

Presentation to the Board of Supervisors

---

# **Solano County Library**

## **Strategic Plan**

### **2017-2022**

**4.25.17**

**CIVIC**Technologies



# Solano County Library at a Glance

*By the numbers in FY 2015/16*



- 2.5 million items borrowed
- 1.5 million visits
- 200,000 free books distributed through its pediatric literacy program, Reach Out and Read, since 1999
- 150,000 reference questions answered
- 100,000 attended free programs
- 40,000 volunteer hours logged
- Open 22,000 hours at 8 libraries
- 3,000 free programs offered
- Over 100 years in Solano County

# The plan includes...

- Mission, vision, and organizational values statements
- Market segments
- Market strategies
- Strategic framework
- Organizational and staff development strategies
- “Logic models” and actions
- Implementation plan

# The plan aligns with...

- County priorities
- Community needs and aspirations
- Library staff strengths



# Developing a data-driven and customer focused plan

- Gathered, integrated, mapped, and analyzed community profiles, market segmentation profiles, and library usage data
- Included extensive public and staff engagement
- Studied best practices nationwide
- Prepared key findings



# Multiple public engagement methods

- Telephone survey
- Online public survey
- Online stakeholders survey
- Town hall meetings
- Stakeholder interviews
- Focus groups
- Individual conversations
- Updates featured on Library website



## 767 telephone interviews completed

- Only statistically valid methodology to obtain input
- Best method to obtain Library non-customer input
- 12 minute questionnaire professionally designed with Library staff input, offered in both English and Spanish
- 461 residential landlines and 306 on cell phones

## Library provides excellent customer service and high ROI for residents

- 71% of all respondents completely agree that “The Library provides good value for the tax dollars invested”
- 89% of all respondents completely agree that “The Library is a trusted and important community asset”
- Library users report that they are most satisfied with staff courtesy and customer service, and cleanliness of the facilities

Most important resources and services to enhance or expand:

- Children’s books, materials, and programs
- Services for English language learners
- Quiet study spaces

## \*Library should improve Wi-Fi access and awareness of services and resources

- Satisfaction with the Library’s Wi-Fi and the number of computers rank the lowest of eight items surveyed
- A significant percentage of users indicate they do not know enough about a number of Library services to be able to rate their level of satisfaction

*\*The Library is currently addressing these concerns.*



## 876 responses

- Available from August 22, 2016 to September 30, 2016
- Available from a link on the Library's website
- Managed by Civic Technologies
- 18 questions
- 270 respondents provided additional comments

## 16 responses

- Available from August 22, 2016 to September 30, 2016
- Available from a link by personal email
- Survey managed by Civic Technologies
- 12 questions with three open ends

## Stakeholders invited

- Solano County Board of Supervisors
- Solano County Library Advisory Board
- Vacaville Library Commission
- Fairfield City Council
- Rio Vista City Council
- Suisun City Council
- Vacaville City Council
- Vallejo City Council
- Solano County Library Foundation
- President, Friends of the Fairfield, Cordelia, Suisun City Libraries
- President, Friends of the Rio Vista Library
- President, Friends of the Vacaville Library
- President, Friends of the Vallejo Libraries

## 5 meetings in 5 cities

90 minutes in duration

- Fairfield
- Rio Vista
- Suisun City
- Vacaville
- Vallejo

## We asked:

- What do you love about living in Solano County?
- What are the most pressing problems in Solano County?
- What do you love about the Library?
- What could the Library do better?
- What services and programs should the Library offer in the future?
- What advice would you offer to the Library administration?

# Focus Groups and Casual Conversations

---

## 5 focus groups

90 minutes in duration

- Business
- Parents with small children
- Seniors
- Social service organizations
- Teens

## 20 casual conversations

- Conversed with individuals at several Library branches
- We asked:
  - What do you love about the Library?
  - What could the Library do better?

