Library Board Regular Meeting

November 16, 2021 | 6:30 p.m.

Copper Conference Room 254
22 S. Delaware St., Chandler AZ
or https://whereby.com/cplcopper

Board Members
Roman Orona
Karla Palafox
Maria Munoz
Michael McElhany
Elizabeth Brizel
Arman Sidhu
Shanesha Davis

Pursuant to Resolution No. 4464 of the City of Chandler and to A.R.S. § 38-431.02, notice is hereby given to the members of the Chandler Library Board and to the general public that the **Chandler Library Board** will hold a REGULAR MEETING open to the public on Tuesday, November 16, 2021, at 6:30 p.m., at the Downtown Chandler Public Library, Copper Conference Room 254, 22 S. Delaware Street, Chandler, AZ 85225. One or more Board Members may be attending via https://whereby.com/cplcopper.

Persons with disabilities may request a reasonable modification or communication aids and services by contacting the City Clerk's office at (480) 782-2181(711 via AZRS). Please make requests in advance as it affords the City time to accommodate the request.

Agendas are available in the Office of the City Clerk, 175 S. Arizona Avenue.

Library Board
Regular Meeting Agenda - November 16, 2021

Call to Order/Roll Call

Scheduled/Unscheduled Public Appearances

Consent Agenda

1. September 21, 2021 Library Board Meeting Minutes
    Move Library Board to approve the minutes of the Library Board regular meeting of September 21, 2021.

2. Chandler Library Board 2022 Meeting Dates
    Move to approve the 2022 Chandler Library Board Meeting Dates

Briefing

3. **Library Manager's Report**

Member Comments/Announcements

Calendar

4. The next Library Board meeting will be held Tuesday, January 18, 2022

5. The next Friends of the Library Board meeting will be held Tuesday, January 11, 2022 @ 1pm

Adjourn

Library Board   Community Services

Date: 11/16/2021
To: Library Board
From: Courtney Allen, Management Assistant
Subject: September 21, 2021 Library Board Meeting Minutes

Subject:

September 21, 2021 Library Board Meeting Minutes

Agenda Item Title:

September 21, 2021 Library Board Meeting Minutes

Proposed Motion:

Move Library Board to approve the minutes of the Library Board regular meeting of September 21, 2021.

Attachments

Library Board Minutes September 21, 2021

Meeting Minutes
Library Board Regular Meeting

September 21, 2021 | 6:30 p.m.
Copper Conference Room 254
22 S. Delaware St., Chandler, AZ

Call to Order
The meeting was called to order by Chairman Davis at 6:30 p.m.

Roll Call

Commission Attendance
Chairman Shanesha Davis
Commissioner Maria Munoz
Commissioner Michael McElhany
Commissioner Arman Sidhu
Commissioner Elizabeth (Beth) Brizel (virtual)

Staff Attendance
Rachelle Kuzyk, Library Manager
Courtney Allen, Management Assistant

Absent
Commissioner Karla Palafox– excused
Commissioner Roman Orona - excused

Scheduled and Unscheduled Public Appearances
None

Briefing

1.   Chandler Mayor Hartke – National Library Month / Strategic Framework
Mayor Hartke presented the Mayor and Council Strategic Framework pamphlet.
Commissioner McElhany asked Mayor Hartke if he has any areas he would like the Library Board to focus on regarding the Innovation & Technology portion of the Strategic Framework, possibly using the Library's Technology and Makery resources to leverage partnerships and alternative funding sources. Mayor Hartke responded stating he would like to see the library continue making materials available to people regardless of where they live and continuing having a robust online availability of offerings. The Mayor also suggested the Library work with Intel, Bank of America or

Wells Fargo and their super volunteer program. These large corporations want to give back to their communities and are very fond of their employees volunteering.

Commissioner Brizel asked Mayor Hartke where in the process is the Nondiscrimination Ordinance survey. Mayor Hartke responded stating it is not as much of a survey as it is an outside consultant coming in to look at the City processes and hold a number of neighborhood meetings, or meet with other parties or city employees, and then make recommendations based on the information received. The Mayor says it is in process but he does not believe a consultant has been hired yet. This is with the City Manager at this point.

2.	Library Manager's Report

The Library Manager's Report was provided to the Library Board in advance of the meeting for the Board Members review. Chairman Davis asked if the Sunset library staff has been reassigned to other branches during the Sunset closure. Rachelle informed the Board that effective yesterday, Monday, September 20, Sunset has opened for holds pick-up and book drop and many Sunset staff are back in the branches. As the repairs continues in phases, staff may be able to safely access additional areas.

Commissioner Munoz asked what the projected time of completion for repairs to Sunset is. Rachelle stated the projected time frame is four months.

Commissioner Brizel asked if there is still a plan to select a park and what type of park for the permanent StoryWalk. Rachelle responded stating the original intent was for the StoryWalk to be at Sunset relatively quickly, but due to the building damage it is on hold. There is an established StoryWalk at Veterans Oasis Park and with the help of grant funds, there will be a mobile StoryWalk to be used for outreach events. Rachelle also informed the Board there will be work to the embankment at Sunset Park to improve safety and ADA compliance.

Commissioner Sidhu asked if the fine free proposal will make an appearance again in this new strategic plan. Rachelle responded stating she does see value in going fine free and many other valley libraries have moved forward with fine free. Rachelle will discuss with City leadership in the upcoming budget process. The library will be doing a sort of test run for fine free during the holiday season called Food for Fines. If patrons bring in overdue books along with non-perishable food items for the library to donate to AZSCEND, their fines will be waived. If we can gather data from this, we will be able to show the community finds value in it.

3.	Library Strategic Plan / Tactical Action Plan Update

The Strategic Plan was provided to the Library Board in advance of the meeting for the Board Members review. Rachelle briefed the Board on the background of the Library strategic plan. Library leadership hired a consultant in Fall, 2020 to gather and discuss what is important to the library and what does the library mean to the community. The library has not had a strategic plan in a very long time so this plan is intended to focus library administration to come at library services from a cohesive and strategic standpoint. We know there are no new libraries coming in this capital / bond cycle, but now that we have a strategic plan, we may be able to put together a master plan in the coming years where we can identify a need in the community for future libraries or multi-purpose facilities.

