CONTRA COSTA COUNTY LIBRARY COMMISSION

AGENDA ATTACHMENT 8

MEETING DATE: Thursday, January 17, 2019
AGENDA ITEM #: 6.B
ITEM: STRATEGIC PLAN DRAFT

RECOMMENDED ACTION:
Commissioners will review and vote on adopting the draft of the Strategic Plan.
Contra Costa County Library Strategic Plan

Mission
Bringing people and ideas together

Vision
Contra Costa County Library is the pulse of our community. Working together, we spark imagination, fuel potential, and connect people with ideas and each other

Goal 1
The library ensures easy, equitable access to library services for all Contra Costa County residents.

Objective A – The library will expand its services to additional identified underserved populations a minimum of 10 percent.

Strategy 1 – Conduct a community needs assessment.

Strategy 2 - Identify 2-3 populations within the county to serve as a focus to pilot service development.

Strategy 3 – Develop new funding and partnership approaches.

Objective B – Optimize hours at the community level and other service points to increase usage by 10 percent.

Strategy 1 – Review usage patterns to maximize library hours.

Strategy 2 - Implement and promote online resources to directly engage remote library users.

Strategy 3 – Establish countywide programming with associated promotion to educate residents on all library services.

Objective C – Enact programs to increase direct use of library services by non-active users by 10 percent.

Strategy 1 – Implement Project Equitable Access Initiative to remove fines on library accounts and to encourage lapsed users to return.

Strategy 2 – Expand and promote the Student Success Initiative to other school districts.

Strategy 3 – Implement the Readers Initiative to encourage library use across the county, especially for new and non-active users.
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Goal 2

The library champions personal and community engagement in literacy and reading to enrich lives.

Objective A – Increase opportunities for literacy, education, and lifelong learning by a minimum of 10 percent.

  Strategy 1 – Maximize participation in Project Second Chance.
  Strategy 2 – Position and market each library as the community’s early literacy center.
  Strategy 3 – Prioritize and develop programming to attract and retain new and continuing users.
  Strategy 4 – Pilot library programs and services to support learning and educational achievement.

Objective B – Increase library visits by 10 percent.

  Strategy 1 – Increase merchandising of services and collections through creation of customer experience standards across facilities.
  Strategy 2 – Coordinate program offerings across the library to provide the community with consistent choices for adult, teen, and children’s services.

Objective C – Increase website visits by 10 percent.

  Strategy 1 – Implement Bibliocommons to improve customer experience and use of website.
  Strategy 2 – Aggressively market the library’s digital collection including ebooks.

Objective D – Increase active users by 10 percent annually.

  Strategy 1 – Reengage non-active users through email and other promotion focused on identified interests.
  Strategy 2 – Increase new users through card drives, community outreach, promotions, programs, attention to facilities, and improved collections.

Objective E – Increase circulation by a minimum of 3 percent annually.

  Strategy 1 – Develop and execute marketing plan to educate residents and staff on current collections and services.
  Strategy 2 – Aggressively market the library’s digital collection and ebooks.
  Strategy 3 – Conduct comprehensive assessment to align collections with community interests and needs.
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Goal 3

The library delivers a consistent, high-quality, and inviting experience at all points of contact.

Objective A – *Enact barrier-free customer service to improve user satisfaction levels by 10 percent.*

  Strategy 1 – Review all institutional practices and local workflows to remove barriers to library service.

  Strategy 2 – Establish and promote key principles of barrier-free customer service.

  Strategy 3 – Develop consistent and meaningful staff trainings on barrier-free customer service.

  Strategy 4 – Establish formal cycle of policy and procedure review. Remove those not essential to county or library standards for customer service and revise those in need of updating.

Objective B – *Assess all facilities and develop methods to increase user satisfaction levels by 10 percent.*

  Strategy 1 – Increase merchandising of services and collections through creation of customer experience standards across facilities.

  Strategy 2 – Annually assess facility satisfaction levels.

Objective C – *Create a long-term vision for library facilities to serve evolving community needs and address equity of resources.*

  Strategy 1 – Establish a master space plan to determine current and future library spaces based on community need.

  Strategy 2 – Establish a county-wide process for space allocation, staffing, and funding that takes into account equity/access as well as needs of funding partners.

  Strategy 3 – Define service levels for full-service branches and outlets that takes into account community need, funding, and resources.

Objective D – *Explore and implement technology to enhance the customer experience.*

  Strategy 1 – Implement Bibliocommons to improve customer experience and use of website.

  Strategy 2 – Develop and offer programs and training for all staff and users to complement usage of new library technology.

  Strategy 3 – Develop a technology plan to align technological resources with community priorities.

Objective E – *Establish standards of preparedness to respond to and recover from emergencies.*

  Strategy 1 – Review and update emergency procedures.

  Strategy 2 – Establish core libraries to function in emergency situations.

  Strategy 3 – Establish and implement safe facility standards.
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Goal 4

The library successfully promotes its value, programs, and opportunities to the community.

Objective A – Update the library-wide marketing communications plan.

Strategy 1 – Conduct an inventory of library resources available for promotion.

Strategy 2 – Collect and review other organizations’ strategic marketing communication plans.

Strategy 3 – Identify potential partners/funders to support the library’s communications and marketing efforts.

Objective B – Implement countywide marketing of library services.

Strategy 1 – Create branding campaign to clearly identify the library within the community.

Strategy 2 – Engage community stakeholders to actively support and advocate for libraries.

Objective C – Implement the staff-wide strategic marketing and communications plan.

Strategy 1 – Establish comprehensive communications plan to be used by all staff promoting programs and services.

Strategy 2 – Train all staff on communication principles and empower staff to serve as library ambassadors.