



STRATEGIC ACTION PLAN

FY27 – FY29

PUBLISHED SUMMER 2026

OVERVIEW

Dear Natrona County Library Community,

Since the adoption of the Library's FY23–FY25 Strategic Plan, the Library has continued to evolve in response to community needs, operational realities, and lessons learned through service delivery. This FY27–FY29 Strategic Plan builds on that foundation and prepares the Library to move forward with clarity and confidence.

Developed with input from community members and Library staff, the plan sharpens priorities related to workforce support, communication, safety, and long-term capacity while reaffirming the Library's mission and commitment to service.

The Natrona County Library remains dedicated to careful management of public resources, meaningful community engagement, and providing services that promote literacy, lifelong learning, access to information, and connection. Through the partnership of the Library Board of Trustees, Library staff, and the community we serve, this plan provides a framework to guide decisions and strengthen the Library's ability to meet both current and future needs.

We are grateful for the continued support, engagement, and trust of the Natrona County community as we work together to ensure the Library remains a vital and responsive resource for all.

Sincerely,

A handwritten signature in black ink, appearing to read "Chris Mullen". The script is fluid and cursive.

Chris Mullen
Board President

A handwritten signature in black ink, appearing to read "Lisa Scroggins". The script is fluid and cursive.

Lisa Scroggins
