has had a sharp impact on the County's revenue stream, with a corresponding impact on the whole state. Campbell County's 2017 assessed valuation is projected at around $4 billion, which dropped from $5.3 billion in 2016, and $6.2 billion in 2015.

There are positive signs that the downward spiral is leveling out. Energy production and prices are improving slightly, but it is unclear on how long a recovery will take.

Impact on library use. Although reduced jobs correlate to population reduction, it is often the case that library use climbs in times of economic downturn. The Library is experiencing this phenomenon, and coupled with increased use from population growth, the Library is challenged to accommodate increasingly higher use with a limited amount of space.

CAMPBELL COUNTY PUBLIC LIBRARY SYSTEM			
Fiscal Year	Circulation	Visits	Program Attendance
2000-2001	327,856	198,306	22,671
2010-2011	453,323	215,879	25,863
2015-2016	489,464	249,699	31,962

Trends

Nationally, public library use is up. A survey by the Institute of Museum and Library Science shows a 32.7% increase in physical library visits between 2001 and 2010. Campbell County Public Library System experienced 41% more visitors during this same time period.

The American Library Association's 2013 State of America's Libraries Report lists the following top trends in public libraries:

1. Library construction continues to be active, due in large part to the solid dividends libraries provide to the communities they serve.

2. Libraries are playing a key role in providing resources during the economic recovery; 75% offer equipment, software and assistance to patrons as they complete resumes and job applications.

3. Ebook lending models are evolving. Libraries and ebook publishers are finding compromise that allows libraries to have greater access to ebooks while compensating publishers appropriately.

4. Libraries fill the role of technology leaders (not early adopters) and are regarded as early users of effective technologies.

According to the Pew Research Center Internet and American Life Project, free access to computers and the Internet is now nearly as important to library patrons as borrowing books. Public perception has evolved so that technology for public use is now considered a core library service. Also, a majority of Americans say libraries should have more comfortable spaces for reading, working and relaxing. There is an expectation that libraries will provide an attractive community space.

Pew's research on the habits and expectations of Americans age 16-29 indicates that "younger Americans" visit libraries as often as older adults. They are heavy technology users, and are more likely than older patrons to use libraries' computer and internet connections. Nearly half have visited a library website and 1 in 5 uses a mobile device to access library websites and resources. One in five have also read an ebook, but most still read and borrow printed books. In summary, this group values a mix of traditional and technological library services.

Younger Americans' Library Habits and Expectations (Age 16 to 29 years)

Pew Research Center report June 25, 2013

- *Almost all young Americans are online*
- *86% have visited a public library or bookmobile*
- *97% say it is important for libraries to offer free internet and computer access*
- *87% say libraries should coordinate more with local schools*
- *87% say libraries should offer free literacy programs*
- *80% say it is very important to have librarians help them find information; 76% say it is very important to have access to free databases*
- *75% say it is very important to have books for borrowing*
- *72% say it is very important for libraries to have quiet study spaces*
- *72% say libraries should have programs and classes for children*
- *71% say job or career resources are very important*
- *64% say libraries should have more comfortable spaces*

http://libraries.pewinternet.org/files/2013/06/PIP_Younger_Americans_and_libraries.pdf

Pew's library research on parents, children and reading indicate nearly all parents believe it is important for libraries to offer programs and classes for their kids. Parents are much more likely to know about library programs, technology and services, and they count on libraries to help their children develop a love of reading. Parents believe libraries should "definitely" offer more comfortable spaces, a broader selection of e-books, and more interactive learning experiences.

An emerging trend, involving Wyoming and Campbell County schools, emphasizes Common Core standards and curriculums that focus on Science, Technology, Engineering, Arts and Mathematics (STEAM). Parents and students are seeking public library resources that support these curriculums. Nationally, new library programs involve makerspaces, which are spaces where people gather to do creative activities that support STEAM activities. Examples include labs with equipment such as workbenches, 3D printers and other technologies.

Another trend is gaming in libraries. Video games, board games, and social games create engaging youth programs. Video games give kids a chance to practice reading, writing, and computing in the library's safe environment. Kids develop strategies, predict possible outcomes, manage multiple resources, read and decipher maps, track complex statistics, and adapt to increasingly difficult levels within the game.

Seniors use their public libraries. According to the Institute of Museum and Library Science, nearly two-thirds of seniors reported using libraries in the last 12 months. Further, half reported that they visit libraries once per week. A majority (65%) use library computers to access library resources, but only 25% access the Internet.

Two other notable outreach trends are: 1) modern bookmobiles broaden a community's access to collections, programs space, computers and internet service; 2) book kiosks, located in high traffic areas of the community, also broaden access to library materials.

The updated Public Library Trends report from a PEW Research 2016 study indicates higher patron interest in moving print books and stacks to free up space for tech centers, reading rooms, meeting rooms and cultural events (24% definitely; 40% maybe).

Challenges and Opportunities

Crowded Facilities. In 1980, Campbell County totaled 24,367 residents, nearly doubling its 1970 population of 12,957. The George Amos Memorial Library on Gillette Avenue was too small to handle the increased population, so funding for a new library was generated and the Campbell County Public Library was built on the 4J Road site. Today, Campbell County's population has more than doubled, and the County now totals 49,220 people.

