



Campbell County
LIBRARIES
Gillette • Wright

STRATEGIC PLAN

2020-2022

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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. In 2017, the 2017-2019 Strategic Plan replaced the 2013-2018 plan. The updated plan provided strategic responses to grim economic conditions while also adopting exciting new library trends and continuing a tradition of outstanding service for the benefit of our patrons. The Campbell County Public Library System 2020-2022 Strategic Plan builds on major elements of the two prior plans.

Planning process and inputs. In 2016, the Library completed goals outlined in the 2013-2018 Strategic Plan, including a 2015 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 <u>Humphries Poli Architects (HPA) Study</u>	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 2015 Feasibility Study was complete, an economic downturn became a catalyst for updating to the 2017-2019 strategic plan. Expansion plans were delayed, and strategies were developed to meet thriving community demand for library service and materials within the limitations of existing space.

In 2019, County Commissioners approached the library about remodeling the George Amos building (the original county library) to a branch library. Although the 2015 study included a branch library recommendation, an additional study was conducted to determine the condition of the building and to reevaluate the feasibility of adding a branch library under current economic conditions. There was also interest in historic preservation of the building. The study projected slight economic growth and recommended proceeding with the restoration to create a new branch public library to assist with over-capacity at the central library and to better serve the needs of adjacent schools and downtown businesses. The study offered three design options to create a 10,000 square foot branch library with pricing between \$2 to \$2.5 million. The consultant recommended Design Option 2, which aligned with the consensus of commissioners, board members and staff. During the 2019 feasibility study, additional bankruptcies in the coal industry added to economic uncertainty.

In the 2020-2022 Strategic Plan, we continue to focus on strategies to meet strong community demand for library service and materials within the limitations of existing space. We'll also focus on diversity, partnerships and community support. As we evaluate library use and ongoing needs for a library expansion and a branch library, we will explore funding strategies and proceed as resources become available.

As in previous plans, 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 2019 Community Survey, national library trends, library use statistics and an updated 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, 2020-2022. Achievement of the goals outlined in this plan requires effort and coordination between the Campbell County Library Board, the Library Foundation Inc., the Friends of the Library, 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: Ivy McGowan Castleberry, Chair; Charlie Anderson, Vice-Chair; Nancy Stovall, Treasurer; Amber Jackson-Jordan, Member; Miranda Miller, Member

CCPLS:

Director - Terri Lesley

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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 2017-2019 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 has expanded 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
2018 est	46,140			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 2018 Census estimates, Campbell County's median household income was \$79,916, which compares to \$61,584 in Wyoming and \$63,179 nationally.

Industries providing employment include: Agriculture, forestry, fishing and hunting, and mining (25.0%); education, health and social services (19%); retail trade (11%); arts, entertainment, recreation, and accommodation and food services (8%); construction (7%); and professional, scientific, management, administrative, and waste management services (5%). 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 continues to experience economic uncertainty related to reduced demand for coal.

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
2018-2019	457,254	228,916	30,242

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

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

Parents, Children, Libraries and Reading

*Pew Research Center report
May 1, 2013*

- *97% of parents say it is important for libraries to offer programs and classes for teens and children*
- *94% of parents say libraries are important for their children*
- *84% of these parents credit libraries for teaching children to love reading and books*
- *81% say libraries provide their children with information and resources not available at home*
- *71% say libraries are a safe place for children*
- *87% visited the library to borrow books*
- *77% of children ages 12-17 go to the library to do homework*
- *53% of children under age 12 went to attend a library event*
- *46% borrow DVDs or CDs*
- *43% of children ages 12-17 went to the library to use the Internet*

http://libraries.pewinternet.org/files/legacy-pdf/PIP_Library_Services_Parents_PDF.pdf

read an ebook, but most still read and borrow printed books. In summary, this group values a mix of traditional and technological library services.

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

Goal: Provide adequate, vibrant community space for public library service in Campbell County.

Objective 1: By June 30, 2020, reevaluate community need and support for delivery of library materials and services at a branch location. (Board/Director)

Strategy 1: Using the 2015 Feasibility Study and the 2019 Branch Library Feasibility Study, determine position on remodeling the George Amos Building.

Lead: Terri, Library Board

Collaborative Partners: County Commissioners, Public Works

Time Frame:

Year 1 – If feasible, request funding for project design

Cost: Supported within existing resources

Objective 2: By December 31, 2021, if feasible and funded, work with a consultant to design and remodel space to build a branch library that best meets the needs of the community.

(Board/Director)

Strategy 1: Using the 2019 Branch Library Feasibility Study, support efforts to achieve a Historic Register designation for the branch library.

