MEETING DATE: Thursday, March 21, 2019
AGENDA ITEM #: 6.
ITEM: STRATEGIC PLAN DRAFT

RECOMMENDED ACTION:
Commission members will be presented with a draft and analysis of the updated Strategic Plan which the Commission will vote to adopt.
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.
Contra Costa County Library Strategic Plan

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.
Contra Costa County Library Strategic Plan

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.
Contra Costa County Library Strategic Plan

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.
Contra Costa County Library Strategic Plan

2019

DRAFT
Introduction

Merriam-Webster provides one definition of community as “a unified body of individuals: such as the people with common interests living in a particular area.”

However, with a highly mobile population, community is quickly becoming a blend of backgrounds, interests and lifestyles. The characteristics that once distinguished one community from another are blurring.

And yet, we know there are still common threads that unify communities. Within our county, Contra Costa County Library is one such unifier. Day in and day out, we bring ideas and people together to fulfill our mission in ways large and small.

As we took a strategic look at our future, we have considered demographic trends across our service area, sought customer input, assessed our performance and defined the financial parameters of service delivery. The result of our planning efforts is an updated strategic plan to navigate our future over time with annual reviews and adjustments.

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.

Mission

Bringing people and ideas together

Our vision is to serve as a community unifier – the pulse. It is our job to regulate that pulse, setting a steady rhythm to manage facilities, present a relevant array of service offerings, and, most importantly, serve people. We are present when people seek us out for their specific needs and interests. Our vision also warrants a quickening of the pulse at times, bringing excitement and enthusiasm to our communities to spark imagination and fuel potential.

The foundation of our work is outlined in one of the strategic goals, ‘to champion personal and community engagement in literacy and reading to enrich lives.’ It is the foundation of what we do and why we do it. The other goals support this effort, ensuring we provide equitable and easy access to services, deliver a consistent and high-quality experience, and finally, that we promote the library’s value, programs and opportunities to the community.

The following sections outline our strategic goals, highlight key strategies, and identify how we will measure success. We have also shared early successes that have already put elements of the plan in motion.*

*A PDF of the Strategic Plan is available on our website, ccclib.org
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.

**Objective B** – Increase library visits by 10 percent.

**Objective C** – Increase website visits by 10 percent.

**Objective D** – Increase active users by 10 percent annually.

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

**Strategies:**

**Website Update:** Implement Bibliocommons overlay on new website increasing ease of access for online users

**Plan and Promote Targeted Outreach:** Utilize data and customer feedback to create outreach opportunities across county to gain new cardholders

**Create a Framework to align programs and services with overall systemwide strategy:** Empower branch and support operations to create structure for goal setting and customer engagement

**Early Successes:**

- Website update in 2019
- Implemented Lunch at the Library which has been expanded to 9 libraries serving 18,969 lunches from 2014 – 2017
- Increased one year active cardholders consistently from 2017. Total increase of over 32,000 active cardholders

**Key Performance Indicators**

- Visitation by Branch Over Time – Increase system-wide by 10%
- Website Visit Tracking Over Time
- Circulation Tracking by branch and system-wide
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<td>Needs Assessment:</td>
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<td>Identify and create regional service areas to measure economic and demographic factors for developing pilot programs</td>
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<td>Implement Measurement Standards by Branch and System-wide:</td>
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<td>Consistent and transparent measurements of library’s reach and engagement with cardholders</td>
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<td>Implement and standardize programing and service development:</td>
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<td>Organize and standardize Contra Costa County Library programming brand to create consistent experience system-wide</td>
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**Early Successes**

- Increased open hours system wide by 20 hours per week
- Increase of Overdrive Users from 17,000 monthly to over 20,000 monthly (April 2018 compared to January 2019)
- Increased customer base systemwide from 20% to 24% of all county residents
- Fines Forgiveness for all fines within system implemented in 2019
- Achieved a Net Promoter Score of 60 for active cardholders
- New San Pablo and Brentwood libraries opened
- Added 11 new library positions and increased hours for vacant positions
- Received a 12% response rate for a cardholder survey
- Re-engaged over 1,000 cardholders from a single email message
- Hired dedicated marketing specialist
**Measurement Strategy**

*How the library assesses progress towards its goals?*

Measurement is the single most important (and often overlooked) portion of a strategic plan. This is how an organization is able to answer the question, “How do we define success?” – the key to establishing an actionable plan. Defining success comes from two related elements: selecting behaviors to measure, and the methods used to make that measurement.

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<td>• Open Hours by Branch</td>
<td>• Improve Net Promoter Score by 10 points in 2019. Systemwide goal of 62</td>
<td>• Audit of resources system and branch level</td>
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<td>• Household Market Penetration Quarterly</td>
<td>• Implement branch NPS benchmarks and set standard</td>
<td>• Tracking of marketing efforts</td>
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<td>• Measure new cardholder retention with targeted email campaign</td>
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