In Fiscal Year 2000-2001, a space study recommended several strategies to maximize crowded spaces and update worn finishes. Several recommendations were implemented and the building was renovated over the course of the next several years. The outcome of the space study was hampered by unexpected population growth—the ten-year projection was 9%, but growth actually totaled 37%.

Although the space study led to several space enhancements, the community's growth has resulted in ongoing space challenges. The collection is at its capacity and the children's department, teen room and technology spaces are outdated and crowded. Staffing inefficiencies were also created when public space was moved to the basement.

To address crowding issues, the Library completed a feasibility study in 2015, and although the study clearly shows a need for expanded library space in Campbell County, economic conditions have stalled plans for moving forward. The economic downturn has fueled higher use of the Library, and we are challenged to meet demand within the existing space.

Wright. The Town of Wright has also experienced rapid growth (34% from 2000 to 2010). Economic condition have stalled population growth, but the community is much larger than when the branch was built in 2003. To accommodate sizable program crowds, the Branch Library is seeking the use of its basement, which has been plagued by leaks, poor lighting and acoustical issues. Basement leaking problems were solved in 2016, and now lighting and acoustical solutions are a priority.

Population Growth and Staffing. Although the community has experienced considerable growth, staffing levels have remained stagnant. Additionally, CCPLS experienced a run of retirements that has turned over a third of staff. Facilitating staff development and a dynamic and satisfying organizational culture will be a priority. Meeting demand for service will continue to be a challenge as the economic downturn brings increasingly more patrons into their libraries.

Information Literacy. Information formats have changed and the way people access information has evolved. Library-sponsored database instruction offers the opportunity to help

the community access its information needs. Changes in the information needs of schools also gives us a chance to serve our community with collection development strategies and youth programs that align with changes in school curriculums. One particular strategy for youth that is gaining traction is the "connected learning" concept, which is a highly social learning experience that uses digital technology to provide an educational, economic or civic opportunity while focusing on youth interests.

Children's Services. In terms of library space and children's staffing, the population growth of children is impacting the services the youth services department provides to the community. Program attendance at weekly children's literacy programs has been on the upward swing for the last two decades. The youth services department, in partnership with local schools and the Campbell County Community Recreation District, has sponsored high profile authors to promote children's and teen literacy to the community. Circulation of children's materials also continues to grow, currently averaging 16,000 items per month. Campbell County is committed to providing services and support to the parents and children of the community. The Library is a key community partner in this effort. The challenge will be to have enough space to house children and collections, and to have an adequate level of staff to continue to serve the community's children at the same level.

Families. The Library is designed in sections that serve various age groups: children, teens and adults. Patron feedback tells us that families want to use their library together, and our challenge will be to develop family-friendly space in a crowded facility.

Technology. The library system's Wi-Fi system and bandwidth were upgraded in 2015 and 2016 to handle patron and staff use. While staff and public users are experiencing better service, increased use of mobile devices will challenge the current bandwidth capabilities in the next three years.

Service. There are many opportunities to improve the user experience: patron-driven collections, outreach, new collection formats, improved spaces, more engaging programs, etc. Libraries can offer better access to collections by making it easier to get a library card, including electronic applications and cards designed to give access to electronic collections. Libraries can improve the browsability of collections by reorganizing in a more intuitive way. One popular method emerging in the library world is the use of "Neighborhoods." This method merges traditional library organization with modern practices, grouping print and audiovisual items by subject in a cozy, engaging way. Libraries can also connect readers to books with engaging retail methods of book organization, which involves an emphasis on book displays.

Goals, Objectives and Strategies

Planning->economic, community needs

GOAL: Library administrators will establish plans to ensure a strong, vibrant future

OBJECTIVE 1: Optimize responsiveness to four potential economic environments

> Strategy: Create four operating budget scenarios

> Strategy: Evaluate organizational chart

> Strategy: Evaluate library hours

>> Lead: Terri, Library Board

>> Collaborative Partners: Library managers, County Commissioners

>> Time Frame:

>>> Year 1 – Complete strategies January to March 2017

>>> Year 2 – Reevaluate during FY2017-2018 budget process

>> Cost: Supported within existing resources

OBJECTIVE 2: Evaluate community needs for delivery of library materials and services to current/expanded locations in Campbell County

> Strategy: Approach the Library Foundation to fund a needs assessment

> Strategy: Create a committee to select and work with a consultant

> Strategy: Use 2015 Feasibility Study as a basis for the study's design

> Strategy: Hire a consultant to design and conduct the study

>> Lead: Library Board and Terri

>> Collaborative Partners: Library Foundation, library managers, library staff, County Commissioners

>> Time Frame:

>>> Year 2 – Approach Library Foundation by November 2017

>>>> Select Consultant by June 2018

>>> Year 3 – Conduct study

>> Cost: Est $20,000-$40,000

Organizational culture->staff engagement->training and development

GOAL: The library achieves a robust organizational culture that enables new and existing staff to connect with each other, develop professionally and maximize service quality

OBJECTIVE 1: Increase opportunities for new and existing staff to enhance skills and develop a strong team-oriented culture

> Strategy: Provide an emphasis on team building at staff In-Service

Strategy: Promote professional development by sending 8-15 staff to the annual Wyoming Library Association conference

