Cedar Falls Public Library
Strategic Plan, 2020-2025

Focus Area	Category	Key Concepts And Focus Points	Individual Ideas/Initiatives/Investments from Small Groups
Enhance the Strong Resources and Services of the Library to Increase Relevance	Programming	Expand Awareness and Usage of the Co-Lab and Increase STEAM Related Programming	Expand the overall offerings and utilization of the Co-Lab
			Develop programs for all ages of users for the Co-Lab
			Experiment with programs in areas like STEM/STEAM, virtual reality, coding, and robotics
		Increase Pre-Teen/Tween Programming and Engagement	Engage existing pre-teen users by developing programs of interest both active and passive in nature
			Explore staffing adjustments to lead engagement with this age level
			Develop transition strategies through different age levels (children to tween to teen)
	Collections	Further Expand Digital Collections Spending to Align with Usage	Expand digital collections and resources (more titles, more copies, more platforms, etc.); some of this may be a reallocation of spending on physical items
			Explore ways to expand awareness and usage of digital collections and resources
			Pay particular attention to the spending levels of CD audiobooks vs. e-audiobooks based on usage data
		Further Expand Library of Things	Further expand the Library of Things collection (with user needs and feedback driving growth)
			Seek local business partnerships with Library of Things (promotional considerations or trials of equipment sold by local merchants)
		Upgrade Collection Management Practices, Increase Weeding, and better balance collections to usage	Continue to evaluate usage levels of physical and digital holdings and adjust spending appropriately
			Balance physical holdings to current and evolving usage levels, seek to make collecton more up to date, and re-visit weeding and collection practices as needed to improve turnover and circulation levels
			Implement more consistent review of library collection data (turnover, % of circulation vs % of holdings, etc.) to improve collection balancing
			Utilize open shelf space to increase face-out merchandising of books in the stack (across all formats and genres)
	Technology	Increase Efforts around providing more and better Technology Access for All	Further Strive for equity in digital access; be a leader in the community in bridging the digital divide, particularly rural and low income patrons
			Explore more adaptive technology or furniture for those with special needs
			Be proactive with technology offerings and services
			Invest in additional hotspots to reach more people who need them
			Use technology to allow greater participation in library events. Take learnings from current pandemic to post-COVID-19 times to expand access to library programs

Cedar Falls Public Library
Strategic Plan, 2020-2025

Focus Area	Category	Key Concepts And Focus Points	Individual Ideas/Initiatives/Investments from Small Groups
Reimagine Building Layout to Better Serve Current and Evolving Needs	Space / Facility	Evaluate the Overall Space and Layout of the Library	Develop a plan for better organization and utilization of the current spaces within the library.
			Plan should look at overall flow and layout for instance possibly relocating adult fiction to 2nd floor to make room for a tween space (see below)
			Plan should seek a balance between both quiet and collaborative spaces, but overall seek to better serve the community and make the library an even more inviting place for patrons to visit and spend extended time
			Plan should seek to improve day-to-day and overall flexibility of the spaces (e.g. tables for 2 on casters, more seating on casters, moveable and retractable partitions, etc.)
			Plan should look to re-evaluate/re-configure display cases for improved use and to free space when appropriate
			Plan should seek to update/add/remove furniture. as needed to make the library more flexible, usable, and inviting
			Improve overall accessibility and usage by patrons with physical limitations and those using mobility assistive devices (i.e. wheelchairs, electric scooters)
		Rezone and Reorganize Lower Level Space to Create a space for Tweens/Pre-Teens, and create more defined spaces for all youth age levels	As part of rethinking layout and space, create a flexible area intended for pre-teens in the afternoons but usable by others during the school day.
			Extend that further by rezoning the full children's area to reflect different age groups / developmental levels
			Increase overall front facing merchandising in youth areas; consider experimenting with browser-based-bins for picture books
			Explore technologies that could help to engage children and tweens with books, perhaps reviews by other youth or screens with engaging book summaries
		Improve Library Signage and Wayfinding to make the library easier	Give strong consideration to usability and wayfinding when re-evaluating the layout of the library
			Rethink and improve all signage, maps, and wayfinding aids within the library
Amplify Community Awareness and Engagement	Marketing	Develop a Library Marketing Plan to help improve the library's reach to the community and drive higher awareness of value and activities.	Strive to make marketing a key organizational asset. Develop a marketing plan that sets standards, expectations, and strategies for marketing all library resources, programs, and services. This plan should develop key objectives for promotion to and engagement with the community. Social media and other digital promotions should be a key component of this plan.
			Consider some of the following ideas as a part of increased marketing and promotions: more targeted marketing to specific segments and patron types, a street-side digital sign, table tents at the library or nearby restaurants, and increased targeting and engagement of the under 25-year-old population.
			Evaluate the assignment of a dedicated marketing position (either added or from current staff levels)
			Define specific promotional approaches and objectives for increasing Co-Lab, teen, and tween spaces, service awareness, and utilization.
		Develop the Library's Brand to convey mission and better community awareness and connections	Develop the library's brand and identity, leveraging work done in the strategic planning process.

