

NATRONA COUNTY  
**LIBRARY**

**STRATEGIC ACTION PLAN**

**FY23 – FY25**

**PUBLISHED SUMMER 2022**

**WE PROMOTE LITERACY, SUPPORT DISCOVERY AND CREATION, AND BUILD COMMUNITY.**

[natronacountylibrary.org](http://natronacountylibrary.org) • 307.577.7323

## OVERVIEW

Dear Natrona County Library Community,

Beginning in spring 2021, the Library launched a strategic planning process to create a plan focused on the next three fiscal years. In fall 2021, the Library worked with a facilitator to gather stakeholder feedback, bring together voices from across the organization, and to create a plan that truly guides the organization and looks to the future of the Library.

Through extensive staff, community, and partner engagement efforts, the Library established a new mission statement, vision, goals, and objectives that reflect aspirations for the Library and will serve as a roadmap for the next three years.

The plan was designed to be both attainable and impactful. It demonstrates a commitment to effective stewardship of the public assets with which we have been entrusted, and serves as an action plan for increasing community outreach and impact. The plan also addresses the need to pursue a new library facility in which staff can effectively provide essential services needed in an informed, connected, and thriving community.

The plan is a mechanism by which the library board, administration, and staff can evaluate community and organizational needs, embrace our community-focused service model, and create impactful patron experiences – in the fulfillment of the organization’s mission statement.

We hope you see yourselves in this plan and look forward to seeing you in the Library soon.