Commissioner McElhany inquired on the tactical action plans in relation to the strategic plan. Rachelle responded stating each branch will be submitting their branch level reports soon. There is an administration plan with leadership teams plan that is mostly ready, but Rachelle wants the branches input on what they will be doing at their locations. Once Rachelle receives the branches plans, she will compile into an overall action plan. Rachelle expects she will have everything compiled for the November meeting.

Rachelle asked the Board if they would be interested in the template to add their ideas for an action plan.

Discussion

1.   Hot Spots – Chairman Davis
Commissioner Davis inquired if the library offers hotspots to patrons. Rachelle responded that with the federal governments cares funding, the library received a grant in the amount of $10,256.72 for the purchase of 28 hotspots with a one-year unlimited data plan. The purchase has been approved and is in process.

2.   Laptop Loaners – Chairman Davis
Commissioner Davis inquired if the library offers laptops to patrons. Rachelle responded that we do not have any laptop loaners. It is something we can consider, but the hotspots is a good first start. Rachelle will bring the idea to leadership team and IT to consider the implications.

3.   Online Tutoring – Chairman Davis
Commissioner Davis inquired if the library offers online tutoring. Rachelle responded yes, our online and in-person tutoring is back up and running. Commissioner Sidhu inquired if it is an outside vendor or internal staff that provides the tutoring. Rachelle responded that the tutors are library volunteers.

4.   Children's Section Organization – Commissioner Munoz
Commissioner Munoz inquired how the children's books are organized, by author or topic. Rachelle responded that the library organizes the non-fiction books by the Dewey Decimal system. If there is a fictional book, they are organized by author. There are always staff at the desk that can help a patron locate a book or subject.

5.   Ordering New Books – Commissioner Munoz
Commissioner Munoz inquired how often the library updates their collection. Rachelle responded that the library has a healthy collection budget each year, so the collection is definitely being updated.. The library weeds out old / damaged books in order to accommodate new books. Rachelle will ask Marybeth for statistics on the collection. Commissioner Munoz also asked about the audio book collection and why there is nothing new. Rachelle informed the board there are formats that publishers stop using. Commissioner Sidhu suggested supplementing the audio

book format with new eResources, to which Rachelle responded stating that the library does offer the eResources on the library website.

Member Comments/Announcements

Elizabeth Brizel commented that she was unaware the Sunset Library reopened yesterday. Rachelle Kuzyk said she has an interview with the Arizona Republic tomorrow to get the Sunset holds pick-up opening information out to the public. Rachelle will also be visiting the Sunset Library tomorrow and will make sure the closure signage is no longer up.

Calendar

1.   The next regular meeting will be held on Tuesday, November16, 2021, at 6:30 p.m., in the Copper Conference Room 254, 22 S. Delaware St.

2.   The next Friends of the Library Board meeting will be held on Tuesday, October 12, 2021, at 6:30 p.m., in the Copper Conference Room 254, 22 S. Delaware St.

Adjourn

The meeting was adjourned at 7:29 p.m.

_____   _____
Rachelle Kuzyk, Board Liaison   Shanesha Davis, Chairman

Library Board   Community Services

Date:	11/16/2021
To:	Library Board
From:	Courtney Allen, Management Assistant
Subject:	Chandler Library Board 2022 Meeting Dates

Subject:
Chandler Library Board 2022 Meeting Dates

Agenda Item Title:
Chandler Library Board 2022 Meeting Dates

Proposed Motion:
Move to approve the 2022 Chandler Library Board Meeting Dates

Attachments

2022 Library Board Meeting Dates

CHANDLER arizona

2022 Meeting Schedule
Library Board
Approved: November 16, 2021
Courtney Allen / 2812

Day of Week	Date	Time	Location: Bldg. Name/Conf. Room Name/Street Address	Type of Mtg: Study/Regular/ Retreat
Tuesday	January 18, 2022	6:30 p.m.	Downtown Library 22S. Delaware St.	Regular
Tuesday	March 15, 2022	6:30 p.m.	Downtown Library 22S. Delaware St.	Regular
Tuesday	May 17, 2022	6:30 p.m.	Downtown Library 22S. Delaware St.	Regular
Tuesday	September 20, 2022	6:30 p.m.	Downtown Library 22S. Delaware St.	Regular
Tuesday	November 15, 2022	6:30 p.m.	Downtown Library 22S. Delaware St.	Regular

Notes/Additional Information:

![Chandler Arizona - Community of Innovation logo]

Library Board   Community Services

Date:	11/16/2021
To:	Library Board
From:	Courtney Allen, Management Assistant
Subject:	**Library Manager's Report**

Overview

- There is a holiday programming hiatus approaching for youth programmers in December, giving them an opportunity to coordinate for 2022.
- City Manager Josh Wright has given staff three additional days off between Christmas and New Years. Front facing staff will be able to use that time during the coming year. Library holiday hours will be: Friday, December 24 - 9am-5pm; Saturday, December 25 - closed; Sunday, December 26 - 1-5pm (Downtown only, all others closed); Monday, December 27 - closed; Tuesday, December 28 - Thursday, December 30 - 9am-5pm; Friday, December 31 - closed; Saturday, January 1 - closed.
- The updated action plan is attached. I anticipate some modifications/additions after more conversation with Leadership Team. There is also a blank action plan template attached to be completed by the Board if you have any suggestions.

Branch Updates

Basha Branch
Door Counts
- September: 8,406
- October: 7141 (as of 10/29)
- Total BHS/AMS Class Visits/Lab: 23
- Total Students/Teachers assisted: 912

Downtown Branch
- The Makery is open and taking appointments.
- Pia Nelson has been promoted to the Access Services Coordinator to fill the position after Peter

Perreault's retirement.

