



Our Next Chapter

STRATEGIC DIRECTION 2023-2027



TETON COUNTY
LIBRARY

BIBLIOTECA DEL CONDADO DE TETON

MESSAGE TO THE COMMUNITY

Dear Friends,

This year, 2023, marks the 85th anniversary of the Teton County Library. This document honors the hard work of those dedicated citizens who joined together to create a free Library for our community. This ambitious strategic framework also represents our strong commitment to the future of Teton County Library (TCL).

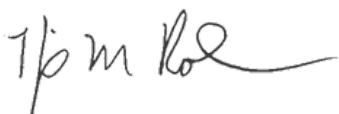
Over the past several months, we had the opportunity to hear from you, our community, about your unique perspectives on the Library and about your priorities, aspirations, and hopes for the future. Our engagement through community retreats and an in depth survey brought into clear focus how TCL can best serve our diverse and growing community as we move forward.

In the course of focusing on these strategic priorities over the next four years, we anticipate changes that will have far-reaching impacts on our community. As we work to address the needs of our community with thoughtful, creative, and innovative initiatives, we will embrace our new mission and vision for TCL while fulfilling our role as an essential resource for all residents of Teton County.

This framework will lead to specific, measurable goals and the timelines to achieve them as we develop our annual plans over the next four years.

We will be checking in regularly with our Library stakeholders, Library staff, and Board of Directors to evaluate our progress and adapt as needed. We will celebrate successes and share updates annually with the broader community.

We thank you for all your valuable input on this project, and we invite you to join us in the journey of the next few years.



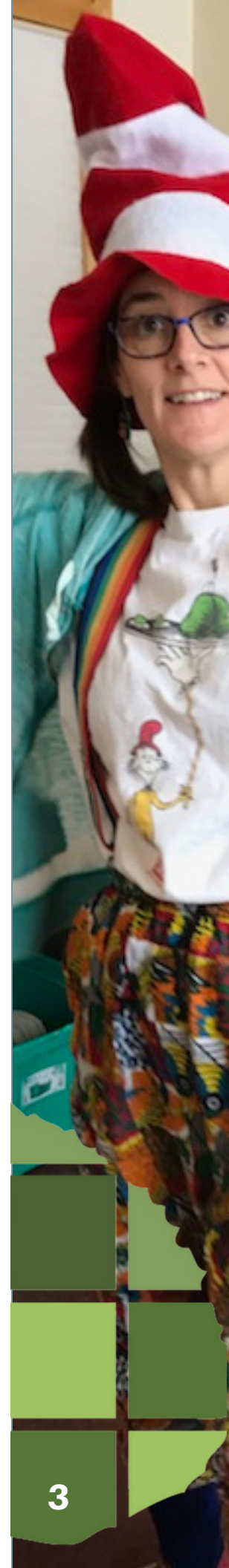
Kip Roberson
Director of Library Services



Peter Stalker
Teton County Library Board Chair

CONTENTS

Message to the Community.....	2
Table of Contents.....	3
Strategy Infographic.....	4
Mission/Vision/Values.....	5-6
Strategic Priorities.....	7
Priorities & Goals.....	8-11
Implementation & Evaluation..	12-13
Public Input.....	14-15
Acknowledgements.....	16





TETON COUNTY
LIBRARY
BIBLIOTECA DEL CONDADO DE TETON

Vision

A welcoming community inspired to pursue its passions, forge connections, discover new ideas, and engage in civic life.

Mission

We foster literacy and lifelong learning, inspire creativity, and strengthen community.



COMMUNITY

TCL serves as a community hub through engagement, partnership, and outreach.

- Re-imagine how and where library services are delivered.
- Ensure library services, staff, programs, and collections are inclusive.
- Collaborate with individuals, groups, and organizations to strengthen our community.
- Implement more effective marketing strategies.



LIFELONG LEARNING

TCL advances lifelong learning and literacy through outstanding collections, programs, and services.

- Ensure that Library collections and resources reflect diverse community needs.
- Expand the community's digital, technological, and information literacy skills.
- Provide high-interest, engaging, and inclusive programs.
- Develop equitable and accessible library services.