Executive Director

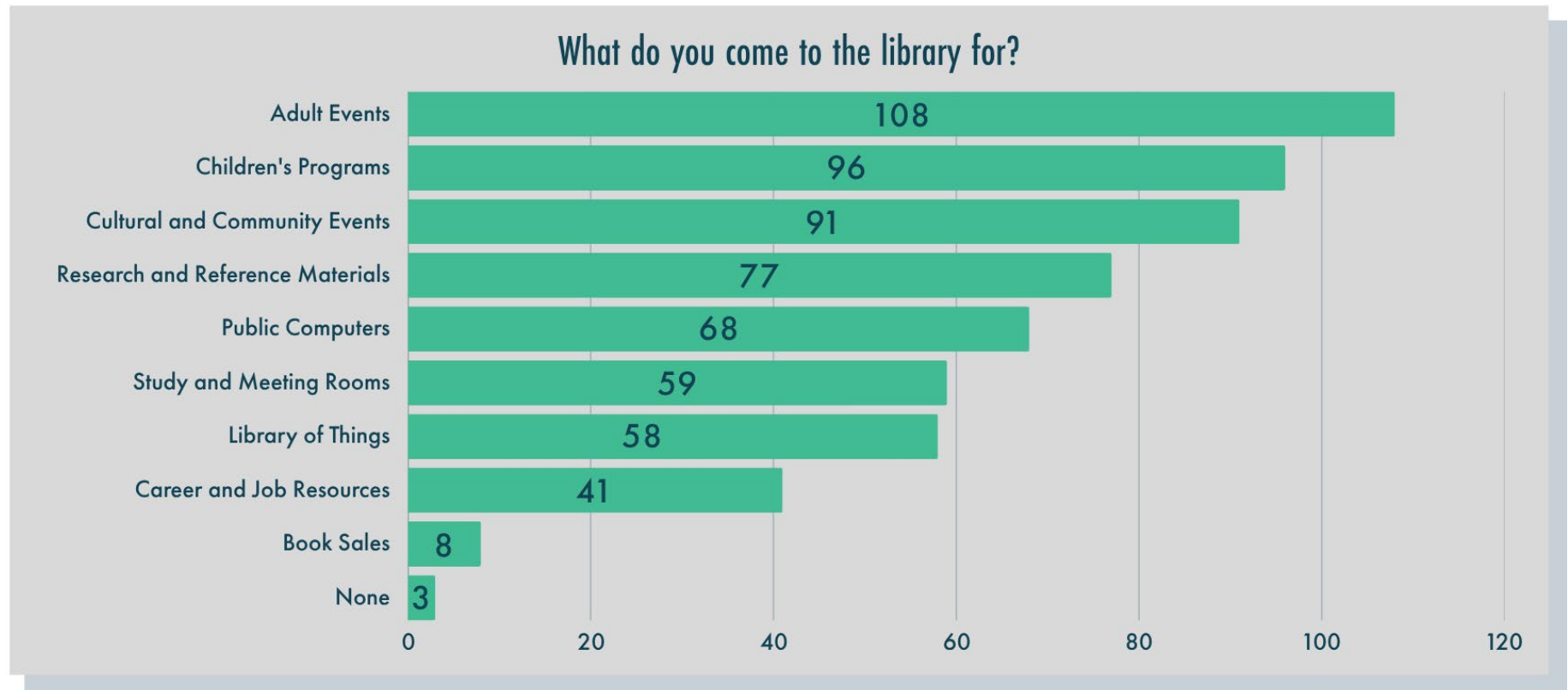
SURVEY RESULTS

As part of the strategic planning process, the Library conducted a community survey that went out to patrons via print and digital formats, which returned **390 responses**. There was also an internal survey conducted with library staff and board members. The results of these surveys were used to focus the goals of this Strategic Plan and better understand the needs and wants of the community.

PATRON USE OF THE LIBRARY

Which of the Library's current offerings do you regularly use?

Of our 390 responses, 86% (336) said they come to the library to check out books, movies, or other normally circulating materials. 60% of all participants indicated that they use the Library for any of the resources listed below. 3 participants said they did not use any of these resources.

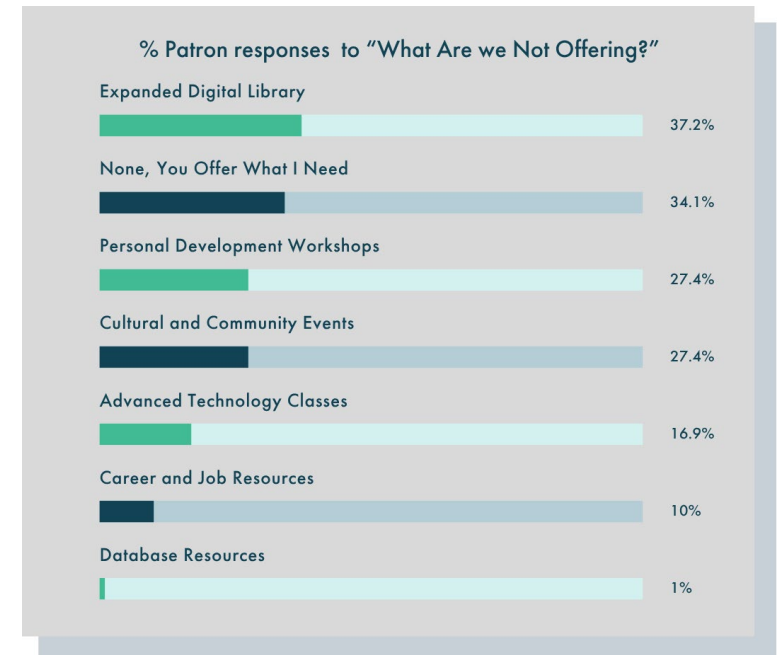


PATRON NEEDS FEEDBACK

What are we not offering that you need or would use?

The most common request, other than “None,” was for an expanded digital library. This points to the continued importance of offering materials in multiple formats so patrons can access Library resources in the way that works best for them. Digital access is especially important for patrons with accessibility needs, limited transportation, busy schedules, or barriers to visiting the Library in person.

At the same time, many responses expressed interest in events, classes, and other in-person offerings, reinforcing the value of the Library as a welcoming public space and community gathering place.

