

STRATEGIC PLAN 2021 - 2024

ENGAGE, ENRICH, EMPOWER



215 WEST BUFFALO ST
RAWLINS, WY 82301

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MESSAGE FROM THE DIRECTOR

I am excited to present the 2021-2024 Strategic Plan for the Carbon County Library System. This plan is realistic, flexible, and can be used as a blueprint to guide the Library in its mission to engage minds, enrich lives, and empower people.

The Strategic Plan will be used to guide public policy and make strategic decisions. The steps laid out in this document will help guide the organization into the future and provide a framework in which to grow.

The Library Board used the Aspen Institute's framework in order to gather data, engage the community, and to better understand our own employees when developing this plan. A review of national trends and best practices was and will be part of our forward movement in order to ensure that the Carbon County Library System is providing the best possible services to all the citizens of Carbon County.

We have kept the Five Laws of Library Science in mind while facilitating discussion and the creation of this plan, and will discuss those briefly here;

1. Books are for use
 - a. This means that library materials and services should be accessible for users. Without adequate staffing and well maintained facilities, the library becomes harder to use.
2. Every reader, their book
 - a. There should be something for everyone at the library, including materials and services.
3. Every book, its reader
 - a. We should not keep items in the collection out of vanity, all materials and services in a public library should have some value to the public.
4. Save the time of the reader
 - a. Libraries must provide efficient access to materials and services.
5. The library is a growing organism
 - a. Long gone are the days of the "Rawlins Reading Room" and libraries are much more than simple archives of reading materials. As technology and society continues to develop, so too must the library.

These principles were created in 1932 by S.R. Ranganathan, with the goals of increasing open access to information and education for all, so that all may participate in civil discourse.

I would like to thank the staff, the Carbon County Library Board, the Wyoming State Library, and our community partners for their participation in the process.

- Jacob R. Mickelsen, Executive Director

EXECUTIVE SUMMARY

The Carbon County Library System's Strategic Plan strives to expand and strengthen the Library's role as a community center at each of its locations. In support of its mission to engage, enrich, and empower the residents of Carbon County, the Library will develop diverse collections, reach out to underserved populations, participate in and help shape community dialogue, and provide high standard up-to-date facilities and technology for its users.

This strategic plan takes into account the vital role staff members play in a successful library system. The Carbon County Library System will improve organizational health and reduce employee turnover by establishing a salary schedule, maximizing the number of employees eligible for benefits and paid leave, and by promoting educational and growth opportunities for employees.

2020 has been a year of great change for the entire world, not just libraries. This plan makes no attempt at predicting future challenges, and instead promotes flexibility and cooperation to prepare and position the Library so that it may best adapt and respond to the changing needs of its patrons.

WHERE WE ARE GOING

ANTICIPATED OUTCOMES

Goal 1 – The Library system will connect to the community

- A. Stronger networks within the county and municipalities will develop organically
- B. A wider range of community relevant information will be made available via library technology
- C. The library will play an important role in county and municipal master/strategic planning

Goal 2 – The Library will support educational and cultural learning opportunities

- A. Collections will have diverse content in terms of both content and language
- B. Program attendance will increase
- C. Technology will be up-to-date and function smoothly

Goal 3 – Increase public awareness

- A. Libraries will be easy to find by simply following signs
- B. All interior informational and wayfinding signage will be bilingual in English and Spanish
- C. The Library will become an integral partner to community events

Goal 4 – Exert and demonstrate a positive economic impact

- A. Library staff will be equipped with the tools they need to assist modern job seekers
- B. The Library will be a partner with relevant organizations to provide free training for job seekers
- C. The Library will partner with Chambers of Commerce and the Visitor's Council to promote business resources for both residents and tourists

Goal 5 – Promote organizational health

- A. A salary schedule will be adopted, promoting continued services and reducing turnover
- B. A majority of employees are eligible for some form of benefits
- C. Library employees are encouraged to and supported in their attendance of training opportunities
- D. Library support groups will network and cooperate, increasing their leverage to act to benefit the Library System

HOW WE WILL GET THERE

GOALS, OBJECTIVES, AND ACTION STEPS

1. Goal – The Library system will connect to the community
 - a. Objective – Build and sustain partnerships around Carbon County
 - i. Administrative staff will pursue relevant partnerships to the Library, and according to their own strengths and interests
 - ii. Time will be made available for staff to take meaningful roles in community organizations
 - iii. Library branches with suitable facilities will be promoted as meeting space for local non-profits, municipal, county, and state agencies, as well as the public at large
 - iv. Branch managers will provide regular updates to municipal governments about Library happenings
 - b. Objective – Become the community information hub
 - i. Develop and sustain an internet presence that links to local governments and services around the county
 - ii. Work with municipalities to provide “town information stations” in all branches
 - iii. Provide physical or digital copies of Wyoming State Statues and municipal codes in all locations
 - c. Objective – Involve the Library in municipal and county level strategic/master planning
 - i. Library employees and the Library Board will take an interest and active role in promoting the Library system as a part of county and city planning
2. Goal – The Library will support educational and cultural learning opportunities
 - a. Objective – Develop diverse collections
 - i. Technical services staff will purchase materials and subscriptions with an emphasis on diverse authors and subject matter
 - ii. Administrative staff will participate in state, regional, and national working groups about diverse library collections