# 20 Stakeholder Interviews

---

Erin Hannigan, Board of Supervisors (2016)

Linda Seifert, Board of Supervisors (2016)

Skip Thomson, Board of Supervisors (2016)

Jim P. Spering, Board of Supervisors (2016)

John M. Vasquez, Board of Supervisors (2016)

Monica Brown, Board of Supervisors (2017)

Birgitta Corsello, County Administrator

Nancy Huston, Assistant County Administrator

Jay Speck, Solano County Superintendent of Schools  
(2016)

Laura Kuhn, City Manager, Vacaville

Connie Harris, CEO, Solano Community Foundation

Adriana Bejarano, Executive Director, Rio Vista CARE

Jim Wheeler, Executive Director, Rio Vision

Doris Panduro & Damian Alarcon, Travis Credit Union

Sonja Hunt, Travis AFB Enlisted Spouses Club &  
Manager of OAC

Wanda Cook, Artistic Director, Young Artists  
Conservatory

Mark Frazier, Chief Academic Officer, VUSD

Tom Cashman, Executive Director, Catholic Charities  
of Solano County

Hermie Sunga, Filipino American Chamber of  
Commerce

Sandy Person, President, Solano Economic  
Development Corporation

We asked: “What are, from your perspective, the primary issues Solano County will be facing as a community over the next three to five years?”

# Extensive Staff Engagement

- Casual conversations
- Online staff survey
- Staff town halls
- Service and organizational assessment workshop
- Topic paper workshop
- Community needs/library usage workshop
- Gaps and opportunities workshop
- Strategic alternatives workshop
- Strategic directions workshop
- Telephone and online surveys workshop
- Mission, vision, values workshop





WHAT IMPACTS DO WE WANT TO MAKE?

ASPIRATIONAL/INSPIRING

SAVING PEOPLE TIME

BRING PEOPLE TOGETHER

HELP PEOPLE IMPROVE THEIR LIVES

QUITTING COMFORTABLE SPACE

PROUD TO LIVE HERE

REFUGE FOR PEOPLE

EDUCATED (BETTER)

LEVELING INCOME INEQUALITY

FUN!

**Mission**

Commitment; freedom of ideas  
grow; freedom of thought  
stories; egalitarian  
knowledge; books &  
Fun; humanists;  
Destination  
Empathy  
Play  
Lead you to what you seek  
Deliverance  
Curiosity  
Possibilities

DEMONSTRATING OUR VALUE      CLARIFYING OUR FOCUS      HONING OUR DIRECTION

NEW SERVICE MODELS      NEW WAYS OF DOING THINGS

RESULT WILL BE:

INSIDE → CULTURE CHANGE

OUTSIDE → DISCOVERY LEARNING INQUIRY.

**Values**

Trust  
Integrity  
team oriented  
compassion  
forward thinking  
perseverance  
consistency  
discretion/privacy  
mission-minded- we all have our purpose but all working toward same mission  
freedom  
resilience  
fairness  
FUN

enthusiasm  
learning/dreaming  
approachability  
growth  
honesty  
professionalism  
education  
community  
openmindedness  
action