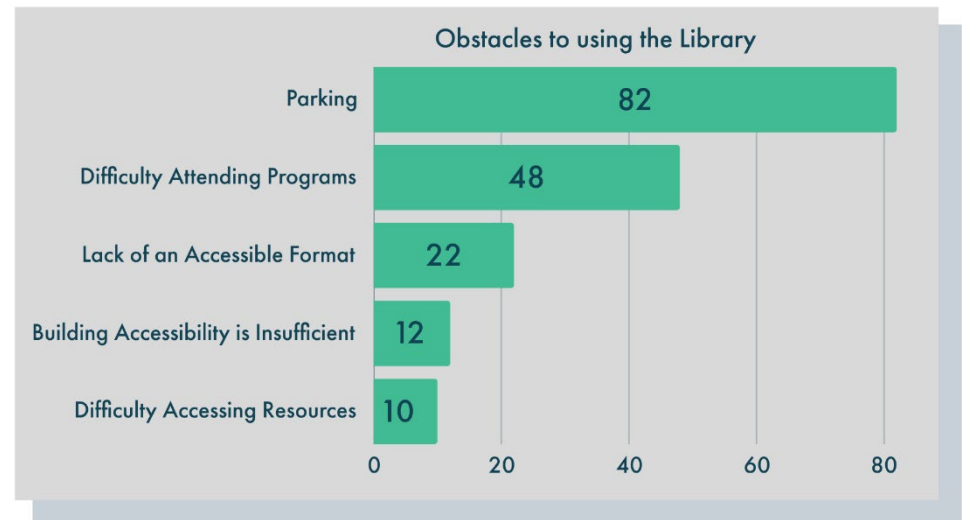


What obstacles do you encounter when using the Library?

To better understand how our community experiences the Library, we asked respondents to identify any obstacles they encounter when visiting, using services, or engaging with programs and resources.

The most commonly identified barriers were related to building access, collection accessibility (shelves too high and too low), and program attendance. Responses included concerns about accessible parking, difficulty accessing certain formats or materials, and challenges attending events because of location, timing, or scheduling conflicts.

Several participants noted that program times can be a barrier to attendance. This feedback reinforces the importance of offering programs at a variety of times and, when possible, repeating popular events to make them more accessible to a broader range of community members.

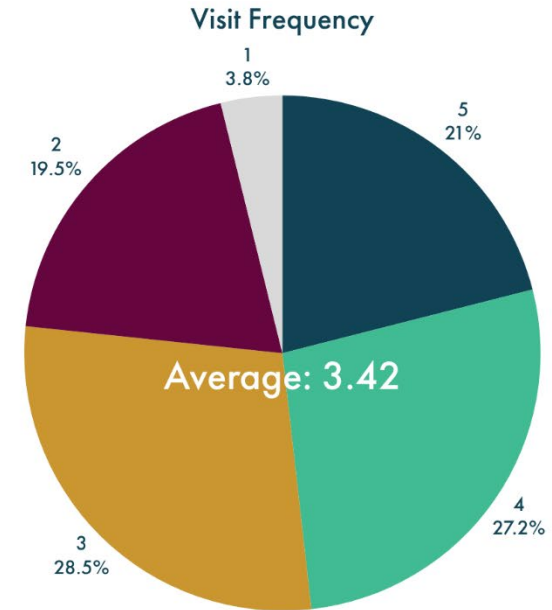


PATRON LIBRARY EXPERIENCE

How often do you visit the Library?

Survey responses suggest that many respondents use the Library regularly, with most rating their visit frequency between 3 and 5. Respondents who reported visiting less often most commonly cited two reasons: conflicts with Library hours and a preference for digital materials.

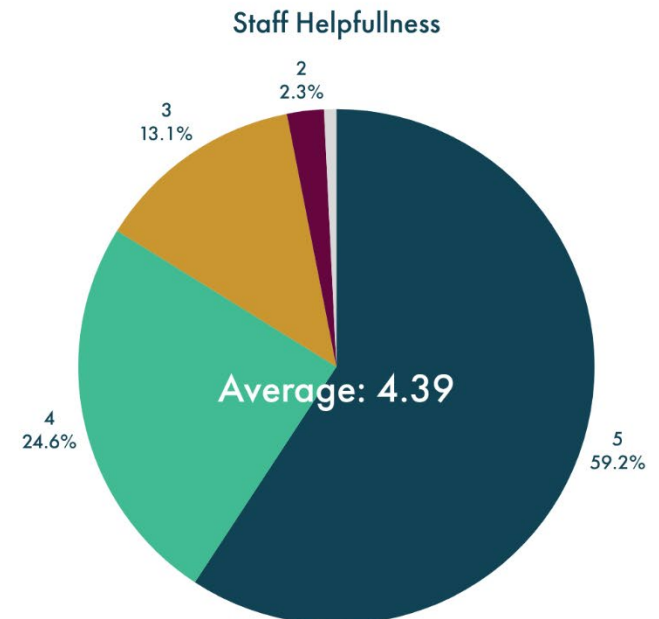
This feedback highlights the importance of balancing strong in-person service with continued access to digital resources and other services that extend beyond the physical building.