Sincerely,



Alaina Hall  
*Board President*

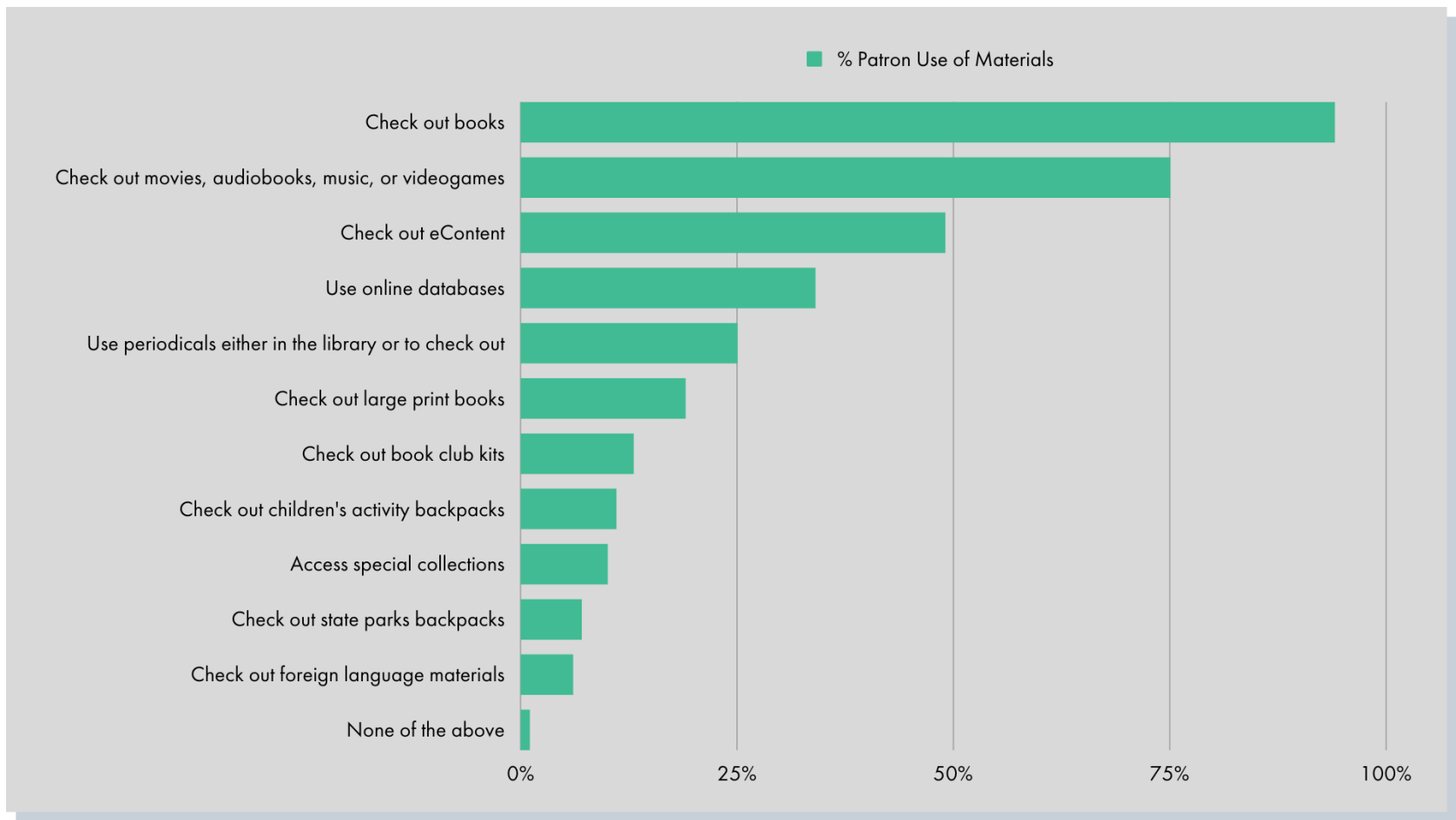


Lisa Scroggins  
*Executive Director*

## SURVEY RESULTS

As part of the strategic planning process, the Library conducted a community survey that went out to patrons via print and digital formats and collected **336 total responses**. There was also an internal survey conducted with library staff and board members. The results of these surveys were used to guide the planning process. Key results are presented throughout the following five pages.

### PATRON USE OF MATERIALS



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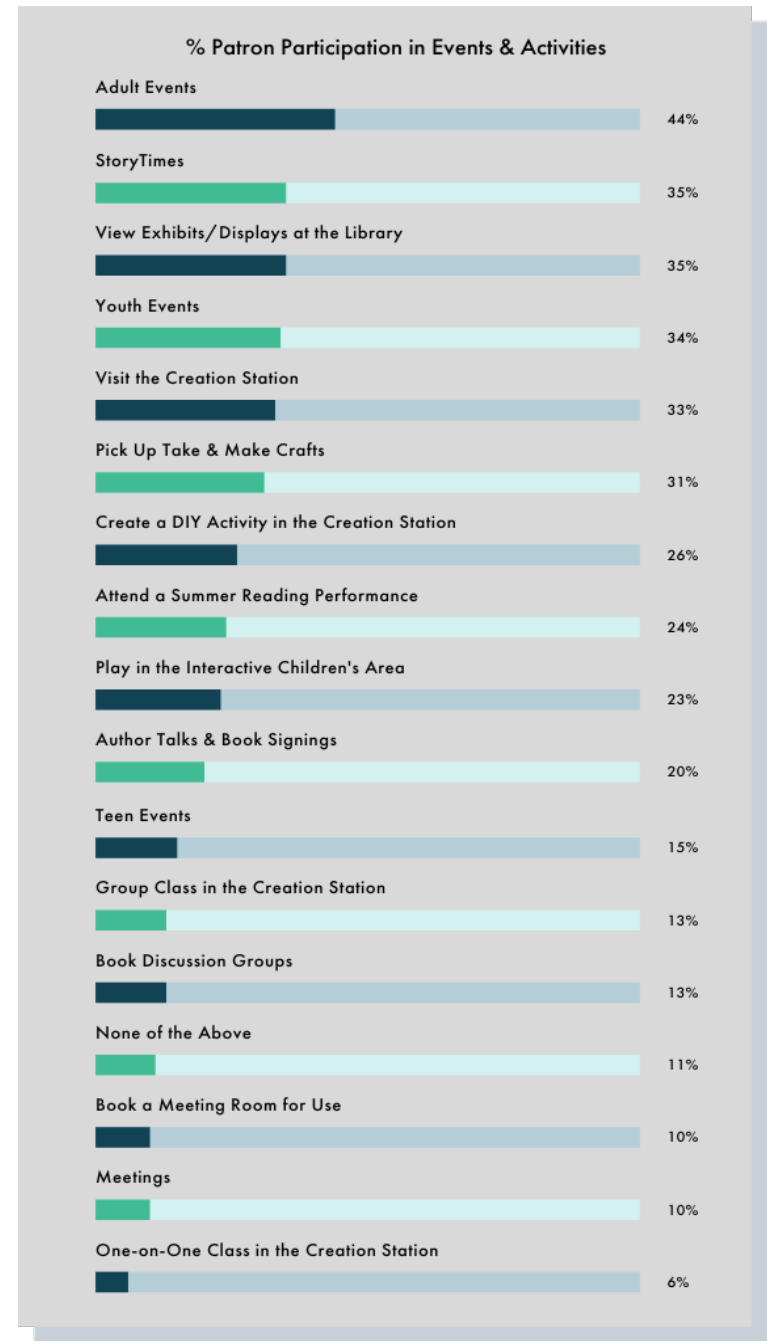
## PATRON PARTICIPATION FEEDBACK