Hamilton Branch
- We have added new activities to the Early Literacy area, launched a monthly Toddler Literacy Day, and relocated the DVD collection. All changes have been well received.
- Thuan Nguyen has accepted the Instructional Specialist position at Hamilton. Thuan has worked for CPL for 24 years, most recently as a Library Assistant at the Sunset location.
- Library Aide Debbie Woodley is retiring on November 1st, after 20 years with CPL.
- Allyson Bullock has been promoted to Librarian. Allyson has been with Chandler Library for over five years and received her MLIS in 2014. As an Assistant at Hamilton, Allyson has been instrumental in adult programming, including the Late-Night Recess series. She recently stepped in to oversee the Adult Bookclub at Hamilton, and the participants were quick to sing her praises. Allyson will now head up Hamilton's Adult programming and serve as our circulation representative.

Sunset Branch
- Repairs started in the staff area on November 1. According to Buildings and Facilities, the library is on track to re-open fully in January.

Outreach
- Spooktacular was a huge success. Over 500 individuals participated in picking a prize from the library coffin!
- Woofstock is November 20.
- Storytime @ The Market has been successful, attracting over 90 participants in each program.

Collections and Statistics

	September 2021	October 2021
Physical Item Circulation	110,976	105,724
Active Cardholders	65,180	64,078

Programming

- As a participating organization in the 2021 Maricopa County Reads program (Summer Reading Challenge), Chandler Public Library (CPL) was the third highest in the County for number of participants; and CPL was the second highest in rate of achievers in the County for 2021. Actually, I would say Chandler was the highest in the County when it comes to comparable systems because the highest rate came from Luke Air Force Base, with 121 participants and 99 finishers. This shows that CPL has a great team and an engaged community! The final report from Maricopa County Reads 2021 is available as an attachment.

Information Technology

- Work is now underway on a completely new library website, which will include closer integration with the online catalog, an enhanced events calendar, improved accessibility, and more. Expected to launch in February 2022.

Friends of the Chandler Library

- National Friends of Libraries Week – October 17-23 with recognition by Mayor and Council with a Proclamation, accepted by the Friends of the Chandler Public Library Board President at Council Study Session on October 11, 2021.
- Friends of the Library Annual Meeting was hosted on October 19, 2021 with presentations from the Friends Executive Board and Library and City staff. Season of Friendship, the Friends of the Library annual, end-of-year giving campaign, was announced, and fundraising and constituent goals were shared. The Friends will be celebrating a milestone anniversary in 2022 – 40 years of Library support in Chandler.
- Friends of the Library Board members will host an information table at the COC employee workplace giving event and will be representing the organization at the Chandler Chamber of Commerce 100 event.
- Chandler Public Library's monthly adult volunteer orientations have been full to capacity and new volunteers are being placed.
- The Teen Advisory Council will be attending the November 4, 2021 City Council Meeting with the Mayor's Youth Commission.

Attachments

Maricopa County Reads 2021
Basha Library Board Report November 2021 Photos
Library Action Plan
Action Plan Blank Template

Maricopa County READS
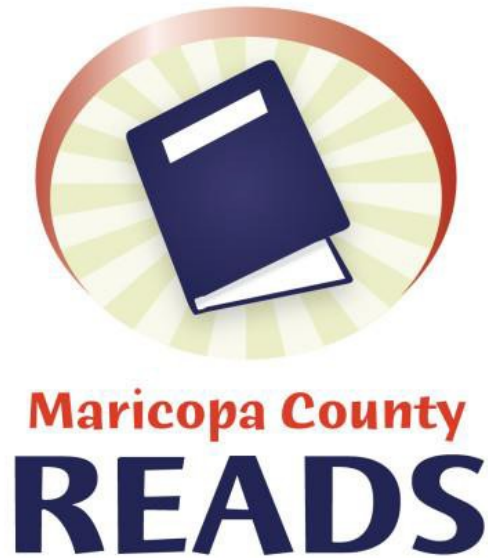
Maricopa County Reads

2021 Summer Reading Program

Summary & Report

Maricopa County
Library District
where curiosity leads
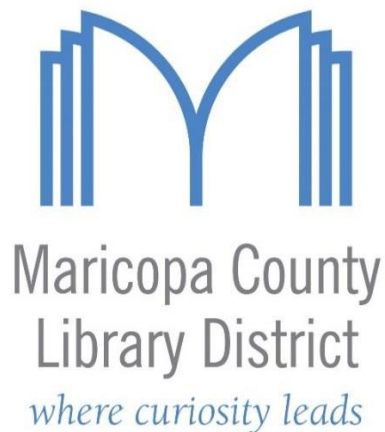
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Overview

Maricopa County Library District (MCLD) is proud to share the success of its annual online, countywide Summer Reading Program. From June 1st to August 1st all public libraries and two tribal libraries (65 locations, representing 17[1] library systems), the Maricopa County Sherriff's Office Library and, new this year, the Maricopa County Durango Juvenile Facility encouraged over 53,000 county residents to participate in our Summer Reading Program. Despite the COVID-19 pandemic still effecting our approach to library services offered, the opening of our doors and a proactive marketing campaign led to a significant jump in participation numbers from last year while maintaining engagement by those participants.

Our primary goals for the 2021 Summer Reading Program were to interrupt the summer slide and promote literacy among children and families. To meet those goals our objectives focused on encouraging parents and caregivers to model positive reading behaviors to their children, promote reading at least twenty minutes a day, and building home libraries. We incorporated multiple strategies to achieve these objectives into the Great Reading Adventure software and offline in our marketing strategy and building relationships in communities.

Each year we build the Summer Reading Program around a theme provided by the Collaborative Summer Library Program (CSLP), this year we celebrated animal stories with "Tails and Tales". The Arizona State Library supplies supporting materials created by CSLP to each of the participating libraries. MCLD staff and representatives from many of the 17 library systems planned a comprehensive program that included an interactive online platform to record program activity, digital badges, challenges, prizes and sponsored coupons, community experiences, a series of free and engaging virtual events, and a marketing campaign to spread awareness.

We continued our partnership with the Maricopa County Sheriff's Office to provide a Summer Reading Program to adults experiencing incarceration with the goal of reducing recidivism. This program positively affects this community by encouraging them to read for learning and enjoyment and incentivizes them with the ability to select their next books to read with each completed log. The dates for this program were extended to better fit their library structure. Participants completed 1,243 reading logs from June 1st to September 15th.

