



COZBY LIBRARY AND COMMUNITY COMMONS

STRATEGIC PLAN 2017-2020

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Cover image: Entrance to the Cozby Library and Community Commons

OUR VISION

The Cozby Library and Community Commons is the heart of the community where citizens are empowered to Imagine, Discover, Engage and Achieve in an environment that cultivates curiosity, collaboration and creativity.

IMAGINE
DISCOVER
ENGAGE
ACHIEVE



Festival of Nations-Russia

OUR MISSION

We serve our community by helping our citizens develop their talents, acquire knowledge, embrace their passions, and fulfill their dreams.





Guest Speaker Neil Sperry

OUR GOALS

The Cozby Library and Community Commons has adopted these goals:

Goal 1: Collection Building and Services Innovation: Offer collections and services that are highly relevant to community needs and incorporate innovative collections and programs with those that are popular, valuable or enduring.

Goal 2: Resources, Buildings, Technology and Systems: Meet the evolving and diverse knowledge, creative and learning needs of the community by offering innovative spaces, technologies, methods and delivery systems.

Goal 3: Partnering, Co-locating and Volunteering: Provide a rich diversity of collections and services developed in partnership with community leaders, business and community groups, other institutions and talented individuals.

Goal 4: Marketing, Promotion and Advocacy: Co-create and share powerful stories about our programs via partnerships, events and media, both interactive and traditional.

Goal 5: Leadership, Staffing and Professional Development: Develop the leadership, facilitation, mentoring and teaching skills necessary for staff and the community to succeed in a rapidly changing world.

Goal 6: Governance and Funding: Sustain support for the library and its evolving collections, programs and processes through close collaboration with citizens, elected officials, and community and business leaders.



WHAT WE ARE KNOWN FOR

The Cozby Library and Community Commons is known for:

- Being a cornerstone of democracy
- Connecting people in new ways
- Delivering relevant, entertaining and informative programming
- Facilitating community growth and success
- Offering safe, comfortable and welcoming spaces
- Promoting diversity
- Providing free access to information, knowledge and literature
- Serving others
- Striving for excellence
- Supporting lifelong learning and the love of reading with a wide variety of resources



STRATEGIES

The Cozby Library and Community Commons has adopted the following strategies for the six goal areas:

GOAL 1: COLLECTION BUILDING AND SERVICES INNOVATION

Offer collections and services that are highly relevant to community needs and incorporate innovative collections and programs with those that are popular, valuable or enduring.

STRATEGIES

1. Support and market targeted patron-initiated and administered programs, offering space, advice and resources to ensure success.
2. Provide and promote access to other resources in the community such as private collections that are unique or unusual, including books, specialized knowledge and artifacts.
3. Provide educational resources for literacy and lifelong learning.
4. Offer job and career resources to support workforce development.
5. Provide resources for newcomers to the United States to learn about our culture, and which highlight a path to citizenship.
6. Provide access to language collections to meet the needs of library users from countries where English is not the primary language.
7. Constantly evaluate collections and services and discontinue those that no longer are valued or relevant.
8. Facilitate non-partisan citizen forums with political candidates, elected officials, and community and business leaders on various topics of interest to the community.
9. Develop programs that celebrate the best of the city's many different cultures in order to achieve greater understanding and connection.



GOAL 2: RESOURCES, BUILDINGS, TECHNOLOGY AND SYSTEMS

Meet the evolving and diverse knowledge, creative and learning needs of the community by offering innovative spaces, technologies, methods and delivery systems.

STRATEGIES

1. Introduce the modern library to the community in new configurations, such as makerspaces, virtual and/or mobile concepts, and embedded services.
2. Identify, provide or develop new tools, technologies and techniques that tap into and unleash community imagination and creativity.
3. Foster the innovative use of library systems to increase efficiency, productivity, service reach and depth.
4. Track the use of library services to better understand evolving customer service needs.

5. Deliver services on a variety of platforms that best meet the community's emerging patterns of technology use.
6. Institute a digital City Card to provide easy access to a variety of library and other city services.

GOAL 3: PARTNERING, CO-LOCATING AND VOLUNTEERING

Provide a rich diversity of collections and services developed in partnership with community leaders, business and community groups, other institutions and talented individuals.

STRATEGIES

1. Build a talent bank of local subject matter experts.
2. Utilize the talent bank to develop and offer a variety of programs to the community, including those community members who have specialized or unmet needs.
3. Increase accessibility to library services by capitalizing on outreach opportunities such as co-locating with community partners, developing a 'pop-up' library or implementing innovative delivery services.
4. Create a new role of "outreach librarian" to develop community partnerships, the talent bank and off-site events and programs.
5. Grow a robust volunteer group via a program of targeted and meaningful opportunities for people to "give back" to the community.

GOAL 4: MARKETING, PROMOTION AND ADVOCACY

Co-create and share powerful stories about our programs via partnerships, events and media, both interactive and traditional.

1. Further develop our brand as a curator of the talent and knowledge necessary for community success.

2. Develop interactive promotions and events to increase citizen engagement in the library.
3. Develop a targeted marketing campaign employing both traditional and new media approaches.
4. Promote our services through partnerships with community organizations, businesses, schools and other government services, employing the talents of individuals within those groups.
5. Acquire the capacity for partnership development and community-based marketing via either new staff appointments or developing talent within the library.
6. Identify unmet or emerging needs of segments of the community that remain underserved.

GOAL 5: LEADERSHIP, STAFFING AND PROFESSIONAL DEVELOPMENT

Develop the leadership, facilitation, mentoring and teaching skills necessary for staff and the community to succeed in a rapidly changing world.

STRATEGIES

1. Recruit and/or develop library staff for new roles in marketing, programming and community partnering.
2. Create or adapt cross-functional work roles that capitalize on our staff members' personal passions and professional interests.
3. Develop a skills building program for staff members and the community.
4. Support staff members' participation in further developing their professional knowledge and skills through formal study, seminars and conferences.

5. Implement instructional methods to allow staff members to teach the public how to evaluate information for validity, accuracy, appropriateness and currency.
6. Identify and harness the professional talents in the community

GOAL 6. GOVERNANCE AND FUNDING

Sustain support for the library and its evolving collections, programs and processes through close collaboration with citizens, elected officials, and community and business leaders.

STRATEGIES

1. Continue to be good stewards of our current funding resources.
2. Actively monitor local, state and federal political and policy changes and inform our governing body of impactful issues.
3. Coordinate programming and resource sharing with other city departments.
4. Play an active role in the social and economic development of the community.
5. Pursue funding for new programs through grants, business investment and community in-kind contributions
6. Increase the availability of the library and its meeting spaces through revised hours and meeting room guidelines.



City Hall

ALIGNMENT WITH THE PLAN

The Strategic Plan for the Cozby Library and Community Commons incorporates strategies and goals in support of the City of Coppell's Vision 2030. Specific objectives that the library impacts include the following:

SENSE OF COMMUNITY

Goal 1: Residents and Businesses Engaged and Contributing to the Coppell Community: Businesses support and contribute to community organizations and events. Residents volunteer, contribute and support community events and organizations. Businesses support and sponsor city programs, services and events.



Goal 2: Successful Community Events and Festivals: Develop and support a variety of community events. Develop cultural events that

welcome all residents. Support small scale events aimed at Coppell Residents (age and interest specific).

Goal 3: New Residents Welcomed and Involved: Help new residents make Coppell their hometown. Develop effective programs for welcoming new residents from all cultures. Increase the involvement and commitment to Coppell among adult residents of all cultures.

Goal 4: Effective Community Partnerships: Increase understanding among various cultural groups. Enhance effective relationships between City and residents. Strengthen effective partnerships between City and school districts. Enhance effective collaboration between City and community and service organizations. Support mentoring programs for young people, broaden relationship with the senior citizen community.

COMMUNITY WELLNESS AND ENRICHMENT

Goal 1: Community Gathering Places: Enhance Town Center area as Coppell's civic center, City Hall, Library, Municipal Justice Center, Fire Station and Plaza.

Goal 3: Expand Cultural Arts Amenities and Opportunities: Develop and maintain effective relationship with arts organizations.

Goal 5: Community Education Programs and Support of Top Quality Schools: Support the expansion of adult and continuing education programs and services for personal and professional development enrichment. Expand and support the City Library programs and services. Support education programs and services for children and youth.



Fourth of July

BUSINESS PROSPERITY

Goal 1: Retention and Attraction of Businesses that Generate Revenues for the City: Expand participation from local businesses, especially non-retail, to contribute and be involved in the community and create a value for them to do it.

Goal 5: Home Offices and Home-Based Businesses: Provide services in Library for local home-based offices.

SUSTAINABLE CITY GOVERNMENT

Goal 1: Excellent City Services with High Level of Customer Satisfaction: Provide City services and facilities that are valued by residents and consistent with the City's mission. Provide opportunity for feedback from residents on City services and service delivery. Use technology to operate more efficiently and effectively. Maintain high level of customer satisfaction with City services.



Strategic Planning Workshop

THE STRATEGIC PLANNING PROCESS

The strategic planning process was conducted over a four month period from May through August 2016 via workshops, interviews, surveys and personal communications. Over 250 people, including library staff, Friends of the Library, library board members, city officials and citizens representing business and community organizations participated in the process.

Interviews were conducted with 20 people to deeply understand the issues facing the library and to explore new possibilities. Five strategic planning workshops were held over a three day period in which participants' contributed their ideas to a conversation-based process. Participants explored the context and trends, stakeholder and personal interests, a strategic analysis of the library's capability to implement the desired changes, and 64 project ideas.

A series of surveys were conducted including an organization alignment survey, a non-user survey and a library as a community anchor institutions survey to consider what other facilities, such as a restaurant, cinema, offices or gym might be advantageously co-located with the library or what new services they might jointly offer. Links to these surveys accompanied the water bill. The members of partner organizations were surveyed; these included Rotary and the Coppell Early Childhood Association.