### What are your favorite events?

Author events	Craft classes/events	Kids' activities
Book clubs	Creation Station	• Concerts/Musicians
Book sales	Genealogy classes	• Magicians
Computers	Summer Reading	• Movies
Concerts/musicians	Virtual Reality	• Pottery by You

### What would you like to see offered at the Library?

- Arts and crafts classes and activities (including Cricut 101)
- Author visits/presentations; book signings/talks
- Book clubs
- Classes and events offered at different times (such as evenings)
- Computer/technology classes
- Creation Station classes/events
- Financial classes
- Gardening classes
- Genealogy
- History/civic classes
- Language lessons/classes
- More adult classes and events
- More events for toddlers and children under 5
- Writing groups



## PATRON PHYSICAL SPACE FEEDBACK

### Patrons' Favorite Spaces

Children's area  
 Comfortable chairs/quiet space or corner  
 Crawford Room  
 Creation Station/makerspace  
 New book areas  
 Nonfiction section  
 Study rooms  
 Teen Zone/YA section  
 The stacks

### Ideas for Improvement

The #1 answer was about the physical space. Patrons feel the space is too small, dated, and has an odd layout. Others mentioned the location is not ideal, and that parking is limited.

### Other answers include:

- Homeless people loitering out front
- Hours of operation are too limited
- Not enough quiet/comfortable places to sit
- Other patrons being loud/not respecting the space

### Missing Spaces

Atrium/outdoor space

Rooms

- Bigger event room(s)
- More small to mid-sized study/meeting rooms

More seating in children's area

Quiet/comfortable reading areas

## STAFF SURVEY RESPONSES

### Implementation of the 2018 Strategic Plan

#### Successes from the Plan

- Creation Station
- Dynamic patron experiences
- Going fine free
- Improved look & feel of library interior
- New bookmobile
- Improved marketing/outreach
- Improved/new services (Creation Station, passports, more notaries, etc.)

#### Other Successes

- Adaptability during COVID-19
- Hired highly-qualified staff
- Expanded services
- Increased involvement in local and statewide professional organizations

### Lessons learned and/or practices changed due to COVID-19

- Be a place of kindness, safety, and comfort
- It takes more space for the public to feel comfortable inside than it did pre-COVID
- Increased cleaning and sanitization measures
- Established clear barriers to prevent patrons from going behind staff desks
- No food in Tech Center
- Flexibility and adaptation are important (Don't be afraid to try new things or different approaches)
- Increase digital collection
- Take & Make crafts

### General needs identified by staff

- A new building
- Additional staff spaces (staff offices, staff training room, etc.)
- A bigger parking lot (staff sometimes can't find spaces when returning from lunch)
- Renewal of 5<sup>th</sup> cent tax (funds library materials and equipment)
- A referral program for people needing community services
- Are there other ways we can get the word out about library services and impact?

### **What staff identified as “Things we don’t currently do, but should consider doing”**

- Library of Things (Expand lending to include items such as musical instruments, kitchen items, etc.)
- Provide assistance to the underprivileged/disenfranchised
- Partner with the medical community to provide access to medical information and/or resources
- Increase team-building activities, including between departments
- Staff training for all current services (across the board rather than departmental-specific)
- Increase advocacy for electronic/digital literacy
- Increase staff awareness of the different collections, such as the graphic novel collection
- Close on Sundays (year round)
- Get a book bike
- Increase cross-training opportunities for staff
- Music and cultural presentations during winter months
- Create library podcasts and online videos
- Increase video streaming services
- Repeat classes in creation station so more people can participate
- Improve consistency in reporting incidents and calling 911 when needed
- Replace outdated non-fiction with revised or current editions

### **What staff identified as “Things we do, that we shouldn’t”**

- Let public eat and/or drink in library
- Circulate music
- Weed the music so much
- Print receipts

## THE PLAN

### VISION

Serve as the cornerstone of an informed, connected, and thriving community.

### MISSION

Promote literacy, support discovery and creation, and build community.

### STRATEGIC GOALS

In order to meet the mission and work toward the vision, the Library will focus on the following four goals over the next three years. These goals will help guide the work and direction of the staff and organization.