Strategy 2: Develop a sustainable plan for branch library hours, collections, and services.

Strategy 3: Implement branch library services targeted to youth and adults.

Lead: Terri, Library Board

Collaborative partners: Library managers, County Commissioners, Public Works, Historical Preservation District; Library Staff, Gillette Main Street Board

Time Frame:

Year 1 – If funded, design building and library programs

Year 2 – If funded, complete construction and implement branch library services

Cost: George Amos remodel \$2.3 million

Objective 3: By December 31, 2022, evaluate the impact of new branch library on central library space and implement appropriate changes. (Board/Director)

Strategy 1: Evaluate space availability and develop plans for optimal use of vacated and shifted spaces, including additional study, work, and collection spaces.

Strategy 2: As space is reevaluated and reassigned, achieve efficiency by implementing appropriate building maintenance projects.

Lead: Terri, Library Board, Library Managers

Collaborative Partners: County Commissioners, Public Works, Library Staff

Time Frame:

Year 2 – Develop and collaborate with partners on a plan for vacated spaces, create budget

Year 3 – If funded, implement plan for vacated spaces

Cost: Study Room \$35,000; maintenance supported within existing resources

Objective 4: By March 31, 2021, reevaluate community needs for delivery of library materials and services in an expanded location for the central library. (Board)

Strategy 1: Based on evaluation and method used in 2015 Feasibility Study, reevaluate library space per capita

Strategy 2: Get community feedback on library expansion/building project via the Vision 2040 Community Survey project

Strategy 3: If warranted, reestablish discussion on central library expansion with funders

Lead: Library Board, Terri

Collaborative Partners: County Commissioners

Time Frame:

Year 2 – Implement strategies

Cost: Supported within existing resources

Objective 5: By June 2021, solve inadequate program space by remodeling section of **Wright Branch** basement for public use.

Strategy 1: Address lighting and flooring issues to allow for the permanent placement of library services in the unfinished basement to make it a usable space for public and staff.

Strategy 2: Consult with public works designee to develop a plan for adding ceiling and floor to an appropriate section of the main basement area.

Strategy 3: Submit request to public works to include project in capital construction prioritization list for budget process.

Strategy 4: Coordinate with Public Works to install ceiling and floor.

Lead: Elizabeth, Terri, Library Board

Collaborative Partners: Public Works, WBL Staff, County Commissioners

Time Frame:

Year 1 – Meet with public works in January 2020; Submit prioritization request by February 2020

Year 2 – Install ceiling and floor by June 2021 as funds allow

Year 3 – Resubmit request as needed

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

Objective 6: By June 30, 2020, re-invent **Wright Branch** space to create a fresh collection display with a targeted collection presentation.

Strategy 1: WBL staff designs a new collection layout to move target areas into more prime space to create a more visible collection.

Strategy 2: In conjunction with the Public Works replacement of the Branch carpet, the collections will be moved to new locations.

Strategy 3: During carpet replacement, the Branch will move display space to the walkway side of the adult computer section to increase visibility.

Lead: Wright Branch Staff

Collaborative Partners: Terri, Public Works, County I.T.

Timeframe:

Year 1 - By March 1, 2020 Branch Staff will have a detailed plan to follow during carpet replacement.

Cost: Supported within existing resources

Goal: Encourage a robust organizational culture so that staff may connect with each other, develop professionally, understand internal processes, and contribute to a safe workspace.

Objective 1: By December 2020, revitalize staff development strategies. **(Admin/Managers)**

Strategy 1: Encourage managers to actively seek development opportunities for staff

Strategy 2: Encourage staff to actively seek development opportunities for themselves

Strategy 3: Positively rework the Self-Directed Achievement (SDA) staff development program by streamlining and incentivizing the program

Strategy 4: Provide training incentives by asking to staff to submit training activities for a monthly drawing

Lead: Director and Library Managers

Year 1 – Implement Strategies 1 and 2; Implement Strategies 3 and 4 to redesign Self-Directed Achievement (SDA) program and communication changes to staff

Year 2 & 3 – Ongoing

Objective 2: By December 2021, create a collection (knowledgebase) of 70 articles including basic administrative procedures, guidelines, and tips, personal security strategies and safe practices, etc. The collection will serve as a place which answers commonly asked questions and be a resource for training staff. The collection will be housed on the wiki and will include an index. (Admin)

Strategy 1: Develop an email format and a rotation system that Admin will use to send weekly email tips to all staff.

Strategy 2: Develop an informational framework that includes a topical index.

Strategy 3: Train library staff in the use of the knowledge base by creating a user guide that will accompany emails and by creating a mini-scavenger hunt.