Strategy: Encourage 100% staff participation in the Self Directed Achievement (SDA) staff development program

Strategy: Seek professional development opportunities for staff to build relevant skills

    Lead: Terri, library managers

    Collaborative Partners: Library Board, library staff, Library Foundation

    Time Frame:

        Year 1 – Plan In-Service by January 31, 2017

            Hold in-service in March 2017

            Audit SDA participation February 2017 – ongoing

            Seek training opportunities for staff – ongoing

        Year 2 – Reviews SDA journals Summer 2017

            Send staff to WLA conference in Fall 2017

            Reevaluate staff training opportunities - ongoing

    Cost: Supported within existing resources and training grants

OBJECTIVE 2: Increase staff engagement

    Strategy: Create a mentor system to help new staff acclimate and navigate the library culture

    Strategy: Utilize culture assessment tool to investigate status of staff morale

    Strategy: Facilitate quarterly staff gatherings (off-site, after hours)

    Strategy: Create "Excellence Every Day" cards for patrons/staff to recognize great customer service

    Strategy: Develop 12 team building activities for managers to use with staff

        Lead: Krisene, Debbie, Irene, Genevieve, Julie, Kimberly and Terri

        Collaborative Partners: Library Managers, library staff, Library Foundation

        Time frame:

        Year 1 – Set guidelines and implement mentor system by May 2017

            Select culture assessment tool and survey staff by November 2017

        Year 2 – Set priorities and actions from study by January 2018

            Design and print "Excellence Every Day" cards by April 2018

            Roll out Excellence program to staff and public by May 2018 (ongoing)

            Research, select and build teambuilding database by October 2018

        Year 3 – Re-evaluate and update staff engagement strategies

    Cost: Supported within existing resources

OBJECTIVE 3: Improve cross-training process using a video knowledge base tool

Strategy: Research, select and purchase a product by May 2017

Strategy: Learn how to create a training video by July 2017 - ongoing

Strategy: Develop and offer staff training in the video tool by December 2017

    Lead: Krisene and Julie

    Collaborative Partners: Irene, Debbie, Kimberly, Genevieve

    Time frame:

        Year 1 – Learn the program by December 2017

        Year 2 – Produce accounts payable, Workflows and sign videos by end of 2018

    Cost: User license supported within existing resources

OBJECTIVE 4: Increase level of cross-training amongst technical services staff for monthly statistics gathering/compiling

Strategy: Schedule time to cross-train in library collection statistics

Strategy: Conduct training on a monthly basis

    Lead: Ellin

    Collaborative Partners: Sara, Lori

    Time Frame:

        Year 1 – Ellin will train Sara monthly from January 2017 through December 2017

        Year 2 – Ellin and Sara will rotate compiling monthly statistics - ongoing

    Cost: Supported within existing resources

OBJECTIVE 5: Increase staff technology options by learning to use Blue Cloud Sirsi module (BETA version) for cataloging

Strategy: Have weekly experience using module to perform daily work tasks such as adding barcodes to records and editing bib records

    Lead: Lori

    Collaborative Partners: Ellin, Sara, Tracy

    Time Frame:

        Year 1 - Use Blue Cloud for 1 day a week January 2017 through December 2017

        Year 2 - Maintain using Blue Cloud to perform daily processing tasks – ongoing

            Reevaluate when State moves to this module in the future

    Cost: Supported within existing resources

OBJECTIVE 6: Improve basic and ongoing page training to ensure best quality service to library department and patrons

Strategy: Create a checklist of basic page requirements for new and current pages, head page, and managers to determine training success and/or remediation needed

    Lead: Nancy

    Collaborative Partners: Head page, library pages, Anna, Rebecca, Darcy, Lori

Time Frame:

    Year 1 – Complete checklist by June 2017

Cost: Supported within existing resources

<u>Strategy:</u> Provide one training session in library resources and/or services at each monthly page meeting

    Lead: Nancy

    Collaborative Partners: Head page, library pages

    Time Frame:

        Year 1 – January 2017 through December 2017 – ongoing

    Cost: Supported within existing resources

Marketing

GOAL: Our libraries will achieve community awareness of our libraries' events and resources

<u>OBJECTIVE 1:</u> Expand and revitalize library system marketing techniques

    <u>Strategy:</u> Create library system branding guide

    <u>Strategy:</u> Create library system style guide

    <u>Strategy:</u> Reinvent GPA-TV segments

    <u>Strategy:</u> Investigate digital marketing techniques: email, QR codes, etc.

        Lead: Gen, Marketing Committee, CCPLS Copy Editors

        Collaborative Partners: Library staff, GPA TV staff

        Time Frame:

            Year 1 - Write library style guide by March 2017; present to staff and begin using

                Begin work on library branding guide in spring 2017

                Begin work on GPA planning by spring 2017

                Launch branding guide by fall 2017

                Launch GPA segments by fall 2017

        Cost: Supported within existing resources

<u>OBJECTIVE 2:</u> Target two CCPLS services for heightened promotion

    <u>Strategy:</u> Promote digital collections

    <u>Strategy:</u> Highlight individual librarian "superpowers"

        Lead: Gen, Marketing Committee

        Collaborative Partners: Library staff

        Time Frame:

        Year 1 - Develop campaign to promote digital collections by summer, 2017

        Year 2 - Continue and refine all promotions/campaigns started in 2017

            Develop campaign to promote librarian superpowers by spring, 2018

Investigate digital marketing techniques for potential library use

Year 3 – Continue and refine all promotions/campaigns started in 2017 & 2018

Implement one digital marketing technique.