Project teams of staff and citizens developed 10 highly detailed priority projects. At a subsequent Deep Dive workshop, the strategic planning committee explored the main issues facing the library and developed vision and issues statements, goal statements and strategies to achieve the goals, and a set of values statements.



OUR NEW PRIORITY PROJECTS

Ten new priority projects, additional to the current services, were developed to address five of the six goal areas.

GOAL 1: COLLECTION BUILDING AND SERVICES INNOVATION

How the library develops and maintains collections, and what new collections it develops in order to deliver an evolving mix of services.

1. PEOPLE OF COPPELL

Formal classes and lifelong learning classes. Internet of things. Business Leader Readers. Teens going to college. Expedition 2 success. Senior Moments. Talking Tech. Tax Time. Thinking about Thinking. Job training. Tutor2Go. Snack and Cram Sessions. Humans of Coppel: Around the

World. Baseball. Bookery Cookery. Hook, Knit Purl. Life Hacks. Seniors and Students.

2. NEW NEIGHBORS: A program to welcome new Coppel residents and their families to help them adjust to living in the USA.

GOAL 2: RESOURCES, BUILDINGS, TECHNOLOGY AND SYSTEMS

How the library makes use of the physical infrastructure, including buildings and technologies as well as the supporting methods, processes and systems necessary to enable the library to function and deliver the services at current and future locations.

3. CREATE-IT!: Expose the community to tools that help people design and create new artifacts, and in doing so build a bridge from imagination to reality, encourage STEAM learning and capacity developing, including AutoCAD: 3D design/home design, 3D printing, coding, computer programming, music composition, graphic design/art, robotics, local author publishing, and looms.

4. LIBRARY ON THE GO! Bookmobile. Home delivery. Marketing for events.

GOAL 3: PARTNERING, CO-LOCATING AND VOLUNTEERING

How the library partners with stakeholders, service providers and volunteers with synergistic interests to improve the breadth and convenience of new or existing service delivery.

5. I SEE: Comprehensive family of services for the vision-impaired community. Could include: vision screening, access to State Library of braille books, programs for the blind and vision-impaired, special board games for the vision-impaired, book reading computer software, modified computers for the vision-impaired, eyeglass collection, and collection point for donations of computers to be re-purposed for the blind.

6. MIND YOUR OWN BUSINESS: The library offers classes in partnership with SCORE, AARP, and the Chamber of Commerce to teach people how to start a business. This includes: writing a business plan, obtaining financing and permits, writing a budget, doing taxes, managing people, etc. Meet other experienced people who will share their knowledge, and offer advice. In partnership with SCORE, mentoring programs can be set up. The Library provides invaluable market analysis tools and other business resources.



7. PICKING UP STEAM: Responding to Texas House Bill 5 which requires that students select a career endorsement when entering 9th grade, we propose a program that creates career awareness and provides for K - 8 students to explore.

GOAL 4: MARKETING, PROMOTION AND ADVOCACY

How the library informs citizens, community groups and others in the community of the value of its service offerings, both offered directly and with partners.

8. #INFOTOGO: A comprehensive marketing campaign that is delivered in multiple/digital formats including such items as a program guide (a printed magazine/catalog with all of the library's programs, registering, schedule, etc. that is also on the website), a Bingo-like card mailed to each household to draw residents to the library - everyone that completes the bingo card can be entered into a raffle; a hashtag campaign for the library; Did You Know section in Coppell Clips; flyers/posters with programs displayed at CISD campuses, public facilities, and business bulletin boards; presence at all City events; events to draw different segments of the population (i.e. such as an Art Night at the Cozby Library and display art from CISD students and other residents and have a band ensemble playing, etc.); presentation at Senior Center; program guide included in new resident welcome packets; section in the newspapers; information in PTA and HOA newsletters and water bill insert.

GOAL 5: LEADERSHIP, STAFFING AND PROFESSIONAL DEVELOPMENT

How the library recruits and develops staff and other talent in order to adapt to changing patterns of service demand and delivery.

9. HOW DO I?: Platform for answering the "How Do I" questions from the community. Develop permanent resources (ex.: video tutorials), scheduled times (ex.: formal classes), or drop in (ex. for one day, from open to close, stop by particular desk or location).

10. TUTOR TIME: In-person drop in sessions scheduled day and time for one-on-one instruction on whatever topic is chosen or specified.



MESS (Math, Engineering and Science on Saturday)



STRATEGIC ANALYSIS

A strategic analysis was undertaken to identify the challenges facing the Cozby Library and Community Commons in the foreseeable future in the context of rapid social technological and demographic changes.

TRENDS AND CHALLENGES

Participants in the workshops identified the following trends that will have an impact on the library and the community. Each trend represents a significant challenge the library should address:

Broad spectrum of needs: The library is expected to provide services to a broad spectrum of people (age, gender, education and ethnicity) using a diverse range of platforms including print, visual materials and the Cloud.

Changing demographics: Coppell is undergoing a major shift in its demographic composition as it attracts new arrivals, especially from

South Asia, attracted by the quality life, the exceptional school district and the residential options. This is leading to a demand for more diverse collections in other languages.

Changing formats/New usage patterns: New media formats are constantly being developed and adopted. The community expects the library to continue to offer resources/materials in multiple formats, and

serve changing patterns of needs such as working from home or on the road instead of in an office.

Cross-cultural opportunities: As the community becomes more diverse new opportunities are emerging for cross-cultural experiences, e.g. restaurants, literature, stories, events.

Democratization of innovation: As more and more people participate in the innovation economy the rate of change accelerates even faster. A growing number of people participate in the many aspects of the innovation economy including academics, researchers, coders/app developers, makers, authors and publishers.

Education and training demand: More and more citizens are looking to the library to provide practical skills training.

Search engine research: A common first response to a need for information is to refer to Google for answers rather than opening up a book or conducting research via a reputable database.

Growth in “high touch” interactions: People are seeking out more face-to-face interactions and opportunities to meet. This "high touch" response to high tech is also reflected in the trends towards teens choosing to read books rather than read eBooks, as a way to get time away from their always-on technological life.

Lifelong learning: Job seekers are expected to participate in lifelong learning programs in order to main currency of their skills, or acquire new skills.

Multiple kinds of diversity: The city is becoming more diverse in a multiplicity of ways - age, income, race, culture and interests.



CozbyCon Hero

New haves and have-nots: A growing number of people are unable to participate fully in the economy. Some lack the necessary skills, mobility or transport. Others, such as former prisoners and drug takers, are unable to meet the stringent requirements of employers.

People living longer: Seniors are living and remaining active longer. They are often more mobile and adventurous.

Polarization of civic discourse: Public discussion about important issues have become highly polarized. The library can play a role in moderating or facilitating the discussions as an honest, independent broker.

Declining civility: Growing isolation and disconnection from neighbors is accompanied by a trend towards declining respect for each other as well as blaming others for the challenges we face. The library could play a major role in rebuilding connections and trust.

Speed and complexity of communication: Never before in history have people been able to communicate and share information with the speed and diversity that is facilitated by the Web. In order for people to be heard, many now find they have to "shout". Although social media allows people to expand their interactions with people outside their immediate families or friendship circles, it is also being abused by people who behave badly, especially those who engage in cyberbullying.

Threat to local funding control: Efforts by state politicians to limit local control of funding could severely limit Coppel's ability to provide services that the community wants.

Time-poor: People are becoming time-poor. The impact appears to be greatest on students/teens, who are under considerable pressure to succeed in school, to achieve good grades in order to get into college or get a good job, resulting in higher stress levels that impacts on their health.



KidsNotes

WHAT WE DO WELL

Participants in the workshops said that the library had the following strengths:

Customer service: The library delivers the best customer service using the best tools.

Leadership: Senior managers are very involved in the management of the city, representing both the library and the city. Managers also participate in an ongoing program of leadership development.

Library as equalizer: The library makes it possible for those who cannot afford access to information, knowledge and entertainment, to gain access in any format without cost or judgment.

New partnerships: The library has a history of working well with other city departments and community groups. It has the potential to develop new and closer partnerships for new programming and services.

Non-partisan approach: The library is a non-judgmental and non-political institution respected for its independence.

Professional development: Staff are encouraged to invest in their own professional development and apply what they learn to their work.

Shift in library role: The library is moving from just being a repository of books to being a service provider of a diverse range of programming for an equally diverse community - age, cultural, professional, etc.

Strong support from City: The Library is well supported financially and administratively by the city.

Teamwork: Library staff work well together as a team and are adaptable and flexible. Shared work roles also provide staff with greater work variety.

The new library building: The new building offers more public space than the original structure, and includes a dedicated teen area, business area, and a space to develop new programs.



Winner - CozbyCon Art Contest

WHAT PEOPLE WANT

Participants in the workshops suggested the following ways of further improving the library's collections and services.

Career exploration for students: Texas HB 5 requires students to make a career endorsement at the end of 8th grade. The library can help facilitate informed decisions by 8th graders and their parents.

Check out an expert: Under this proposal, patrons will be able to check out an expert the way they check out a book. Expert services may include help with making decisions or preparing plans; for example, decorating a home, planning an event, or writing a business plan.

Community partnerships and support: The library is well placed to work closely with community groups to develop and provide new programs and collections of interest or value to their members.

Coffee shop or café: High on the list of desirable enhancements is a coffee shop or café where people can socialize over a snack, a drink or a meal.

eBooks: A high priority for patrons is an expanded eBook collection and more copies of current bestsellers.

Hands-on skills support/makerspace: Desirable new facilities include a space for community members to develop craft skills such as knitting, embroidery and woodworking, a technology training center, and a makerspace with a tool collection.