Lead: Krisene Watson and Library Administration Department

Collaborative Partners: Library staff

Time Frame:

Year 1 – Develop a simple email format and rotation system.

Year 2 – Develop an informational framework that includes a topical index. Add content.

Year 3 – Continue sending and adding content. Train other departments on using the collection.

Objective 3: By December 2022, build and expand upon customer service training to assure strong skills for staff.

Strategy 1: Communicate, coach and offer training for all staff on this librarianship skillset.

Strategy 2: Use library resources and external sources (such as bookmarks, Goodreads brochures, FantasticFiction, Novelist, etc.) to improve positive patron experience with Reader's Advisory Guides in the Circulation Department.

Strategy 3: Update all Circulation patron materials using CCPLS Branding Guide formatting.

Strategy 4: Create monthly GPA segments in collaboration with the Marketing Committee to do storytelling/interview pieces for featured and popular adult collections (such as featuring the Science Fiction collection, award-winning fiction, etc.)

Lead: Anna, Circulation Staff, Admin, Library Managers

Collaborative Partners: Marketing Committee, Library Staff

Time Frame:

Year 1 – Seek and provide customer service training opportunities; begin work on providing guides for public; begin implementation of monthly GPA segments

Year 2 & 3 – Ongoing

Cost: Supported within existing resources

Goal: Organize and streamline archived administrative records for easy access.

Objective 1: By December 2021, organize archived library business records by discarding and retaining records as per retention schedules developed for the project. (Administration)

Strategy 1: Sort and file all records in the storage room and Admin HR files.

Strategy 2: Create a format for marking the boxes to identify the contents, years included, destroy date, etc. Mark all boxes with labels as sorting a record type is completed.

Strategy 3: Document and destroy all records outside the retention schedule.

Strategy 4: Create an index for all records in storage.

Lead: Krisene, Brooke, Terri

Collaborative Partners: Irene

Time Frame:

Year 1 – Create labeling system and complete the archive project.

Year 2 – Continue keeping files up-to-date and purging according to the retention schedule.

Goal: Optimize collection space and organization to facilitate discovery of library materials while assuring physical collection spaces are adaptable, inclusive, and accessible.

Objective 1: Gather pertinent data through reliable sources like CollectionHQ, BLUECloud, and Bibliotheca to consider how best to shift adult general fiction and DVD collections. (Circulation)

Strategy 1: Measure bookshelves in current general fiction collection to assess space availability

Strategy 2: Conduct a complete inventory of popular adult fiction collections with Bibliotheca Inventory software

Strategy 3: Use BLUECloud Analytics and CollectionHQ to analyze and weed collections.

Strategy: Shift popular general fiction adult collection to accommodate for most effective use of space

Strategy 4 : Attain shelf space for audiovisual collection by shifting fiction DVDs into bookshelves

Lead: Anna, Kyouhee, Nancy, Terri

Collaborative Partners: Library Managers, Library Staff

Timeframe:

Year 1 – Conduct research and analyze data

Year 1, 2, & 3 – Complete inventory, weeding and shifting

Cost: Supported within existing resources

Objective 2: Implement a neighborhood style organization system that incorporates the entire print ANF collection, local information and AV items (Reference)

Strategy 1: Establish a plan for a neighborhood style organization that encompasses the entire ANF collection

Strategy 2: Examine current space use and shelving for improved neighborhood space allocation

Strategy 3: Determine space allocation for future neighborhoods

Strategy 4: Re-label ANF collection into neighborhoods, creating neighborhoods at a pace of 3-6 months

Lead: Paula, Kyouhee

Collaborative Partners: Reference Department, Tech Services

Time Frame:

Year 1 - Create a Blueprint for project

Year 2 & 3 - Begin re-labeling ANF collection into neighborhoods, creating neighborhoods at a pace of 3-6 months

Cost: Supported within existing resources

Objective 3: Develop a school resource neighborhood to shelve Young Adult department resources to assist youth patrons to meet their educational needs through non-traditional methods.

Strategy 1: Identify current Young Adult fiction and nonfiction resources that present educational content via non-traditional formats.

Strategy 2: Evaluate Young Adult department space to determine the best location for a school resource neighborhood.

Strategy 3: Train with the Reference and Technical Services departments to determine the best methods for re-cataloguing existing materials to form a school resource neighborhood.

Strategy 4: Actively purchase Young Adult fiction and nonfiction materials that present traditional educational content via nontraditional methods.

