

Key Strategic Focus Areas

- ❖ Grow Community Relationships
- ❖ Improve Facilities
- ❖ Align Internal Operations
- ❖ Strengthen User Experience





Grow Community Relationships

We will continue to develop collaborations with other organizations and municipalities that leverage strengths and enhance available resources



GROW COMMUNITY RELATIONSHIPS

Goal 1: Design an intentional, creative, and mutually beneficial partnership strategy

Objectives:

- 1) Our impactful partners say we have deepened the relationship between us
 - a. 2026 Activities: Establish baseline, develop a partnership strategy and survey
 - b. Measurement: End of year partner survey
- 2) CADL staff and municipal officials know each other by name
 - a. 2026 Activities: Establish baseline with branches, schedule visits
 - b. Measurement: Track contacts, partner survey
- 3) Staff know and can articulate our strategy to grow impactful relationships
 - a. 2026 Activities: Create a communication plan, learn from feedback, add to training
 - b. Measurement: Staff questionnaires



GROW COMMUNITY RELATIONSHIPS

Goal 1: Design an intentional, creative, and mutually beneficial partnership strategy

Objectives:

- 4) Increase in the number of social media mentions of CADL by partner organizations
 - a. 2026 Activities: Establish baseline, create education strategy for partner organizations
 - b. Measurement: Data collection
- 5) Increase in the number of partnerships highlighted by CADL's social media
 - a. 2026 Activities: Establish baseline, develop strategy, create partnership map
 - b. Measurement: Data collection



GROW COMMUNITY RELATIONSHIPS

Goal 2: Actively pursue and embrace opportunities for leadership within our sphere of impact

Objectives:

- 1) Find new opportunities for CADL to be at the table and have a voice**
 - a. 2026 Activities: Review current and identify other opportunities
 - b. Measurement: Create/maintain a chart tracking involvement, review annually
- 2) Partner organizations say they recognize CADL as a leader in the community**
 - a. 2026 Activities: Develop partner engagement strategy
 - b. Measurement: Survey, interviews
- 3) Community members say they think of CADL first when looking for difficult-to-find information**
 - a. 2026 Activities: Develop a communication and survey plan
 - b. Measurement: Survey



GROW COMMUNITY RELATIONSHIPS

Goal 3: Champion a strong organizational network that leads to wider, unique services

Objectives:

- 1) People will say that when they need to locate a resource, they find the information through CADL
 - a. 2026 Activities: Develop a strategy for collecting this feedback, from both users and non-users
 - b. Measurement: Possibly a combination of surveys and point of service feedback
- 2) Staff report confidence in knowing where to refer people
 - a. 2026 Activities: Develop list of resources, in connection with our staff training
 - b. Measurement: Staff surveys
- 3) People say they live in a supportive community with a wide range of unique services available
 - a. 2026 Activities: Develop an annual survey for the community
 - b. Measurement: Public survey



Improve Facilities

We will make improvements to existing library facilities and plan for welcoming new spaces to better meet our community's needs



IMPROVE FACILITIES

Goal 1: Expand and update current spaces and develop library outreach access points to adequately meet needs and enhance services

Objectives:

1) Survey respondents indicate satisfaction with CADL's facilities

- a. 2026 Activities: Build on information gathered during Strategic Planning process, develop new survey
- b. Measurement: Survey

2) Increase in space available for programming and services as well as community use

- a. 2026 Activities: Conduct CADL-wide facility evaluation, use to develop plans with municipalities
- b. Measurement: Completion of Facility Evaluation Report



IMPROVE FACILITIES

Goal 1: Expand and update current spaces and develop library outreach access points to adequately meet needs and enhance services

Objectives:

3) People say they can easily access CADL's materials

- a. 2026 Activities: Develop survey, other strategies for collecting feedback
- b. Measurement: Survey

4) Increased number of CADL touchpoints outside of branch buildings

- a. 2026 Activities: Establish baseline, system for tracking
- b. Measurement: Data collection



IMPROVE FACILITIES

Goal 2: Build understanding of CADL's organizational structure and services to enhance transparency in facilities-related decision making