Cost: Supported within existing resources

Facilities->space->operational efficiencies

GOAL: The library system achieves comfortable, safe and healthy physical environments

OBJECTIVE 1: Increase staff confidence in handling workplace safety issues

Strategy: Implement Active Shooter Training at In-Service

Lead: In-Service Committee

Collaborative partners: HR/RISK, staff, managers

Time Frame:

Year 1 – Complete training March 2017

Cost: With existing resources

GOAL: The library provides welcoming space for families.

OBJECTIVE 1: Increase the use of, and access to, imaginative, exploratory, and creative play activities in the children's department

Strategy: Weed in early fiction collection to free up 30 linear feet of shelf space to house early literacy toys and manipulatives

Strategy: Seek assistance of marketing committee to promote community awareness of the children's department as a play destination

Lead: Darcy, Janet, Liz, Angela

Collaborative Partners: Sandra, Becky, Aurora, Marketing Committee

Time Frame:

Year 1 – Weed early fiction collection by mid-2017

Purchase preschool developmental toys/manipulatives by mid-2017

Year 2 – Design a promotional campaign by mid-2018

Year 3 – Promote library as play destination throughout 2019 via multiple venues

Cost: Supported by existing resources; an additional $1000 per year for years 2 & 3 from CCCPRD grant;

OBJECTIVE 2: Improve availability of gathering space for families in the library atrium

Strategy: Work with other library departments to allocate gathering space for families

Strategy: Develop inter-generational drop-in activities for families

Strategy: Communicate age-appropriate use of family space to patrons

Lead: Darcy, Rebecca, Anna, Becky, Kelly

Collaborative Partners: Janet, Rachael, Sandra, Liz, Angela, Marcy, Aurora

Time Frame:

      Year 1 – Allocate space by June 2017

          Develop activities by June 2017

      Year 2 – Review and clarify age-appropriate use by January 2018

          Develop friendly, clear advertising of family space by March 2018

Cost: Supported by existing resources

GOAL: Wright Branch provides the best possible library space to meet community needs.

OBJECTIVE 1: Improve lighting and acoustics in the basement to make it a useable space for public and staff.

      Strategy: Consult with public works designee to develop plan for adding ceiling/lights

      Strategy: Submit request to public works to include project in capital construction prioritization list for budget process

      Strategy: Coordinate with Public Works to install ceiling and lights

        Lead: Mandy, Terri, Library Board

        Collaborative Partners: Public Works, WBL Staff, County Commissioners

        Time Frame:

            Year 1 – Meet with public works in January 2017

                Submit prioritization request by March 2017

            Year 2 – Install ceiling and lights by June 2018 as funds allow

            Year 3 – Resubmit request as needed

        Cost: $70,000-$100,000; Public Works estimate

OBJECTIVE 2: Increase patron access to appropriate space for studying, testing, etc.

      Strategy: Consult with Public Works to discuss best location and pricing for constructing a study room; consider using manager office for study room and relocate manager office

      Strategy: Submit request to public works to include project in capital construction prioritization list for budget process

      Strategy: Create space to locate additional room by utilizing Collection HQ to downsize/"right-size" the collection

      Strategy: Construct the room

        Lead: Mandy, Terri, Library Board

        Collaborative Partners: Public Works, County Commissioners, WBL Staff

        Time Frame:

            Year 1 – Meet with Public Works in January 2017 to discuss project

                Submit prioritization request by March 2017

Year 2- Use Collection HQ to downsize collection by December 2018

Year 3 –Construct study room by March 2018 or resubmit request

Cost: $7,000-$10,000 – Public Works estimate

Collection development and maintenance and optimal use of collection space

GOAL: The library system sets relevant collection development policies that are responsive to evolving formats, community needs and library trends

OBJECTIVE 1: Overhaul library system collection development policy

Strategy: Set meeting with director and managers to discuss existing Collection Development Policy and new formats such as e-books and e-audiobooks

Strategy: Assign managers sections of the policy to review

Strategy: Evaluate and revise, as necessary, the Collection Development Policy

Strategy: Present updated policy to Library Board for approval

Lead: Terri, Darcy, Rebecca, Anna, Mandy, Nancy, Lori, Krisene, Library Board

Collaborative Partners: Julie, Library Staff, Community Partners

Time Frame:

Year 1 – Set initial meeting and assignments by November 2017

Year 2 – Meet regularly to discuss proposed revisions in 2018

Year 3 – Present updated policy proposal to Library Board by February 2019

Provide the updated policy on the library's website

Cost: Supported by existing resources

GOAL: The library attains optimal adult space by offering intuitive, accurate access to popular collections, creating space where community members can connect and serving patron needs

OBJECTIVE 1: Improve positive patron experience in discovering and accessing collection items with the use of displays

Strategy: Research vendors and purchase the best type of mobile display cart/unit for movable, portable displays

Strategy: Create dynamic displays and moving displays for better patron access, including end-cap genre displays to feature dynamic titles

Strategy: Use CollectionHQ to analyze display circulation and to select popular subject matter for displays

Lead: Anna, Christy, Johanna, Falan

Collaborative Partners: Richard, Eric, Barb, Brooke, Rebecca, Reference/Library Staff

Time Frame:

Year 1 – Create displays by December 2017

Year 2 - Work with partners to select best library events for displays in 2018

Year 3 - Use CollectionHQ reports to analyze display success by February 2019

Cost: supported be existing resources.

