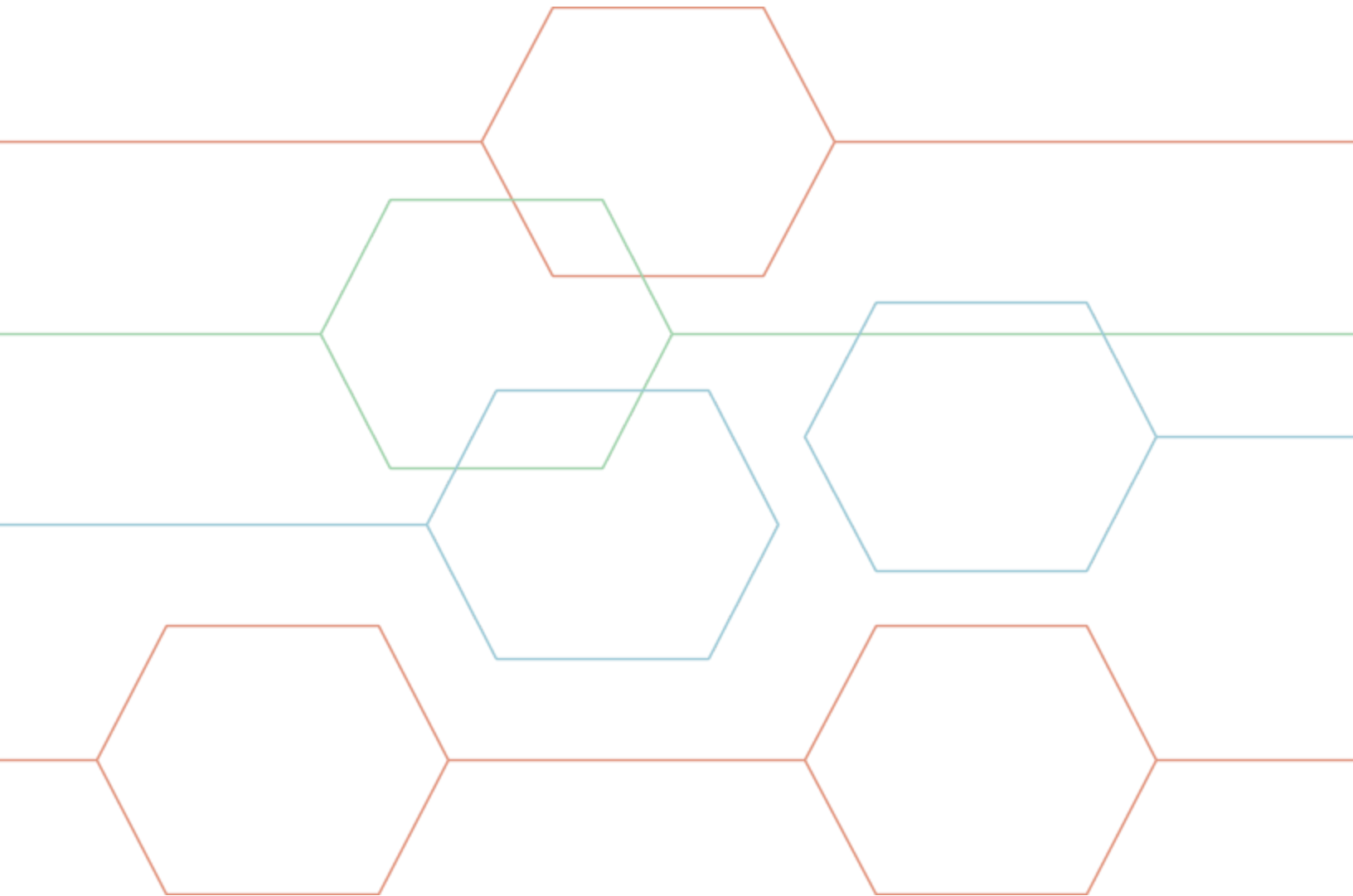


Solano County Library

# Strategic Plan 2017-2022

## Executive Summary



**CIVIC**Technologies

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# 1.0 Introduction

The purpose of the Solano County Library's Strategic Plan for 2017-2022 is to guide the Library's investments, initiatives, actions, service approach, staff alignment, organizational development and cultural change.