We established a new partnership to bring the Summer Reading Program to kids in the

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[1] This year the Morristown volunteer library was closed and did not participate.

Maricopa County Durango Juvenile Detention Center. In conjunction with the Phoenix Public Library, we helped the detention center run the program at their school so that kids can engage with the online program to track their own reading to earn coupons and a free book.

Goals and Outcomes

The two primary goals of the Summer Reading Program are:
1. Interrupt the summer slide, the common term given to the learning loss experienced by children while transitioning between school years.
2. Promote literacy among children and their families.

As children and families recover from the unpredictability of the 2020-2021 school year and move into another irregular school year, accomplishing these goals became even more important.

The objectives (in bold) and the strategies employed to accomplish our larger goals included:
1. **Challenging all participants to read at least 20 minutes every day**
   - Provide milestone incentives at 500, 750, and 1,000 points and weekly drawing prizes
   - Encouraging teens and adults to model reading to the children in their lives
2. **Building a home library**
   - Provide a free book or option to donate book to a Head Start classroom to all participants who reach 1,000 points during the program.
3. **Communicate literacy messages in simple easy to understand ways**
   - Include early literacy tips and information to parents within the software
4. **Emphasize the fun of reading**
   - Links to online read-aloud stories for children who may not have access to books
   - Streaming virtual events provided by diverse performers to build background knowledge and comprehension skills
5. **Reconnect participants with community experiences through prizes, virtual programming and challenges.**
   - Create community connections through program prizes and programs
   - Community experiences build background knowledge and comprehension skills.
   - Provide short engaging videos on the participant dashboard featuring a partner organization; Liberty Wildlife featured a different animal in their care each week.

Using the Great Reading Adventure software or optional paper game board, participants work towards a total reading goal of 1,000 minutes in 9 weeks by building a habit of reading twenty minutes a day. Participants achieve incentives at point milestones along the way including a free food coupon at 500 points, an Arizona State Park Pass at 750 points, and a free book at 1,000 points. Additionally, the program promotes lifelong learning to our teen and adult participants. We encourage their participation by asking them to model positive reading behaviors to the children or non-readers in their lives as they work towards their own reading goal. Each milestone incentive serves as a motivator for all ages to reach their reading goal and ultimately helps build home libraries, an important aspect of increasing children's literacy success, whether they chose a book for themselves or donate it to a Head start classroom.

Consistent and robust staff training is important to meeting our goals and the program's overall success. MCLD provided interactive training modules and toolkits with goals, talking points, and functionality of the online program to all participating library systems and the Durango Juvenile Detention center. We created and distributed three online trainings: one for administrators, one for customer service staff and a general program overview.

Overall Statistics

The Summer Reading Program encourages readers of all ages to participate and is broken out into four age groups: Pre-readers (Birth to 4), Kids (5 to 11), Teens (12 to 17) and adults (18+). 53,330 participants registered online from May 1st to August 1st when the program closed. Of those, 24,534 became achievers earning at least 1,000 points, an achiever rate of 46%.

- 49,269,632 minutes read
- 785, 834 digital badges earned
- 21,927 challenges completed
- 18,588 free books awarded and redeemed by achievers
- 1,247 free books donated to local Head Start classrooms
- 1,243 Reading Logs completed in the Maricopa County Jails

The following graph illustrates Summer Reading participation and achievement over the past 4 years. 2018 & 2019 show our program statistics in normal years, 2020 shows the impact of the pandemic and 2021 shows our road to recovery when the numbers increased and maintained a high achiever rate.
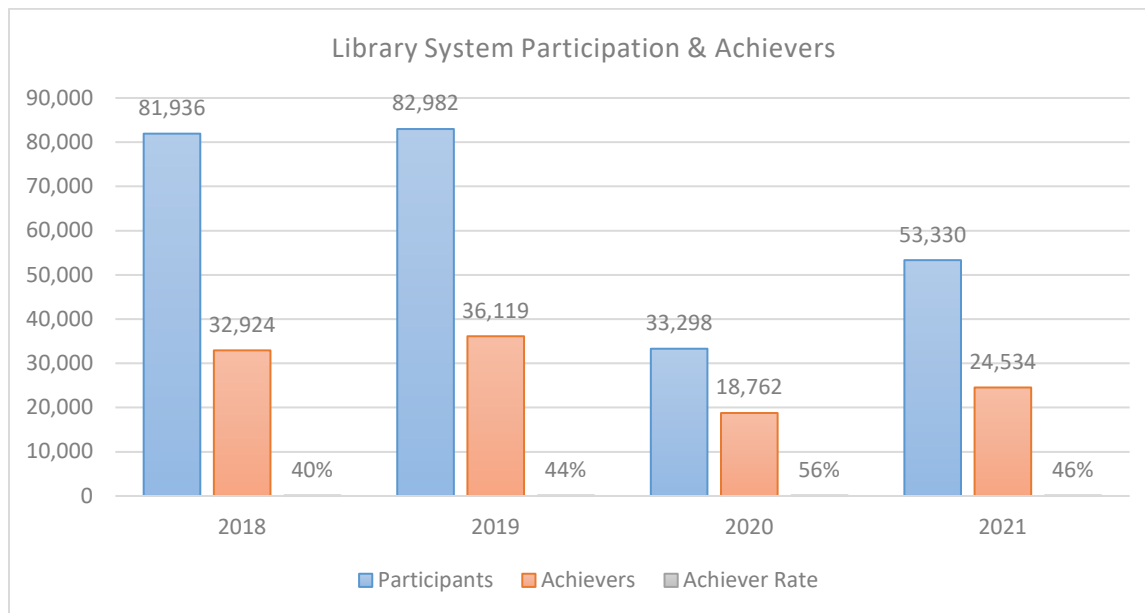
Figure 1: System Wide Participants and Achievers 2018-2021