Lead: Darcy, Marcy
Collaborative Partners: Marie, Ashley
Time Frame:
Year 1 - Strategies 1, 2 and 3
Year 2 - Strategy 4 ongoing
Cost: Supported within existing resources

Goal: Support and encourage diversity and library access for all residents of Campbell County

Objective: By December 2021, determine library service needs (reading, learning, entertainment, technology) of Spanish-speaking members of our community (**Managers**)

Strategy 1: Create a committee composed of selected library managers to develop a plan

Strategy 2: Committee will evaluate community interest in library services for Spanish-speaking community members

Strategy 3: Based on feedback from evaluation, the committee will develop collections and programs for Spanish-speaking community members and communicate services to target audiences

Strategy 4: After implementation, committee will evaluate success of new collections and programs

Lead: Darcy and Hispanic Service committee

Collaborative Partners: Terri, Library Board, Library Staff, Catholic Church

Time Frame:

Year 1 – Assign committee; determine community interest; begin developing strategies for collections and programs

Year 2 – complete planning and implement programs and collections

Year 3 – evaluate success of project

Cost: Supported within existing resources

Objective 2: Minimize barriers to library use by evaluating pros and cons of fine-free library service for youth and adults and make a recommendation by December 2020 (if recommended, implement by December 2021) (**Board**)

Strategy 1: Research libraries with fine-free services

Strategy 2: Develop a recommendation; if recommendation is to proceed, develop a strategy for implementation

Strategy 3: Present report of findings and recommendations to Library Board

Strategy 4: If fine-free library is recommended and approved, implement plan

Lead: Library Board, Terri, Anna, Elizabeth

Collaborative Partners: Library Staff, Library Foundation, Friends of the Library

Time Frame:

Year 1 – Conduct research and create recommendations

Year 2 – If fine-free library is recommended and approved, implement plan

Cost: Supported within existing resources

Goal: Provide a strong, vibrant future for public library services through diverse programming.

Objective 1: During the period covered by the plan, the library will provide monthly programs for adults that enable lifelong learning.

Strategy 1: Based on the January 2019 survey conducted by the Adult Programming Committee, determine the type of programs to be offered; such as health and wellness, hobbies, music, art, sciences, recreational, technology, history.

Strategy 2: Identify and engage partners as appropriate.

Strategy 3: Evaluate community programming needs and interests via survey

Lead: Adult Programming Committee, Gen

Collaborative partners: Library staff, library managers, community partners

Time Frame:

Year 1 & 2 - Strategies 1 and 2 ongoing

Year 3 - Strategy 3

Cost: Supported within existing resources

Objective 2: Create a welcoming makerspace for adults in our community.

Strategy 1: Research successful makerspaces for new ideas on how to grow our current space.

Strategy 2: Set up a defined space as our makerspace that provides a more supportive and welcoming atmosphere for projects by remodeling current space.

Strategy 3: Provide programming that will introduce our patrons to our makerspace tools with easy entry projects.

Strategy 4: Create a user manual that outlines makerspace resources, materials and hardware offered by our library.

Lead: Kyouhee, Sarah

Collaborative Partners: Reference Department; Terri for makerspace remodel

Time Frame:

Year 1 – Strategies 1 and 2

Year 2 & 3: Strategies 3 and 4

Cost: Remodel current makerspace - \$8,000

Objective 3: By December 2021, develop six targeted programs to increase adult participation at **Wright Branch** library events.

Strategy 1: Work with community members to bring in specialized programming attractive to Wright patrons.

Strategy 2: Conduct a community poll/survey to gauge interest for adult programming subjects and preferred days and times for programming.

Strategy 3: Work to have more social media publicity of adult programs by posting event promotion on key Wright social media outlets.

Strategy 4: Connect with local specialists who would be willing to present programs of interest to adult patrons, such as gardening, streaming media vs cable TV, genealogy, etc.

Lead: Elizabeth, Wright Branch Staff, Gen

Partners: Administration

Timeframe:

Year 1 - By June 30, 2020, Branch staff will conduct a survey to help gauge the interest of adult programming at WBL. Staff will compile a list of local “experts” in the subject marked interested on the survey.

Year 2: Implement six adult programs during the year 2021 to meet adult patron interests in the community.

Cost: Supported within existing resources

Goal: Update traditional early literacy storytime offerings in order to better meet the needs of the community

Objective 1: Embed educational/informational content for parents and caregivers in existing storytime sessions. **(Children’s)**

Strategy 1: All staff will be trained in “supercharged storytime” techniques.

Strategy 2: Staff will develop a storytime planning template to assist in the use of supercharged strategies.

Strategy 3: Staff will embed educational and informational content in at least four of the storytime sessions they deliver during the year.

Lead: Darcy, Becky, Aurora, Sandy

Collaborative Partners: CH staff

Time Frame:

Year 1 - Strategies 1 and 2

Year 2 & 3 - Strategy 3

Cost: Supported within existing resources

Objective 2: Review current early literacy offerings to ensure quality of content and relevance of delivery methods. (Children's)

Strategy 1: Staff will develop a storytime planning template to ensure equitable, quality program planning among staff members.