History and Genealogy: The library could become a repository for historical information in Coppell, and facilities for undertaking genealogical research.

Keep up programming for kids: New programs for children should include author visits, book clubs for elementary students in summer, hands-on programs for children and adults so they can participate together, and educational seminars for furthering education.

Meeting spaces: Meeting space for non-profits and small business is in short supply. Space is also needed to allow large groups to collaborate on projects.

More adult programming: Patrons requested more programming for adults, more multi-generational activities and less focus on kid-centric services.

More books and reading groups: Some patrons requested that the library offer a wider range of titles in Fantasy and Science Fiction, Graphic Novels and Manga, to ensure that book series are complete and to encourage the establishment of genre based reading groups.

Other languages: The library should consider offering adult materials for those who speak a language other than English.

Quiet study areas: Teens are seeking quiet study areas, comfortable chairs, and more resources such as tutoring facilities.

Safe space: Students need a safe space for learning, project work, and creative activities. The library could also be a venue for community discussions.

Work with other institutions: The library should more closely coordinate its resources with the school district and other libraries.

SURVEY RESULTS

A series of surveys was undertaken to gather data about the kinds of collections, programming and other services the library should offer, as well as the methods of delivery. The surveys also assess the capacity of the library to deal with social and technological change.

Organization Alignment Survey: A survey of staff, the strategic planning committee and city managers assessed the library's capacity to adapt to the accelerating rate of change and increasing complexity. The self-assessment considered eight dimensions, including how the library develops and uses talent, how service delivery and production is organized, and how staff coordinate and work together.

Patrons expect the library will offer titles that use a wide range of technologies - books, CDs, DVDs and the Cloud - which bridge all of the past four major technological discontinuities.

Library as a Community Anchor Institution Survey: One hundred and fifteen people responded to a survey that asked what services, if co-located with the library, would generate additional patronage for the library and new business for the community partner. Respondents said the most attractive services would be business support services, cafes/coffee shops, cinema, fitness center, printing or photocopying service, a one-stop Government shop, and Post Office or UPS/FedEx office. The new collections that would generate more visits include checking out a person from a different culture, or talents such as consultants, coaches, entertainers, artists, storytellers, dancers or clowns.

Non-User Survey: A survey of 54 infrequent or non-users of the library's services found the main reasons for not visiting the library were that respondents already buy what they read, listen to or watch (19%) or the library is not conveniently located (16%). Some 76% of respondents have a library card, 14% did not, and 9% previously had a card but did not now.



Most people (90%) agreed the library was an important service. Comments from those who appreciated the library said it was important because it "offers internet services, rooms and space for studying, and books/DVDs to take home", is "an excellent source of information and

material", provides "a great public service", and "provides resources and internet access for those who might not otherwise have any". They also said it provides free access to a wide variety of books and other reading materials", "people need to read and explore different experiences", for instilling a love for reading in young children"; the library "let's you try different types of reading materials at no cost, so no risk", "provides a community gathering place," and is "wonderful". The survey elicited one negative comment, by a patron who was "underwhelmed" by the library and website.

People said they would use the library more often if the library offered a digital media lab so patrons could scan their family's photos or record music (26%), more meeting room spaces (26%), quiet study rooms (21%), more programs that were age specific (21%), allowed patrons to check out a Wi-Fi hotspot (21%), have lower or no fines (15%), allow patrons to make an appointment with a librarian to help with a job search, write a speech, create a business plan or undertake research (15%), if they could check out tablets or laptops (10%), be able to do more things with their children (10%), engage with friendlier staff (8%), visit at different hours (8%) or have more convenient/longer parking (5%).

The most recent library visits, either in person or on-line, were this week (19%), last week (13%), within last six months (33%), within the last year (7%), during the last two years (4%), during the past five years (15%) and never (7%).

Respondents obtained their information about the library from the following sources: what they remembered from when they used it last (17%), city newsletter (4%), Coppel Clips (4%), City website (15%), water bill insert (9%), word-of-mouth (11%) or social media (11%). Some 9% or 1-in-10 knew nothing about the library.

Early childhood survey: A survey was conducted in partnership with the Coppel Early Childhood Association and 21 people responded. Respondents said the following services would be most beneficial: a children's play area for when parents visited the library (100%), Storytimes (95%), special theme activity days (85%), craft activities (80%), improv, acting or music classes or events (70%), non-English language lessons (60%), an early childhood fair to experience new activities (60%), learning apps for tablets or phones (45%), meeting space for pre-school events (45%), game apps for tablets or phones (30%), health information (25%), and learning materials for home schooling (20%). Respondents saw no need for receiving advice and support from a parent mentor (0%), mentoring other parents (0%), special needs e.g. hearing impaired support (0%) or English as a second language lessons (0%).

Lions Club Sight-Impaired Needs Workshop: A workshop was conducted in partnership with the Coppel Lions Club, who have an international program to assist the sight impaired. The workshop brought together 15 people from a variety of organizations that provide support or deliver services to the sight impaired. They unanimously agreed to work together with the Coppel library to develop programs and host events.

Issues raised during the workshop included the isolation and the lack of social opportunities for the sight-impaired, recognizing the sight-impaired as valued members of community with skills/talents to contribute, identifying people who are sight-impaired and connecting them to existing services, offering volunteer and job training activities, overcoming the lack of space for the sight-impaired to express their talents and develop new skills.



Coppell Reads Collects for Pets

The library could also provide space for eye exam clinics and help provide Braille books and audio books, help patrons keep up with ever-changing technology and identify vision impairment early, especially for those with diabetes.

Opportunities to be considered include ***A day in the life*** event so sighted people spend a day without sight, adapting the TAPVI family support group approach to Coppell, curating tactile resources, opening up work and volunteering opportunities, providing a central location for screening, being a hub for technology training and social events, providing iPad apps, dome magnifiers and more braille access, hosting networking and social events, and undertaking programs to educate the non-sight impaired about the sight-impaired and their needs.

Rotary Club survey: A survey of Rotary Club members found unanimous support for developing a talent collection at the library by offering specialized skills for other citizens to check out. Some of the skills that respondents might offer included IT-networking, web development, on-line marketing strategy development, logistics warehousing, music, preschool music and movement instruction, education strategy, support for deaf, blind, and special needs adults and children, experience with the Rock & Roll Hall of Fame, science presentations, and how to network and find contacts.



FACTS AND FIGURES ABOUT THE LIBRARY

The following selected statistics, mostly from the 2015 year, provide a snapshot of the activities of the Cozby Library and Community Commons and statistics at the time of the strategic planning process.

Summary

- **Budget:** \$1,9 million
- **Library Cards:** 17,167
- **Resident Card Holders:** 14,833
- **Non-resident Card Holders:** 425
- **CISD Card Holders:** 445
- **Library Visits:** 235,955
- **City Staff:** 139 hold library cards
- **Other:** 1,325: ILL, TexShare, Self-registration and Not Permitted to Borrow
- **Library Staff:** 25; 17 full-time, seven part-time and one seasonal.
- **Facility:** Opened in 1995, remodeled in 2005. Major renovation, 2016

Circulation

- **Holdings:** 76,500
- **Annual Circulation:** 509,235.
- **Average Monthly Circulation:** 42,436
- **Self-checkout:** 39%

Collections

- **Expenditures Print:** Adult, \$71,275, Teen, \$17,000, Children, \$38,000, Total, \$126,275
- **Expenditures Audio Visual:** Adult, \$30,000, Teen and Children, \$14,500, Total, \$44,500
- **Expenditures Digital Materials:** \$32,725

- **Expenditures Periodicals:** \$10,300
- **Expenditures Processing:** \$24,000
- **Expenditures Database and On-line Subscriptions:** \$40,879
- **Adult Collection:** Print, 27,265, Video, 3,200, Audio, 2,241
- **Teen Collection:** Print, 5,511, Audio, 327
- **Children's Collection:** Print, 34,236, Video, 2,343, Audio, 743, Music, 163, Multi-media, 280
- **eAudio, All Ages:** 5,151
- **eBook, All Ages:** 5,692
- **Electronic Databases:** 35,107

Technology

- **Public computers:** 25
- **Number of Sessions:** 12,588
- **Staff Devices:** 33
- **Wi-Fi Access Points:** 4.
- **Bandwidth:** Internet, 60mbs
- **Other Devices for Public Use:** Printer/Copier, Scanner, Multiple Monitors for Messaging and Collaborative Work

Statistics

- **Reference Questions:** 18,820
- **Volunteer Hours:** 1,183
- **Visits to Website:** 42,852
- **Twitter followers:** 813
- **Facebook Likes:** 535
- **Pinterest Followers:** 117
- **Instagram Followers:** 55
- **Catalog Visits:** 120,056
- **Mobile Catalog Visits:** 30,021



Programs

- **Adult:** 45 programs attended by 905 people including Page Turners, Got Books, Some Assembly Required and Teas
- **Teen:** 68 programs attended by 1,500 teens including League of Extraordinary Teens, Volunteers, summer workshops, lock-in and after-hours events, school visits and exam week support
- **Children:** 332 programs attended by 9,972 children, including storytimes, summer reading events, Family Fun Nights, after school events, Bluebonnet Night and school visits and tours



FACTS AND FIGURES ABOUT THE CITY OF COPPELL

The following selected statistics, mostly from the 2015 year, provide a snapshot of the City of Coppell.

