



## STRATEGIC PLAN 2017-2020

## 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





# OUR MISSION

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





## WHAT WE ARE 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.

# THE PROCESS

- Started in May 2016.
- Completed in October 2016.
- Over 250 citizens, staff, board members city leaders involved.
- 20 interviews.
- Six workshops with staff and citizens produced 64 project concepts and 15 rich pictures.
- Project Planning Workshop developed 10 priority projects.
- Deep Dive Workshop.
- Plan Review workshop.
- Three general surveys – alignment, non-user and community anchor.
- Partner surveys or workshops conducted jointly with community groups including Lions, Rotary, and the Early Childhood Association.





# THE CONTEXT

- Changing demographic -diversity – in age, income and cultural.
- Rapidly changing technology, jobs and skills; left behind.
- Influx to Coppel to take advantage of our great schools.
- Widening income gap, have and have-nots.
- Shortages of high level skills, lack of work for limited skills.
- Rising cost of higher education; barrier to starting out in life.
- Time poor, especially young people focused on careers.
- Political efforts to limit local community funding control.
- Growing connectivity and greater isolation as well.



- High touch response - desire for places to sit down and talk.
- Growing connectivity and greater isolation and bad Web behavior.
- Young people seeking time away from their technology.

# WHAT PEOPLE WANT

- More books, eBooks and audio books.
- New collections, especially in other languages.
- A place to do homework after school, tutorial rooms.
- A safe and welcoming place.
- A place to gather, meet and socialize, especially for teens.
- Coffee shop or café.
- Meeting spaces.
- More programs for our special needs community.
- More multi-generational opportunities.
- Helping people see and realize possibilities.
- Expanded on-line collections and presence.



# WHAT WE COULD DO - 1

- Develop better solutions to shortage of meeting space.
- Market new services and programming.
- Increase depth of library collections.
- Focus on underserved, seniors, business, home-bound etc.
- Develop specialized collections e.g. foreign language, ESL.
- Explore new kinds of relationships with the community, pop-ups, embedded, on-line, cross-boundary.
- Find the optimal balance between media types, new tech.
- Eliminate disincentives, e.g. where to borrow/return, fees.
- Refresh programming and collections, keep what works.





## WHAT WE COULD DO - 2

- Develop new mixed uses, e.g. makers space, business incubator, in new locations via partnerships.
  - Free up staff for value-added activities.
  - Play a major role in community decision making.
  - Develop new full-service programming around starting a business, getting a job, cultural literacy and growth, citizenship and community development and technical capacity, e.g. STEM, teamwork, facilitation skills.
  - Tap into and grow community talent base, offer as a service.
  - Build on partnership process we have begun.
- Shift volunteer focus to career/developing community talent focus e.g. via internships and collection building.



# WHAT WE DO WELL

- Develop new and closer partnerships and new services with City agencies, school district, seniors, chamber of commerce etc.
- Strong support from City
- Focus on developing leadership skills.
- Encourage staff to develop themselves; apply learning.
- Responsive to change; adaptive, flexible innovative.
- Develop people well.
- Great customer service approach, putting the customer first.
- Work well as a team.
- New expanded library building.





# CHALLENGES

- Rapid rate of change.
- Maintaining a diverse range of technological platforms.
- Community resistance to change.
- Cultural literacy and bias training.
- Room for growth.
- Managing new kinds of library operations, e.g. embedded, pop-up, co-located partnerships.
- Deciding what collections to keep, dispense with the old.
- Challenge to local funding and decision making autonomy.
- Developing skills for community challenges, e.g. marketing, project management, partnering.
- Developing scalable partnering processes.



# GOAL ONE

## **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.

1. Support/market patron-initiated programs.
2. Provide/promote access to other community resources e.g. private collections.
3. Provide resources for literacy and lifelong learning.
4. Offer job/career resources for workforce development.
5. Provide access to language collections.
6. Evaluate collections/services and discontinue those no longer valued or relevant.
7. Facilitate non-partisan citizen forums on topics of interest.
8. Develop programs that celebrate the best of the city's many cultures.





# GOAL TWO

## **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.

1. New library configuration - makerspaces, virtual/mobile concepts, and embedded services.
2. Identify, provide or develop new technologies to unleash community imagination and creativity.
3. Foster the use of innovative library systems to increase efficiency, productivity, reach and depth.

4. Track the use of library services to understand customer needs.
5. Offer services on a variety of platforms.
6. Institute an digital City Card for easy access to library and other services.



# GOAL THREE



## **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.

1. Build a talent bank of local subject matter expert resources.
2. Use talent bank programs to meet specialized or unmet needs.
3. Improve accessibility via pop-up' and embedded services & co-locating with community partners
4. Create the role of outreach librarian to develop community partnerships, talent bank, off-site events and programs.
5. Grow a volunteer group so people can "give back" to the community.



# GOAL FOUR

## MARKETING, PROMOTION AND ADVOCACY

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

1. 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 via traditional and new media.
4. Promote our services through partnerships with community organizations, businesses, etc.
5. Acquire the capacity for partnership development and community-based marketing.
6. Identify unmet or emerging needs the community that remain underserved.



# GOAL FIVE

## 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.

1. Recruit and develop staff for new roles in marketing, programming and community partnering.
2. Create and adapt cross-functional roles that capitalize on passions and professional interests.
3. Support staff members professional development via study, seminars and conferences.
4. Use new methods for staff to teach how to evaluate information.
5. Identify and harness the professional talents of the community.



# GOAL SIX



## 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.

1. Continue to be good stewards of our current funding.
2. Monitor political and policy changes to inform our governing body of impactful issues.
3. Coordinate programming and resource sharing with other city departments.
4. Plan an active role in the social and economic development of the community.
5. Pursue grant, business investment, and in-kind contributions to fund new programs.
6. Increase the library availability and meeting spaces via revised hours and meeting room guidelines.



# 10 PRIORITY PROJECTS

## GOAL 1: Collection Building and Services Innovation

1. People of Coppel.
2. New Neighbors.

## GOAL 2: Resources, Buildings, Technology and Systems

3. Create-IT!
4. Library on the Go!

## GOAL 3: Partnering and Volunteering

5. I SEE.
6. Mind Your Own Business.
7. Picking Up STEAM.

## GOAL 4: Marketing, Promotion and Advocacy

8. #InfoToGo.

## GOAL 5: Leadership, Staffing and Professional Development

9. How Do I?
10. Tutor Time.