Strategy 2: Staff will evaluate current storytime delivery times on the basis of attendance and relevance to our service population.

Strategy 3: Staff will research alternate storytime delivery methods, such as pop-up and digital storytimes.

Strategy 4: Based on the evaluation and research results in strategies 2 and 3, staff will implement manageable changes to the current storytime delivery methods and schedule.

Lead: Darcy, Becky, Liz

Collaborative Partners: CH Staff

Time Frame:

Year 1 - Strategy 1

Year 2 - Strategies 2 and 3

Year 3 - Strategy 4

Cost: Supported within existing resources

Objective 3: Develop methods to provide early literacy services to preschool children in daycare settings. (Children's)

Strategy 1: Research methods other WY libraries use to serve daycare populations.

Strategy 2: Develop storytime kits that can be checked out for daycare providers to use in their own settings.

Strategy 3: Implement early literacy storytime offerings specifically to serve daycares in conjunction with the development of the branch library.

Lead: Darcy, Becky, Angela, Katie

Collaborative Partners: CH Staff

Time Frame:

Year 1 & 2: Strategy 1

Year 2: Strategy 2

Year 3 & 4: Strategy 3

Cost: Supported within existing resources

Goal: Review and update services offered to the “Tween” and Teen populations in our community

Objective 1: Define the age group served by the tween classification. (YA)

Strategy 1: Review how other libraries around the state are identifying their “tween” population.

Strategy 2: Review professional literature to determine examples of “tween” age group classifications.

Strategy 3: Determine the most appropriate age-level designation for “tween” services in our community.

Lead: Darcy, Marcy, Ashley

Collaborative Partners: n/a
Time Frame:
Year 1 - Implement strategies
Cost: Supported within existing resources

Objective 2: Implement age-appropriate changes to summer reading programming for the tween and teen age groups. (YA)

Strategy 1: Research alternate methods of tracking reading for a tween and teen populations.

Strategy 2: Research alternative summer programming for these age groups.

Strategy 3: Based on the results of research conducted in strategies 1 and 2, implement changes to summer reading programming for the tween and teen populations.

Lead: Darcy, Becky, Marcy, Aurora

Collaborative Partners: Youth Services staff

Time Frame:

Year 1 & 2 - Strategies 1 and 2

Year 3 & 4 - Strategy 3

Cost: Supported within existing resources

Objective 3: Implement year-around programming that promotes inquiry, connected learning, and computational thinking for the tween and teenage groups. (YA)

Strategy 1: Provide training for youth services staff in the concepts of connected learning, computational thinking, and inquiry.

Strategy 2: Evaluate current programming to identify ways in which these concepts are already embedded.

Strategy 3: Develop a mentorship program in which teen volunteers assist in developing and implementing tween programming that promotes inquiry, connected learning, and computational thinking.

Strategy 4: Develop a makerspace for tweens.

Lead: Darcy, Becky, Marcy, Marie, Ashley

Collaborative Partners: Youth Services staff

Time Frame:

Year 1 & 2: Strategies 1 and 2

Year 2 & 3 - Strategy 3 - ongoing

Year 3 & 4 - Strategy 4

Cost: Supported within existing resources

Objective 4: By December 2021, develop and promote library services that supplement educational offerings, promote literacy, and provide extended learning opportunities. (YA)

Strategy 1: Develop an annual school resource fair program to highlight Children's and Young Adult resources and services that promote literacy and fluency.

Strategy 2: Promote these and other library services to educators, administrators, parents and youth patrons.

Lead: Darcy, Marcy, Aurora

Collaborative Partners: Youth Services staff

Time Frame:

Year 1 & 2 - Implement strategies

Cost: Supported within existing resources

Goal: Provide timely, accurate access to collections (Lori)

Objective 1: During the period covered by the plan, increase level of cross training amongst technical services staff for monthly statistics gathering/compiling (TS)

Strategy 1: Schedule time to cross-train

Lead: Ellin

Collaborative Partners: Sara, Lori, Tracy

Time Frame:

Prior Strategic Plan - January 2017 Ellin worked with Sara to train her in the monthly stats process and continued having each month's stats be compiled by either Ellin or Sara

Year 1 - as this is a continuing objective, it will be enhanced by incorporating cross training for all department staff to compile monthly stats using BlueCloud Analytics on a rotating basis beginning 2020.

