



Contra Costa County Library Strategic Plan 2019

A Renewed Focus

Introduction

“Public libraries are the sole community centers left in America. The degree to which a branch of the local library is connected to the larger culture is a reflection of the degree to which the community itself is connected to the larger culture.” —Russell Banks

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

The need for connection and community is essential. And yet, with a highly mobile population, community is quickly becoming a blend of backgrounds, interests and lifestyles, making those connections increasingly difficult. The characteristics that once distinguished one community from another are blurring.

The good news is that 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 considered demographic trends across our service area, sought customer input, and assessed our performance. The result of our planning efforts is an updated strategic plan that will guide our work and will allow for annual reviews and adjustments.

The previous plan identified our vision to, “reflect the place the library holds in the minds and hearts of the community – what we call ‘The Evocative Library.’” We seek to be a community unifier by serving the public and providing an array of experiences that are responsive to community needs. To spark imagination and fuel potential we seek to respond to needs quickly while keeping quality of service in mind at all times.

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Our core goal is to champion personal and community engagement. We do this by championing literacy and reading. These are not generic words to us. We see your relationship with the library as essential to your success. Whether that be professional ambition, exploring storytime with your tots, engaging in a civic discussion, or finding a good read, we are the place to help you meet your personal goals. We believe the library has the unique ability to bring communities together through shared culture and experiences. We also believe literacy and reading are core skills every person needs to achieve their full potential, whatever that may mean. As Frederick Douglass stated, “Once you learn to read, you will be forever free.” The other goals support the core goal: we provide equitable and easy access to services, we deliver a consistent and high-quality experience, and finally, 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 included early successes that have already put the plan into motion.*

*A PDF of the 2014 – 2017 Strategic Plan is available on our website, ccclib.org

<p>Goal 1: The library champions personal and community engagement in literacy and reading to enrich lives.</p>
<p><i>Objective A – Increase opportunities for literacy, education, and lifelong learning by a minimum of 10 percent.</i></p> <p><i>Objective B – Increase library visits by 10 percent.</i></p> <p><i>Objective C – Increase website visits by 10 percent.</i></p> <p><i>Objective D – Increase active users by 10 percent annually.</i></p> <p><i>Objective E – Increase circulation by 10 percent annually.</i></p>
<p>Key Strategies:</p> <p>Plan and Promote Targeted Outreach Utilize data and customer feedback to create outreach opportunities across county to gain new cardholders</p> <p>Website Update Implement new website increasing ease of access for online users</p> <p>Create Dynamic Planning Efforts Empower branches and departments to create services that align with system-wide goals</p>
<p>Key Performance Indicators:</p> <ul style="list-style-type: none"> • Branch visit tracking over time • Website visit tracking over time • Circulation tracking by branch and system-wide
<p>Early Successes:</p> <ul style="list-style-type: none"> • Increased active cardholders from 2017 to 2018 for a total increase of over 32,000 active cardholders • Implemented <i>Lunch at the Library</i>, which expanded to nine libraries and served 18,969 lunches to youth from 2014 – 2017

- Website update in 2019

(goal 3 image)

Goals <i>The focus and method the library will put towards the community in support of its vision and mission.</i>	Goal 2: The library ensures easy, equitable access to library services for all Contra Costa County residents.	Goal 3: The library delivers a consistent, high-quality, and inviting experience at all points of contact.	Goal 4: The library successfully promotes its value, programs, and opportunities to the community.
Objectives	<p><i>Objective A – Expand services to identified underserved populations a minimum of 10 percent.</i></p> <p><i>Objective B – Optimize hours at the community level and other service points to increase usage by 10 percent.</i></p> <p><i>Objective C – Enact initiatives to increase direct use of library services by non-active users by 10 percent.</i></p>	<p><i>Objective A – Enact barrier-free customer service to improve user satisfaction levels by 10 percent.</i></p> <p><i>Objective B – Assess all facilities and develop methods to increase user satisfaction levels by 10 percent.</i></p> <p><i>Objective C – Create a long-term vision for library facilities to serve evolving community needs and address equity of resources.</i></p> <p><i>Objective D – Explore and implement technology to enhance the customer experience.</i></p>	<p><i>Objective A – Update the library-wide marketing communications plan.</i></p> <p><i>Objective B – Implement county-wide marketing of library services.</i></p> <p><i>Objective C – Implement a staff-wide strategic marketing and communications plan.</i></p>