Cedar Falls Public Library
Strategic Plan, 2020-2025

Focus Area	Category	Key Concepts And Focus Points	Individual Ideas/Initiatives/Investments from Small Groups
Optimize the Service Capacity of the Library	Staff	Increase Staff Investment	Conduct a deeper evaluation and investigation into staffing needs, levels, and overall organization. Evaluation in particular should model the impact of any increases in hours, outreach, marketing, and programming driven by strategic objectives of this plan.
			Current needs for staffing (levels or assignments) appear to be in marketing (new/expanded), outreach (expanded), tween (expanded), teen (PT to FT), volunteer coordination (expanded); the library does come in below average on MLIS staff.
			Evaluate reclassification/reorganization of library assistant positions to librarian positions for those who hold MLIS degrees
			Consider new options for help particularly in teen, tween, and Co-Lab areas like teen (high school) interns or interns from UNI
			Develop a succession and staff development plan for all management positions, including identifying current staff who aspire to higher level roles and explore what support development can be given to assist them in their preparedness for those roles in the future.
	Volunteers/ Friends	Expand Volunteer Opportunities in the Library and the Community (focused on expanding services not replacing paid staff roles)	Explore expansion of the volunteer program
			Focus volunteer expansion on new services and programmatic opportunities, not a mechanism to replace paid staff.
			Create volunteer job descriptions and responsibilities-- e.g. concierge, read to groups, reading buddies, Co-Lab mentors, deliver materials to homebound, grant writer, etc.
			Make the library a community hub for volunteerism, the connector of those who want to volunteer with organizations that need volunteers, sort of a volunteer resource center.
Serving Cedar Falls Beyond the Building	Outreach	Develop a Plan for Expanding Outreach Services	Develop a deeper understanding of the community's needs for services outside of the building; increase the library's knowledge of, and relationships with other agencies and non-profits that serve the community.
			Develop engagement opportunities for underserved segments of the population and residents of more outlying regions that may have transportation barriers.
		Explore Mobile Services	Explore models in place at other libraries for services (programming, collections, technology, etc.) beyond the walls of the library; cross match with the specific needs and opportunities of Cedar Falls.
			Develop a multi-year plan to grow those services as needed.
		Expand local partnerships	Foster more and stronger partnerships with other community organizations: schools, UNI, Hearst, symphony, local business, and other local and regional non-profits.
Elevate the Library's Leadership Role in the Community	Crisis Planning	Take learnings of the current crisis and develop better future plans and policies to address similar or related public emergencies or crisis events	Evaluate short and long term impact of current disruptions and broader service model changes within the community and how those will impact patron expectations and needs for the community (e.g. curbside delivery, home delivery, increased digital needs and support, etc.)
			Develop pandemic/crisis plans at the library level (in accordance with the City's plans), taking learnings from the current and previous crisis.
			Give particular consideration to how volunteer programs affect or can support these crisis plans
	Advocacy & Community Leadership	Indentify, Advocate, and Celebrate Key Ideals of the Library as they relate to the Community	Advocate for the free (and civil) expression of ideas. Create a safe haven for patrons, both in the library and online.
			Develop improved communication competencies within the library and explore how that could be taken/shared with the community at large.
			Generate passion for lifelong learning.
			Model kindness, friendliness, and civil discussion of ideas.
			Use the library to promote the wellbeing of patrons, citizens, and the community.
			Strive to be more proactive than reactive in attitude and approach.
		Programming as a Focus of Diversity and Community Experience	Deliver on the community's expressed desire for more diversity with an increased focus on diversity in programming and community engagement of underserved community segments.
			Continue to provide informational and pop-culture related programming, striving to make the library an experience.