SPACES

TCL provides inspiring, innovative, accessible, and responsibly-designed spaces that foster connections and enhance access to information, knowledge, and services.

- Provide accessible and functional library spaces – interior and exterior.
- Ensure library facilities are welcoming, comfortable, clean, and safe.
- Invest in capital improvements that incorporate new technologies and amenities.



ORGANIZATIONAL EXCELLENCE

TCL develops people, policies, and practices that ensure a strong, healthy organization.

- Create a healthy organization that serves the community.
- Develop and implement dynamic planning processes that ensure strategic alignment.
- Ensure Library is appropriately funded and transparently administered.
- Develop policies that are relevant and equitable.
- Ensure operations are more sustainable.

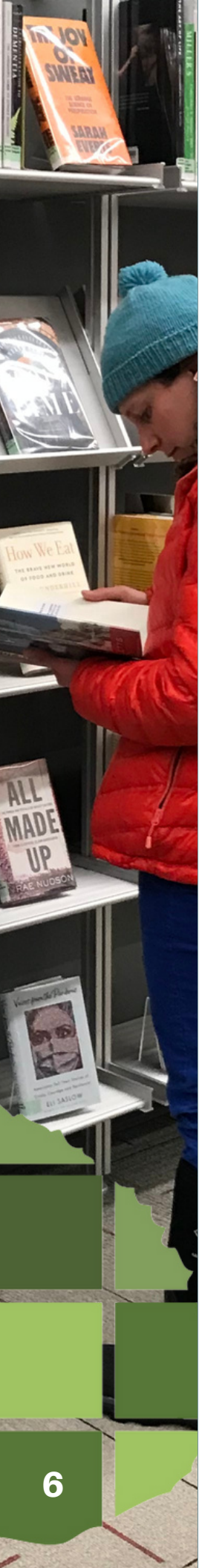
VISION

A welcoming community inspired to pursue its passions, forge connections, discover new ideas, and engage in civic life.

MISSION

We foster literacy and lifelong learning, inspire creativity, and strengthen community.





VALUES

SERVICE

We anticipate and respond to the needs of our community. We put the needs and interests of others before ourselves.

COLLABORATION

We foster teamwork with our colleagues, partners, and the public. We are supportive and respectful of others' ideas and encourage healthy debate.

ACCOUNTABILITY

We take responsibility for our actions and honor our commitments. We are transparent, accessible, and financially responsible.

EXCELLENCE

We are committed to be learners and leaders in our fields. We strive to exceed expectations.

POSITIVITY

We assume positive intent. We come to work with a positive attitude each day.

INNOVATION

We challenge the status quo and embrace meaningful change. We learn from our successes and failures.

INTELLECTUAL FREEDOM

We support the rights of every individual to read, seek information, and speak freely as guaranteed by the First Amendment.

EQUITY/DIVERSITY/INCLUSION/ACCESSIBILITY

We ensure our services, spaces, and resources are representative of diverse cultures and perspectives, intentionally inclusive, and accessible to everyone.

STRATEGIC PRIORITIES

The TCL Strategic Direction has four overarching strategic priorities.

COMMUNITY

TCL is community focused and serves as a hub of civic engagement: nurturing existing relationships, fostering new ones, and further strengthening community as a result. Library staff are engaged actively with the community, connecting individuals, groups, and organizations to a vast array of library resources and serving as conveners to foster civic discourse. Staff help facilitate learning and creativity for all community members.

LIFELONG LEARNING

TCL provides opportunities for individuals, groups, and organizations to access a variety of tools and resources to discover, learn, and create. The Library enables the curation and sharing of the community's knowledge and innovation. A great library is an interactive place focused on human needs, providing space for performances, meetings, programs and activities for all age groups, art installations, and general public gatherings, and, of course, books and other collections. The Library facilitates and supports the learning and civic needs of the community.