- Goal 1** Evaluate library resources, services, and programs and their impact on the local community.
- Goal 2** Provide Natrona County a new, more versatile library facility to meet the ongoing and changing needs of our community.
- Goal 3** Maintain and build upon the current community-focused service model.
- Goal 4** Sustain effective leadership and governance to ensure current and future organizational strength.



## GOAL 1

### Evaluate library resources, services, and programs and their impact on the local community.

In order to meet the mission and grow toward our vision, Library staff will work to better educate the community about the library's mission and how the library benefits the community as a whole.

#### OBJECTIVE A – PROVIDE APPROPRIATE STAFF TRAINING AND TOOLS

- Establish a robust staff training program to ensure staff is well versed and trained on library services, equipment, and programs in order to communicate and advocate regarding community impact.
- Seek opportunities for NCL staff to 'upsell' library services, resources, and programs to better educate community members.
- Seek opportunities for NCL staff to attend professional development training.

#### OBJECTIVE B – ORGANIZATIONAL MARKETING AND MARKET RESEARCH

- Develop a written marketing plan to strengthen the library's brand that includes cohesive brand messaging and communication strategies that can be adopted by all staff and partner organizations.
- Perform annual research and evaluation of emerging and/or existing marketing trends, and take steps to implement those methods that apply to marketing library services.
- Research how Natrona County residents receive their information and adjust marketing methods accordingly.
- Develop strategies to connect with both library users and non-users.

#### OBJECTIVE C – CAPITALIZE ON COMMUNITY PARTNERSHIPS AND OUTREACH TO INCREASE OPPORTUNITIES FOR COMMUNITY AWARENESS

- Identify and evaluate local marketing and advertising avenues.
- Implement marketing campaigns using appropriate avenues.
- Partner with outside organizations that serve similar target audiences in order to promote library services to appropriate community groups.
- Continue to seek appropriate community partnerships and outreach opportunities, focusing on events held throughout the community.
- Create and utilize NCL branded signage to provide to community partners and to use at outreach events/programs.
- Disseminate printed/branded materials throughout community to create and increase brand recognition.

## GOAL 2

Provide Natrona County a new, more versatile library facility to meet the ongoing and changing needs of our community.

### OBJECTIVE A – SHORT-TERM SOLUTION: RESOLVE ISSUES IN THE CURRENT BUILDING

- Continue to address plumbing issues in both patron and staff areas.
  - Evaluate remodeling patron restrooms.
  - Address issues with older ejection pit.
  - Replace cast iron pipes with up-to-date pipes.
- Continue to methodically address safety issues/hazards.
  - Replace carpet in administrative wing.
  - Address or abate asbestos in administrative wing.
  - Evaluate the need to replace carpeting in staff areas.
  - Continue on-going evaluation of interior and exterior and address identified safety issues.
- Continue to monitor and address electrical/data capacity.

### OBJECTIVE B – LONG-TERM SOLUTION: WORK TOWARD THE GOAL OF SECURING A MORE VERSATILE LIBRARY FACILITY THAT INCLUDES AMPLE PARKING AND SPACE FOR FUTURE EXPANSION

- Actively seek funding for a new facility.
- Actively work to build a team of advocates who support building a new facility, including the Friends of the Library and the NCPL Foundation members.
- Actively engage with state and local elected officials to explore opportunities to fund the construction of a new library facility.

## GOAL 3

### Maintain and build upon the current community-focused service model.

In order to implement a community-focused service model, an organization must:

- Hire and retain highly-qualified staff members;
- Provide a space in which patrons are welcomed, valued, and safe;
- Provide a collection, resources, and programs that meet community needs; and
- Provide a mechanism for community to submit input and feedback.

### OBJECTIVE A – HIRE AND RETAIN HIGHLY-QUALIFIED STAFF MEMBERS

- Recruit staff with skills that meet the long-term organizational needs, including library skills, emerging technology skills, and bilingual language skills.
- Provide staff the resources they need to maximize their impact and performance.
- Provide staff opportunities for professional growth, including a robust staff training program, and opportunities for continued education and professional development.
- Support an ongoing culture of mutual respect and civility among staff.
- Provide appropriate staffing levels that meet the needs of the organization’s commitment to provide community services and resources.
- Provide staff the means to communicate with various groups in the community in order to provide library services, including those with limited English proficiency or hearing impairments.