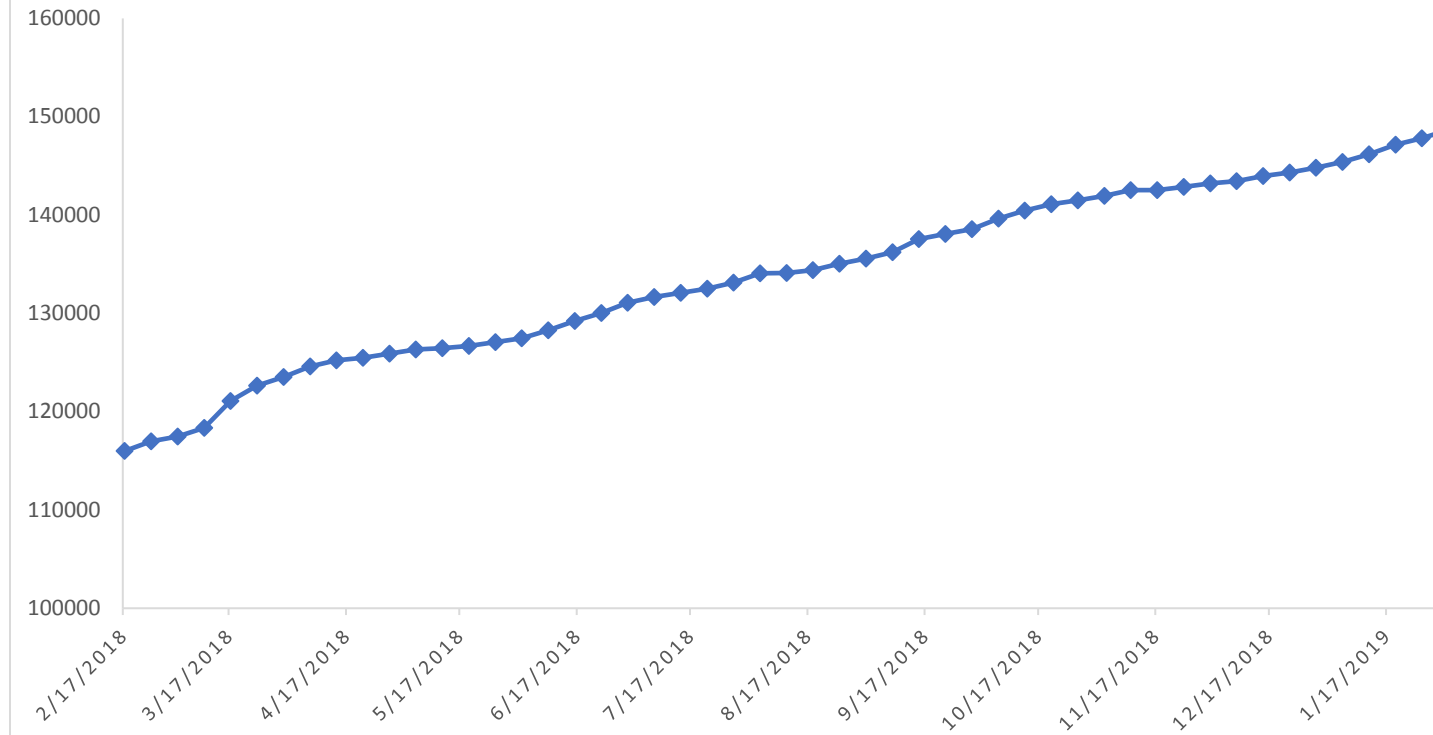
		<i>Objective E – Establish standards of preparedness to respond to and recover from emergencies.</i>	
Strategies	<p>Needs Assessment Utilize standard research practices to identify economic and demographic factors for developing pilot programs</p> <p>Implement and Communicate Measurement of Library Usage Report system and branch measurements of Library's reach and engagement with cardholders</p> <p>Standardize Programming and Services Organize and standardize Contra Costa County Library programming experience to create consistent experience across communities</p>	<p>Implement Annual Cardholder Survey Provide customers ability to give feedback on an annual basis. Surveys will be compared year over year to address changing needs</p> <p>Implement Weekly Net Promoter Score Survey Net Promoter Score provides recurring voice of the customer so Library can follow up with customers about their library experience.</p> <p>Increase Customer Transparency Provide the public quarterly updates of library usage measurements.</p>	<p>Create and Implement Targeted Marketing Plan an annual marketing effort that includes targeted messaging, events, outreach, and in-branch promotions</p> <p>Standardize Branding and Customer Experience Branches align merchandising and branding with Contra Costa County Library strategic and marketing priorities</p> <p>Create Framework to Measure Outputs Measurement and tracking of physical spaces allows Library to plan and promote resources according to strategic priorities</p>
<p>Key Performance Indicators</p> <p><i>The data sources and measurements that will be used to track the goals.</i></p>	<ul style="list-style-type: none"> • Open hours by branch • Household market share quarterly • Digital resource tracking and benchmarking • Program tracking by branch, age, and type 	<ul style="list-style-type: none"> • Improve Net Promoter Score by 10 points in 2019, with a system wide goal of 62 • Implement branch Net Promoter Score benchmarks 	<ul style="list-style-type: none"> • Audit of system and branch resources • Tracking of marketing efforts • Measure new cardholder retention with targeted email campaign