Population

- **Population (2014 estimate):** 40,342
- **City Staff:** 425
- **Households,** 14,190
- **Age distribution:** Under 5 (6.1%), 5-9 (6.3%), 10-14 (9.1%), 15-17 (5.3%), 18-20 (4.7%), 21-24 (5.9%), 25-34 (13.0%), 45-54 (19.7%), 55-64 (14.0%), 65-74 (5.0%), 75-84 (1.6%), Over 85 (0.7%)
- **Ethnicity:** White (70.7%), African American (4.7%), Asian (18.1%), Pacific Islander (0.1%), Native American (0.4%), Other (3.1%), Two or More Races (3.0%)
- **Persons per household:** 2.8
- **Education:** Completed 8th Grade (1.6%), High School-No Diploma (2.0%), High school Graduate (11.1%), College - No Degree (16.5%), Associates Degree or Higher (68.8%)

Coppell Independent School District Demographics

- **Schools:** Ten Elementary Schools (Pre-K-5th Grade), three Middle Schools (6th-8th Grade), one Traditional High School (9th-12th Grade), one Project-based Learning High School (9th-12th grade) and one Alternative School (All Grades)
- **Students Ethnicity:** White (40.6%), African American (4.4%), Asian (38.1%), Pacific Islander (0.1%), Native American (0.5%), Hispanic (13.2%), Two or More Races (3.0%)
- **Total Students:** 11,881
- **Projected Growth:** 250 per Year for the Next five Years
- **Economically disadvantaged:** 10.0%
- **English Language Learners:** 9.6%
- **At Risk:** 25.5%

- **Graduation Rate:** 98.8%. **Attendance Rate:** 97.1%
Dropout Rate - Grades 9-12: 0.3%

Education Special Programs

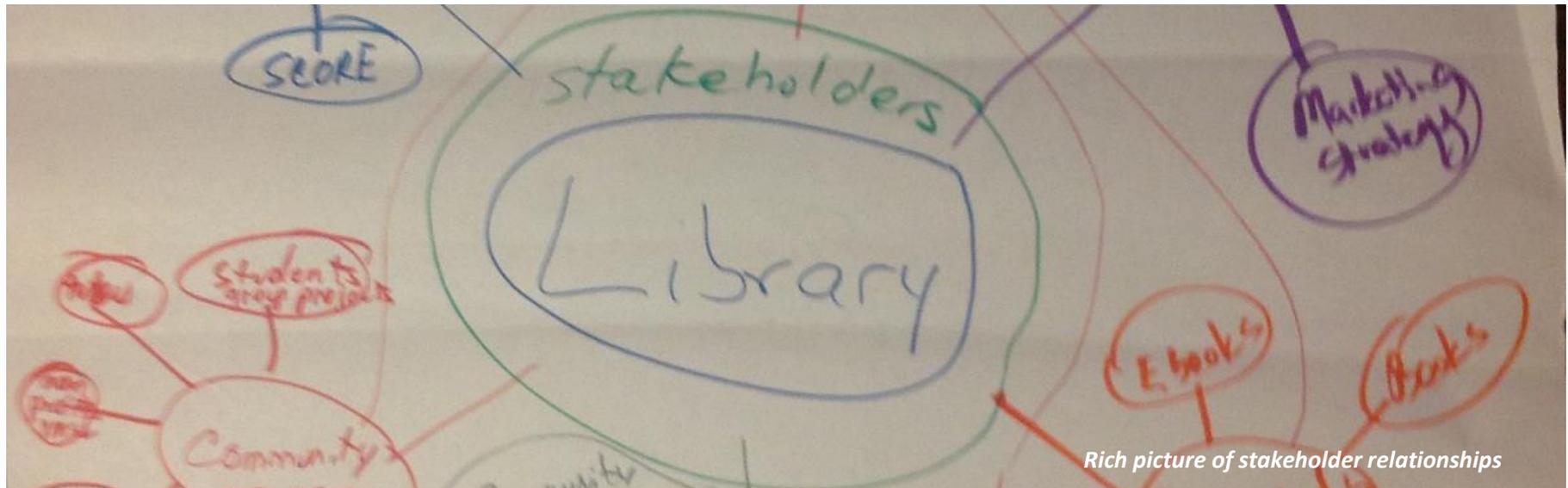
- **Advanced placement - Grades 11-12:** 83.5%
- **Bilingual/ESL:** 11.6%
- **Career and Technical:** 17.8%
- **Gifted and Talented:** 21.6%
- **Special Education:** 4.8%
- **Student/Teacher ratio:** 15:1

Other Information

- **Major Employers:** Amazon, Container Store, U Line, Coppell Independent School District, City of Coppell, Mayflower (Darryl Flood), Market Street, Tom Thumb, Kroger
- **Civic Organizations:** 22 homeowner associations, Chamber of Commerce, Lions Club, Rotary, Boy Scouts, Girl Scouts, Assistance League, Coppell Women's Club, Friends Groups, Various Sports Associations, Various Faith-based Groups
- **Higher Education Located in Coppell:** North Lake College, North Campus
- **Other Higher Education in North Texas:** University of North Texas, Texas Woman's University, University of Texas at Dallas, University of Texas at Arlington, University of Dallas, Dallas County Community College, Texas Christian University



Duck Pond Park



STAKEHOLDERS INTERESTS MATRIX

Participants in the strategic planning process identified a substantial list of stakeholders and their interests in the library. The matrix below describes how the library, through the implementation of this strategic plan can serve the interests of stakeholders/patrons and/or the patrons serve the library's interests, and in doing so, "bake a bigger cake" together for the greater good of the citizens of Coppell.

Stakeholder	Stakeholder Interest	Library Interest	The Greater Good
Book clubs	Meeting spaces and book recommendations.	Encourage community literacy.	Better educated community.
Book collectors	Recognition for their contribution to the community.	Share their resources with the library and community, especially foreign language.	Broaden the range of collections, especially specialized collections.
Business and prospective business owners	Research, better trained or educated employees. Recruit talent	Another way to engage with patrons who are their employees. Offer business library cards. Offer	More employed citizens, better paying jobs, thriving city economy

Stakeholder	Stakeholder Interest	Library Interest	The Greater Good
	trained in desirable team, thinking, IT and other critical skills.	opportunities for employers to provide information about job and career opportunities and pathways.	
Community organizations	A place to meet. Make their services better known to citizens with special needs or who are underserved.	Work with community organizations to tap into the talents of their members and develop services to support the others, especially underserved and special needs.	Greater participation in society.
Chamber of Commerce	Help members network and make new connections.	Showcase the talents of the members of the Chamber.	Expand business opportunities, especially for small business.
Culinary interests	Learning to cook or check out specialized tools.	Encourage interest in the culinary collection.	Improved diet and healthy living.
Empty nesters	Opportunities to retrain in new careers or new pursuits for people with more time on their hands.	Career advice, refresher courses, new skills development.	Support for people re-entering or joining the workforce and acquiring new relevant skills. Connections with others in the community.
Entrepreneurs	Support growing a business, legal, tax and regulatory information and networking opportunities. Access to design, software and maker tools.	Opportunity to focus on expanding services to high growth businesses. Pilot offering tools and methods not affordable by early stage businesses.	Growth in economic activity.
Families with young children	Entertainment, social skills and early literacy skills. Develop a love of stories and reading. Parenting skills. Storytimes. Develop sensory, attention and language skills. Meet other parents. Childcare support.	Encourage young children to read or parents to read to their children. Sensory take-home kits. Parenting groups.	An educated and literate community. Achieve high levels of positive parent-child interactions and language skills early on. Support the foundation of lifelong learning. High literacy skills improve school experience and create productive members of society.

Stakeholder	Stakeholder Interest	Library Interest	The Greater Good
Friends of the Cozby Library and Community Commons	Growing the library's usage and awareness of its services.	Advocacy for the library. Help with book sales (or collections no longer in demand). Volunteer to help deliver services.	Model how citizens can play a greater role in their own personal development and the city's growth. Promote literacy and community involvement. Growth of the Friends group leads to a vibrant library, a community asset.
High school students/teens	A place to study, tutorial rooms, help with college applications. A place to socialize, hang out. Just be themselves. Escape from the constraints of school life.	Support the development of young people socially and educationally, in a non-school setting. Provide opportunities to develop non-academic skills, especially teamwork and interpersonal skills.	Acquire life skills and non-academic skills. Safe place for young people to meet and socialize in a city where there are few places. Smooth the pathway to adulthood.
Historical Society	Collecting and curating documents, oral histories and other artifacts about families, organizations and the city for the benefit of future generations.	Offer services and programs that help preserve the history of the city. Offer access to a genealogy service, history tours and other programming. Provide advice on curating historical artifacts.	Develop the capacity of the people, the city and its organizations to learn from the lessons of the past. Promote understanding of the contributions by various community groups.
Home owners	Do-it-yourself materials, tools and information about home maintenance, decoration, and gardening.	Provide an opportunity for citizens with home improvement talents to provide information.	Ensure that the city remains an attractive place to live. Helping to maintain property values. Be a city of choice.
Home based businesses	Accessible technology including software and systems, a space to work, access to Wi-Fi. Access to expertise.	Provide a safe place for people to work and collaborate. Curate talents who can provide information or advice.	Help businesses grow and create jobs.
New immigrants	Library services in other languages, becoming a US citizen, learning about US culture.	Information about pathway to citizenship, understanding the US culture, laws etc.	Greater integration of new arrivals, enrich the community culture, reduce misunderstanding and separation

Stakeholder	Stakeholder Interest	Library Interest	The Greater Good
Pre-teen girls	Opportunities to experience activities which lead to non-traditional career choices for girls.	Generate an interest in technology so they can be successful in today's high tech world, especially STEAM (science, technology, engineering, arts and math) but also leadership and teamwork skills. E.g. robotics, solar car and coding.	Greater participation of young women in high technology careers, promotes self-confidence leading to stronger community participation.
Seniors	Continue to have active and fulfilling social and cognitive lives. Give back to the community. A place where they feel they belong.	Offer services based upon the talents of retired citizens interested in lifelong learning and passing on their knowledge and skills to young people, small businesses and community groups. Library embedded in senior citizen meeting places.	Productive use of the wisdom of people who are able to impart collective social, business and personal knowledge and encourage their active participation in the community.
School District	Providing alternative access point outside school house for students to do research, prepare for classroom activities. Shared databases and collections.	Partner with the school district to offer programs in robotics, coding, solar, music and sport more broadly, perhaps via the students being mentors or coaches.	Coordinated approach to educating school-age children. Better use of common resources, collections, programming etc. Contribute to the development of actively engaged citizens.
Small business owners	Help with how to start a business, government regulations, management techniques, for example preparing a strategic plan, tax help, meeting spaces and research.	Developing business programming, add business talent to library offerings. Provide value added services using available databases, meeting room access and related business services.	Growth in business connections and economic activity, leading to an expansion of jobs.
Tutors	Spaces to meet and tutor students and people in transition from one job to another. Access to educational materials for their students.	Provide tutors and their students with suitable private meeting spaces and learning materials.	Better educated community; greater awareness of future job trends and opportunities.