SPACES

TCL is a welcoming space for a wide range of purposes such as reading, communicating, learning, playing, meeting, and working. Its design reflects that people are not merely consumers of content but creators and citizens as well. Its physical presence serves as an anchor for community engagement and helps to strengthen social bonds and community identity. The Library is also a virtual space where community members can gain access to information, resources, and the rich experiences the Library offers. In the creative design of physical and virtual spaces the Library defines what makes a great public space.

ORGANIZATIONAL EXCELLENCE

TCL cultivates an environment that inspires innovation, provides responsive management and decision making, and implements library best practices. The Library has an internal framework of standards and processes that engage and motivate staff to deliver programs, collections, services, and partnerships that fulfill community needs. The Library embraces innovation and change so that it reflects the changing community it serves.



PRIORITIES & GOALS

PRIORITY 1: COMMUNITY

TCL serves as a hub of the community through engagement, partnership, and outreach.

Goal 1: Reimagine how and where Library services are delivered. Develop ways to expand Library presence across Teton County that create equitable opportunities for underserved areas and populations.

Goal 2: Engage with our diverse community to ensure that library services, staff, programs, and collections are inclusive.

Goal 3: Collaborate with individuals, groups, and organizations to create opportunities for learning, connection, and civic discourse, building a strong, engaged, and vibrant community.

Goal 4: Develop and implement marketing strategies that communicate the Library's mission and demonstrate the Library's vital role in the community.

POTENTIAL ACTIONS

- Translate Library newsletters, brochures, policies, and advertising into Spanish, other key languages
- Offer seasonal Library cards
- Grow existing and foster new relationships with community partners
- Redesign website for improved accessibility

POSSIBLE SUCCESS INDICATORS

- Teton County residents have multiple points of access to a variety of library services
- Partnership evaluation shows increased connections with new partners and deepened connections with others
- Patrons report feeling represented and engaged
- Library is more readily recognized as a key resource in the community

PRIORITY 2: LIFELONG LEARNING

TCL advances lifelong learning and literacy through outstanding collections, programs, and services.

Goal 1: Provide physical and digital collections and resources that support diverse community needs and the joy of discovery.

Goal 2: Expand the community's digital, technological, and information literacy skills by providing up-to-date and timely technologies, resources, and instruction.

Goal 3: Provide high-interest, engaging, and inclusive programs that promote a love of reading, stimulate personal development, educate, or entertain.

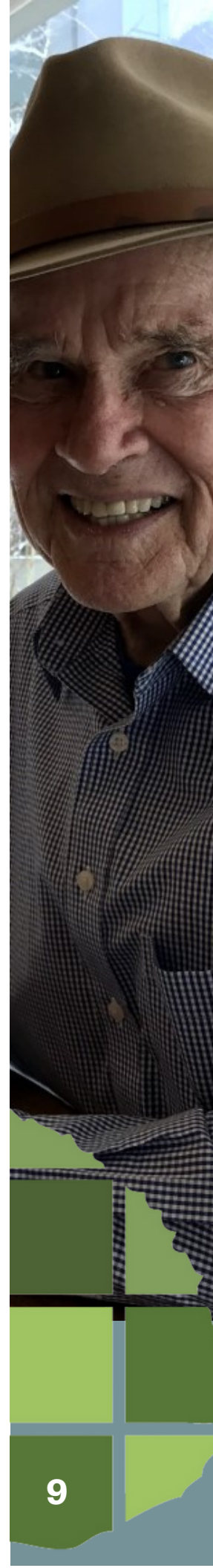
Goal 4: Develop equitable and accessible services that align with community interests and needs.

POTENTIAL ACTIONS

- Expand *Library of Things* collection
- Offer more technology one-on-one sessions at strategic locations across the county
- Expand program offerings to include computer/technology classes, ESL, arts & crafts
- Offer more bilingual and Spanish language programs for all ages
- Offer passport processing services

POSSIBLE SUCCESS INDICATORS

- Increased program satisfaction
- Increased community awareness and use of services
- Patron reports of confidence using technology
- Patron reports that collections and programs offered are culturally inclusive
- Increase in overall digital literacy skills in the community



PRIORITY 3: SPACES

TCL provides inspiring, innovative, accessible, and responsibly-designed spaces that foster community connections and enhance access to information, knowledge, and services.