**OVERALL DEBRIEF**

DIFFERENT PRIORITIES/DIFF BRANCHES

SIM/DIFF DIMENSIONS LOCALIZED

CULTURAL CHANGE IN DIFFERENTIATION WHILE MAINTAINING EQUITY

MULTIPLE DIMENSIONS OF SIM/DIFF

SHARED SKILL SETS COUNTY WIDE

POSSIBLE DUAL MESSAGING

CAPITALIZE ON COUNTY WIDE AND LOCAL

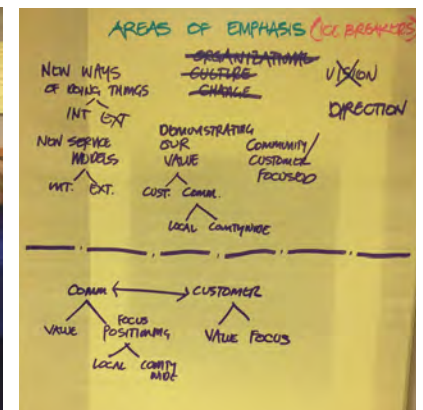
PEOPLE ARE ON A CIRCUIT OF BRANCHES

SPANISH SPEAKING STAFF

STRENGTH IN DIVERSITY ← CHALLENGE COUNTY/CITIES

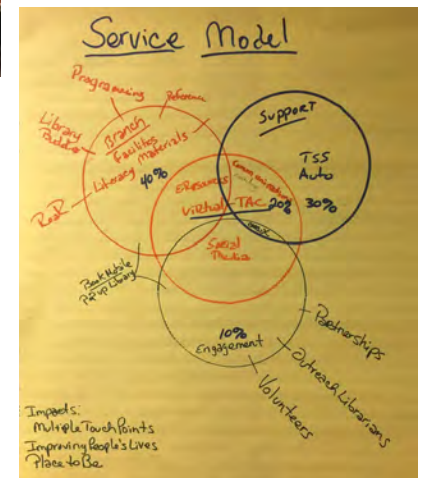
HOW DOES COUNTY HOLD TOGETHER

FRAGMENTED IDENTITY / AS: SHARED ID.

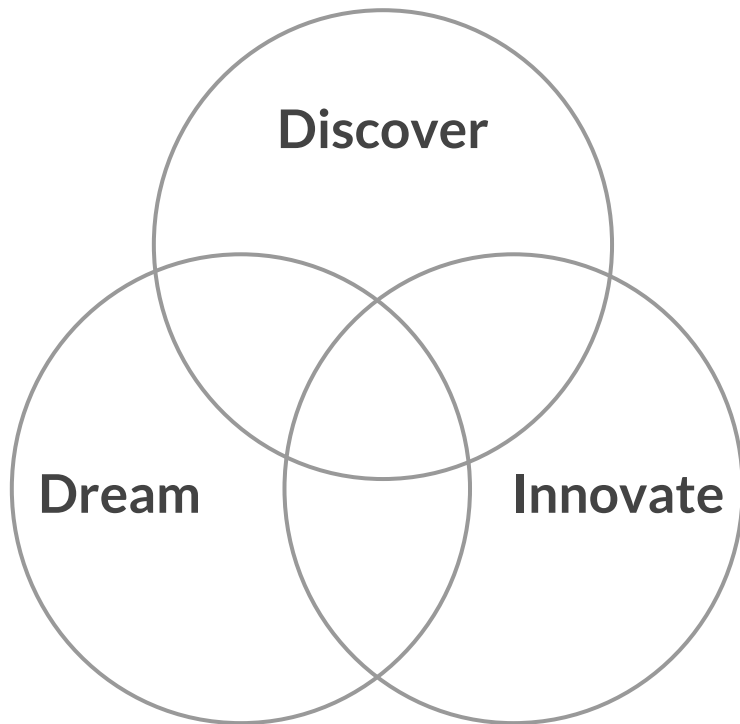


**Vision**

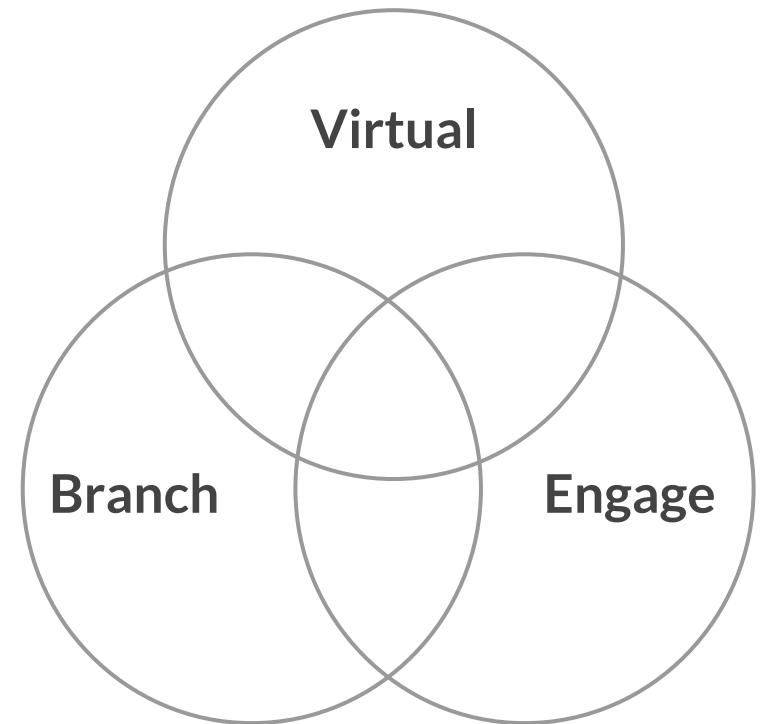
Productive employed adults  
Community groups & Community members  
We will have our strongest relationships w/ schools and community members.  
We make communities & families stronger.  
We make Solano County better.  
We give people tools to improve their lives.  
We give people what they want & need.  
We will unite the community.  
The library puts the Unity in Community.  
CREATING A UNITED COMMUNITY THROUGH A STRONG AND RESOURCEFUL LIBRARY