2021 Participants and Achievers by Library System

Library System	Total Participants	Total Achievers	Rate of Achievement
Avondale	712	245	34%
Buckeye	2,466	759	31%
Chandler	7,320	3924	54%
Desert Foothills	234	67	21%
Fort McDowell	34	5	14%
Glendale	1,924	958	50%
Luke Air Force Base	121	99	82%
MCLD	14,486	7,026	48%
Mesa	5,457	2,510	32%
Peoria	2,551	965	38%
Phoenix	11,739	4,865	41%
Salt River Tribal Library	87	9	10%
Scottsdale	3,927	1,981	50%
Tempe	2,001	1,000	50%
Tolleson	143	76	53%
Wickenburg	72	21	29%
Youngtown	56	24	43%
TOTAL	53,330	24,534	46%

Figure 2: 2021 Participant and Achievers by Library System

Breaking our statistics down by age group, we can see which groups reach 1000 points at the highest rates, this year our adults had the highest achiever rate at 55% followed by our teens at 51%. Independent readers reach the 1,000 goal at a higher rate illustrating a need to find creative ways to encourage consistent tracking for the 5-11 age group.

Participants and Achievers by Program & Library System

Library System	Prereaders		Kids		Teens		Adults	
	Signups	Achievers	Signups	Achievers	Signups	Achievers	Signups	Achievers
Avondale Public Library	133	38	288	78	93	39	198	90
Buckeye Public Library	390	125	1203	327	290	101	583	206
Chandler Public Library	817	445	3446	1654	988	569	2069	1256
Desert Foothills Library	37	14	137	27	19	8	41	18
Fort McDowell Yavapai Tribal Library	8	0	17	1	3	1	6	3
Glendale Public Library	257	122	872 872	358	252	142	543 543	336
Luke Air Force Base	14	10	45	34	8	7	54	48
Maricopa County Library District	1712	798	6860	2746	2053	1126	3861	2356
Mesa Public Library	852	360	2285	918	699	376	1621	856
Peoria Public Library	284	98	1332	385	372	177	563	305
Phoenix Public Library	1614	633	5069	1781	1354	628	3702	1823
Salt River Tribal Library	7	0	40	3	19	1	21	5
Scottsdale Public Library	556	278	1744	774	498	271	1129	658
Tempe Public Library	211	82	1128	580	165	91	497	247
Tolleson Public Library	16	6	90	48	10	6	27	16
Wickenburg Public Library	9	1	50	13	7	2	6	5
Youngtown Public Library	7	0	16	1	5	1	28	22
TOTALS	6924	3010	24,622	9728	6835	3546	14,949	8250

Figure 3: 2021 Participants and Achievers by Age and Library System

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Marketing

Prior to the launch of this year's program, many participating library systems identified a need for additional social media graphics and overall marketing support. Because of this, the MCLD Communications Team focused on providing more promotional materials and opportunities to participating systems.

MCLD significantly increased the amount of social media graphics provided to partner systems this year. The branded graphics helped to highlight various elements of the program, including prizes and challenges. The MCLD Team also created a variety of Open Graph images that would change throughout the summer. This automatically provided a fresh Summer Reading graphic on social media platforms, easily accessible to participating systems just by typing MaricopaCountyReads.org into a post.
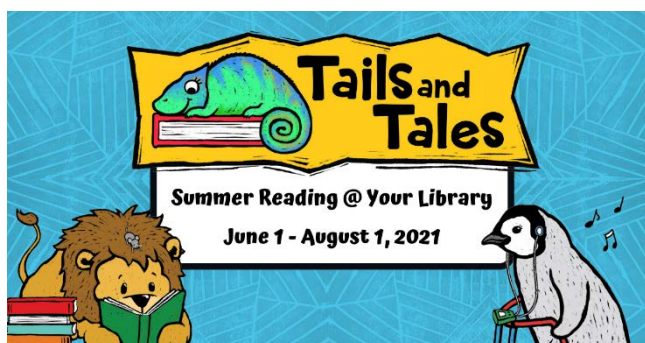
Figure 4: Social media graphics

In order to provide participating systems with additional marketing support, MCLD also launched a new opportunity called the Summer Reading Advertising Pool. This optional support allowed systems to buy into in a large-scale advertising campaign that was managed by the MCLD Communications Team. This gave systems access to a dedicated marketing staff who researched, implemented, and analyzed digital and social campaigns on their behalf. There were varying levels of investment for participation, and three library systems participated in 2021: Buckeye, Mesa and Tempe Public Libraries.

Separate from the Advertising Pool, MCLD also launched an independent advertising campaign featuring a mix of digital, print and radio advertising. The results of the campaign were successful with highlights being:

- The digital elements of the campaign brought 20,000 people to MaricopaCountyReads.org, with 82% being new visitors to the site
- Nearly 1,000 Secret Codes were redeemed from advertisements, including 555 from codes placed in print newspaper advertisements

- PeachJar flyers were sent to 106 schools in 7 school districts, resulting in nearly 1,600 visits to MaricopaCountyReads.org

Software

The summer reading software has continued to evolve and improve to address the changing needs of Maricopa County Reads. Many of the improvements for the 2021 reading program happened in offstage areas that staff use to manage the program.

- Administration and management improvements span many areas: systems and branches, schools and districts, daily images, social cards, vendor codes, packing slips, streaming programs, and roles.
- We improved functionality and accessibility for the public side of the site to improve interactions with JavaScript, continue to keep the site as functional as possible for users without JavaScript, and improve accessibility to keep the application usable by as many people as possible.

The latest revision of the summer reading software along with documentation and access to the development team are available at the Great Reading Adventure project page.

Game Content

The dashboard is the first thing our participants see when they log into our program. This is where their digital badges, personalized avatars and, for our youngest participants, early literacy tips live. Bilingual early literacy tips from Expect More Arizona and Smart Talk graphics from Read On Arizona populate on the game dashboard each day for anyone registered as a prereader (ages 0-4). To engage participants as soon as they log in to their account we continued our inclusion of web links to online literacy games, activities and storytelling. This year a new partner, Liberty Wildlife, provided short informational videos for the dashboard. Each week a new video was uploaded and featured an animal in their care; participants could enter the name of the animal as a secret code to earn a digital badge with the animal's picture on it.