Goal 1: Provide new or expanded and functional spaces that are accessible and responsive to the community's needs.

Goal 2: Ensure the Library's buildings and surrounding spaces are welcoming, comfortable, clean, safe, and well-lit.

Goal 3: Invest in capital improvements that modernize the Library's infrastructure and enhance the patron experience through contemporary technologies and new amenities.

POTENTIAL ACTIONS

- Conduct space utilization study
- Provide more quiet study spaces
- Transform Library lobby into a community gathering space
- Create more usable outdoor spaces
- Create a makerspace and multi-media lab

POSSIBLE SUCCESS INDICATORS

- Increased use of Library lobby and outdoor spaces
- Patron reports that the types of space we have meet their specific needs when visiting
- Strong usage statistics of makerspace and multi-media lab

Survey comments:

"More gathering spaces, and more maker space and library of things."

"Workspace is going to be in demand and I think you'll need to address that."

PRIORITY 4: ORGANIZATIONAL EXCELLENCE

Teton County Library develops people, policies, and practices that ensure a strong, healthy organization.

Goal 1: The Library identifies and pursues organizational needs (staff complement, staff capacities, and employee development, resilience, and growth) creating a healthy and rightsized organization that best serves the community and meets the vision of this strategic direction.

Goal 2: The Library develops leadership and implements dynamic planning and implementation processes that maintain strategic direction alignment and meet community needs and priorities.

Goal 3: The community is most effectively served by a library that is appropriately funded and transparently administered to meet community needs. The Library operates in compliance with all local, state, and federal laws and regulations, ensuring public confidence in the effective stewardship of public funds.

Goal 4: Library policies are developed, enforced, and regularly reviewed to ensure relevance, accuracy, equity, and alignment with professional library principles and best practices.

Goal 5: The Library and its operations will become increasingly environmentally sound, socially equitable, and economically and resource feasible.

POTENTIAL ACTIONS

- Increase investment in staff and board training
- Ensure ongoing cultural competency training for staff and board
- Create Library statistical and financial dashboards for community transparency
- Install electric car chargers

POSSIBLE SUCCESS INDICATORS

- Increased staff and board understanding of patron demographics and usage patterns
- Patron reports of feeling welcomed, represented, and engaged
- Highly engaged and invested staff
- Community reports that the Library is trusted and valued