### OBJECTIVE B – PROVIDE SPACES IN WHICH PATRONS FEEL WELCOMED, VALUED, AND SAFE

- Continue to update and maintain the library’s online and virtual spaces.
- Provide safety training for staff, including:
  - Training on protocols and procedures when enforcing the Code of Conduct in order to consistently and quickly address violations and/or inappropriate patterns of behavior;
  - Implementing and enforcing the county’s OSHA and WARM safety and compliance course requirements;
  - Training opportunities that address topics such as task-related skills, de-escalating difficult situations, dealing with difficult patron behaviors, how to handle patrons with mental issues, when to call 911, etc.; and
  - Training addressing the importance of self-care and decompressing to minimize secondary trauma following involvement in difficult workplace situations.

- Provide opportunities for patron involvement, including:
  - Multiple opportunities for patrons to provide feedback and input;
  - Increase volunteer opportunities for community members and community groups;
- Ongoing evaluation and renovation of interior and exterior spaces:
  - To create an environment that is aesthetically pleasing, inviting, and easy to navigate:
    - Explore location options to create study/reading spaces,
    - Seek funding to provide comfortable seating for reading, etc.,
    - Seek funding to replace large tables with smaller tables to accommodate social distancing, patron privacy, and preferences,
    - Explore location options to create multi-use spaces such as caregiver computer use/infant play spaces, and
    - Explore opportunities to improve interior way-finding (directional) signage.
  - To address potential safety concerns:
    - Identify and address interior potential safety issues (trip hazards, potential contaminants, ADA compliance, asbestos, etc.),
    - Identify and address potential exterior safety issues (ongoing parking lot and sidewalk maintenance, behavior of individuals on neighboring properties, etc.),
    - Seek opportunities to enhance the strong relationship NCL currently has with Casper Police Department,
    - Continue to provide contracted security officers, and
    - Explore providing personal safety training for staff.

## **OBJECTIVE C – PROVIDE ESSENTIAL SERVICES, COLLECTIONS, RESOURCES, AND PROGRAMS THAT MEET COMMUNITY NEEDS**

- Establish a schedule for review and revision of Collection Development Policy.
- Perform evaluations to identify and address gaps in collections, resources, programs, and services.
- Perform surveys to assess the impact and relevance of current collections, services, resources, and programs.
- Evaluate bookmobile and mobile library services.
- Enhance service to senior residential facilities by offering lobby services.
- Identify existing, new, and emerging library trends in services, collections, resources, and programs and implement as appropriate.
- Seek opportunities to provide access to telehealth services in the library.
- Seek opportunities to partner with organizations to facilitate access to social services.
- Develop a plan for considering new services and evaluating existing ones.
- Develop a plan for discontinuing services as appropriate.
- Develop a plan to provide access to relevant and emerging technologies in order to support opportunities for learning, creativity, productivity, and connectivity.

## **OBJECTIVE D – PARTNER WITH THE LIBRARY’S TWO SUPPORTING ORGANIZATIONS**

- Work with the Natrona County Library Foundation to:
  - Advocate for library services, including a new library facility, and
  - Secure supplemental funding to help NCL meet its strategic goals.
- Work with the Friends of the Natrona County Library (FOL) to:
  - Secure supplemental funding to help NCL meet its strategic goals,
  - Build a team of advocates to help NCL reach their strategic goals, and
  - Efficiently utilize the space set aside for this group.

## GOAL 4

Sustain effective leadership and governance to ensure current and future organizational strength.

### OBJECTIVE A – MAINTAIN & IMPLEMENT POLICIES AND PROCEDURES THAT SERVE AS A ROADMAP FOR GENERAL OPERATIONS, ENSURE COMPLIANCE WITH LAWS, AND GOVERN DECISION-MAKING

- Review and update policies and procedures to ensure they are relevant and applicable.
- Review and update Technology Plan to ensure technology for patrons and staff is both current and relevant, and to provide a roadmap for current and future staff.
- Provide staff training on policies and procedures, and implement policies and procedures throughout the organization.

### OBJECTIVE B – PROVIDE PROACTIVE LEADERSHIP THAT TENDS TO ORGANIZATIONAL NEEDS

Proactive leadership will:

- Advocate for the library among community leaders and elected officials.
- Nurture and grow the current positive work culture, seeking opportunities for ongoing improvement.
- Provide ample appropriate staff professional development opportunities.
- Develop and implement a team building plan for ongoing progression of staff morale.
- Continue annual performance reviews, including a staff self-evaluation module.
- Evaluate organizational operations for general efficiencies, and make adjustments as needed.
- Review policies and recommend updates, edits, and/or new policies to NCL Board of Trustees as needed.
- Implement and provide training on adopted policies.
- Seek grants and outside funding, including 1% funding, to supplement library services.
- Ensure an appropriate staffing level is achieved and maintained.