Digital badges continued to be an integral part of the 2021 to mark program achievements (program registration, 500-point achievement, etc.) and to indicate the completion of in-game challenges many of which promote our community partners and community experiences. Badges provide added motivation and incentive for participants to continue logging reading points throughout the 9 weeks of the Summer Reading Program.

Avatars allow for personalized engagement in the online program. Avatar accessory bundles, such as animals (tails, ears, paws) and swimwear were unlocked throughout the program creating 3.6 septillion possible avatar combinations keeping participants engaged with new choices all summer. We strive for inclusivity in every aspect of our program so this year included the addition of 11 new hairstyles. The goal is that participants can see themselves reflected in their avatar.

Figure 5: New avatar hairstyles in 2021

Challenges

Challenges are a way for participants to earn bonus points by completing themed reading lists or a mix of reading books and completing activities. This year library staff and partners, such as the Board of Supervisors and Maricopa County's Environmental Services created 211 diverse engagement activities with a total of 21,927 participant completions.

Challenges	Created by	Description	Participants
#FirstChapterFridays	MCLD's Goodyear	Looking for your next read? We're reading the first chapters of our favorite books EVERY Friday	1,070
Read about animals	Scottsdale Civic Center	Our theme this year is Tails and Tales so let's read about animals!	823
#BookLover Classics Edition	MCLD's Fountain Hills	Read or listen to 2 of the popular classic titles from this collection of top authors and books!	644
Animals of Arizona! /Animales de Arizona!	MCLD's Fountain Hills	Discover some of the amazing creatures that call Arizona home!	632
Dinosaur Challenge	Tempe	Complete 3 of these dino-themed tasks!	577
Arizona Pets	Mesa- Red Mountain	Complete 3 pet themed tasks to earn bonus points	523
Maricopa County Parks and Recreation Kids' Challenge	Maricopa County Parks and Rec	Complete Maricopa County Parks and Recreation Department's Summer Reading Challenge.	518
Chalk Your Walk	MCLD's Administration	Get outside and create chalk art in your driveway or sidewalk!	499
Comical Creatures	MCLD's Sun City	Do you like funny books? You'll be all set with this list of funny graphic novels with animals in them	493
Harkins Summer Movie Fun Challenge	Harkins Theatres	Escape the heat with these fun summer movies at Harkins! Find a sneak peak of the movies in your challenge tasks	432

Figure 6: Top 10 Challenges

Community Experiences

A community experience is a special summer reading event that takes place outside the library at an external space or organization. Community Experiences build community and provide participants with the experiential knowledge, a key component of literacy. Staff from all participating libraries collaborated with community partners to create secret codes that participants found and redeemed for a digital badge and bonus points. With most organizations reopening their doors to customers this summer, staff reestablished community relationships and created 109 community experiences, visited 5,343 times for the 2021 Summer Reading Program.

Experience	Location	Description	Participants
1970's Heart	Goodyear	There are 10 hearts located in Goodyear painted by Valley artists, and each heart represents a decade of the city's history and its future.	612
Friends of Gilbert Libraries Book Store	Gilbert	Visit the Southeast Regional Library and check out the Friends of the Gilbert Libraries Book Store. The non-profit bookstore is located in the lobby of the building and sells used books, videos, puzzles and more. All proceeds benefit the Gilbert libraries and other community literacy efforts.	255
Phoenix Zoo	Phoenix	Visit the Phoenix Zoo and cross the turtle bridge!	214
Taste of Italy	Goodyear	Visit Taste of Italy and find their secret code.	193
Irish Cultural Center	Phoenix	Escape the heat this summer by visiting the Irish Cultural Center & McClelland Library. During their visit guests will learn about the famous Book of Kells in the library, take a turn around our beautiful Clos, step back in time at our Irish cottage, and learn all about Irish Culture and History	193
Horseshoe Park and Equestrian Center	Queen Creek	Did you know there is a Community Arena that is available for public use at Horseshoe Park & Equestrian Centre? Learn more by visiting the Community Arena page.	172
Perry Pool	Gilbert	Visit the Town of Gilbert Perry pool.	126
Greenfield Pool	Gilbert	Visit the Town of Gilbert Greenfield Pool.	125
Elevate Trampoline Park	Goodyear	Find the secret code hidden inside Goodyear's Elevate Trampoline Park.	112
Southeast Regional Library Rotating Art Exhibit	Gilbert	Visit the Southeast Regional Library and check out the rotating art exhibit showcasing artists, promoting awareness and fostering education regarding art in the surrounding community.	110

Figure 7: Top 10 Community Experiences

Events

      With the success of the virtual streaming events available in the Summer Reading Software last year and the uncertainty of the ongoing pandemic, MCLD decided to repeat a virtual only format this summer for all performers. Each week 4 new programs, 3 English and 1 Spanish or bilingual, became available to all summer reading participants. We also worked with an American Sign Language (ASL) interpreter who provided ASL interpretations for programming provided by Liberty Wildlife, a nonprofit rescue, rehabilitation, and education center and Phoenix Herpetological Society, the largest reptile sanctuary in the US; each ran for one month. These 34 programs received 12,325 views over the nine weeks of the program and included secret codes to earn point and digital badges for watching.

2021 Most Viewed Programs

Liberty Wildlife with ASL interpretation

Great Arizona Puppet Theater

Phoenix Art Museum: Art Speaks!

