CONTRA COSTA COUNTY LIBRARY COMMISSION

AGENDA ATTACHMENT 4

MEETING DATE: Thursday, May 24, 2018
AGENDA ITEM #: 5.C.
ITEM: ORANGEBOY DATA/ANALYTICS

RECOMMENDED ACTION:

No action required.
Agenda

- Introduction
- Customer and Market Overview
- Strategic Plan Alignment
Meet OrangeBoy, Inc.

- Who we are: Founded in 1996, OrangeBoy, Inc. uses a customer-centric, data-driven approach to help organizations meet their customers at their point of need with great efficiency and high impact.
- What we do: OrangeBoy has worked with nearly 100 libraries across North America to manage and measure library performance.

Market Analysis
### CCCPL Serves Contra County, CA

<table>
<thead>
<tr>
<th></th>
<th>USA</th>
<th>California</th>
<th>Contra Costa</th>
</tr>
</thead>
<tbody>
<tr>
<td>Population (2018 Est.)</td>
<td>326,533,070</td>
<td>39,695,753</td>
<td>1,094,135</td>
</tr>
<tr>
<td>Projected Growth (2018-2023)</td>
<td>3.50%</td>
<td>4.05%</td>
<td>5.24%</td>
</tr>
<tr>
<td>Median Age</td>
<td>38.36</td>
<td>36.91</td>
<td>40.27</td>
</tr>
<tr>
<td>Households w/ person 18 and younger</td>
<td>33.53%</td>
<td>37.47%</td>
<td>37.58%</td>
</tr>
<tr>
<td>Non-English spoken at home</td>
<td>21.37%</td>
<td>44.33%</td>
<td>33.44%</td>
</tr>
<tr>
<td>Median Household income</td>
<td>$60,133.17</td>
<td>$70,635.58</td>
<td>$96,601.38</td>
</tr>
<tr>
<td>2018 Families Below Poverty</td>
<td>11.74%</td>
<td>11.00%</td>
<td>6.95%</td>
</tr>
<tr>
<td>No H.S. Degree Above 25</td>
<td>13%</td>
<td>17.90%</td>
<td>9.88%</td>
</tr>
</tbody>
</table>

### Comparison Counties

<table>
<thead>
<tr>
<th></th>
<th>Contra Costa</th>
<th>Alameda County</th>
<th>Santa Clara County</th>
<th>Solano County</th>
</tr>
</thead>
<tbody>
<tr>
<td>Population (2018 Est.)</td>
<td>1,094,135</td>
<td>1,672,270</td>
<td>3,620,985</td>
<td>444,393</td>
</tr>
<tr>
<td>Projected Growth (2018-2023)</td>
<td>5.24%</td>
<td>5.50%</td>
<td>5.27%</td>
<td>4.43%</td>
</tr>
<tr>
<td>Median Age</td>
<td>40.27</td>
<td>38.33</td>
<td>38.19</td>
<td>38.10</td>
</tr>
<tr>
<td>Households w/ person 18 and younger</td>
<td>37.58%</td>
<td>34.61%</td>
<td>36.47%</td>
<td>38.18%</td>
</tr>
<tr>
<td>Non-English spoken at home</td>
<td>33.44%</td>
<td>44.03%</td>
<td>48.60%</td>
<td>29.66%</td>
</tr>
<tr>
<td>Median Household income</td>
<td>$96,601.38</td>
<td>$91,129.30</td>
<td>$102,719.71</td>
<td>$73,975.21</td>
</tr>
<tr>
<td>2018 Families Below Poverty</td>
<td>6.95%</td>
<td>7.99%</td>
<td>6.85%</td>
<td>9.93%</td>
</tr>
<tr>
<td>No H.S. Degree (age 25 and up)</td>
<td>9.88%</td>
<td>12.63%</td>
<td>12.69%</td>
<td>12.49%</td>
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</tbody>
</table>
### Supervisory Districts

