

Core Area of Focus:
Setting the Foundation - Operations and Facilities

1. Design, execute, and continuously evaluate the administrative operations that support the delivery of library service to the community.

Possible goals: administrative processes, HR processes, internal communications, staff development, goals to ensure staff success

Goals (from plan)	Actions	Timeframe for activity	By Whom
Create HR Processes Guide for the Library	- Talk with HR Analyst - Research HR Chanweb pages for instructions	2021	Kris Sherman
Increase internal communication, shaping of division's culture, and support of staff by Library Leadership (Rachelle/Kris) with occasional presentations by other members of Leadership as needed	- Attend branch staff meetings (rotation) - Initiate special "information sessions" to meet with staff (quarterly or semi-annually)	On-going, beginning 2021	- Kris Sherman - Rachelle Kuzyk - Tara Anglin - Marybeth Gardner - Kristain Johnston - Jo-el Miller - Abigail Nersesian - Jean Reynolds - Paul Smith - Sue Van Horne - Karrie Wicks
Reinstitute focus on GASP tenants as they relate to customer service, including a culture where we put the library user first when making decisions about library hours, services, collection management, staff development, and program-planning (when people come and not when staff find preferable). Continually ask ourselves, "What would the best library do?"	- Share Customer Service training on GASP with Rachelle - Share GASP with new people on LLTM and refresh concept with staff who were at CPL when GASP was introduced - Particularly focus on the adjectives that define/describe "Why do we exist?"; "How do we behave?"; "What do we do?"; "How will we succeed?"; "What is the most important, right now?"; and "Who must do what?"	On-going, beginning 2021	- Kris Sherman - Rachelle Kuzyk - Tara Anglin - Marybeth Gardner - Kristain Johnston - Jo-el Miller - Abigail Nersesian - Jean Reynolds - Paul Smith - Sue Van Horne - Karrie Wicks

- Add changes in positions to the Current and Future Vacancies Smartsheet - Update any positions for which there have been changes	- Add changes in positions to the Current and Future Vacancies Smartsheet - Update any positions for which there have been changes	On-going	Kris Sherman and others as designated
Succession planning for leadership and branches	Conduct strategy sessions to identify opportunities within CPL for movement in key positions	On-going	Leadership team
Strengthen volunteer engagement and process and procedures	- COC volunteer liaison meeting(s) with HR, Risk Mgmt and Legal - Annual 1:1 with volunteer liaisons - Annual review of activity descriptions and procedures	TBD	Community Engagement Coordinator, staff as assigned
Build organizational understanding and identity (FOL). Establish clear lines of division of work between CPL/FOL partnership	Create BOD orientation and organizational overview. Create transfer of duties in response to term limits	TBD	Community Engagement Coordinator, FOL BOD

2. Implement a robust data governance structure to inform decision-making and drive change

Possible goals: statistical gathering process and platform, how/when/who

Goals (from plan)	Actions	Timeframe for activity	By Whom
Determine if the reestablishment of the "Statistical Review for FY xxxx", formerly created annually, would be a useful tool for statistically-driven decision making.	- Meet with Rachelle and share Statistical Review for FY xxxx - If determined to be useful, establish a team to fill in/crunch the numbers for the document	TBD	- Kris Sherman - Courtney Allen (PLA and LSTA survey stats) - Jean Reynolds (Programming stats) - Tara Anglin (volunteer and FOL stats) - Marybeth Gardner (Collection stats)