The Strategic Plan has been prepared with substantial community engagement and is co-authored by Library staff. The Strategic Plan is data-driven and customer-focused. It includes the following:

- Target market segments.
- Mission, vision, and organizational values statements.
- Strategy framework.
- Market strategies to guide customer services.
- Organizational development strategies to guide cultural change.
- Implementation "logic models" and actions.
- A roll out plan.
- Technical documentation.

## 2.0 Inputs to the Strategic Plan

### 2.1 Community Engagement

The Strategic Plan was prepared utilizing several methods of community input including a telephone survey, an online public survey, an online elected and appointed officials survey, public forums, stakeholder interviews, focus groups, town hall meetings, individual conversations, and information posted to the Library's web site.

### 2.2 Staff Engagement

The Strategic Plan was prepared utilizing several methods of staff input. A Leadership Team of 30 staff members including line staff, supervisors, managers, and others participated extensively in the development of this plan. The Leadership Team reviewed data, discussed findings and made recommendations related to the following workshop topics: service and organizational assessment, topic paper review, community needs/library usage, gaps and opportunities, strategic alternatives, strategic directions, telephone and online survey review, and development of the mission, vision, and values. In addition, all staff were invited to participate in casual conversations, complete an online staff survey, and attend all staff town hall meetings.

## 2.3 Customer Needs Assessment

A detailed market segmentation and library usage analysis was prepared. This analysis identifies community needs countywide and in each outlet service area. The primary countywide service populations are as follows:

- **Families with Children: 254,000 people (67%).** Most are two-parent families with some single parents. Most parents are under 40 years of age and kids are under 15 old.
- **Singles/Couples without Children: 104,000 people (27%).** This group includes young professionals and married couples over 50 years of age.
- **Seniors: 23,000 people (6%).** Over 65 years of age, some are still working, but most are retired. There are both married couples and singles in this group.

## 2.4 The Big Takeaways

The following findings and recommendations inform this Strategic Plan:

- Reach library customers where they are, in the library, online, and in the community.
- Provide resources for people to dream, discover, and innovate.
- Expand virtual and community engagement.
- Evolve an organizational culture that embraces changes and innovates.
- Balance unified countywide strategies with differentiated local service area strategies.
- Implement new mission, vision, and organizational values statements.
- Prepare a strategic framework with market and organizational development strategies.
- Provide implementation “logic models,” action plans, and roll out plan.

## 3.0 Mission, Vision, Values

The new mission, vision, and workplace values statements are as follows:

**Mission:** We are the people, places, and services that spark curiosity, inspire creativity, and champion learning.

**Vision:** We unify the County, providing our unique and diverse communities with quality library resources and services. We inspire all residents to achieve success, live in healthy, vibrant communities, and engage in creative, collaborative, and cultural activities.