<table>
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<tr>
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</tr>
</thead>
<tbody>
<tr>
<td>District 1</td>
<td>106,281</td>
<td>4.13%</td>
<td>40.66</td>
<td>35.09%</td>
<td>48.39%</td>
<td>$75,713.60</td>
<td>10.42%</td>
<td>17.53%</td>
</tr>
<tr>
<td>District 2</td>
<td>237,528</td>
<td>5.08%</td>
<td>44.88</td>
<td>36.38%</td>
<td>26.47%</td>
<td>$142,258.93</td>
<td>2.50%</td>
<td>2.30%</td>
</tr>
<tr>
<td>District 3</td>
<td>240,674</td>
<td>7.45%</td>
<td>37.22</td>
<td>46.48%</td>
<td>29.66%</td>
<td>$95,981.11</td>
<td>6.65%</td>
<td>9.96%</td>
</tr>
<tr>
<td>District 4</td>
<td>232,378</td>
<td>3.86%</td>
<td>41.36</td>
<td>31.12%</td>
<td>31.12%</td>
<td>$92,851.54</td>
<td>6.79%</td>
<td>8.40%</td>
</tr>
<tr>
<td>District 5</td>
<td>222,793</td>
<td>5.00%</td>
<td>37.98</td>
<td>39.27%</td>
<td>40.27%</td>
<td>$76,041.64</td>
<td>11.04%</td>
<td>15.80%</td>
</tr>
</tbody>
</table>

*Excludes the city of Richmond
Market Penetration

What it Measures:

- The Household Market Penetration metric measures the percentage of households with at least one active card, served in the library’s service area. The larger the percentage, the broader the library’s reach in your community.

Why it is Important:

- Market penetration measures the overall reach of the Library in its service area.
- Market penetration is an indicator of how much of your service area is engaged with your Library.
- It makes an important argument about the popularity or demand for the Library’s services. The growth and decline of household market penetration provides an understanding of the value you deliver to your community.
System Market Penetration

21% of households in the Library's service area have at least one active library card.

<table>
<thead>
<tr>
<th></th>
<th>Total Households</th>
<th>Active Households</th>
<th>Market Penetration</th>
</tr>
</thead>
<tbody>
<tr>
<td>District 1</td>
<td>76,968</td>
<td>11,560</td>
<td>15%</td>
</tr>
<tr>
<td>District 2</td>
<td>90,532</td>
<td>25,510</td>
<td>28%</td>
</tr>
<tr>
<td>District 3</td>
<td>74,293</td>
<td>8,608</td>
<td>12%</td>
</tr>
<tr>
<td>District 4</td>
<td>91,038</td>
<td>18,765</td>
<td>21%</td>
</tr>
<tr>
<td>District 5</td>
<td>76,077</td>
<td>11,781</td>
<td>15%</td>
</tr>
<tr>
<td>Total</td>
<td>408,908</td>
<td>76,224</td>
<td>19%</td>
</tr>
</tbody>
</table>
Cardholder Survey

- Sent to all customers with valid emails above the age of 18: 185,712

<table>
<thead>
<tr>
<th>Total Responses</th>
<th>21,402</th>
</tr>
</thead>
<tbody>
<tr>
<td>Completed Responses</td>
<td>18,345</td>
</tr>
<tr>
<td>Response Rate</td>
<td>12%</td>
</tr>
<tr>
<td>Write in responses to</td>
<td>3,041</td>
</tr>
<tr>
<td>questions</td>
<td></td>
</tr>
</tbody>
</table>
Primary Library Use

- Borrow print materials for adults: 42.9%
- Borrow print materials for children: 14.3%
- Download ebooks: 8.5%
- Borrow books on CD: 4.7%
- Download audiobooks: 4.4%
- Borrow DVDs: 3.8%
- Study or work at the library: 3.8%
- Use a public library computer: 3.0%
- Read a book, newspaper, or magazine at the library: 3.0%
- Borrow print materials for teens: 2.8%
- Attend children's activities: 2.7%
- Attend programs/classes for adults: 1.6%
- Conduct research in the library: 1.4%
- Meet and gather with others: 1.1%
- Borrow music CDs: 0.8%
- Access electronic research and learning materials on the library website: 0.7%
- Use free Wi-Fi on a personal device: 0.6%
- Attend teen activities: 0.1%

Awareness of Library Services

- English Conversation Groups: 71.8%
- Project Second Chance Adult Literacy Program: 61.2%
- Homework Help: 63.9%
- Discover and Go Museum Passes: 58.5%
- eAudios: 54.8%
- eMagazines: 48.5%
- eBooks: 50.1%
- Choose research such as Lynda.com, Heritage Quest online, and automobile repair: 79.2%
Services the Library Should be "Actively Involved"