Objectives:

- 1) Increased touchpoints of education on CADL's organizational structure at the branches
 - a. 2026 Activities: Evaluate current understanding by municipalities and community
 - b. Measurement: Survey
- 2) Increased cooperative efforts and initiatives with municipalities
 - a. 2026 Activities: Engagement during facilities evaluation
 - b. Measurement: Data collection



Align Internal Operations

We will make organizational decisions that strive to find balance between aspirations and available resources to ensure CADL is impactful, responsive, and sustainable



ALIGN INTERNAL OPERATIONS

Goal 1: Strengthen and streamline communication to improve staff's wellbeing and effectiveness in customer service

Objectives:

- 1) Staff report that they feel confident in their work and responsibilities
 - a. 2026 Activities: Establish baseline and develop survey, supervisor engagement strategies
 - b. Measurement: Surveys
- 2) Managers and staff report communication tools are being used more consistently and effectively
 - a. 2026 Activities: Establish standards, measurement methodology
 - b. Measurement: Surveys, data collection
- 3) A majority of survey respondents say our staff's customer service is Excellent or Above Average
 - a. 2026 Activities: Build on information collected during the Strategic Planning process, develop new collection strategy
 - b. Measurement: Survey



ALIGN INTERNAL OPERATIONS

Goal 2: Regularly evaluate our staffing structure to reinforce CADL's sustainability

Objectives:

- 1) Staff report that CADL is a desired employer
 - a. 2026 Activities: Perform a system-wide analysis of staffing, succession planning, engagement
 - b. Measurement: Survey, exit interviews, completed new union contracts
- 2) Staff of all levels utilize opportunities for professional development
 - a. 2026 Activities: Review staff training program, external opportunities, participation
 - b. Measurement: Data collection, survey
- 3) Staff report feeling part of a strong, collegial work team on a shared mission
 - a. 2026 Activities: Evaluate and create opportunities for staff interaction and team building, evaluate internal communication including ties to Mission, Vision, and Values
 - b. Measurement: Survey



Strengthen User Experience

We will imagine and implement new strategies to increase access to all we have to offer and enrich engagement



STRENGTHEN USER EXPERIENCE

Goal 1: Create a library user experience across our system that is consistently delightful and uplifting

Objectives:

1) Increase in library use (both physical and digital)

- a. 2026 Activities: Evaluate growth areas and current statistics, identify focus areas
- b. Measurement: Data collection

2) Number of “library joy” expressions shared with us increases each year

- a. 2026 Activities: Build on Impact Stories, identify ways to collect patron feedback
- b. Measurement: Survey and point of service documentation



STRENGTHEN USER EXPERIENCE

Goal 1: Create a library user experience across our system that is consistently delightful and uplifting

Objectives:

3) Millage passed decisively

- a. 2026 Activities: Review past and current data, develop a marketing plan
- b. Measurement: Millage passes at or above previous (2022 68.6%)

4) Increase in the number of local artists engaged each year

- a. 2026 Activities: Develop outreach strategy
- b. Measurement: Data collection



STRENGTHEN USER EXPERIENCE

Goal 2: Improve access to facilities, resources, and services and enhance wayfinding

Objectives:

- 1) At least one new effort toward increasing access made each year
 - a. 2026 Activities: Establish baseline, identify growth opportunities
 - b. Measurement: Data collection
- 2) Survey respondents say they have access to the materials and services they want from the library
 - a. 2026 Activities: Develop survey, determine what information CADL needs to track
 - b. Measurement: Survey
- 3) Survey respondents speak positively about their experience within library facilities
 - a. 2026 Activities: Develop strategy for collecting feedback and converting it to actionable items
 - b. Measurement: Survey, point of service collection