IMPLEMENTATION & EVALUATION

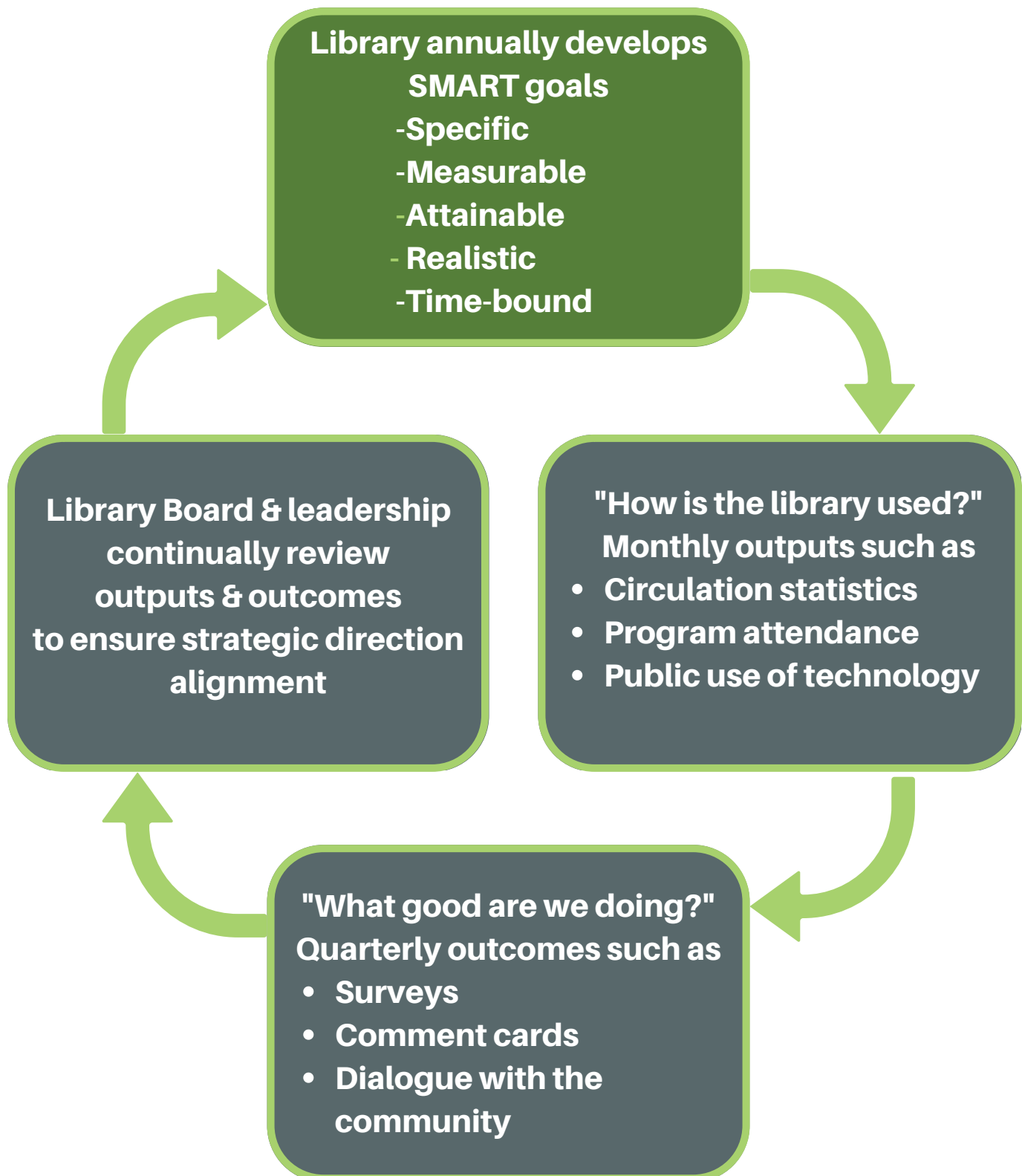
This plan provides a strategic framework to guide our Library over the next four years. It identifies areas of focus that align with current strengths and presents goals that address community needs. The Director, Leadership Team and Staff, in conjunction with the Board of Directors, will develop actionable steps toward achieving these goals conforming to the SMART acronym: Specific, Measurable, Attainable, Realistic and Time-bound.

Additionally, the Library will continue to track objective measures and outcomes to measure success. We will track the circulation of library materials, changes in the size and composition of our collection, public use of technology, and community involvement. These objective measures can show absolute gains or losses in specific areas of library service, be compared against industry trends or historical data, and be aggregated to gauge TCL's position among peer institutions. A statistical dashboard will be added to the Library's website for regular tracking of key activity indicators.

While harder to measure and compare, outcomes often tell a richer story. Outcomes measure specific benefits from library programs or services. Outcomes can be qualitative or quantitative and help answer the question "What good did we do?" Through the use of surveys, comment cards, and regular dialogue with the community, progress towards our goals will be evaluated by increased patron satisfaction and positive outcomes of library programs.