Stakeholder	Stakeholder Interest	Library Interest	The Greater Good
Unemployed	Jobs. New skills. Help with resumes. Access to internet to be able to seek work, submit resumes and reply to recruiters.	Sourcing and providing training programs, especially computer skills. Mentoring people who need to prepare resumes, or apply for a job online, or contact employers with job offers. Wi-Fi and computer connections.	More people fully employed in the workforce and better able to support themselves and their families. More adaptive to change.
Vision impaired	Recognized as valued members of the community, volunteer and job training, connection to existing services and support tools, able to express their talents, greater mobility, no longer isolated.	Space to hold eye exam clinics, provision of Braille and audio books, being a hub for social and training events.	Sight impaired able to participate more fully in community activities. Improve quality of life.
Volunteers	Opportunities to give back to the community or, for young people, gain work experience and build a resume. Advocate for the library.	Expand the capacity of the library to be able to offer services to the community.	A more engaged and civic-minded community.
Working people, especially mothers	Access to the library; often unable to because they are working at the time the library is open.	Programs for people who are raising young families, opportunities for child and parents to do things together or at the same time at the library.	Greater access to knowledge, information and entertainment for people who are short on time.



DETAILED PROJECT CONCEPTS

The details of the 1en new priority projects, additional to the current services, are as follows:

GOAL 1: COLLECTION BUILDING AND SERVICES INNOVATION

How the library develops and maintains collections, and what new collections it develops in order to deliver an evolving mix of services.

1. PEOPLE OF COPPELL

Formal classes and Lifelong learning classes. Internet of things. Business Leader Readers. Teens going to college. Expedition 2 success. Senior Moments. Talking Tech. Tax Time. Thinking about Thinking. Job training.

Tutor2Go. Snack and Cram Sessions. Humans of Coppel: Around the World. Baseball. Bookery Cookery. Hook, Knit Purl. Life Hacks. Seniors and Students.

Governance: Library, Community volunteers, Friends of the Library, Volunteens (community service hours). Benefits--building community, lifelong services.

Goals: Reach out to Citizens (teens and adults), generations to teach life skills.

Objectives: Hire a volunteer coordinator, partnerships with teens and businesses and community organization.

Stakeholders: Teens, seniors and adults.

Time frame: 12 -18 months but maybe start with exams first and go from there.

Resources: Space, volunteer coordinators and volunteers.

Estimated cost range: Staff and a supplies budget to be determined.

Actions/activities: Budget planning and approval (director), hiring coordinator and marketing librarian (Director), planning classes (Coordinator) planning materials and supplies (Presenter).

Measures of success: Participation, using the community as a collection, surveys.

Data to support the initiative: Observe the need, monitor requests.

Source of funding: Library budget, grants, matching, donations.

2. NEW NEIGHBORS

A program to welcome new Coppell residents and their families to help them adjust to living in the USA.

Governance: Library.

Goals: To prepare new potential citizens and their families for citizenship, ESL, Government, Citizenship test, navigating our culture, pop culture.

Objectives: To feel comfortable in our community, country.

Stakeholders: New members of the community (increase comfort level and prepare for citizenship).

Time frame: 12-18 months.

Resources: Space, materials, coordinator and teachers.

Estimated cost range: TBD.

Actions/activities: Citizenship research, locate teachers, marketing what and why.

Measures of success: Participation and new citizens!

Data to support the initiative: Lots of new immigrants.

Source of funding: Budget, grants, city?

Source of funding: City budget; Friends of the Library grants; business sponsorships.

GOAL 2: RESOURCES, BUILDINGS, TECHNOLOGY AND SYSTEMS

How the library makes use of the physical infrastructure, including buildings and technologies as well as the supporting methods, processes and systems necessary to enable the library to function and deliver the services at current and future locations.

3. CREATE-IT!

Expose the community to tools that help people design and create new artifacts, and in doing so build a bridge from imagination to reality, encourage STEAM learning and capacity developing, including AutoCAD: 3D design/home design, 3D printing, coding, computer programming, music composition, graphic design/art, robotics, local author publishing, and looms.

Governance: Library staff using the community volunteers to host programs. Library staff coordinate programs. Volunteers are used to

run/teach the program. A citizen committee could be set up to run the program.

Goals: IDEA! The bridge between imagination and reality. Exposure to concepts that may lead to hobbies and eventually professions.

Objectives: Space. Materials. Tools to do it, enabling (the teacher and facilitator). New partnerships.

Stakeholders: The library - more use of the library, bring more people in. The users - learning, creating. The STEM/CHS - opportunities for them, collaboration, career development. Volunteers, local businesses - teach others what they do to build their own business.

Time frame: 3-4 months have a committee set up. 9-12 months first (or shorter) kick off program. Then quarterly.

Resources: Tools. Space. Committee/partnerships.

Estimated cost range: FREE (hopefully). Tools/materials costs.

Actions/activities: Form committee - planning (starting small) - approaching partnerships - material purchasing - larger projects.

Measures of success: Participation. Feedback - what did you get out of this program?

Data to support the initiative: This is what our citizen surveys said they would like to see.

Source of funding: Businesses. City funds. Grants.

4. LIBRARY ON THE GO!

Bookmobile. Home delivery. Marketing for events.

Governance: Library will own it. Friends support. Volunteers.

Goals: Reach out to those with limitations. Integrate library into civic functions. Patron outreach. Helping the "guy in the house".

Objectives: Vehicles. Staffing. Planning.

Stakeholders: Nursing homes. Zones. Apartments. Students/schools. West side businesses.

Time frame: Limited program now, 2 years for a new vehicle. Phases. Use the maker space idea to help design the vehicle/program.

Resources: Staff. Vehicle. Wi-Fi.

Estimated cost range: New vehicle/trailer/gas/insurance.

Actions/activities: Planning. Staging. Outreach. Advertising.

Measures of success: Circulation improves. Outreach - helping reading levels for adults and kids. Getting materials to nursing homes to help improve quality of life.

Data to support the initiative: Requested often by patrons.

Source of funding: Grants. Friends. City.

GOAL 3: PARTNERING, CO-LOCATING AND VOLUNTEERING

How the library partners with stakeholders, service providers and volunteers with synergistic interests to improve the breadth and convenience of new or existing service delivery.

5. I SEE

Comprehensive family of services for the vision-impaired community. Could include: vision screening, access to State Library of braille books, programs for the blind and vision-impaired, special board games for the

vision-impaired, book reading computer software, modified computers for the vision-impaired, eyeglass collection, and collection point for donations of computers to be re-purposed for the blind.

Governance: Library and the Lions Club.

Goals: To draw the vision-impaired into the library in partnership with the Lion's Club.

Objectives: Assessment and modification of PC's for vision impaired. New partnerships with vision service providers in the city. Contact State Library regarding local resources (people, training, etc.).

Stakeholders: Vision impaired. Lion's Club. Library. Vision service providers. CISD. State Library.

Time frame: 6 months.

Resources: PC screens for vision impaired. Vision screening by Lion's Club. Special board games provided by Lion's Club. Large print books.

Estimated cost range: Normal collection budget and donations. Some needs assessment (e.g., software that reads books on computer).

Actions/activities: Partnering with the Lion's Club. Vision screening. Needs assessment. Promoting programs.

Measures of success: The library is the hub of support for the vision impaired community. Use of materials.

Data to support the initiative: From the CISD. From the screenings. From the state.

Source of funding: Our budget, grants, donations, possibly the friends of the Library.



The Book Nook

6. MIND YOUR OWN BUSINESS

The library offers classes in partnership with SCORE, AARP, and the Chamber of Commerce to teach people how to start a business. This includes: writing a business plan, obtaining financing and permits, writing a budget, doing taxes, managing people, etc. Meet other experienced people who will share their knowledge and offer advice. In partnership with SCORE, mentoring programs can be set up. The Library provides invaluable market analysis tools and other business resources.

Governance: The library coordinates the programs, facilitates the meetings, and provides space and resources.

Goals: Support the business community. Economic development. Increase usage of the library by the business community. Build relationships with the business community.

Objectives: Need to have a person (staff or volunteer) in charge of this project. Increase business resources, in particular a market analysis tool.

Stakeholders: Business owners. Non-business owners. Potential businesses. Home-based businesses.

Time frame: Development = 18-24 months. Implementation = 24 months.

Resources: Coordinator - staff or volunteer; has knowledge to increase library's business resources. Business resource software. Business community volunteers - SCORE, AARP and the Chamber of Commerce.

Estimated cost range: \$30,000 - staff, partial; \$10,000 - software and technology.

Actions/activities: 1. Determine staff person to be in charge. 2. Begin working with the Chamber to bring their classes to the library. 3. Promote the business center. 4. Gather community business resources

and start building relationships. 5. Start researching business resources and software to see what we need and budget for it.