<table>
<thead>
<tr>
<th>Service</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Entrepreneurship/Innovation spaces</td>
<td>19.5%</td>
</tr>
<tr>
<td>Immigration Services (Lawyer in the Library)</td>
<td>25.6%</td>
</tr>
<tr>
<td>Job search assistance</td>
<td>41.7%</td>
</tr>
<tr>
<td>Continuing education for adults</td>
<td>50.2%</td>
</tr>
<tr>
<td>Cultural events and activities</td>
<td>49.6%</td>
</tr>
<tr>
<td>Educational programs and offerings for youth</td>
<td>73.0%</td>
</tr>
<tr>
<td>Access to online resources (e.g. eBooks, research databases)</td>
<td>84.4%</td>
</tr>
<tr>
<td>Access to public computers</td>
<td>77.1%</td>
</tr>
<tr>
<td>Creative spaces (Makerspace, media/video editing labs, etc)</td>
<td>32.9%</td>
</tr>
<tr>
<td>Group meeting space</td>
<td>49.6%</td>
</tr>
<tr>
<td>Individual spaces to study or work</td>
<td>65.5%</td>
</tr>
<tr>
<td>Homework help for children</td>
<td>48.6%</td>
</tr>
</tbody>
</table>

Services the Library Should Not be "Actively Involved"

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<tr>
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<td>9.2%</td>
</tr>
<tr>
<td>Cultural events and activities</td>
<td>9.1%</td>
</tr>
<tr>
<td>Educational programs and offerings for youth</td>
<td>5.1%</td>
</tr>
<tr>
<td>Access to online resources (e.g. eBooks, research databases)</td>
<td>3.4%</td>
</tr>
<tr>
<td>Access to public computers</td>
<td>4.0%</td>
</tr>
<tr>
<td>Creative spaces (Makerspace, media/video editing labs, etc)</td>
<td>17.6%</td>
</tr>
<tr>
<td>Group meeting space</td>
<td>5.4%</td>
</tr>
<tr>
<td>Individual spaces to study or work</td>
<td>6.0%</td>
</tr>
<tr>
<td>Homework help for children</td>
<td>13.0%</td>
</tr>
</tbody>
</table>

Questions: In your opinion, how involved should the library be in providing the following community services? Not involved...
Challenges in Community

- Cost of living: 15.5%
- Community connections: 6.9%
- Safe communities: 6.4%
- Life transitions / aging population: 6.3%
- Other - Water in [required]: 4.2%
- Employment opportunities: 4.2%
- Education for youth: 4.2%
- Environment and sustainability: 4.3%
- Health and well-being: 2.6%
- Access to technology: 2.4%
- Education for adults: 1.4%

Facilities and Staff Satisfaction

- Customer Service: Very Satisfied 75.2%, Somewhat Satisfied 10.5%, Neutral 10.5%
- Availability of seating: Very Satisfied 51.6%, Somewhat Satisfied 17.5%, Neutral 15.0%
- Availability of public computers: Very Satisfied 15.6%, Somewhat Satisfied 4.2%, Neutral 79.2%
- Wi-Fi connectivity: Very Satisfied 34.4%, Somewhat Satisfied 31.7%, Neutral 4.2%
- Open hours: Very Satisfied 29.0%, Somewhat Satisfied 13.3%, Neutral 10.1%

Question: What is the biggest challenge you see in your community? Please select only one option.

Question: Please rate your satisfaction with the library's services. Choose "Not Applicable" if a service is not relevant to your library experience.
Online Services Satisfaction

Collection & Programming Satisfaction

Contrac Costa County Library

Question: Please rate your satisfaction with the library's services. Choose "Not Applicable" if a service is not relevant to your library experience.
**Net Promoter Score**

- Customers are categorized into three groups depending on how they answered the 0-10 scale:
  - **Promoters** are happy supporters (9-10)
  - **Passives** are satisfied, but likely to stray (7-8)
  - **Detractors** are dissatisfied and critical (0-6)

- The final **net promoter score** provides a score that focuses on both increasing promoters and decreasing detractors

\[
\text{Net Promoter Score} = \% \text{ Promoters} - \% \text{ Detractors}
\]

In Savannah®, this survey is sent on a weekly basis to a random sample of recent customers to get immediate and continuous feedback, and responses are recorded and measurable within the business intelligence suite program.
Industry Benchmarks

- Apple has a NPS of 89 - Closes loop with detractors within 24 hours and found that every hour spent calling detractors generates more than $1,000 in revenue

- Cisco has an NPS of 50

- Nikon has an NPS of 61

- Walmart has an NPS of 40

- Macy's has an NPS of 31

NPS Results

NPS Survey sent to ALL cardholders
18,140 responses
Promoters – 11,699
Passives – 4,253
Detractors – 2,188

NPS Score: 52.4

17. How likely are you to recommend the Contra Costa County Library to a colleague or friend? Rate this on a scale of 0-10.