OBJECTIVE 2: Improve relevancy of adult print and audiovisual (AV) collections while optimizing space allocated to the collections

Strategy: Use CollectionHQ to analyze usage, weed, and evaluate space allocation of adult fiction and AV collections

Strategy: Use CollectionHQ to weed and purchase adult nonfiction (ANF) materials that are of interest to the community and maintain a right-sized ANF collection

Strategy: Review and determine the appropriate space allocation of adult AV, fiction, nonfiction, reference, periodical and government document collections

Lead: Anna, Rebecca, Terri

Collaborative Partners: Circulation Staff, Reference Staff

Time Frame:

Year 1 – by December 2017

Train staff to use CollectionHQ for weeding and usage reports

Deeply weed and analyze space for fiction and AV collections

Deeply weed adult nonfiction collection

Collaborate (reference/circulation managers) to review space in adult area and identify high use collections

Year 2 – by December 2018

Create monthly weeding process for adult fiction collections

Analyze collection by popularity of authors, titles, and patron interest

Create a weeding calendar for adult nonfiction collections

Shift items to make room for genre displays and AV item collection rearrangement as needed in the fiction section

Year 3 - Ongoing.

Cost: Supported by existing resources

OBJECTIVE 3: Improve browsability so patrons may more intuitively discover items in the adult nonfiction collection

Strategy: Implement a neighborhood style organization system that incorporates print ANF, local information and AV items

Lead: Rebecca, Elizabeth

Collaborative Partners: Reference staff, Technical Services Staff

Time Frame

Year 1 – by December 2017

Begin to test neighborhood concept with Health ANF print/AV collection

Collect local health resources

Determine space allocation for Health Neighborhood

Re-label and catalog Health ANF materials into a neighborhood location

Create Health Neighborhood space

Collect patron feedback and track statistics for Health Neighborhood

Year 2 – by December 2018

Evaluate success, if well-received, implement in other areas

Create a space use plan for adult materials that identifies ANF areas to move into future neighborhoods

Repeat the Year 1 plan with next ANF collection

Timeframe for building each Neighborhood is 3-6 months

Year 3 – by December 2019

If it is determined that Neighborhoods are patron-friendly continue with project

OBJECTIVE 4: Incorporate Neighborhood concept of cataloging similar materials across genres such as books, AV materials, etc.

Strategy: Work with reference managers/staff to identify and catalog appropriately those materials needing grouped together in the neighborhood concept

Lead: Lori

Collaborative Partners: Ellin, Sara, Tracy

Time Frame:

Year 1 – Catalog materials for Health Neighborhood by December 2017

Year 2 – Continue project as needed - ongoing

Cost: Supported within existing resources

GOAL: The library connects users to community-oriented resources

OBJECTIVE 1: Incorporate local information/resources into the adult nonfiction collections where appropriate.

Strategy: Gather, develop and maintain local information that correlates to the information needs of those who are browsing ANF.

Strategy: Form partnerships and offer support to local organizations

Lead: Rebecca, Kyouhee, Jane

Collaborative Partners: Community agencies

Time Frame:

Year 1 – by December 2017

Identify local resources and partners and begin to gather information to correspond with Health Neighborhood

Assign resource partners to reference staff to maintain contact with in order to keep local information collection up to date.

Year 2 – by December 2018

Assign resource partners to reference staff to maintain contact and to keep local information collection up-to-date

Year 3 – by December 2019

Ongoing tasks from Year 2 as staff identify partners

GOAL: Library collections meet the educational and recreational needs of youth and families

OBJECTIVE 1: Decrease the amount of non-circulating youth services materials by twenty percent

Strategy: Utilize CollectionHQ software to support targeted development and maintenance of youth services collections

Strategy: Include learning CollectionHQ in SDA goals of Youth Services staff members

Lead: Darcy

Partners: Janet, Rachael, Youth Services staff

Time Frame:

Year 1 – Staff SDA training complete by late summer, 2017

Weed early fiction, CH nonfiction and YA fiction collections by end of 2017

Year 2 – Ongoing, target juvenile fiction/YA nonfiction for weeding in 2018

Cost: Supported with existing resources

OBJECTIVE 2: Improve user experience in locating books at the correct reading level by adding Lexile designations to appropriate bibliographic records

Strategy: Work with Ellin to become familiar with where to look for Lexiles in various sources then add the correct tag to bib records needing them

Lead: Ellin

Collaborative Partners: Lori, Sara, Tracy

Time Frame:

Year 1 – Ellin to train technical services staff in 2017 calendar year

Year 2 - Continue to perform Lexile work on appropriate materials

Year 3 – Make Lexile work part of daily workflow - ongoing

User access

GOAL: The library system will achieve multiple ways to access library collections and services to better serve our deserving and diverse population

OBJECTIVE 1: Increase registrations for library card applications 5% by creating an online/digital library card application process that will be fully accessible on the library website.