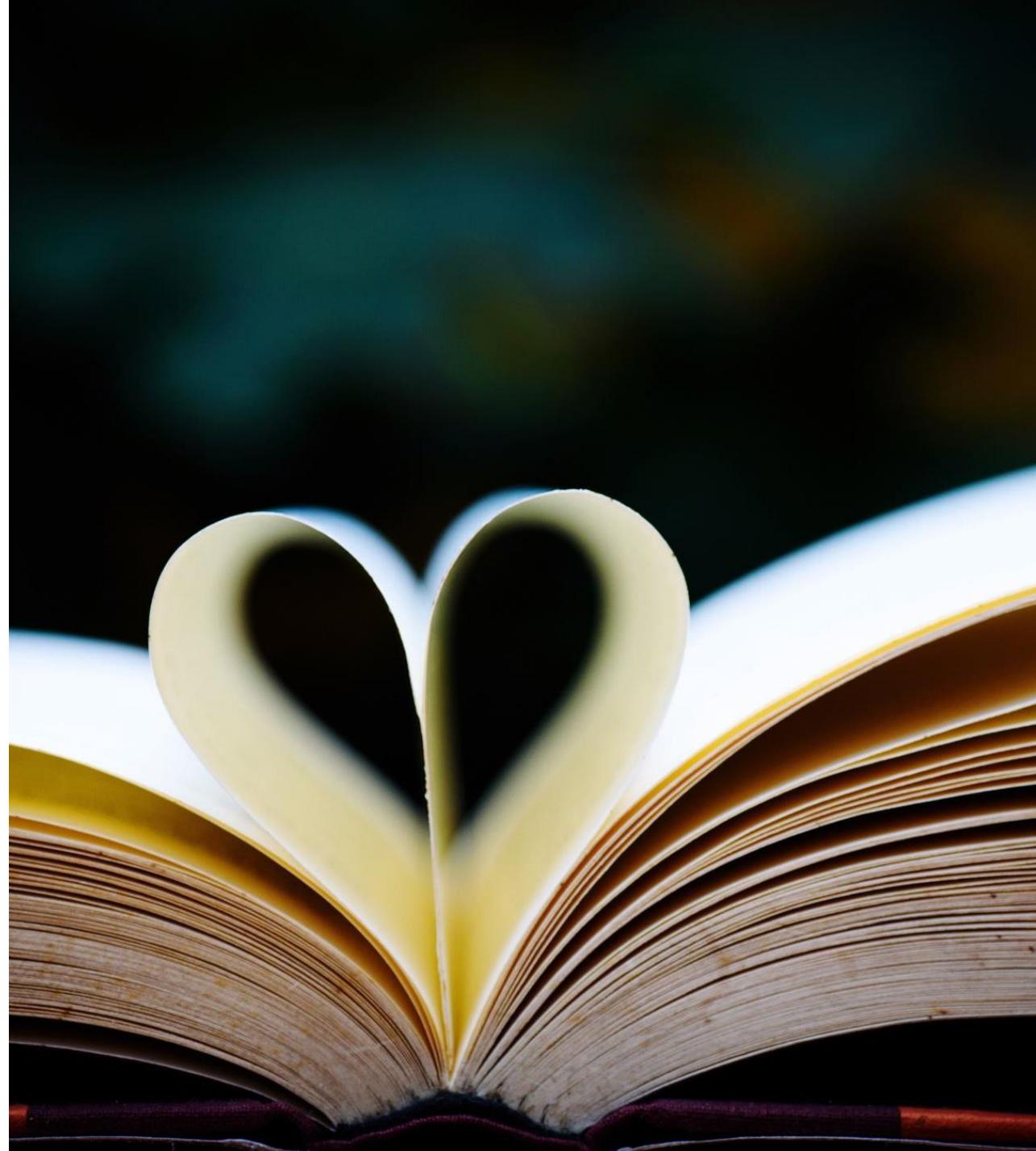
Final thoughts

Strategic Plan covers 2026-2030

2026 is the baseline establishment year

We will evaluate strategies for information gathering so that feedback is both useful toward progress and worth the time spent by respondents

Collaborative effort – there are opportunities for participation from everyone including staff, library board, partners, and community members!



Thank you

For more updates on the progress of the Strategic Plan, check the website page

<https://www.cadl.org/about/admin-funding/strategic-plan>