How would you rate the helpfulness of our staff?

Respondents rated staff helpfulness very highly, with an average score of 4.39 out of 5. Nearly 60% of respondents gave staff the highest possible rating, and more than 80% rated staff helpfulness as 4 or 5.

This strong response reflects the value patrons place on knowledgeable, approachable, and helpful Library staff.



STAFF SURVEY RESPONSES

Top priorities for our facility.

- Accessibility to all areas of the library (most common answer)
- Add or improve patron spaces, such as reading areas
- Collection format accessibility
- Bathroom renovation and improved access to them
- Temperature control
- Signage and Directories
- Security staff
- Patron seating options
- Improved storage options for non-book items

“Accessibility” was the most common answer among our staff, with some placing special emphasis on examples seen above.

What can we do to improve our patron experience?

- Maintain and train qualified security guards
- Encourage staff interactions with patrons
- Focus on creating an accessible and inclusive space
- Enforce our policies equally and fairly for all patrons
- Improve the visibility of staff, both of and to their floors
- Maintain a generally positive atmosphere
- Have staff leave their desk occasionally to provide proactive assistance
- Create more spaces for patrons to sit and read or work
- Provide more training to staff on how to interact with all kinds of patrons

What was our last strategic plan missing?

- Emphasis on data and analysis
- Cleanliness supplies, such as hand sanitizers, for patron use.
- More ways to give vulnerable patrons access to materials
- Make employees feel safe and welcome
- More Teen programs

THE PLAN

VISION

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

MISSION

Promote literacy, foster lifelong learning, 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.

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|---------------|---|
| Goal 1 | Maintain and build upon the current community-focused service model. |
| Goal 2 | Evaluate library resources, services, and programs and their impact on the local community. |
| Goal 3 | Sustain effective leadership and governance to ensure current and future organizational strength. |
| Goal 4 | Maintain and improve library facilities to ensure safety and accessibility. |

GOAL 1 – COMMUNITY FOCUSED SERVICE

Prioritize a community-focused service model that emphasizes effective customer service, access, and consistent service delivery.

PURPOSE AND SUCCESS INDICATORS

The Natrona County Library is committed to delivering services that are welcoming, accessible, and responsive to the needs of the community. A community-focused service model emphasizes respectful customer service, clear and consistent practices, and equitable access to resources across all Library locations and services.

By focusing on clarity, consistency, and accessibility, the library strengthens public trust and ensures patrons can use and benefit from library services.

Success in this goal will be measured through:

- Service usage trends
- Program participation levels
- Patron feedback
- Safety and incident reporting trends

OBJECTIVE A – HIRE AND RETAIN HIGHLY-QUALIFIED STAFF MEMBERS

- Establish clear service expectations and provide staff with appropriate training and tools
- Ensure staffing levels, training, and workplace conditions support effective service delivery
- Expand cross-training opportunities to strengthen service consistency and operational resilience
- Invest in professional development aligned with organizational priorities and emerging service needs

OBJECTIVE B – PROVIDE AND MAINTAIN SAFE, FUNCTIONAL, AND ACCESSIBLE SPACES

- Ensure safety policies and procedures are clearly defined and consistently applied
- Maintain orderly, accessible spaces conducive to their intended use
- Utilize safety resources, including contracted security, when appropriate
- Establish and communicate clear behavioral expectations
- Use incident reports and operational review to improve safety practices
- Regularly evaluate library spaces and address safety and functionality concerns