> Strategy: Research libraries who have this system in place and compare pros/cons of the system, best practices, etc.
>
> Strategy: Work with library staff to create a Best Practices form to follow for online card applications
>
> Strategy: Work with IT Staff to implement and distribute an online library card application via the library website
>
>> Lead: Anna, Julie, Rebecca, Library Administration
>>
>> Collaborative Partners: Circulation Staff, Library Managers, Wyoming State Library, County IT, cooperating libraries
>>
>> Time Frame:
>>
>>> Year 1 – Complete research of best process and software by December 2017
>>>
>>> Year 2 – Fully incorporate and launch the project by December 2018
>>>
>>> Year 3 - Ongoing
>>
>> Cost: Supported by existing resources.

Community partnerships and programs

GOAL: The library works in partnership with school and community agencies to meet the information needs of youth.

OBJECTIVE 1: Collaborate with three community agencies to promote summer learning experiences for youth

> Strategy: Survey three targeted community youth service agencies to discover summer learning needs of their service populations
>
> Strategy: Incorporate the needs of these youth service agencies into summer library event planning
>
> Strategy: Increase off-site summer learning opportunities from two visits per summer to six visits
>
>> Lead: Darcy, Janet, Sandra, Aurora
>>
>> Collaborative Partners: Becky, Liz, Angela
>>
>> Time Frame:
>>
>>> Year 1 – Complete survey by fall 2017
>>>
>>> Year 2 – Increase off-site summer learning opportunities in summer 2018

Year 3 – Increase off-site summer learning opportunities once again in summer 2019

Cost: Supported by existing resources; an additional $1000 per year for years 2 & 3 from CCCPRD grant.

OBJECTIVE 2: Collaborate with schools and community youth services agencies to promote college and career readiness for teens

Strategy: Conduct research to learn about existing teen mentorship programs

Strategy: Develop a template and measurable outcomes for a library-based teen mentorship program

Strategy: Develop a teen mentorship program to allow teens to share their personal interests with younger students

Lead: Darcy, Rachael, Marcy

Partners: Kelly

Time Frame:

Year 1 – Research programs beginning in January 2017

Year 2 – Develop template and outcomes by January 2018

Pilot teen mentorship program in summer 2018

Year 3 – Incorporate teen mentors in school-age programming by summer 2019

Cost: Supported by existing resources.

OBJECTIVE 3: Promote connected learning experiences for elementary school students.

Strategy: Provide STEAM programs to promote self-driven exploratory and investigative learning experiences for 4th-6th grade students.

Strategy: Expand STEAM programming to include younger students

Lead, Collaborative Partners, Time Frame: See Objective 4 (below)

OBJECTIVE 4: Develop a teen mentorship program to engage elementary youth in connected learning experiences.

Lead: Darcy, Sandra, Becky

Partners: Janet, Liz, Angela, Aurora

Time Frame:

Year 1 – Implement programming for 4th-6th graders in January 2017

Incorporate STEAM activities in summer 2017 reading programming for elementary-aged youth

Year 2 - Expand STEAM Saturday activities to younger students in January 2018.

Year 3 - Utilize teen mentors by summer 2019

Cost: Supported by existing resources; an additional $1000 per year from CCCPRD grant

OBJECTIVE 5: Promote connected learning experiences for secondary school students

    Strategy: Design a teen summer learning program that supports exploration of teens' personal interests

    Strategy: Provide digital literacy learning experiences with supportive technology in the young adult department

    Strategy: Develop a teen mentorship program to allow teens to share their personal interests with younger students

        Lead: Darcy, Rachael

        Partners: Marcy, Kelly

        Time Frame:

            Year 1 – Pilot summer reading teen squads

                Start providing experiences, including 3D printer access, in January 2017

                Research teen mentorship programs beginning in January 2017

            Year 2 – Expand teen summer learning program

                Develop template and measurable outcomes for teen mentorship program by January 2018

                Pilot teen mentorship program in summer 2018

            Year 3 – Incorporate teen mentors in school-age programming by summer 2019

        Cost: $2000 per year for years 1 & 2, supported by existing resources including CCCPRD grant; $1000 for year 3, from existing resources

GOAL: The Library provides an environment to meet the educational and recreational needs of youth and families

OBJECTIVE 1: Promote and develop three new library services to meet the early literacy needs of the community

    Strategy: Promote library resources designed to help families build early literacy skills in the home environment, including text notification services and circulating literacy kits

    Strategy: Develop space and activities to provide opportunities for constructive, exploratory and imaginative play in the children's department

    Strategy: Incorporate literacy-skill training for parents into regular preschool storytimes

        Lead: Darcy, Liz, Angela

        Collaborative Partners: Janet, Sandra, Becky, Aurora

        Time Frame:

            Year 1 – Market library resources during storytimes in spring 2017

                Reallocate space to incorporate play materials by September 2017

Involve staff in reading professional resources regarding parent education beginning in winter 2017

Year 2 – Staff continue reading/other training in enhanced storytime techniques

Year 3 - Incorporate literacy skill training for parents by winter 2019

Cost: Supported by existing resources; an additional $1000 per year for years 1 & 2 from CCCPRD grant