**Organizational Workplace Values:**

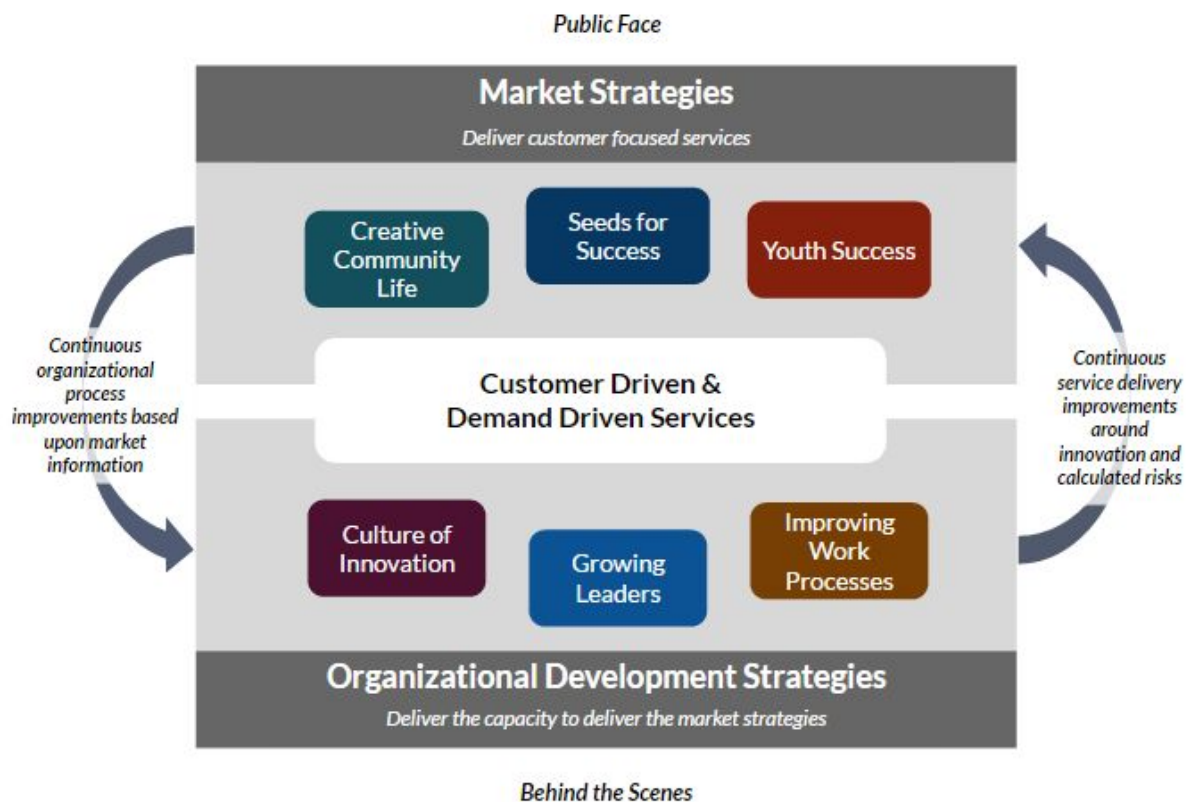
- **Relationships:** We are inclusive and responsive.
- **Experiences:** We are customer-focused and results-oriented.
- **Change:** We are flexible and embrace new challenges.
- **Quality:** We are excellent and innovative.

## 4.0 Strategic Plan

### 4.1 Framework

The following diagram describes the Strategic Plan framework. The focus is on customer- and demand-driven services through three market strategies and three organizational development strategies. These market strategies focus on services that address community needs as the public face of the Library. The organizational development strategies evolve the Library's organizational culture necessary to deliver the market strategies.

Figure 1: Strategic Framework



## 4.2 Market Strategies

Each of the strategies in the framework have one or more themes, and each theme has specific initiatives. Logic models are used to describe, organize, and integrate strategies, themes, and initiatives.

### Strategy #1: Seeds for Success

**Description:** The Library supports basic informational needs and provides a diverse range of resources for people of all ages.

**Outcome:** Communities will realize the importance and impact of personal growth on the county's quality of life and long term economic vitality.

**Theme:** Personal Resource Development includes two initiatives -- Learning for Achievement and Information Referral Service.

**Theme:** Learning for Leisure includes one initiative -- Learning for Leisure.

### Strategy #2: Creative Community Life

**Description:** The Library provides a diverse range of programming and cultural enrichment services, activities, and events to create connected communities outside of the Library, in branches, and online.

**Outcome:** A connected, creative, and diverse community.

**Theme:** Diverse Programming includes one initiative -- Diverse Programming and Recreational Options for Local Audiences.

**Theme:** Creating Community includes two initiatives -- Meet-Ups Anywhere, Transform Branches.

### Strategy #3: Youth Success

**Description:** The Library provides a range of reading, programming, and learning resources to support in and out of school learning.

**Outcome:** Children, supported by their parents and caregivers, are prepared to succeed in school.

**Theme:** Bridge the Education Gap includes two initiatives -- Children Prepared to Enter Kindergarten and Children Reading at Grade Level.

**Theme:** Youth Self-Directed Learning includes two initiatives -- Youth Engaged in STEM and Youth Engaged in Literature and Arts.

## 4.3 Organizational Development Strategies

### Strategy #1: Culture of Innovation

**Description:** Evolve a culture of innovation in the areas of staff engagement, risk taking, learning from mistakes, and how staff approach work.

**Outcome:** Staff will take risks and learn from mistakes to meet evolving community needs and interests.

### Strategy #2: Growing Leaders

**Description:** Develop staff capacity and capabilities by building on each individual staff member's strengths, setting personal career objectives, and learning new skills to meet new challenges.

**Outcome:** Staff will have the capacity and capabilities to meet new challenges, achieve personal career objectives, and utilize key strengths.

### Strategy #3: Improving Work Processes

**Description:** Utilize "lean" principles to redesign existing workflows and work processes.

**Outcome:** More efficient work flows and work processes will free up staff time for customer services.