## Themes

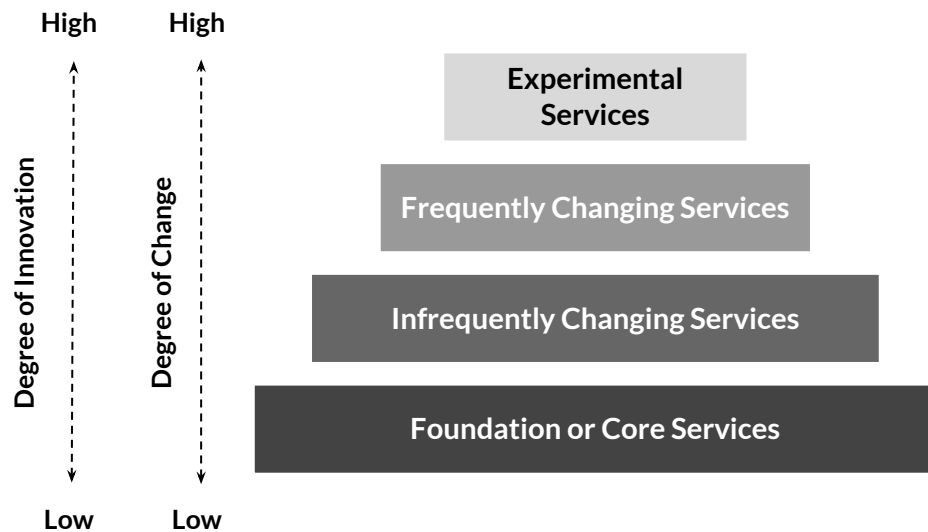


## Delivery

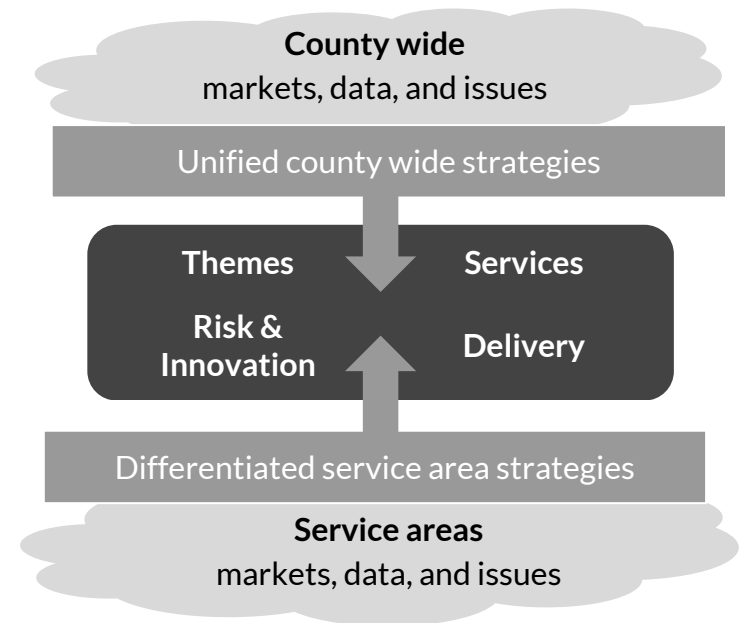




## Risk and Innovation



## Approach





# Market Segmentation

*A model of reality*

- Creates categories of existing or potential customers into groups based on age, gender, income, geography, and consumption behavior.
- Data sources include U.S. Census Bureau, demographic updates and projections, real estate transactions and housing starts, and consumer market surveys.