			Paul Smith (computer access/database stats/)
Demonstrate staff impact by reporting weekly branch statistics on LibWeb	- Determine what type of statistics would be meaningful (door count; program attendance; circulation; staff kudos?) - Who is the audience? Staff? Department? City Leadership? Mayor and Council?	TBD	Leadership Team
Improved analytics	Create a server to store and retrieve data (data warehouse) and another to perform ETL functions using recurrent automation scripts	2021/2022 with additional integrations ongoing	Paul Smith
Charging stations	Design 3-5 hardware standards that can be used interchangeably throughout all library locations	2021/2022	IT Team
Alerting & Dashboards	Leverage analytics servers after completing the "improved analytics" project to reduce investment needed	2022/2023	Paul Smith
Backup Internet Provider	Work with new ISP to bring service into the library's data center and design redundancy through core network devices. Configure library firewalls to allow seamless cutover to backup ISP	2022/2023	- Paul Smith - Selected vendor
Data Center Enhancements	Improve data center reliability by incorporating modern battery backup	2023/2024	IT Team
Automation	Incorporate new technologies that	2023/2024	Varies

	streamline operations and improve patron experience		
WiFi Upgrade	Upgrade existing WiFi Gen 5 equipment with WiFi gen 6e equipment	2024/2025	- IT Team - Vendors
Staff Mobility Technology	Improve ability for library staff to provide patron assistance or perform work duties untethered from desks	2024/2025	IT Team
Assess volunteer satisfaction	Conduct annual survey	Annually	Community Engagement Coordinator, CPL volunteers
Analyze donor support and fundraising appeals and platforms	Utilize data reporting available in various FOL affiliated accounts	Quarterly	Community Engagement Coordinator and FOL Board

3. Create and maintain welcoming, safe, and constantly evolving spaces and services

Possible goals: Facility issues, physical items used by the public, security

Goals (from plan)	Actions	Timeframe for activity	By Whom
Increase community access to traditional and emerging maker equipment and software to address issue of digital divide and 21st century skill building	- Determine the demographic/audiences/age groups most impacted by the digital divide - Develop and offer in- house classes/sessions for those designated as underserved by the digital divide. (These groups may include individual students/junior or senior high school classes; extra-curricular school groups; AZ Sci Tech participants; adult community groups (Rotary); Chamber of Commerce and other organizations that attract business people; meet-up groups; seniors; funders (FOL board and donors), etc.)	On-going	- Makerspace Librarian - Staff work group - Makerspace Librarian - Staff work group

	Schedule maker equipment training sessions for library staff system-wide	On-going	- Makerspace Librarian - Staff work group
Library space design assessment(s) to determine optimum use of facilities	Hire a consultant to look at facilities system-wide, with an eye for customer services and service delivery, efficient and effective staff flow, and asking the “right” questions	2023-2025	- Rachelle - Leadership Team or others TBD
Integrate contract security staff more fully into public service teams	- Submit a Decision Package for funding of a full-time security position at the Downtown Library - If approved, schedule security personnel to attend Downtown staff meetings	2022-2023	
Establish a welcoming environment for volunteers	Update guidelines for volunteer liaisons and train on best practices for volunteer engagement	On-going, 2021	Community Engagement Coordinator and volunteer liaisons

Core Area of Focus: Partnering in Discovery – Collections and Resources

1. Connect customers with resources at the point of need, anytime anywhere through enhanced discovery tools that improve the findability and user experience

Possible goals: catalog, website, app, reader's advisory, merchandising physical collection

Objectives (from plan)	Actions	Timeframe for activity	By Whom
Admin will stay up-to-date on innovations; new perspectives; best practices	Members of Leadership attending conferences; webinars; classes; seminars; and articles will share highlights at LL	On-going, beginning September 1, 2021	Leadership Team (or, include Librarians, too)?
Improve visibility of collection materials on display and in stacks while also addressing staff training/knowledge	Meet to revise current plan with appropriate representatives from across system; assign benchmarks of	On-going	Leadership Team (or, include Librarians, too)?