Year 2 & 3 – ongoing

Cost: Supported within existing resources

Objective 2: During the period covered by the plan, learn to use the BLUECloud Sirsi module for cataloging (TS)

Strategy 1: Have weekly experience using this 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:

Prior Strategic Plan: January 2017 began to concentrate on using Blue Cloud for 1 day a week to perform tasks such as adding barcodes to records and editing bib records

Year 1 - as this is a continuing objective, it will be maintained with a focus on becoming more prominent when the state moves to this module in the future

Year 2 & 3 – ongoing

Cost: Supported within existing resources

Objective 3: In alignment with departmental time schedules, incorporate Neighborhood concept of cataloging materials for library departments desiring them across genres such as books, AV materials, etc. (TS)

Strategy 1: Work with various library departments' managers/staff to identify and catalog appropriately those materials needing grouped together in the neighborhood concept in their departments.

Lead: Lori

Collaborative Partners: Ellin, Sara, Tracy ; Department Managers with this interest/desire for their collections (Reference ; YA ; Circulation)

Time Frame:

Prior Strategic Plan: January 2017 began to label materials as departments let us know of their wish to try this concept for their patrons for identified materials

Year 1 - As departments determine their need to have materials cataloged and labeled according to the neighborhood concept this objective will be maintained as need presents itself.

Year 2 & 3 – Ongoing

Cost: Supported within existing resources

Objective 4: During the period covered by the plan, incorporate adding Lexiles to appropriate bib records (TS)

Strategy 1: 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:

Prior Strategic Plan - January 2017 had Ellin train Tech Services staff to

use Lexile sources to determine the correct Lexile for appropriate materials and

add the correct bib tag to records needing them

Year 1, 2 & 3 – Ongoing

Cost: Supported within existing resources

Objective 5: By December 2022, create a Technical Services job procedures manual to include jobs we all perform and jobs unique to each employee in the department with an eye to further cross training efforts. (TS)

Strategy 1: Update the technical services department manual that would instruct a new employee in our procedures.

Lead: Ellin

Collaborative Partners: Lori, Sara, Tracy

Time Frame:

Year 1 - Ellin continues to compile information to put together procedure, and a list of her personal responsibilities. She still needs to finish interviewing her coworkers to identify each of their unique functions as well as the procedures they follow, if not already known to Ellin beginning in 2020.

Year 2 & 3 - continue this project with an eye to finish by 2022.

Cost: Supported within existing resources

Objective 6: Incorporate more enhancement of database records by adding RDA tags to replace the GMDs (General Material Designators) telling the Material type for the item such as DVD video, CD audio, Playaway audio, large print, volume, comic or graphic novel, board game, board book, etc. (TS)

Strategy 1: Add appropriate RDA tags to all new materials to enhance bib information to staff and public

Lead: Lori

Collaborative Partners: Ellin, Sara, Tracy

Time Frame:

Year 1 - This has already started as the GMDs disappeared in 2019 and we began enhancing bib records with the appropriate RDA tags as a result.

Year 2 & 3 – Ongoing

Cost: Supported within existing resources

Objective 7: Incorporate Authority Headings verification on all new records brought into WYLD database from OCLC since Authority processing of the WYLD database will be done on a regular basis by the WYLD Office rather than it taking place every 10 years or so. (TS)

Strategy 1: Verify Authority Headings for all new records brought into WYLD database from OCLC

Lead: Lori

Collaborative Partners: Ellin, Sara, Tracy

Time Frame:

Year 1 - This has already started as we were trained in Authority Headings work at the annual WYD meeting in 2019.

Year 2 & 3 – Ongoing

Cost: Supported within existing resources

Objective 8: Supplement the controlled vocabulary subject tracings in specified **Children's** material records relating to preschool social-emotional behaviors to include commonly-used search terms.

Strategy 1: Identify a core group of social-emotional development topics commonly searched for within the Children's collection.

Strategy 2: Utilize analytics programs to identify search terms commonly used to identify those topics.

Strategy 3: Identify resources within the Children's collection that include those topics as subjects.

Strategy 4: Work with the Technical Services department to add subject tags of commonly-used search terms, as identified in Strategy 3, to the records for items identified in Strategy 4.

Strategy 5: Develop a process for adding the identified search terms to new items added to the collection.

Lead: Darcy, Sandy, Angela, Katie

Collaborative Partners: Tech Services staff, CH staff

Time Frame:

Year 2 - Strategies 1, 2, and 3

Year 3 - Strategy 4; Strategy 5 ongoing

Cost: Supported within existing resources

Objective 9: Supplement the controlled vocabulary subject tracings in specified **Young Adult** records relating to adolescent gender diversity to include commonly-used search terms.

Strategy 1: Identify a core group of gender diversity terms commonly searched for within the Young Adult collection.