GOAL: Outreach personnel will build, collaborate and nurture strong, interactive partnerships with government and community organizations

OBJECTIVE 1: Extend library outreach service and programs to three county agencies, three city agencies and four service organizations

Strategy: Develop contacts and set discussion/speaking engagements

Strategy: Work through these tailored partnerships to increase service contacts (meetings, book clubs and other activities) by 10% over previous year

Lead: Nancy

Collaborative Partners: Terri, Dana, government and community organizations

Time Frame:

Year 1 – Make contacts to build partnerships by December 2017

Year 2 – Reach Increase in Outreach programs by December 2018

Cost: Supported within existing resources

OBJECTIVE 2: Expand outreach service through best off-site community service delivery via mini-library, personal delivery, donation drops, and mail

Strategy: Provide service to 80% of current and 100% of new individuals and locations

Strategy: Evaluate and implement using best method of delivery while considering patron need, staff requirements and delivery cost

Lead: Nancy

Collaborative Partners: Terri, Dana, patrons and population groups

Time Frame:

Year 1 – Evaluate delivery methods

Year 2 – Implement methods

Cost: Support with existing resources

GOAL: Wright Branch will establish community partnerships to promote literacy

OBJECTIVE 1: Support the new Title 1 designation at Cottonwood Elementary

Strategy: Attend quarterly family events put on by the Title 1 teachers at Cottonwood

Strategy: Provide storytelling and craft opportunities for students at family events

Strategy: Support Title 1 classroom curriculum by purchase of materials as requested by Cottonwood staff

    Lead: Pam, Suann

    Collaborative Partners: Mandy, Patti, Jamie

    Time Frame:

        Year 1 – Begin event attendance December 2016

        Year 2 – Evaluate purchase requests at 2018-19 Budget

    Cost: Supported within existing resources

OBJECTIVE 2: Increase outreach to the Senior Citizens in our Community

Strategy: Attend quarterly lunch at the Community Center to discuss the needs of our senior citizens

Strategy: Implement Senior Citizen Book Club or Book Talk depending on interest and participation of our seniors

Strategy: Implement free book exchange at the Community Center with donated and discarded books from the library

    Lead: Suann

    Collaborative Partners: Mandy, Pam, Connie

    Time Frame:

        Year 1 – Attend lunches and implement Book Exchange in 2017

        Year 2 – Implement Book Club by January 2018

        Year 3 – Evaluate success of Book Club & Book Exchange

    Cost: Supported within existing resources

Technology & Technology programs for public

GOAL: The library stimulates access to information, educational opportunities, and intellectual curiosity by providing up-to-date technology to library patrons

OBJECTIVE 1: Improve internet service to meet public demand using fiber technology or best available bandwidth at Level 3 library technology benchmark which allocates 500 kbps upload and 1 mbps download to each public internet user

Strategy: Stay abreast of local, state, and federal projects to improve community bandwidth infrastructure and determine the library's eligibility for fiber connectivity under the Wyoming Unified Network

Strategy: Investigate e-rate funding options

Strategy: Evaluate options and implement most cost effective strategy to upgrade internet service

Lead: Terri and Krisene

Collaborative Partners: Julie, County I.T., Wyoming State Library

Time frame:

Year 1 – Collect pricing for upgrade options by December 2017

Determine whether library is eligible for an upgrade using Wyoming Unified Network

Year 2 – If ineligible for Unified Network, explore eRate by June 2018

Year 3 – Install most cost effective option by February 2019

OBJECTIVE 2: Craft the Library Technology Plan (LTP)

Strategy: Use the technology-based goals from the strategic plan and technology trends to drive the development of the LTP goals and objectives

Strategy: Pull the goals and add them to the LTP

Strategy: Using the new inventory system, attach the library technology assets

Strategy: Have Terri write the director's remarks

Lead: Krisene

Collaborative Partners: Library Managers, Julie, Irene, Terri L.

Time frame:

Year 1 - Gather and write plan by December 2017

Year 2 – Revisit in fall 2018 when reviewing strategic plan - ongoing

GOAL: Wright Branch will facilitate a technology-friendly environment to meet the changing needs of our patrons

OBJECTIVE 1: Add a second patron computer in the Young Adult area of the library to accommodate the large number of tweens & teens that depend on our computer access.

Strategy: Request additional computer in Budget preparation

Strategy: Work with Julie & IT staff to get proper wiring pulled and ready to house another computer.

Lead: Mandy & Terri

Collaborative Partners: Julie, Krisene, IT Staff

Time Frame:

Year 2- Implement computer by November 2018

Cost: Reallocate within existing resources

OBJECTIVE 2: Purchase and install a Children's Literacy Center in our children's section

Strategy: Continue to Fundraise for the Literacy center via snack sales at WBL

Strategy: Coordinate with the Children's department at CCPL to make the purchase of a similar unit to what they currently own

Strategy: Implementation of the Literacy Center by December 2018

    Lead: Mandy, WBL Staff

    Collaborative Partners: Terri, Julie, CCPL Children's Staff

    Time Frame:

        Year 2 – Purchase equipment by summer 2018

    Cost: $2,500 from fundraising as on account with Library Foundation

OBJECTIVE 3: Implement digital literacy classes

    Strategy: Create an informal survey to hand out at the circulation desk asking patrons what they would like to see in classes featuring digital literacy