As You Wish Painting

Blues Music History

Jungle Jill's Animal Encounters

Juggling with James Reid

Marshall Shore's AZ Trivia

Desert Botanical Garden: Desert Defenders

Radical Reptile Fun

Top Spanish/bilingual program: Ballet Folklórico Quetzalli

Figure 8: Most viewed streaming events

Sponsors and Incentives

Outside organizations support the reading program by donating incentives participants earn as they reach point milestones or win in drawings. Peter Piper Pizza, Raising Cane's and Rubio's Coastal Grill donated free food coupons for 500 point achievers. Coordinated through the Arizona State Library, Arizona State Parks & Trails donated one-day park passes for 750-point achievers while the Phoenix Mercury provided up to four (4) free tickets to one game June-September. Grand prize drawings conducted at the end of the program for all 1,000-point achievers included:

- o Harkins Theatres prize packs, which include loyalty cups, admission passes and free popcorn – one for a winner at each participating library. In addition to the prize packs they donated an additional 6,000 loyalty cups, libraries determined how these would be distributed.
- o Legoland Discover Center admission passes
- o Sea Life Aquarium admission passes

Figure 9: Summer Reading Sponsor logos

MCLD provided kids Phoenix Zoo bundle drawing prizes, with a variety of animal themed books and educational toys, for each library system to create drawings as they saw fit. MCLD participants who logged at least 140 points a week were entered into weekly prize drawings. Pre-readers and kids could win a Phoenix Zoo bundle. Teens could choose from curated themed bundles from Samurai Comics such as Marvel, Magic the Gathering or Star Wars. Adults could choose a curated themed bundle such as Arizona Love or the Book Lover from Changing Hands bookstore.[2]

Figure 10: Logos for drawing prize organizations

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[2] Each library system offer drawing prizes and additional incentives for their participants only

Free Book Incentive

One of our objectives every year is to build home libraries so the Summer Reading Program offers participants who achieve 1,000 points their choice of book from over 120 titles. These choices include options for all ages ranging from board books to teen and adult fiction and nonfiction and several activity books. Over 18,500 participants, or 80% of achievers, chose a title from this year's selection. We continued our partnership with Maricopa County Human Services Department so achievers could donate their book to a child enrolled in a Head Start classroom instead; 5% of achievers donated totaling 1247 books, enough for every child enrolled to take a book home.

Maricopa County also supported the Durango Juvenile Detention Center's program by purchasing a bulk order of titles for kids 10 and up. These books went directly to the facility so that kids who reached 1,000 points could choose a book right away; 67 kids completed the program and chose a free book.

2021 Top Ordered Prize Book Titles

Fix it and Forget It- cookbook

Weird but True

Scholastic Book of World Records

Draw Kawaii Cute Mythical Creatures

One Colorful World Color and Activity Book

The Winglets Quartet

*Pete the Cat and the Treasure Map*

Pokémon Awesome Evolutions

Disney Frozen 2 Magical Sticker Book

*Snuggle Up, Pups –*board book

Top Spanish Title*- We Love You, Mr. Panda/ Te amamos, Sr. Panda*-board book
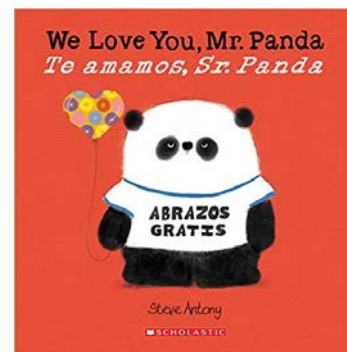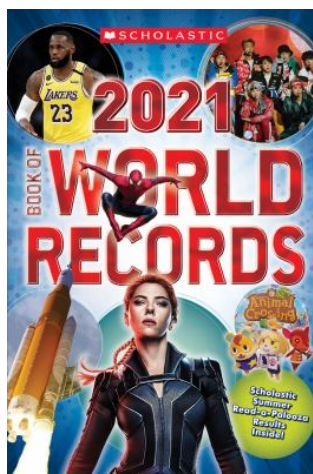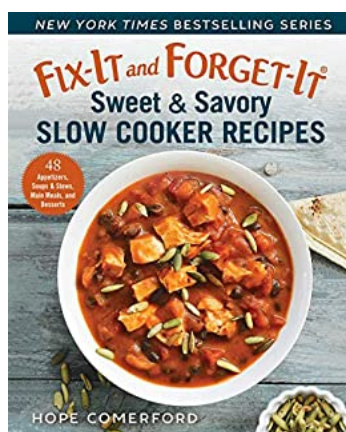
Figure 11: Top ordered prize books

Public Surveys

Each year we invite participants to complete a survey about their experience with the Summer Reading Program to help us identify the strengths and weaknesses of the program and if met our goals and objectives. This year 2,707 participants filled out our survey upon their completion of the program. This breaks down to 618 kids, 439 teens, 1,026 adults and 624 adults answering on behalf of their child or teen. Many of the questions remained the same; we kept the questions posed by the Arizona State Library including how the library continues to support families during the COVID-19 pandemic, feedback on virtual programming and added one about prize pick up since it has changed since 2019. Survey results include the following:

- 87% of respondents learned something new from what they read or experienced.

- 84% of respondents enjoy reading more (a 5% jump from last year).

- 84% of respondents read more often.

- 82% of respondents want to use the library resources more often.

- 83% of respondents maintained or increased their reading.

- 95% of respondents felt prize pick up was simple.

- 93% of respondents have a library card.

- 99% of respondents plan to participate next year.

The optional free response results were helpful and will inform next year's goals and objectives as well as help adjust the functionality of the program. Even though customers are anxious to get back to in-person programming, most also expressed thanks for meeting their needs in other ways. Our curbside pick-up, though not exclusively a summer reading feature, was a way we connected to customers last year and continues to be a vital service in reaching summer reading participants. Parents and caregivers shared that the Summer Reading Program created a way for them to connect to their children, forming a bond and creating a reading routine in their home with the shared goal of reading 20 minutes a day.

Summary

The 2021 Summer Reading Program was another year of uncertainty as we made early decisions about programming, prize distribution, and reestablished relationships with our community partners. With our doors open an additional 20,000 participants registered for our program and our achiever rate, a focus in capturing statistics, was 46% showing continued engagement. We will look to maintain the rate of achievement while gaining more participants overall in 2022 by implementing some new objectives and strategies to interrupt the summer slide even after participants reach their 1,000 point milestone.

The majority of programming created by staff and community organizations were still virtual this year and though customers are eager to get back to in person programming participants engaged online viewing our programs, completing challenges and entering secret codes. When we return to in person programming we will continue to offer online programs and performances which address accessibility issues by providing closed captioning, Spanish/bilingual options and American Sign Language options.