Strategy 2: Utilize analytics programs to identify search terms commonly used to identify those topics.

Strategy 3: Identify resources within the Young Adult collection that include those topics as subjects.

Strategy 4: Work with the Technical Services department to add subject tags of commonly-used search terms, as identified in Strategy 3, to the records for items identified in Strategy 4.

Strategy 5: Develop a process for adding the identified search terms to new items added to the collection.

Lead: Darcy, Marcy,

Collaborative Partners: Tech Services staff, YA Staff

Time Frame:

Year 1 - Strategies 1, 2, and 3

Year 2 - Strategy 4; Strategy 5 ongoing

Cost: Supported within existing resources

Goal: The library connects users to community-oriented resources

Objective 1: Target specific CCPLS services for heightened promotion. **(Marketing)**

Strategy 1: Promote digital features of the library collection.

Strategy 2: Create 6-8 themed marketing materials which feature various aspects of the collection.

Lead: Marketing Committee, Gen

Partners: The Library Foundation

Time: 1-3 years

Costs: Supported within existing resources

Objective 2: Build relationships with the community and with elected officials. **(Marketing)**

Strategy 1: Have a library presence with tailored information at large community events.

Strategy 2: Have a library presence at official community meetings (i.e. City Council, School Board).

Strategy 3: Serve as a liaison between the library and community by informing staff of community events or themes.

Lead: Marketing Committee

Partners: Complex, City Hall, Main Street Committee, Public Health

Time: 1-3 years

Cost: Supported within existing resources

Objective 3: Develop expertise on community resources of interest to patrons to provide better referrals (ref)

Strategy 1: Subscribe to community newsletters

Strategy 2: Develop contacts in the community to keep informed on services and programs

Strategy 3: Each Reference staff will share and debrief with the Reference department an introduction and update of their assigned resource at the monthly reference meeting

Strategy 3: Maintain contacts on a quarterly basis

Lead: Jane, Rachyl

Collaborative Partners: Reference Department, Council of Community Services, Wyoming Department of Workforce, Legal Aid of Wyoming, Campbell County Senior Center

Time Frame:

Year 1 - Develop contacts and subscribe to community newsletters

Year 1, 2 & 3 - Maintain contacts on a quarterly basis, monthly department updates

Cost: Supported within existing resources

Goal: Provide current and relevant technology to support patron success in achieving their quests for information and service

Objective 1: Upgrade to high speed internet at CCPL and WBL by December 31, 2020.

Strategy 1: By March 2020, explore upgrade options that offer the best pricing and least disruption to current services and increases security on the internet.

Strategy 2: By summer 2020, if feasible and funded, select a vendor to upgrade the system.

Strategy 3: By December 2020, prepare a plan and implement the IP migration

Strategy 4: Test the new system

Lead: Terri, Julie, Kyouhee, Elizabeth, and Krisene

Collaborative Partners: County IT, Wyoming State Library WYLD staff, Technology Committee

Time Frame:

Year 1 - Create RFP, pricing for budget and vendor selection. Implement system.

Year 2 - Monitor new system

Cost: within existing resources

Objective 2: Incorporate technology offerings in the Youth Services department that complement technology integration within the Campbell County School District and allow further exploration and extension of learning for youth patrons.

Strategy 1: Install and update apps on Youth Services iPads to conform with apps that are used in the school district.

Strategy 2: Incorporate the use of QR codes to promote literacy, inquiry, and connected learning within the Youth Services department.

Strategy 3: As budget and space allow, purchase technology that is used in CCSD STEM labs for additional exploration for youth in the library setting.

Strategy 4: Encourage inquiry, connected learning, and computational thinking through incorporation of technology in Youth Services programming.

Lead: Darcy, Becky, Marcy

Collaborative Partners: Youth Services staff, Julie, Krisene

Time Frame:

Year 1 - Strategy 1 and 2 - ongoing

Year 2 & 3 - Strategies 3 and 4 – ongoing

Cost: Supported within existing resources

Objective 3: Remove barriers for patrons to pay fees by implementing online bill pay technology by December 2022.

Strategy 1: Research compatible systems for online bill pay in library systems and budget accordingly for cost.

Strategy 2: If feasible and funded create plan for implementation

Strategy 3: Install the program and train staff

Strategy 4: Roll out and market the program to the local community

Lead: Terri, Anna, Krisene, Julie, and Elizabeth

Collaborative partners: County IT, Marketing Committee, WBL, Circulation and Reference staff, Wyoming State Library WYLD staff

Time Frame:

Year 1 - Explore, review, and evaluate systems at conferences. Set up demos for relevant staff. Create budget by April 1, 2020.