    Strategy: Create classes as needed based on interest and public feedback

    Strategy: Evaluate and change topics as needed

    Lead: Mandy

    Collaborative Partners: Terri, Wright Branch staff, Julie, circulation/reference staff

    Time Frame:

        Year 1 – Survey by September 2017

        Year 2 – Classes starting by January 2018

        Year 3 – Evaluate successes and change course if needed

    Cost: Within existing resources

OBJECTIVE 4: Improve patron user experience by adding wireless printing service

    Strategy: Implement wireless technology using same system install at central library

    Lead: Mandy, Julie,

    Collaborative Staff: Rebecca, Technology Committee, County IT, library staff

    Time Frame:

    Year 2 – Submit budget request by February 2018

    Year 3 – Install wireless printing as funding allows

    Cost: $1,500 from capital outlay budget request

GOAL: Develop and offer technical and information training and resources to the community

OBJECTIVE 1: Maintain partnership with local school librarians and teachers to offer database instruction

    Strategy: Reach out to schools to offer database/digital collections training to students

    Lead: Rebecca, Darcy, Jane, Paula

    Collaborative Partners: Reference staff, youth services staff

    Time Frame:

        Year 1 – Reference staff will contact local school librarians twice yearly - ongoing

OBJECTIVE 2: Offer up-to-date information, training and access to technology

Strategy: Continue to develop and provide instruction with one-on-one or class formats

Strategy: Develop training two months in advance of the session that addresses new technology and/or patron interests

Strategy: Maintain awareness of new technical advancements

Strategy: Offer patrons the opportunity to learn and experiment with resources they may not have available at home.

    Lead: Rebecca, Elizabeth

    Collaborative Partners: Reference Dept. Staff, Julie, Darcy

    Time Frame:

        Year 1 – Staff will develop classes to be held throughout the year – ongoing

    Cost: Supported within existing resources

Volunteers, Friends of the Library

GOAL: The library builds strong community ties with an active and motivated volunteer base

OBJECTIVE 1: Launch Friends of Library organization

    Strategy: Formalize Executive Board

    Strategy: Implement administrative and financial processes for the Friends with the help of the Library Foundation accounting consultant

    Strategy: Review configuration of library cards to assure incentives work correctly

        Lead: Janell, Terri, Nancy, Library Foundation

        Collaborative Partners: Anna, library managers, Library Foundation, accounting firm

        Time Frame:

            Year 1 – Set meeting with Janell and Nancy to plan meetings by February

                Finalize library card parameters with Anna by February

                Set informational meeting for potential members by March

                Set organizational meeting by April

                Arrange for volunteer and board training by June

                Nancy and Terri to attend regular meetings - ongoing

        Cost: Supported within existing resources by Library Foundation

OBJECTIVE 2: Build awareness of and recruit Library volunteers

    Strategy: Speak to six community organizations and distribute brochures in four locations throughout the county

        Lead: Terri, Nancy

        Collaborative Partners: Gen, Dana, Marketing Committee, Friends of the Library, community organizations, general public

        Time Frame:

Year 1 - promote to build awareness

Cost: Supported within existing resources by Library Foundation

OBJECTIVE 3: Expand services of library volunteers on- and off-site through opportunities that positively contribute to library quality

Strategy: Survey library managers and staff for minimum of twelve volunteer duties for unpredictable and predictable volunteer schedules

Strategy: Create a Library Volunteer manual which includes six job descriptions

Lead: Nancy

Collaborative Partners: Dana, Terri, Library Foundation, Library managers and staff

Time Frame:

Year 1 - partner and begin expanded services

Cost: Supported within existing resources by Library Foundation

APPENDIX I

SWOT – Summary from all-staff exercise and manager – ranked in order of importance

STRENGTHS	WEAKNESSES
- Excellent customer service from knowledgeable and professional staff - Comfortable, welcoming environment - Strong programming for youth - Active partnerships and collaborations - Robust collections and resources - Enhanced adult and family programming - Increasing library use - Statewide interlibrary cooperation - Public technology access and education - Adequate budget - Patron-driven collection development	- Limited community awareness of some resources - Inadequate support and staff training for public technology - Space allocation - Inadequate gathering space for family - Inadequate space for makerspace - Insufficient parking - Location not convenient for some residents - Barriers to leveraging social media - Significant staff retirements, loss of institutional knowledge - Low staff morale due to staffing reductions, an uncertain economy and/or other factors - User dissatisfaction with website
OPPORTUNITIES	THREATS
- Reallocate space - Explore expansion possibilities to reflect community needs - Improve programs and services for underserved market segments - Cultivate additional partnerships to serve target markets - Revitalize social media strategies - Increase staff skills and improve job satisfaction through training, incentives, and rewards - Evaluate resources, services and priorities to create new efficiencies - Develop lifelong library users during economic distress - Increase public awareness in alignment with marketing study - Commit to continuous improvement in technology - Further development of volunteer/Friends Group - Offer coffee service	- Declining economy - Uncertain environment for library funding - Shifts in political environment - Ongoing competition from Amazon, Netflix, etc. - Rapidly changing technology - Safety perceptions - Public perception of library services and importance