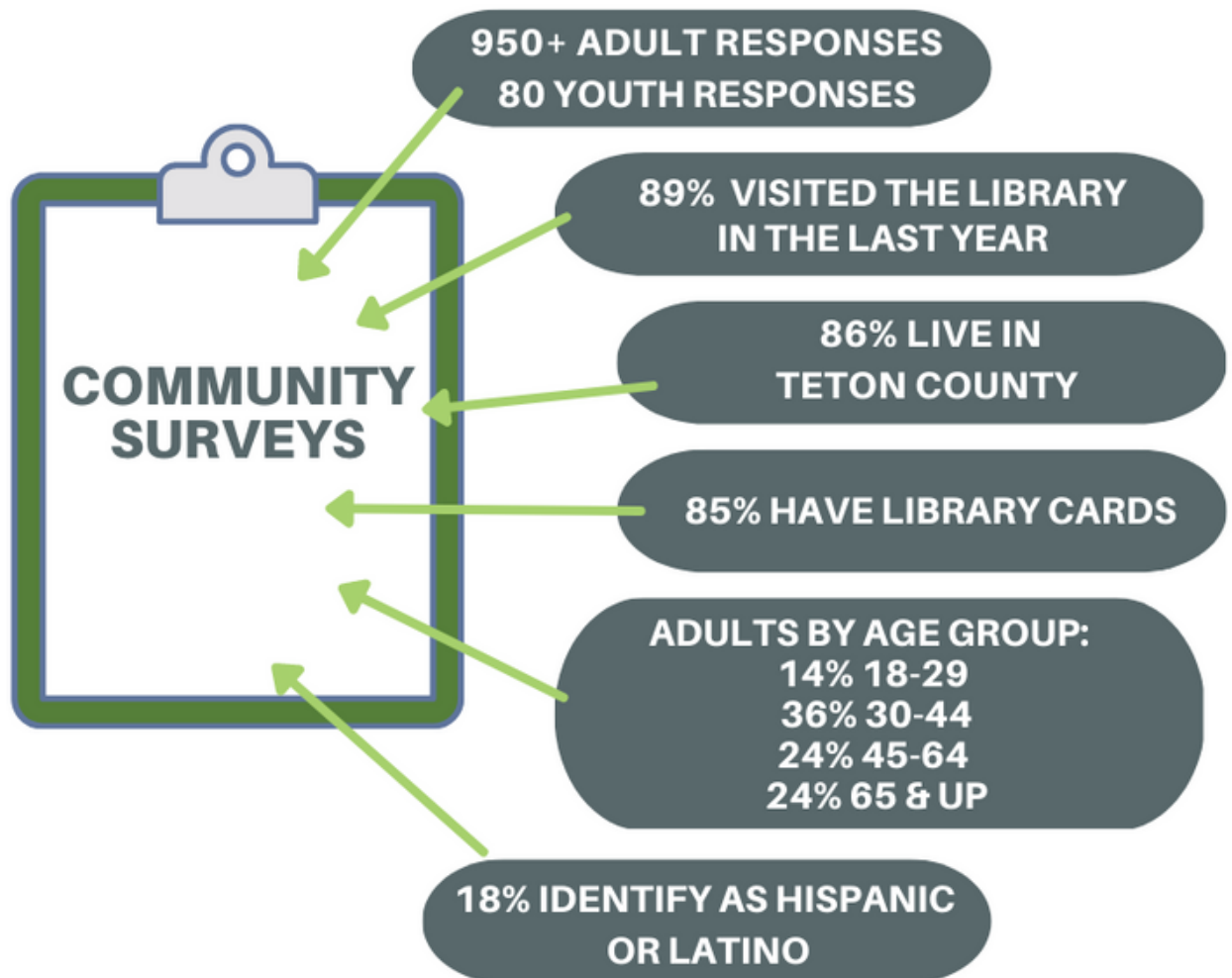
As a high-level framework for guidance, this plan will be influenced by changes external to the Library. The Library Board of Directors will regularly review and revise these strategic priorities and goals and make additional annual suggestions, informed by metrics and other changes relevant to the Library and Teton County.

EVALUATING OUR PROGRESS



PUBLIC INPUT

How the plan came together



COMMUNITY RETREATS
Jackson: 25 participants
Alta: 13 participants
JH Community School
Faculty & Students

LIBRARY STAFF
SMALL GROUP MEETINGS



PUBLIC INPUT

Survey and retreat responses

Several **common themes** emerged in the surveys and retreats which were incorporated into our strategic priorities.