<table>
<thead>
<tr>
<th>NPS Score: 52.4</th>
<th>Promoters</th>
<th>Passives</th>
<th>Detractors</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>64.5%</td>
<td>23.4%</td>
<td>12.1%</td>
</tr>
<tr>
<td></td>
<td>11,699</td>
<td>4,253</td>
<td>2,188</td>
</tr>
<tr>
<td>Total: 18,140</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Active Cardholder NPS Result

NPS Survey Results for Active Customers:
Total 6,713 responses
• Promoters – 4,894
• Passives – 1,246
• Detractors – 573

NPS Score: 64.4

1. How likely are you to recommend the Contra Costa County Library to a colleague or friend? Rate this on a scale of 0-10.

NPS Score: 64.4
Promoters 72.9% 4,894
Passives 18.6% 1,246
Detractors 8.5% 573
Total: 6,713

All Location NPS Results

Yovka Valley Library 60 54.3 70.4
San Ramon Library 68 53.6 47.2
Contra Costa County Central Library 60.2 41.6 62.4
Contra Costa County Library 47.5 53.7 64.7
Martinez Library 43.4 64.4 39.3
Orinda Library 34.8 36.4 54.2
Emeryville Library 42.3 66.5 36.1
Walnut Creek Library 33.3 65.5 47.3
Strategic Plan Alignment

Strategic Vision and Goals

"...the pulse of our community. Working together, we spark imagination, fuel potential, and connect people with ideas and each other"

- The Library ensures easy, equitable access to library services for all Contra Costa County residents
- The library champions personal and community engagement in literacy and reading to enrich lives
- The library delivers a consistent, high-quality, and inviting experience at all points of contact
- The library successfully promotes its value, programs and opportunities to the community
Progress towards Goals

- **Goal 1**: The Library ensures easy, equitable access to library services for all Contra Costa County residents
  - Some libraries: New hours
  - Facilities refreshes, updates
  - Expand beyond library walls (outreach)
  - Library staff more present in communities

- **Goal 2**: The library champions personal and community engagement in literacy and reading to enrich lives
  - New computer access (Laptop lending)
  - New policies (Fine free cards for minors, patron conduct)
  - New Services (Career online high school, Readers Initiative, Kindergarten Readiness)
  - Measurement and Engagement Tools (Savannah)

Progress towards Goals

- **Goal 3**: The library delivers a consistent, high-quality, and inviting experience at all points of contact
  - Library staff more present in communities
  - New dedicated positions (Adult and Youth Services, Outreach, digital services, marketing)
  - Staff training (Staff Development Day, Customer Service, new managers)
  - New policies (Fine free cards for minors, patron conduct)
  - Catalog search enhancements

- **Goal 4**: The library successfully promotes its value, programs and opportunities to the community
  - Voice of the Customer feedback (customer survey)
  - Growing marketing presence
  - Expand beyond library walls (outreach)
  - New Merchandising (Lucky Day)
  - Measurement and Engagement Tools (Savannah)
Ongoing Strategic Planning

- Coordinated efforts to promote library system across the county
- Institutional discipline to focus on priorities
- Measurement to demonstrate impact
Ongoing Work

Intelligent Library Management

- Focus on your customers and how they interact with the library
- Direct resources to areas generating the greatest public good
- Drive real-time assessment of library performance
• Savannah is a software-as-a-service that offers a suite of tools that allows you to measure and analyze customer behavior, gather customer feedback, and communicate with target customer groups.

- **A data warehouse** that offers secure storage, integration and analysis of library data sources. Data also connects to Excel and BI tools like Microsoft Power BI and Tableau, for data analysis and visualizations.

- **Customer contact management** with record tagging capabilities and GIS mapping to provide spatial analysis of your customers.

- **A business intelligence report library** with Key Performance Indicators (KPIs), including peer comparisons to other libraries. Reports also provide customer insights via proprietary library usage segmentation.

- **Targeted email messaging** and survey tools that can be automated to communicate and learn directly from your customers about library services, and loyalty and satisfaction through Net Promoter Score (NPS).