OBJECTIVE C – PROVIDE ESSENTIAL SERVICES AND PROGRAMS THAT MEET COMMUNITY NEEDS

- Prioritize services aligned with demonstrated community needs
- Evaluate program scheduling and repeat high-demand offerings
- Establish processes for piloting and evaluating services
- Use participation data and patron feedback to guide service planning

OBJECTIVE D – PARTNER WITH SUPPORTING ORGANIZATIONS

- Align advocacy and fundraising with strategic priorities
- Strengthening collaboration with supporting organizations
- Ensure partnerships reinforce sustainability and access

GOAL 2 – COMMUNITY IMPACT

Increase community awareness, understanding, and use of library services and resources.

PURPOSE AND SUCCESS INDICATORS

The Library strengthens the social, educational, and cultural fabric of the community. Increasing community impact means ensuring residents are aware of, understand, and actively use library services and resources.

Success in this goal will be measured through:

- Outreach participation
- Partnership outcomes
- Public awareness levels
- Usage trends

OBJECTIVE A – PROVIDE APPROPRIATE STAFF TRAINING AND TOOLS

- Expand cross-departmental training
- Strengthen staff capacity to communicate the Library's role
- Support professional development
- Provide tools necessary for effective public service

OBJECTIVE B – FOCUS ORGANIZATIONAL MARKETING AND MARKET RESEARCH

- Ensure clarity and consistency in messaging
- Develop strategies to reach users and non-users
- Use research and data to guide outreach
- Coordinate messaging across departments

OBJECTIVE C – CAPITALIZE ON COMMUNITY PARTNERSHIPS AND OUTREACH OPPORTUNITIES

- Strengthen partnerships without overextending staff capacity
- Leverage partnerships to expand access to information and resources
- Prioritize partnerships aligned with mission and goals
- Evaluate partnerships periodically

GOAL 3 – LEADERSHIP AND GOVERNANCE

Ensure effective leadership and governance that supports accountability and organizational strength.

PURPOSE AND SUCCESS INDICATORS

Strong leadership and sound governance ensure the Library serves the community responsibly and effectively.

Success in this goal will be measured through:

- Policy review completion
- Organizational performance measurement
- Board oversight effectiveness
- Financial sustainability indicators

OBJECTIVE A – MAINTAIN & IMPLEMENT POLICIES AND PROCEDURES THAT GUIDE GENERAL OPERATIONS

- Maintain policies that guide operations and ensure compliance
- Conduct regular policy reviews
- Provide staff training on policy implementation

OBJECTIVE B – PROVIDE PROACTIVE LEADERSHIP THAT FOCUSES ON ORGANIZATIONAL NEEDS

- Provide clear expectations and communication
- Emphasize transparency and accountability
- Use performance measures and feedback
- Foster a respectful and collaborative workplace culture
- Communicate financial needs and support sustainable funding

OBJECTIVE C – MAINTAIN STRATEGIC OVERSIGHT AND ALIGNMENT

- Ensure that governance of the Library aligns with the strategic priorities of this plan.
- Track the progress toward relevant strategic goals throughout the plan's lifetime.

GOAL 4 - FACILITIES

Advance long-term facility planning while addressing current building needs to support safe and effective delivery of services.

PURPOSE AND SUCCESS INDICATORS

Support safe and effective service delivery while planning responsibly for the Library's future facility needs.

Success in this goal will be measured through:

- Completion of priority repairs
- Facility condition improvements
- Long-term planning milestones
- Stakeholder support for facility investment

OBJECTIVE A – ADDRESS THE CURRENT FACILITY NEEDS

- Address safety, space, and workflow challenges
- Implement maintenance and repairs
- Work with the County Commission to address deficiencies identified in the 2025 County Facilities Assessment

OBJECTIVE B – LONG-TERM PLANNING FOR THE FACILITY.

- Maintain ongoing planning for a future facility
- Use facility assessments to guide planning
- Build stakeholder support for future investment
- Pursue funding opportunities for planning and construction