Plans for the 2022 Summer Reading Program include tweaks to the user interface and better communication with participants to improve the user experience, additional training options for the different types of learners on staff and continued efforts to increase diversity of content in every aspect of the online format and software. We strive to get back to our pre pandemic participant numbers and achiever rate by reaching not only our regular library users but also non-readers or non-library users who we hope will form a library habit after participating in the summer reading program.

Acknowledgments

The Summer Reading Program is made possible through the collaborative efforts of Maricopa County Library District staff, participating libraries, and community partners. We would like to thank the following individuals and organizations for making the 2021 program a success.

Maricopa County Library District

Director
Jeremy Reeder

Deputy Director
Erin MacFarlane

Branch Operations
Danette Barton
Library Region Managers

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Laura Jamison
Amy Cimino
Tracey Hoyos
Tara Summus
Michael Porter

Facilities
Brigitte Demmel
Justin Franks

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Information Technology Team

Library District Branch Staff

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Virtual Branch
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Marissa Beckett
Corban Ford
Yvonne Trotta

Web Team
Matt Miller
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Madi Boman

Participating Libraries

Avondale Public Library
Marisela Munoz
Brenda Soto

Buckeye Public Library
Peter Grant
Janene Van Leeuwen
Jana White

Chandler Public Library
Jill Baker
Jean Reynolds
Jennifer Whitt

Desert Foothills
Caitlin Decker
Ashley Ware

Fort McDowell Yavapai Nation Tribal Library
Jacquelyn McCalvin

Glendale Public Library
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Elizabeth Garcia

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Jennifer Crowell
Kathryn Puckett

Maricopa County Durango Juvenile Detention Center
Cipriana Rosales
Linda Christian
Kevin Malakowsky

Maricopa County Sherriff's Department
Lisa Poulin

Mesa Public Library
Brenna Klassen
Michele Sheppard
Anna Chenoweth

Peoria Public Library
Kathie Jackson
Sarah Dudley

Phoenix Public Library
Gretchen Pierce
Wendy Resnik

Salt River Tribal Library
Melissa Rave Karria
Silver Latiesha Guy
Sophenia Begaye

Scottsdale Public Library
Heather Sollom-Smith
Michelle Vorves-Cabrales
Alisha Hasson

Tempe Public Library
Samantha Seeman

Tolleson Public Library
Lila Garza

Youngtown Public Library
Heidi Speed
Tris Steward
Cathy Grow

Wickenburg Public Library
Jane Baumbach
Suzie Wolfe

Maricopa County Partners

Maricopa County Supervisors
Jack Sellers, District 1
Steve Chucri, District 2
Bill Gates, District 3
Clint Hickman, District 4
Steve Gallardo, Chairman, District 5

Maricopa County Human Services Department
Nancy Kessay

Maricopa County Parks and Recreation
Donna Southard

Maricopa County Departments
Sheriff Paul Penzone Office of Communications

Partner Organizations

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Arizona State Parks & Trails
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Alison Sipes

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Rebecca Crain

Peter Piper Pizza
Lee Rosenthal

Phoenix Mercury
Vince Kozar
Holly Mercier

Raising Cane's
Danielle Mann
Brittany Maroney

Rubio's Coastal Grill
Lauren Sassano

Expect More AZ

### *Read On Arizona*
Terri Clark

Teen Pumpkin Decorating Contest
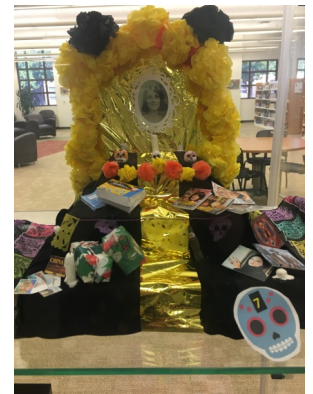
Basha Team October Team Building—*Ofrendas*

Miss Andy with her Halloween Story Time friends.

Ms. Palafox's classes making *ofrendas* in the Grizzly Cave
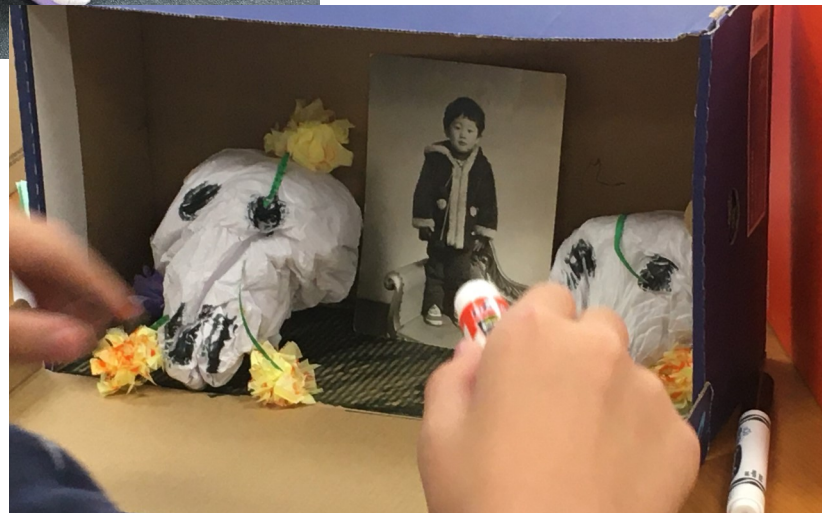
Basha Staff Halloween costumes!

Crayon costumes created by Anna Jahnke, based on the picture book *The Day the Crayons Quit* by Drew Daywalt.

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

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Core Area of Focus:
Inspiring Experiences – Programs and Services
</div>

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 Makery	• 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

Goals (from plan)	Actions	Timeframe for activity	By Whom
	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			

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

• 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

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
•	•	•	•
•	•	•	•
•	•	•	•
•	•	•	•

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
•	•	•	•
•	•	•	•
•	•	•	•
•	•	•	•

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
•	•	•	•
•	•	•	•
•	•	•	•
•	•	•	•

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
•	•	•	•
•	•	•	•
•	•	•	•
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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
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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
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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
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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
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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
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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
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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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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
•	•	•	•
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