Measures of success: * The economy of Coppell skyrockets due to these businesses. * Length of time these businesses stay in business. * Increased use of our business resources.

Data to support the initiative: From the city and from the Chamber.

Source of funding: From the city, mostly, unless we can get donations or grants.

7. PICKING UP STEAM

Responding to Texas House Bill 5 which requires that students select a career endorsement when entering 9th grade, we propose a program that creates career awareness and provides for K - 8 students to explore.

Governance: Library staff - business liaison to the community; technology consortium; arts council involves parents, CISD, volunteer STEM committee.

Goals: to introduce students to a wide variety of careers; to raise awareness of the major industries and career opportunities in North Texas; develop age appropriate programs that are fun and engaging.

Objectives: business liaison in library; recruit members from the arts and technology communities.

Stakeholders: Students - be able to make an informed decision about school track; creates a sustainable project, not a one-time event. Parents - have a resource to help their student make a decision; learning opportunity for any age. Business liaison - makes the library relevant, fun and engaging to the community. Business community - benefits by helping develop their future workforce, a pipeline of future employees.

CISD - relieves some of the pressure to provide enhanced career counseling time frame: 3 to 5 years to develop content, recruit participants and volunteers to conduct sessions.

Resources: Meeting space, demonstration space, content creation and storage, AV equipment, other equipment related to a particular topic.

Estimated cost range: Salary of business liaison, otherwise mostly volunteer.

Actions/activities: Develop job description and hire business liaison, develop framework for program, reach out to community.

Measures of success: Participation of students and volunteers, surveys, aggregate information from CISD about number of students who went through programs and were able to make a decision, track programs and ages of students that we attract to the programs.

Data to support the initiative: Legislation that requires student choice, ratio of students to school counselors.

Source of funding: City covers salary, possible purchase of equipment, donations from community.

GOAL 4: MARKETING, PROMOTION AND ADVOCACY

How the library informs citizens, community groups and others in the community of the value of its service offerings, both offered directly and with partners.

8 #INFOTOGO

A comprehensive marketing campaign that is delivered in multiple/digital formats including such items as a program guide (a printed magazine/catalog with all of the library's programs, registering, schedule, etc. that is also on the website), a Bingo-like card mailed to

each household to draw residents to the library - everyone that completes the Bingo card can be entered into a raffle; a hashtag campaign for the library; Did You Know section in Coppell Clips; flyers/posters with programs displayed at CISD campuses, public facilities, and business bulletin boards; presence at all City events; events to draw different segments of the population (i.e. such as an Art Night at the Cozby Library and display art from CISD students and other residents, have a band ensemble playing, etc.); presentation at Senior Center; program guide included in new resident welcome packets; section in the newspapers; information in PTA and HOA newsletters and water bill insert.

Governance: Library staff, Library Board, Friends of the Library.

Goals: To reach 100% of the community and involve them in the library offerings.

Objectives: Build partnerships with schools, senior center, businesses, non-profit groups, city and churches.

Stakeholders: Youth, teens, seniors and citizens as a whole to cover the broad diversity in the community, new neighbors, businesses/non-profits.

Time frame: 12 month: development; implementation: on-going.

Resources: Staff person versed in marketing and communication; software; printing; postage; paper; Mac.

Estimated cost range: \$25,000 for staff person; \$5,000 for computer; \$10,000 for printing costs; \$16,000 for postage.

Actions/activities: Hire a part-time staff person and purchase equipment: 3 months; determine market/programs: 3 months; implement.

Measures of success: Library program attendance, circulation records, number of new library cards issued; social media analytics, website traffic, surveys and focus groups to gauge satisfaction.

Data to support the initiative: Lack of knowledge about the library programs, comments from the library patrons; feedback from the League of Extraordinary Teens.

GOAL 5: LEADERSHIP, STAFFING AND PROFESSIONAL DEVELOPMENT

How the library recruits and develops staff and other talent in order to adapt to changing patterns of service demand and delivery.

9. HOW DO I?

Platform for answering the "How Do I" questions from the community. Develop permanent resources (ex.: video tutorials), scheduled times (ex.: formal classes), or drop in (ex. for one day, from open to close, stop by particular desk or location).

Governance: Staff to oversee and set larger goals/expectations. Volunteers to help teach classes, produce videos, etc., volunteer coordinator to oversee volunteer coordination.

Goals: Remove barriers for asking questions, maintain an informed/educated community, maximize access to resources, promote more broad use of the library by the community, and promote time management in both the staff and the community.

Objectives: Access to particular technology (production equipment, managing digital access), one staff member to take ownership, coordinate and set goals for the program, mechanism to maintain, evaluate, update information and take suggestions on topics from the community on the education, training and partnership with volunteers.



Stakeholders: Library Staff: Interests (leverages time, broadens reach); Benefits (Knowledge/resources); Adult Volunteers: Interests (civic engagement, expand skill sets, meaningful way to give back to the community); Benefits (build partnerships, "free" labor); Teen Volunteers: Interests (civic engagement, expand skill sets, meaningful community service hours); Benefits (build partnerships, "free" labor, engaged families); Library Users: Interests (knowledge, information); Benefits (engaged community, know about events); Community Organizations: (enhance services, serve their constituents); Benefits

(create more library users, broaden civic engagement, offer services that people really want/need).

Time frame: Roll out in pieces, "beta test" smaller; then add more, improve services. Look at more six month, one year, two goals ("soft" opening).

Resources: Kiosk, recording technology, volunteer coordinator (either new position or included in existing position), physical classroom space, staff members to oversee/plan program.

Estimated cost range: \$? Staff will be biggest cost, volunteer time, some technology (recording equipment, editing software, projectors, etc.).

Actions/activities: Identify staff members, create scope and goals of program, timeline, measures of success (staff). Develop a topic list (staff plus community input). Reach out to teens and adults for volunteer base (video filming, teaching a class) (staff and volunteer coordinator). Market this program (staff and community).

Measures of success: Customer feedback, attendance of classes, number of questions, database statistics, surveys, volunteer hours.

Data to support the initiative: Great demand for volunteer opportunities.

Source of funding: City funding, volunteer time. People who are interested in giving back to the community/civic engagement.

10. TUTOR TIME

In-person drop in sessions scheduled day and time for one-on-one instruction on whatever topic is chosen or specified.

Governance: Staff volunteer coordinator.

Goals: Educate and inform. Maximize access and enhance volunteer or teen opportunity. Manage time.

Objectives: Staff/teen-ownership. Technology-review. Partnership between teens and adult volunteers. Outreach to the senior center.

Stakeholders: Staff: leverage time and broaden reach and knowledge resources. Adults: civic engagement in a meaningful way to give back to the community. Build partnership for the community. Teens: civic engagement, expand skill set, obtain class credits. Users: knowledge and information, creating an engaged community.

Time frame: 6 to 12 months.

Resources: Staff member who is the volunteer coordinator and volunteers desk with a computer.

Estimated cost range: Cost of the staff time.

Actions/activities: Job description for the volunteer coordinator and some kind of job description for the volunteer themselves, staff providing instruction to the volunteer.

Measures of success: We will have statistics of how many people stop by. We will keep a track of their topics and may have repeat visitors.

Data to support the initiative: Community interest in learning how to do stuff, volunteers need hours, yes it's feasible.

Source of funding: Civic engagement.



Lego Creative Play

OTHER PROJECT CONCEPTS

Participants in the strategic planning workshops identified 64 project ideas from which 10 were selected for further development. These projects will be used as a resource from which staff can draw.

GOAL 1. COLLECTION BUILDING AND SERVICES INNOVATION

How the library develops and maintains collections, and what new collections it develops in order to deliver an evolving mix of services.

- **Around the World in 30 Days:** A monthly affinity group that focuses on a culture, integrating literature, popular culture (film, fashion),

cuisine and language of a region. Themes could change by semester or month, depending on group interests.

- **Baseball, Hot Dogs, Apple Pie, and Chevrolet:** Helping new immigrants learn how to navigate American culture, language, laws, and behavioral norms.

- **"Cliffhangers Anonymous"**: A forum where aspiring writers can publish their works, receive critique and comments to improve their book or story, and receive general feedback.
- **"The Internet of Things (IoT)"**: A speaker series about emerging technologies, markets/use cases (e.g., self-driving cars, smart cities, health care, etc.), emerging career opportunities.
- **Bookery Cookery**: Have different cookbook authors do a class on their recipes, and how they came up with their book topic.
- **Business Leader Readers book club**: A book club for people interested in reading and discussing recent books in business or business trends.
- **Classes for teens going off to college.**
- **Connect the DOTS**: (Demonstrate, Observe, Teach, Skills). This is a project to involve all leaders/thinkers/creators from the community to come together and use their skills to teach/inform others.
- **Cooking and Booking**: Bring individuals from various backgrounds to prepare and share a meal. There is a cultural theme with a person that is comfortable preparing a native dish and teaching others the process.
- **Coppell University**: Simple sessions about new technologies to patrons. Internet security, simple hacks that could make life easier, knowledge share on catching up with growing technology concepts (similar to Parent University which CSID hosted).
- **Expedition 2 Success**: Teen program to facilitate successful transition into college. Help with finding their passion/perusing careers. Offer guest speakers to help teens learn what is out there. Program would help teens create a plan to move forward with fulfilling their dreams.
- **Hook, Knit, and Purl**: Knitting and crochet class for beginners and more advanced. Have members help and teach each other.
- **Humans of Coppell**: the library connects people of different backgrounds with whom you can schedule an appointment to have a conversation with. Veterans, entrepreneurs, teachers, scientists, anyone who has an interest in sharing their life experiences could be part of this program.
- **Library Grandparents**: Retired community members read to children while siblings are in story hour with parent, help with hands-on kid programs to give more attention to each child, play puzzles, draw, puppets with kids, share historical time period experiences with pictures to older elementary/middle school kids to close generational gap, volunteers would be within sight of parents and have background checks for safety- in adjacent room through window, etc.
- **Life Hacks**: Learn basic skills and shortcuts for doing everyday things. Cooking, green cleaning, laundry, etc.
- **Seniors and Parent Storytellers**: Parents and senior citizens come once in a month and tell stories to different groups like kids and adults.
- **Senior Moments**: Check out a senior who will share their stories, possibly mentor, read books to kids, teach a skill etc. It could also turn into teens teaching seniors how to create a video, send a picture through email or any type of technology.
- **Seniors and Students!** Having them work together where students can help teach the seniors about technology (i.e., how to use their smartphones, iPads, social media) and the seniors will share oral histories that are in danger of being lost if not recorded.
- **TalkingTech**: Teens and seniors explore technology together. Benefits teens that can earn volunteer hours, benefits seniors who have life experience to share, benefits both by developing intergenerational relationships.
- **Tax Time**: Offer help with preparation of taxes.
- **TechTalk**: Teens and seniors learn technology together. Helps students meet the volunteer hour requirements for school, seniors can share life experience.
- **Thinking about Thinking**: (A course based on the 7 habits of highly affective teens book). This book is an effective way of having group decisions on how to find role models and how to set goals. We can