- b. Objective – Programming for everyone
 - i. The Library will diversify program offerings away from a focus on children to include all age demographics
 - ii. Bring the Library to them – staff will develop regular outreach programs to be held outside of Library facilities
 - c. Objective – Maximize efficiency
 - i. Program staff will cooperate with branch managers to test programs, and to replicate those that are successful
 - ii. Library staff will coordinate with outside organizations to avoid duplicating programs, and to schedule activities with a few time conflicts as possible
 - iii. A revolving cycle of programming resources will be established, in order to streamline and discount program planning
 - d. Objective – Develop and maintain a technology purchase cycle
 - i. The Library will develop a plan to ensure fast, modern, and convenient technology is available to patrons, including internet access, computers, printing and copying capability and more
 - ii. A set number of technology assets will be replaced each fiscal year
3. Goal – Increase public awareness
- a. Objective – Develop and maintain marketing for the Library system as a whole
 - i. The Library will continue to pursue local partners as it updates exterior facility signage
 - ii. The Library will work with local governments and the Wyoming Department of Transportation to ensure sufficient signage is in place in each town to easily find the Library without GPS
 - iii. Interior informational and wayfinding signage will be the same in each facility, and bilingual English/Spanish
 - b. Objective – Expand online presence
 - i. Provide resources and training for all locations to conduct remote programming
 - ii. Expand social media presence to include additional relevant services
 - iii. Promote interaction with the Library in the digital space
 - iv. Provide useful community information on the Library’s website

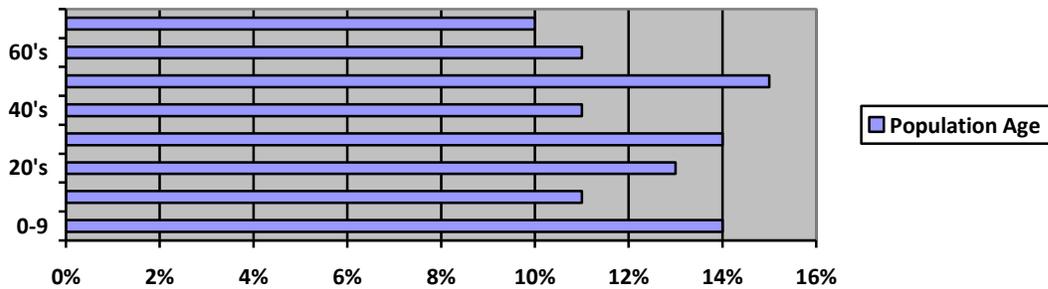
- c. Objective – Participate in community events
 - i. The Library should have a presence at any event at which informational booths are set up
 - ii. Time will be made for Library staff to attend relevant events at local schools
 - iii. Library meeting rooms will be promoted as a planning space for event organizers
- 4. Goal – Exert and demonstrate a positive economic impact
 - a. Objective – Offer resources to job-seekers
 - i. All public facing staff will be trained in using online Wyoming State Employment services
 - ii. Conduct semi-annual trainings for the public, in partnership with the local Workforce office
 - iii. Promote online training tools and resources made available from the Wyoming State Library
 - b. Objective – Partner with relevant community organizations
 - i. Wyoming State Employment Services, as mentioned above
 - ii. Coordinate with large local employers to provide testing resources for employees and contractors
 - iii. Work with Chambers of Commerce and the Visitors Council to provide business information for both residents and visitors
 - c. Objective – Explore and promote online educational opportunities for job-seekers
 - i. All staff will be trained in accessing Wyoming State Library digital resources
 - ii. The Library will conduct semi-annual trainings for peer groups to use these resources
 - iii. Provide resume and cover letter templates and resources for the public

5. Goal – Promote organizational health
 - a. Objective – Develop a salary schedule
 - i. Employee pay will be comparable to similar positions in broader Carbon County Government
 - ii. There will be financial recognition for continued service
 - iii. Educational achievement, where relevant, will be financially incentivized
 - b. Objective – Maximize the number of employees eligible for benefits and paid leave
 - i. The Library board and director will work to increase individual staff hours and lower thresholds to receive benefits
 - ii. The Library will explore partnering with either Carbon County Government or another Wyoming Public Library System to lower employee insurance premiums and provide a higher standard of insurance coverage
 - c. Objective – Provide educational opportunities for employees
 - i. The Library will subsidize membership in the Wyoming Library Association for all employees
 - ii. The Library will promote to staff, and support financially, conference and training opportunities
 - iii. Employees will be encourage to present their own work at conferences, and to take leadership roles in the wider library communities
 - d. Objective – Promote personal and professional growth for employees
 - i. Employees will be encouraged and assisted in applying for grant funding for education and training
 - ii. The Director will work with staff to set annual goals for their positions and particular Library branch
 - e. Objective – Strengthen and promote the Library Foundation and Friends of the Library groups
 - i. The Library will use community partnerships to recruit new members to these organizations
 - ii. The Library will support and assist local groups wishing to start a new Friends of the Library in their town
 - iii. The Library will facilitate meetings between these groups to network and share ideas

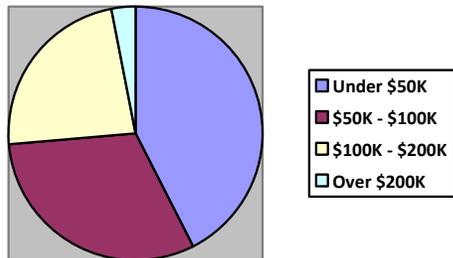
SERVICE POPULATION AND VITAL STATISTICS

Municipality	Population
Carbon County	14,800
Baggs	418
Elk Mountain	186
Encampment/Riverside	480
Hanna	774
Medicine Bow	261
Rawlins	8,510
Saratoga	1,623
Sinclair	397

Population Demographics



Household Income



13.1% of Carbon County residents live below the poverty line, including 17% of children and 11% of seniors. Wyoming's overall poverty rate is 11.2%

84% of residents speak English at home, 16% speak Spanish

Percentage of 4th grade students with proficient or advanced reading capabilities
 38% - Carbon #1
 71% - Carbon #2
 64% - State of Wyoming