Year 2 - Select best option by February 2021. If feasible and funded, implement by Fall 2021.

Year 3 - Complete implementation, training and marketing by December 2022.

Objective 4: By December 2022, remove barriers for patrons to pay fees by reviewing current credit card payment system, alternate options, and streamlined options

Strategy 1: While exploring the online bill pay technology, investigate how the credit card payment system integrates with the online bill pay options.

Strategy 2: Explore ATM services, credit card services at the circulation desk, and coordinating online credit card services with self-check credit services.

Strategy 3: Create report and recommendations of best solution or options.

Strategy 4: Once online bill pay option is selected, if feasible and funded, implement new credit card services in conjunction with the online bill pay options.

Lead: Terri, Anna, Krisene, Julie, Elizabeth, Brooke

Collaborative Partners: County IT, Marketing Committee, WBL, Circulation, and Reference staff, Wyoming State Library's WYLD staff

Time Frame:

Year 1 - Explore, review, and evaluate systems at conferences. Set up demos for relevant staff.

Year 2 - Select best option by February 2021. If feasible and funded, implement by Fall 2021.

Year 3 - Complete implementation, training and marketing by December 2022.

Objective 5: Implement wi-fi printing at CCPLS by December 2020.

Strategy 1: Evaluate two different methods of providing wi-fi at CCPL and WBL.

Strategy 2: Select and implement the method that provides the "best library user experience."

Lead: Julie, Elizabeth, Kyouhee

Collaborative Partners: Comprise Technical Support, WBL staff, Reference staff

Time Frame:

Year 1 - Implement strategies, select and implement wi-fi printing at CCPL/WBL

Objective 6: Make our website an authoritative resource for our community by providing quality content that is updated regularly. (Web Committee)

Strategy 1: Reestablish the web team

Strategy 2: Evaluate current site content and structure

Strategy 3: Plan a website refresh to improve patron satisfaction and implement changes

Strategy 4: Train the web team members on the content management system

Strategy 5: Work with departments to maintain accurate site information

Lead: Web Committee

Collaborative Partners: Library Staff

Time Frame:

Year 1 – Strategy 1, 2 and plan website refresh

Year 2 – Strategy 4 and 5; implement website refresh

Year 3 – Gather and evaluate patron feedback on updated site

Goal: Extension and Volunteer Services Outreach personnel will collaborate with CCPL departments to provide an optimal level of staffing assistance for programs and services.

Objective 1: Provide Outreach personnel and Volunteers to assist CCPL departments with off-site community programming

Strategy 1: Work with Reference, Youth Services, and Circulation departments to inform patrons, including seniors, of digital, print, audio, and school-related materials.

Lead: Nancy

Collaborative Partners: Terri, Dana, Kyouhee, Darcy, and Anna

Time Frame:

Year 1 – Develop and collaborate with partners on a plan to determine services and locations

Year 2 & 3 – Collaboratively implement the plan, review and modify as needed

Cost: Supported within existing resources

Objective 2: Expand Outreach and library service through best off-site community service delivery

Strategy 1: Expand proven “pop-up” library procedures with Outreach and Volunteers to local government, medical, and commercial locations

Lead: Nancy

Collaborative Partners: Terri, Dana, Kyouhee, Darcy, Anna

Time Frame:

Year 1 – Develop and collaborate with partners on a plan to determine “pop-up” locations, schedules, and a point contact at each location.

Year 2 – Collaboratively implement the plan at a minimum of two locations

Year 3 – Ongoing while reviewing and modifying plan as needed

Cost: Supported within existing resources

Objective 3: Alleviate strain on staffing resources by increasing utilization of Library Volunteers and Library Pages with appropriate tasks

Strategy 1: Collaborate with department managers and staff to schedule volunteers and library pages to assist with a variety of tasks

Strategy 2: Update Library Volunteer manual as necessary.

Lead: Nancy

Collaborative Partners: Terri, Library Managers, Library Staff

Time Frame:

Year 1 – Contact interested and qualified Volunteers to train assist on Strategy 1; Collaborate with managers to develop a schedule and task list for Library Pages

Year 2 – Review effectiveness and need for Volunteers and Library Pages, adapting plan as needed

Year 3 – Ongoing

Cost: Supported within existing resources

APPENDIX I

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

<p style="text-align: center;">STRENGTHS</p> <ul style="list-style-type: none"> • 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 	<p style="text-align: center;">WEAKNESSES</p> <ul style="list-style-type: none"> • 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
<p style="text-align: center;">OPPORTUNITIES</p> <ul style="list-style-type: none"> • 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 	<p style="text-align: center;">THREATS</p> <ul style="list-style-type: none"> • 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