show teens how to be proactive and organize their lives by starting from the basics. Things like debates, impromptu speaking, group discussions and skits can be done in this session. I have done something similar to this and found it to be very effective.

- **Training:** Give some kind of training to help people get jobs and teach about our culture when they are new to country. We can have a Job Fair, which will help them to find a job.
- **Tutor2Go!** To be able to check out a person for a short period of time that can teach you a skill or provide you with the knowledge you seek that enables you to do something for yourself.
- **HOLD @ HOME (1):** Place a book on hold and have it waiting for you at your front door when you get home. Kids can place a hold from school and have it delivered to their school librarian.
- **Snack and Cram Sessions:** Extended hours the week before final exams and open until midnight during finals with themed snacks like pancakes, nachos, pizza night, coffee and pastries. The event could be run by volunteers and would be open only to students - high school and older - studying for exams.

GOAL 2. RESOURCES, BUILDINGS, TECHNOLOGY AND SYSTEMS

How the library makes use of the physical infrastructure, including buildings and technologies as well as the supporting systems, methods, and processes necessary to enable the library to function and deliver the services at current and future locations.

- **"Coppell Maker's Corner":** A place where inventing and exploring minds can manifest their ideas, collaborate with others to create and improve, without having the barrier of inaccessibility to those technologies. A space where you can bring to life "the next big thing."
- **Book Baskets:** Basket for patrons to use while they are in the library.
- **Book delivery to institutions and individuals.**

- **Book Mobile integrated Delivery System:** Plays the ice cream truck song to get attention. Books, DVDs, Tablets/PCs, Humans of Coppell, 3D printer, Wi-Fi enabled, Satellite dish, download stations. OK to make it electric powered.
- **Bring in the Business!** Offer library services (cards, rooms, other resources) to Coppell businesses. Partner with the chamber of commerce.
- **BUILD YOUR DREAMS:** Maker space (woodworking, sergers, embroidery machines, graphic design, Lego type systems, 3D printer, STEM station, tech take-apart.
- **Coppell Creators:** A mobile maker space that includes craft supplies, animation technology, robotics, Legos, etc. We could use this to do programs at the Lib or take it out to schools, Farmer's Market, other city festivals, etc.
- **GIVE US ROOM!** Provide a lot more fee-free meeting space for residents' groups.
- **Holds 2 Home (2)** Place a book on hold, and have it at your door when you get home from work or your day out and about. Same day service. No service fee. Pick up returns you left at your door (some limits may apply - drones can only carry so much).
- **Invent It!** A maker space that would have everything from a green screen and movie-related technology to computer, app, and other various technology industry driven needs for teens to experiment with and invent new things.
- **Start a book mobile:** Help seniors or rehab centers that cannot visit library on a regular basis. Place a hold on item and have it delivered to them.
- **The Book Shop:** Keep the library a cozy receptive place to hang out with your family.
- **The Maker Spot:** A space for patrons to create, make, invent, and cooperate on hobbies, inventions, STEM projects and other hands on activities/classes. Containing resources selected by the community to reflect their interests and needs.

- **Tool Time:** Come visit Coppel's Maker Space to try your hand at a variety of tools and skills such as 3-D printing, knitting, cooking, etc. Volunteer to teach or sign up to learn.
- **You Have to Read This:** This project will create a service that will allow library patrons to rate books and make recommendations to their friends. It will also suggest books based on your reading history and ratings of the books you have read.

GOAL 3. PARTNERING, CO-LOCATING AND VOLUNTEERING

How the library collaborates with stakeholders and services providers to deliver services more efficiently or effectively than either can alone, especially those services which are vital to the success of the city and its' citizens or deal with unmet needs.

- **FULL STEAM AHEAD!** Partner with CHS STEM and art students to bring technology and design to the library. This would include a maker space lock in and other fun activities. Students helping students.
- **Helping Hands:** Development of strong business program curriculum for small businesses in conjunction with Chamber of Commerce and local businesses (small and large).
- **How do I...:** Partner with businesses to teach skills from their day to day activities, such as coding, sewing, how to change the oil in your car, how to cook, how to use a 3-D printer, how to paint, how to use a digital camera, how to post to YouTube...
- **I SEE:** Comprehensive family of services for the vision-impaired community. Could include: vision screening, access to State Library of braille books, programs for the blind and vision-impaired, special board games for the vision-impaired, book reading computer software, modified computers for the vision-impaired, eyeglass collection, and collection point for donations of computers to be re-purposed for the blind. Purpose is to draw the vision-impaired into the library in partnership with the Lion's Club.



- **Mind Your Own Business (1):** Learn how to start a business, write a business plan, budget, manage people and get financing. Meet with other business people who will share their experiences and advice.
- **Mind Your Own Business (2):** The library offers classes in partnership with SCORE to teach people how to start a business, write a business plan, get financing, manage people, do taxes, etc. etc. Experienced people share their knowledge and offer advice.
- **Sensory Story-time:** A story-time for special needs people of all ages to help become more familiar with how things feel, participating with a group, etc. It's a great way to learn more about our special needs communities. **Your Business:** Local self-employed and home-based businesses are offered advice on running and managing their business. The library could partner with SCORE to provide these services.

GOAL 4. MARKETING, PROMOTION AND ADVOCACY

How the library makes citizens, community groups and others in the community aware of the value of its service offerings, both offered directly and with partners.

- **Coppell Capers:** To be used when the new library is opened. Re-invent ways to attract new people to the library. Perhaps help from the business community as well as young people, seniors, parents and volunteers.
- **Coppell Community Programs,** short courses, events and meetings to stimulate your mind. Coppell Community Programs would issue a catalog in the mail twice a year on a wide range of courses taught by members of the community or instructors on subjects like local history, art, exercise, eating, language, and many other subjects.
- **Creative Corner:** Sort of like a book club for artists. It is a place where they can show off, talk about, and get inspired by local artists. This could also be a place for local aspiring artists to learn the tricks of the trade, and tips on how to get started. All forms of art welcome.
- **Diversity awareness program:** people come from different cultures and talk about interesting things from their culture.
- **Do registration at city events (EarthFest).**
- **Library Bingo:** Could market library services and encourage participation by giving bingo cards to patrons. Each square has a library activity listed on it, like "attended a book club meeting" or "checked out a DVD" - could award a prize for getting Bingo.
- **New Neighbors:** A program that helps people who are new to our community/country/culture get involved in the community, learn about city/community resources, meet others, learn conversational English and take Citizenship classes.
- **One Database at a Time:** Highlight a database, online resource, technology, etc. every two weeks.
- **Offering a presentation about economic development.**
- **Offering a program helping Coppell residents to fill out their taxes.**
- **Our World, Your Community!** Explore the world at your fingertips by connecting with the Coppell Library's universe.
- **Social media awareness:** Get people registered to "like" Facebook page, follow on Twitter, Instagram, etc.
- **TELL ME MORE!** Keep residents informed of current events.

GOAL 5. LEADERSHIP, STAFFING, AND PROFESSIONAL DEVELOPMENT

How the library recruits and develops staff and other talent in order to adapt to changing patterns of service demand and delivery.

- **Community Resources Outreach:** Provide classes to teach patrons how to use the library resources, i.e., ILLS, putting things on hold, what the various links we have available are. Then build off of that and provide an ongoing class that is assisted by teens who would like to volunteer.
- **Teen Tutoring Time:** Matching computer newbies from the older population with the younger generation. Could be one-on-one with a sign up stating the help needed. Could be incorporated with volunteer opportunities from area high schools.
- **Teen Finishing School/How to Get a Job:** Teach teens how to dress for an interview, how to interview, how to write a resume, etc. to help them find a job after school.
- **Talent Bank:** Library staff teach volunteers how to conduct storytimes, facilitate book clubs and other tasks. Community members volunteer their talents such as storytelling.
- **Ongoing staff training:** facilitating to conduct community meetings, customer service, professional development, genealogy.



Wagon Wheel Park

STRATEGIC MEASURES

The following measures or targets were developed by the strategic planning committee to assess the progress of implementing the strategic plan in the immediate future:

Strategy	Target	Measure
GOAL 1: COLLECTION BUILDING AND SERVICES INNOVATION		
1. Support and market targeted patron-initiated and administered programs, offering space, advice and resources to ensure success.	Ongoing.	Frequency of programs run by patrons. Attendance. User satisfaction.
2. Provide and promote access to other resources in the community such as private collections that are unique or unusual, including books, specialized knowledge and artifacts.	By 2018.	Number and quality of private collections in the catalogue. Use of the collections.
3. Provide educational resources for literacy and lifelong learning.	Ongoing.	Number and quality of collections, tools and classes.