gaps for merchandising	- performance with appropriate job descriptions - Establish an ongoing evaluation process	On-going	On-going
Establish best practices for collections promotion for our emerging Bibliocommons suite	Create a team of ChandlerAZreps; Consistency with reader's advisory/list building within CORE	2022/2023	Leadership Team (or, include Librarians, too)?
Reevaluation of physical spaces that match the user's evolving collection needs and circulation trends	- Use same hired consultant from above to consider the physical spaces and develop/administer a survey of user's to determine their current collection needs amid current and forecast circulation trends	TBD	Leadership Team (or, include Librarians, too)?
Public Access Catalog	Improved online catalog designed to be easier to use and provide better patron experience	2021/2022	- Committee - Vendor
Mobile App	Improved app designed with better catalog integration for a better patron experience	2021/2022	- Committee - Vendor
Revamped website	Improved site design to be easier to use and provide a better patron experience	2021/2022	- Committee - Vendor
Mobile printing	Replace desktop focused wireless printing solution with a product built to support all mobile devices and enable easy BYOD printing	2022/2023	IT Team
Outreach with schools and other organizations to introduce and review	Connect with school staff and administration to coordinate library	Ongoing	Branch programming staff

databases and other resources	tours and school visits		
Diversify and enhance opportunities for giving. FOL – corporate/legacy – develop multi dimensional support model	Create corporate and legacy giving opportunities	Ongoing	Community Engagement Coordinator, FOL Board, Marketing

2. Appropriately steward our collections and other information resources for the benefit of the entire community.

Possible goals: diversity, fiscal responsibility, format needs, collection/database enhancements

Goals (from plan)	Actions	Timeframe for activity	By Whom
Address how diversity, fiscal responsibility, format needs, and collection/database enhancements influence CPL collections and other information resources	- Discuss CPL perspectives, priorities, philosophies, and culture as they inform the Strategic Plan - Arrive at “one voice” so we’re consistent in the messaging to staff and customers	On-going, beginning September 1, 2021	Rachelle and informed by Marybeth and Charles with input/questions from the rest of Leadership Team
Partner with Diversity office to ensure the library and its collections are aligned with their DEI philosophy	- Designate staff to meet with Diversity office - Schedule meeting(s)	2021-2022	- Leadership - Programming staff
Continuous evaluation of circulation to guide acquisition	TBD	On-going	- Leadership - Collection development
Continue to cultivate relationship with school partners to ensure needs of HS being met	- Staff system-wide meet to determine where we are in communication with school partners - Schedule meeting(s) with school partners	On-going	Leadership team, Instructional Specialists, programming staff
Awareness in new trends in format and	TBD	On-going	- Leadership team - Librarians

service delivery models			
Advocate the community's need for collection of resources	TBD	TBD	TBD
Consistently maintain, market and move collections for optimum circulation and exposure	TBD	On-going	- Leadership team - Customer service staff
Review periodicals to determine feasibility and ROI on subscriptions	TBD	Annually	Collection Development

3. Integrate data-driven collection management strategies that build a comprehensive resource selection for the community

Possible goals: acquisition matrix, staff training on deselection, refloating, collection maintenance,

Goals (from plan)	Actions	Timeframe for activity	By Whom
Development of collection management benchmarks (turnover, circulation, etc.) for acquisition etc. to highlight ROI	Create a "Plan" to outline the benchmarks; how often the data will be gathered and tracked; what indicates success	TBD	Marybeth and Charles
Refloating – Understanding the unique collection needs to determine distribution	TBD	TBD	TBD
Develop a consistent systemwide process of deselection consistent with data demonstrated usage	- Non circ - Excess copies - Nonperformance	TBD	TBD

Core Area of Focus: Inspiring Experiences – Programs and Services

1. Provide inspiring and inclusive learning environments and staff expertise, both in our library locations and in strategic locations across the community.

Possible goals: Outreach plan, programming technology, programming evaluation

Goals (from plan)	Actions	Timeframe for activity	By Whom
• Increase the knowledge of makerspace resources and culture in the larger Chandler community, and amongst staff	• Conduct training sessions for staff system-wide • Invite other City Departments/Divisions to experience the space and schedule classes for training in specific areas of interest • Invite organizations; community groups; high school classes to visit the Makerspace	• On-going	• Jean • Sue • Tara • Kristain • Paul?
• Increase DEI related program offerings	• Work closely with City of Chandler DEI office	• TBD	• TBD
• Partner with community stakeholders to provide senior and all abilities programming	• TBD	• TBD	• TBD
• Expand outreach efforts	• Develop outreach volunteer roles	• TBD	• Community Engagement Coordinator • Outreach team • CPL volunteers

2. Anticipate and respond to the evolving needs and expectations of Chandler citizens, community partners, and corporate stakeholders.