Early Successes	<ul style="list-style-type: none"> • Increased open hours by 20 hours per week • Increase of Overdrive ebook and audiobook use from 17,000 monthly to over 20,000 monthly (April 2018 compared to January 2019) • Market share increased from 22% to 24% in one year • 1 in 4 households used library services in the last year 	<ul style="list-style-type: none"> • Fines forgiveness for all fines- implemented in 2019 • Achieved a Net Promoter Score of 60 for active cardholders • New San Pablo and Brentwood Libraries opened • Added 11 new staff positions and increased hours for several vacant positions that directly serve customers 	<ul style="list-style-type: none"> • 18,345 customers responded to cardholder survey in 2018 • Re-engaged over 1,000 cardholders from a single email message • Hired dedicated marketing specialist
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A realistic, measurable, and consistent effort

To be accountable to our community, we will measure our planning efforts and operate in an environment of continuous improvement. In 2018, we created a progress report to inform stakeholder and the public of our efforts surrounding the 2014 – 2017 strategic plan. You may find the progress report online at ccclib.org. In keeping with the trend of visibility and data driven tactics, we will also collect ongoing feedback, as listening to the needs of the community and adapting are what will keep the strategic plan relevant and beneficial for years to come. Specifically, we will use measures gained to set milestones for progress. We will also focus on customer retention, so we are sure to meet community needs. And with our core goal of literacy and reading, we will evaluate usefulness of digital services to keep up with cultural trends.

1- YEAR ACTIVE CARDHOLDERS



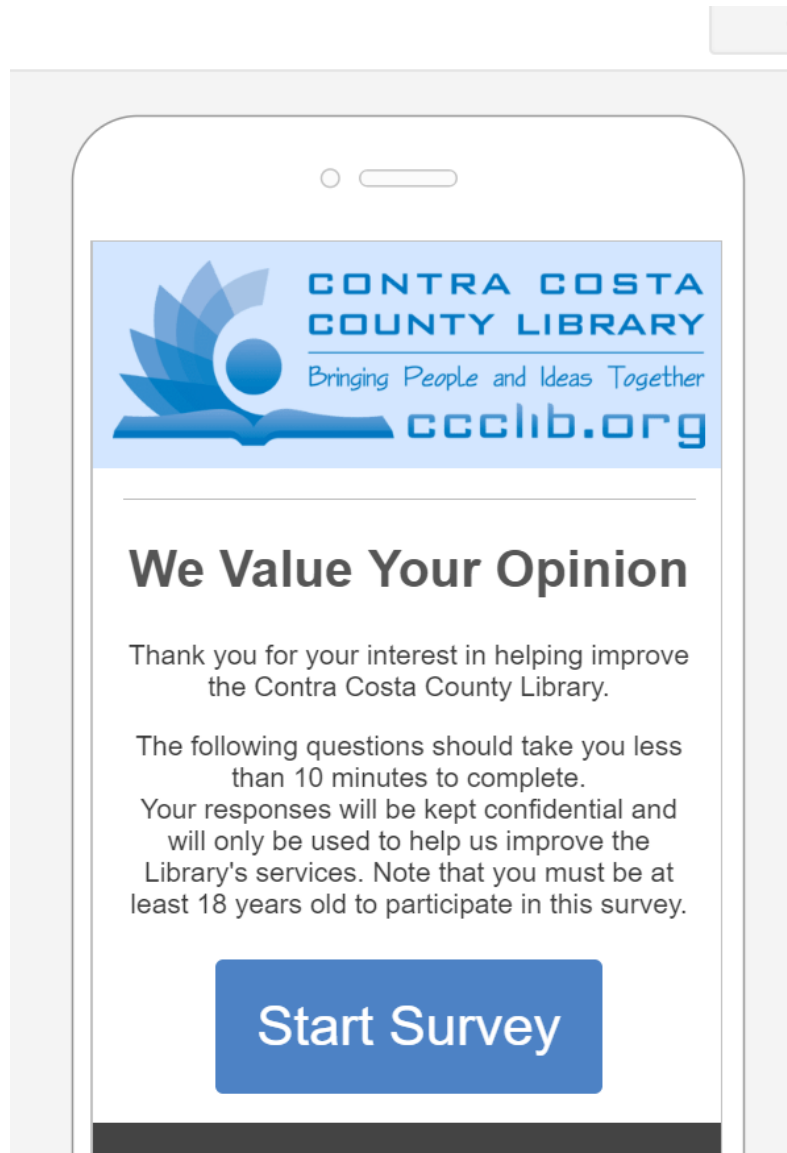
Goal 1 image



(Goal 2 image)



Goal 3 Image



al 4 Image