Strategy	Target	Measure
4. Offer job and career resources to support workforce development.	Five classes per year by end 2017.	Attendance. Applications for jobs and college. Job success rate. College entry rate.
5. Provide resources for newcomers to the United States to learn about our culture, and highlight a path to citizenship.	By 2018.	Number of classes and quantity of materials. Attendance. Circulation. Number of Citizenships.
6. Provide access to language collections to meet the needs of library users from countries where English is not the primary language.	Survey by September 2017.	Number of services provided. Use of services by newcomers. Use of new collections and inter-library loans.
7. Constantly evaluate collections and services and discontinue those that no longer are valued or relevant.	Ongoing.	Use of individual items in all collections.
8. Facilitate non-partisan citizen forums with political candidates, elected officials, and community and business leaders on various topics of interest to the community.	By 2018.	Number of forums offered. Attendance.
9. Develop programs that celebrate the best of the city's many different cultures to achieve greater understanding and connection.	By 2018.	Number of programs offered. Attendance.
GOAL 2: RESOURCES, BUILDINGS, TECHNOLOGY AND SYSTEMS		
1. Introduce the modern library to the community in new configurations such as makerspaces, virtual and/or mobile concepts and embedded services.	By 2018.	Number of new services. Use of the new services. Learning from using the new services.
2. Identify, provide or develop new tools, technologies and techniques that tap into and unleash community imagination and creativity.	Ongoing.	Use of the new tools.
3. Foster the innovative use of library systems to increase efficiency, productivity, service reach and depth.	Ongoing.	Productivity improvements. Cost of service delivery per capita.

Strategy	Target	Measure
4. Track the use of library services to better understand evolving customer service needs.	Ongoing.	Use of services.
5. Deliver services on a variety of platforms that best meet the community's emerging patterns of technology use.	Ongoing	Surveys of community technology needs. Comparative use of platforms.
6. Institute a digital City Card to provide easy access to a variety of library and other city services.	Institute new card by September 2017.	Number of new or active card holders. Use of card.
GOAL 3: PARTNERING, CO-LOCATING AND VOLUNTEERING		
1. Build a talent bank of local subject matter experts.	Contact 100 volunteers by August 2017. Develop a catalogue of experts and their expertise.	Number of volunteer subject matter experts.
2. Utilize the talent bank to develop and offer a variety of programs to the community, including those community members who have specialized or unmet needs.	Develop five programs by October 2017 (including two programs for unmet needs).	Attendance.
3. Increase accessibility to library services by capitalizing on outreach opportunities such as co-locating with community partners, developing a 'pop-up' library or implementing innovative delivery services.	Plan three outreach programs by July 2017 and increase by two per year.	Attendance.
4. Create a new role of outreach librarian to develop community partnerships, the talent bank and off-site events and programs.	Re-align staff roles by early 2017 to perform outreach services.	Number of new or re-aligned staff.
5. Grow a robust volunteer group via a program of targeted and meaningful opportunities for people to "give back" to the community.	By end 2017.	Total volunteer hours.
GOAL 4: MARKETING, PROMOTION AND ADVOCACY		
1. Further develop our brand as a curator of the talent and knowledge necessary for community success.	By May 2017.	
2. Develop interactive promotions and events to increase citizen engagement in the library.	Ongoing.	Survey how patrons heard about an event.
3. Develop a targeted marketing campaign employing both traditional and new media approaches.	By January 2017.	Compare library use with previous years.

Strategy	Target	Measure
4. Promote our services through partnerships with community organizations, businesses, schools and other government services, employing the talents of individuals within those groups.	50% increase by January 2018.	Number and use of new and existing partnerships. Attendance at events. Learning from programs.
5. Acquire the capacity for partnership development and community-based marketing via either new staff appointments or developing talent within the library.	By May 2017.	Number of new or aligned staff. Number of volunteers willing to teach/present their own programs. Circulation, program attendance and use of technology.
6. Identify unmet or emerging needs of segments of the community that remain underserved.	Ongoing.	Survey unmet needs.
GOAL 5: LEADERSHIP, STAFFING AND PROFESSIONAL DEVELOPMENT		
1. Recruit and/or develop library staff for new roles in marketing, programming and community partnering.	Begin by January 2017.	Appropriately qualified staff in place.
2. Create or adapt cross-functional work roles that capitalize on our staff members' personal passions and professional interests.	Identify staff interests and passions – Ongoing. Define four cross-functional work roles by January 2017.	Number of cross-trained staff
3. Develop a skills building program for staff members and the community.	Identify skills training to be offered by March 2017. Schedule four classes by October 2017.	Staff and Community attendance at training. New skills acquired necessary for offering the program.
4. Support staff members' participation in further developing their professional knowledge and skills through formal study, seminars and conferences.	Ongoing.	Staff attendance at training. Utilization by staff of new skills. Staff promotions within the organization.
5. Implement instructional methods to allow staff members to teach the public to evaluate information for validity, accuracy, appropriateness and currency.	Ongoing.	Staff attendance at training. Transfer of learning to others. Applications of new learning.
6. Identify and harness the professional talents in the community.	Begin by January 2017.	Number of new talents. Number of new programs.

Strategy	Target	Measure
	Recruit five professionals by May 2017.	Impact of the new programs.
GOAL 6L GOVERNANCE AND FUNDING		
1. Continue to be good stewards of our current funding resources.	Ongoing.	
2. Actively monitor local, state and federal political and policy changes and inform our governing body of impactful issues.	Report to Council annually.	Cost of service delivery per capita.
3. Coordinate programming and resource sharing with other city departments.	Coordinate three programs each year with other city departments.	Attendance.
4. Play an active role in the social and economic development of the community.	Ongoing.	Number of workforce development classes. Attendance. Successful job offers.
5. Pursue funding for new programs through grants, business investment, and community in-kind contributions.	Write one grant per year.	Number of contacts for community and business donations. Funds raised.
6. Increase the availability of the library and its meeting spaces through revised hours and meeting room guidelines.	Meeting Room Guidelines in place by November 2016.	Hours the library is open.

PARTICIPANTS IN THE PLANNING PROCESS

The following people participated in the strategic planning workshops:

Strategic Planning Committee

Amy Pittman-Hassett, Librarian Supervisor
 Bob Mahalik, City Council
 Gayle Westapher, Chamber of Commerce
 Hassane Ajmi, Library Clerk
 Jane Darling, Assistant Director
 John Jun, Leadership Coppell
 Kevin Carrothers, Librarian Supervisor
 Lilia Gans, Librarian
 Lindsay Ayers, Coppell ISD
 Marcie Diamond, Assistant Director of Planning
 Mindi Hurley, Economic Development Coordinator
 Nicole Smith, League of Extraordinary Teens
 Pam Hooper, Friends of the Coppell Library
 Pat Nicks, Library Board
 Stephen Charters, Friends of the Coppell Library
 Vicki Chiavetta, Director of Library Services
 Wednesday Foster, Library Board

Workshop Attendees

Advaita Chaudhari, Teen Coppell Resident
 Alka Shrimali, Library Clerk
 Barbara Lee, Historical Society
 Betsy Merrill, Librarian
 Betty Carter, Historical Society
 Bob Hill, Coppell Resident
 Bunny Wilcox, Coppell Resident
 Candy Sheehan, Coppell Resident

Carlos Olate, Library Technician
 Cassie Hooper, Teen Coppell Resident
 Cassie Young, Library Technician
 Deborah Brune, Coppell Resident
 Don Carter, Historical Society, Rotary Club
 Ed Darling, Lion's Club
 Emily Nance, Library Board, Friends of the Coppell Library
 Frank Gasparro, Coppell Resident
 Geoff Westapher, Coppell Resident
 Glenda Weeden, Library Clerk
 Gloria Woods, Librarian
 Grace Johnson, Coppell Resident
 Heather Fink, Library Clerk
 J.J. White, Librarian
 Jack Henderson, Coppell Resident
 Jamie Jun, Teen Coppell Resident
 Jan Lorrain, Coppell Resident
 Janet Koester, Library Board
 Jennifer Franz, Librarian
 Jessica Jun, Teen Coppell Resident
 Kate Warrington, Coppell Resident
 Kim McGrath, Senior Administrative Technician
 Lindy Kinnan, Coppell Resident
 Madeleine White, Coppell Resident
 Marcia Raines, Coppell Resident
 Marilou Scrimshaw, Coppell Resident
 Molly Walther, Library Technician
 Nancy Lemay, Coppell Resident
 Neelam Verma, Library Clerk
 Pam Hooper, Friends of the Coppell Library

Pete Wilson, Historical Society, Coppell Arts Council
Phil LaBerge, Coppell Resident
Richa Yadav, Coppell Resident
Rita Bueter, Coppell Resident
Ronald Bower, Friends of the Coppell Library
Sarah Silverthorne, Librarian
Shirley Bouchie, Library Clerk
Stephanie Lacenski, Library Clerk
Tam Nguyen, Library Clerk
Tessa Hooper, Teen Coppell Resident
Tracie Williams, Librarian
Varenya Shrikant, Teen Coppell Resident
Vivek Jayapalan, Coppell Resident

Lions Club Workshop

April Dyke, Coppell ISD
Barb Strell
Gina Smith, Coppell ISD
Justin Hutcherson
Kathalene Gale
Kevin Mascarenhas
Mindy Helsley, Lion's Club
Oscar Cartas
Peggi Smothermon
Stacey Chambers, Coppell ISD
Tracy Cartas, Coppell ISD