Possible goals: diversity programming, programming needs assessment, virtual programming, public service enhancements

Goals (from plan)	Actions	Timeframe for activity	By Whom
• New patron emails	• Automate sending of new patron emails to deliver a list of benefits and resources to new card holders	• 2021/2021 (after completion of "Improved Analytics" project)	• Paul Smith • Marybeth Gardner • Communications (?)
• Versatile kiosks	• Create a new standard for low cost,	• 2023/2024	• IT Team

	interactive kiosks using power over ethernet, allowing staff to centrally create and manage content		
Huddle Rooms	Add technology to existing study rooms to increase utility and help bridge digital divide	2022/2023	IT Team
Share, analyze and evaluate programming assessment tools and statistics	Analyze and use results for future program planning	TBD	- Rachelle - Kris - Jean - Kristain - Sue - Karrie - Jo-el - Paul
Volunteer support of programming and public service enhancements	Create meaningful volunteer roles	TBD	- Community Engagement Coordinator - CPL volunteers

3. Actively engage customers through intentional and meaningful interactions at every service point.

Possible goals: customer service, comment cards

Goals (from plan)	Actions	Timeframe for activity	By Whom
- Conduct service assessments - Increase staff awareness of readers' advisory tools and best practices to improve customer engagement and satisfaction	- Work with consultant to analyze survey results - Develop a plan - Conduct staff training	- TBD - TBD - TBD	- Leadership Team - Leadership Team and others, potentially including Anbolyn, Michelle, and Lindsey
Offer resources reflecting the varied experiences, interests and aspirations of the larger Chandler community	TBD	TBD	TBD
Increase public feedback through the	TBD	TBD	TBD

use of surveys, QR codes and social media			
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Core Area of Focus:
Connecting Community – Collaboration and Advocacy

1. Share our story by promoting our services and communicating the relevancy and impact of those services.

Possible goals: Communication plan, special events, targeted emails

Goals (from plan)	Actions	Timeframe for activity	By Whom
Community lockers	Explore options for connected lockers to extend holds pick-up hours, add pick-up locations and expand library services further into the community	2024/2025	- Committee - Vendor(s)
Demographics and mapping data	Map active card holders to help us understand how we can better serve Chandler residents	2025/2026	- Committee - Vendor(s)
Celebrate volunteer services	Host annual volunteer appreciation event	Annually, each April	- Community Engagement Coordinator - Library Leadership - CPL volunteers
Celebrate donors and supporters	Host annual meeting	Annually, each October	- Community Engagement Coordinator - FOL Board - CPL staff - Donors

2. Attract new philanthropic and grant funding in support of strategic priorities

Possible goals: Friends of the Library, grant process, sponsorship opportunities

Goals (from plan)	Actions	Timeframe for activity	By Whom
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Engage corporate volunteers	Create projects that support library programs and services that specifically target corporate volunteerism	TBD	- Community Engagement Coordinator - Library Leadership - Corporate community outreach representatives
Fund library programs and services	- Explore and apply for grant opportunities - Establish evergreen giving campaigns	TBD	- Community Engagement Coordinator - Library Leadership - FOL Board - Library Executive Assistant

3. Collaborate with local government, businesses, and organizations to realize common goals

Possible goals: CUSD, State Library, Chandler Diversity, Community Services, Chamber

Goals (from plan)	Actions	Timeframe for activity	By Whom
Expand and improve volunteer services at CPL	Work with COC departments to streamline volunteer efforts. Develop corporate volunteer opportunities	On-going	- Community Engagement Coordinator - City of Chandler - Corporate community outreach representatives
Expand funding for CPL	Develop working relationships with the Chamber of Commerce, corporations and networking organizations	On-going	- Community Engagement Coordinator - Community and corporate representatives