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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.

<table>
<thead>
<tr>
<th>Recommendation</th>
<th>Current Size of Building (sq ft)</th>
<th>Space Added (sq ft)</th>
<th>Final Size of Building (sq ft)</th>
<th>Cost (2015*)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Phase I:</strong></td>
<td>Expand central library from 40,974 sq. ft. to 57,800 sq. ft. – Reference Option D of Humphries Poli Architects (HPA) Study</td>
<td>16,826</td>
<td>57,800</td>
<td>$15,780,000</td>
</tr>
<tr>
<td></td>
<td>Redesign and add parking spaces to existing parking; add 21 space lot south of public health</td>
<td></td>
<td></td>
<td>$150,000</td>
</tr>
<tr>
<td><strong>Phase II:</strong></td>
<td>Construct 7,210 sq. ft. branch library at optimal location - Reference Option F of HPA Study</td>
<td>7,210</td>
<td>7,210</td>
<td>$2,884,000</td>
</tr>
<tr>
<td><strong>Phase III:</strong></td>
<td>Expand/Add New Branch - 7,210 sq. ft. – Option F (basement, addition, or additional site) up to 14,420 sq. ft.</td>
<td>7,210</td>
<td>7,210</td>
<td>$2,884,000</td>
</tr>
<tr>
<td></td>
<td>Expand Wright Branch Library from 6,790 sq. ft. to 13,580 sq. ft. by expanding into basement**</td>
<td>6,790</td>
<td>6,790</td>
<td>$1,356,000</td>
</tr>
<tr>
<td><strong>Totals</strong></td>
<td>47,764</td>
<td>38,036</td>
<td>85,800</td>
<td>$23,056,000</td>
</tr>
</tbody>
</table>

*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
CCPLS:
Director - Terri Lesley
Management Team - Lori Kirchoff, Mandy Quarders, Rebecca Schuh, Anna Veinbergs, Krisene Watson,
Nancy Venable, Darcy Acord
Public Information - Genevieve Schlekeway
Staff: Elizabeth Albin, Patti Allguer, Irene Alt, Pam Bailey, Falan Barnett, Julie Berentson, Jeremy Bishop,
Laci Chambers, Kyouhee Choi-Berger, Debbie Eberle, Kimberly Essen, Jane Gebhart, Jamie Hileman,
Tracy Jerred, Kevin Kauffman, Aurora Keffeler, Abigail Krussow, Sara Kuhbacher, Christy Kuntz, Eric
Larson, Michie Larue, Suann Litaba, Brooke Love, Kelly Moore, Marcy Robison, Sandra Pokallus, Becky
Prelle, Anglela Rader, Marcy Robison, Melissa Robison, Ellin Stiteler, Janet Tharp, Johanna Tuttle, Dana
Urman, Wayne Vaughn, Sierra Vetter, Richard Ward, Liz Wernsmann, Barb Willaredt and Rachael Yates

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

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

Table 1  U.S. Census

Residents by age

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

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.

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>Circulation</th>
<th>Visits</th>
<th>Program Attendance</th>
</tr>
</thead>
<tbody>
<tr>
<td>2000-2001</td>
<td>327,856</td>
<td>198,306</td>
<td>22,671</td>
</tr>
<tr>
<td>2010-2011</td>
<td>453,323</td>
<td>215,879</td>
<td>25,863</td>
</tr>
<tr>
<td>2015-2016</td>
<td>489,464</td>
<td>249,699</td>
<td>31,962</td>
</tr>
</tbody>
</table>
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
Strategy: 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

OBJECTIVE 1: Expand and revitalize library system marketing techniques
  Strategy: Create library system branding guide
  Strategy: Create library system style guide
  Strategy: Reinvent GPA-TV segments
  Strategy: 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

OBJECTIVE 2: Target two CCPLS services for heightened promotion
  Strategy: Promote digital collections
  Strategy: 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

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**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

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