Retreat: How can the Library improve?
Community Building/Engagement.....22.4%
Classes.....13.8%
Outreach/Promotion.....12%
Technology.....8.6%
Collection.....7%

Survey: What are your favorite things about the Library?
Collection.....21%
Spaces.....19%
Staff.....12%
Youth Wing/Programs.....6.2%

Survey: What do you dislike/
think needs to be improved?
Nothing/All good.....23%
Spaces.....13.4%
Hours.....12%
Collection.....11.7%

Survey comment:
"The Library has always been a hub for community events and activities. It has been a solace for kids & teens for a **space** after school."

Retreat: What's the Library's greatest strength?
Atmosphere/Welcoming.....41%
Staff.....11.8%
Community.....11.8%
Programs.....11.8%

Survey: What programs/services would you like the Library to provide?
Classes/Workshops.....17%
Nothing/All good.....10%
Collection.....7.6%
Community building.....6%
Library of Things.....4.4%

"La Biblioteca es un lugar seguro y relajado donde mis hijos se concentran para hacer sus tareas y actividades, mientras yo escojo libros"

Survey comment:
"Continue to be a strong voice for information literacy and digital equity and literacy! Tools and trainings across ages here are invaluable and essential to democracy and healthy communities."

OUR THANKS

RAPID RESULTS PLANNING FACILITATORS - WYOMING COHORT

Brian Greene, Library Development Manager, Wyoming State Library
Richard Landreth, Director, Lincoln County Library System
Terri Leslie, Executive Director, Campbell County Public Library System
Lisa Scroggins, Executive Director, Natrona County Library

TETON COUNTY LIBRARY STRATEGIC PLANNING COMMITTEE

Lori Clark-Erickson, TCL Friends Board President
Blanca Moye, Innova Systems America & Liaison to LatinX community
Diana Peck, TCL Foundation Executive Director
Peter Stalker, TCL Board Chair
Kip Roberson, Director of Library Services
Grace Robertson, TCL Volunteer
Staff: Jerry Bilek, Susan Centrella, Eva Dahlgren, Diana Eden, Stephanie Franco, Joe Gagnon, Angela Jordan, Halie McGough, Pati Rocha, Stella Terrazas

COMMUNITY RETREAT PARTICIPANTS

Steve Ashworth	Barbara Hauge	June McCollister	Nicola Senape
Alin Badillo	Sue Heffron	Tori McGough	Kris Shean
Jenna Beck	Victor Hernandez	Bernie McHugh	Beverly Shore
Betsy Bernfeld	Carlen Hervig	Kathy O'Neil	Peter Stalker
Kelly Bettner	Karen Hurst	Diana Peck	Karen Terra
Lina Collado	Ivan Himenez	Scott Pierson	Taylor Todd
Nastassia Cruz	Allie Truelove	Luther Propst	Savannah Wake
Sarah Dunn	Nina Lenz	Carolyn Ripps	Alyssa Watkins
Eric Ebeling	Callie Mastrianni	Grace Robertson	Janice Wilson

Gordon Hight and the faculty and student body of JH Community School

TETON COUNTY LIBRARY STAFF

Anna Barker	Diana Eden	Deb Hill	Monica Overly
Jerry Bilek	Stephanie Franco	Beth Holmes	Kurt Plagge
Cayla Broseus	Amy Fulwyler	Lucy Iselin	Leslie Prendergast
Susan Centrella	Joe Gagnon	Jessica Johnson	Kip Roberson
Karen Challe	Alfredo Gonzalez	Angela Jordan	Pati Rocha
Rachel Cisto	Virginia Grosse	Beverly Koller	Thibaud Sanchez
Michelle Cogburn	Olivia Hackett	Callie Mastrianni	Leah Shlachter
Alex Cook	Lindsey Harris	Tara May	James Silva
Eva Dahlgren	James Henretty	Halie McGough	Rick Smith
			Stella Terrazas

With special thanks to the more than 950 community members who took part in our surveys--it is our hope that you see yourself reflected in our strategic direction!

And still more thanks to Teton County Library Foundation & Friends for funding support of the planning process.