The difference between how **people appear** vs. how **they behave**

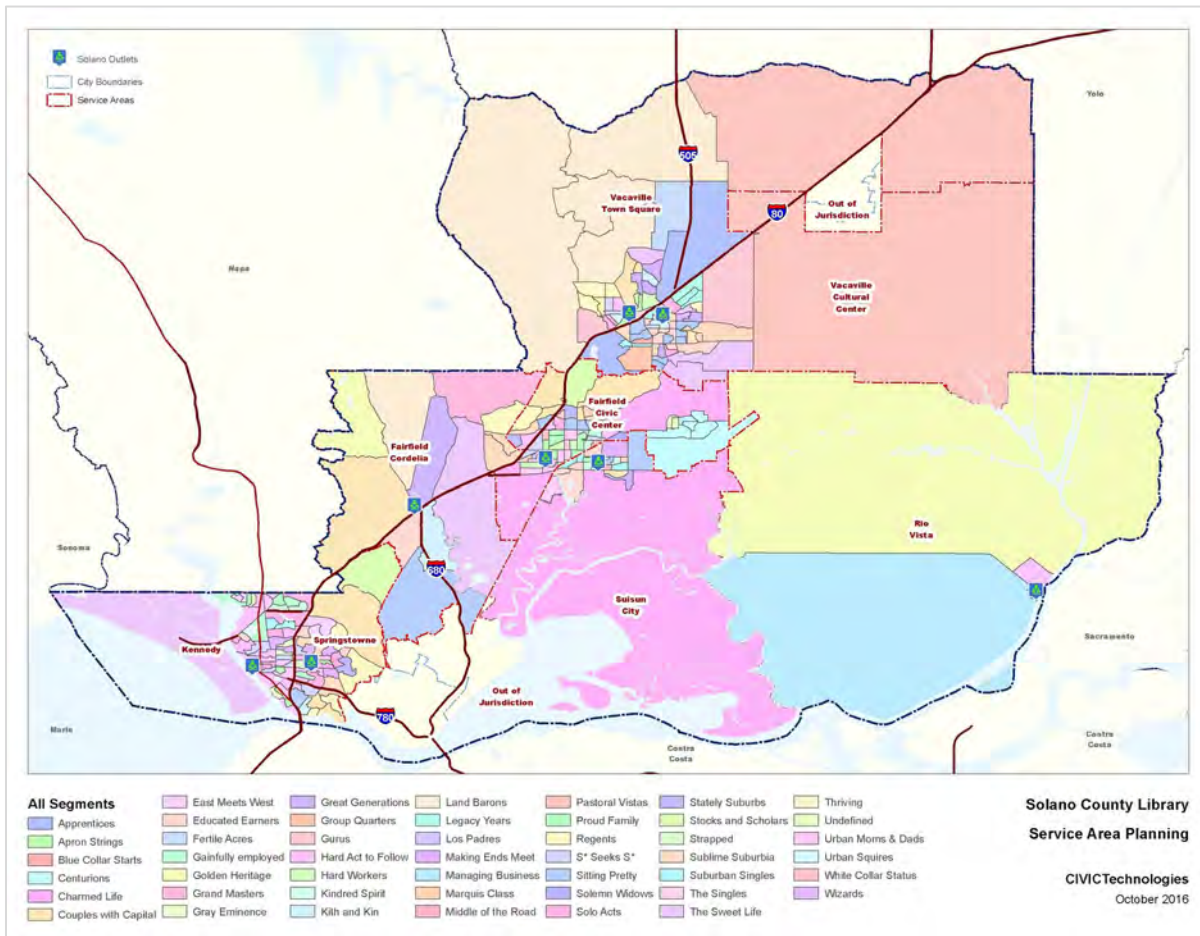
How people look		How people act	
Demographics	Lifestage	Needs	Attitudes
 <p>Married couple Household Income \$125,000</p>	<p>Two kids under 10 Both parents work</p>	<p>Looks for new menu ideas Value oriented menus Cooking club member</p>	<p>Value shopper Prefers low fat products Enjoys cooking</p>
 <p>Married couple Household Income \$125,000</p>	<p>Two kids under 10 Both parents work</p>	<p>Ready-to-eat products Pre-cooked entrees Home grocery delivery services</p>	<p>Convenience shopper Prefers organic foods Doesn't enjoy cooking</p>

- Who are our best customers?
- What are they like?
- How do we communicate with them?
- Where can we find more like them?

## The advantages

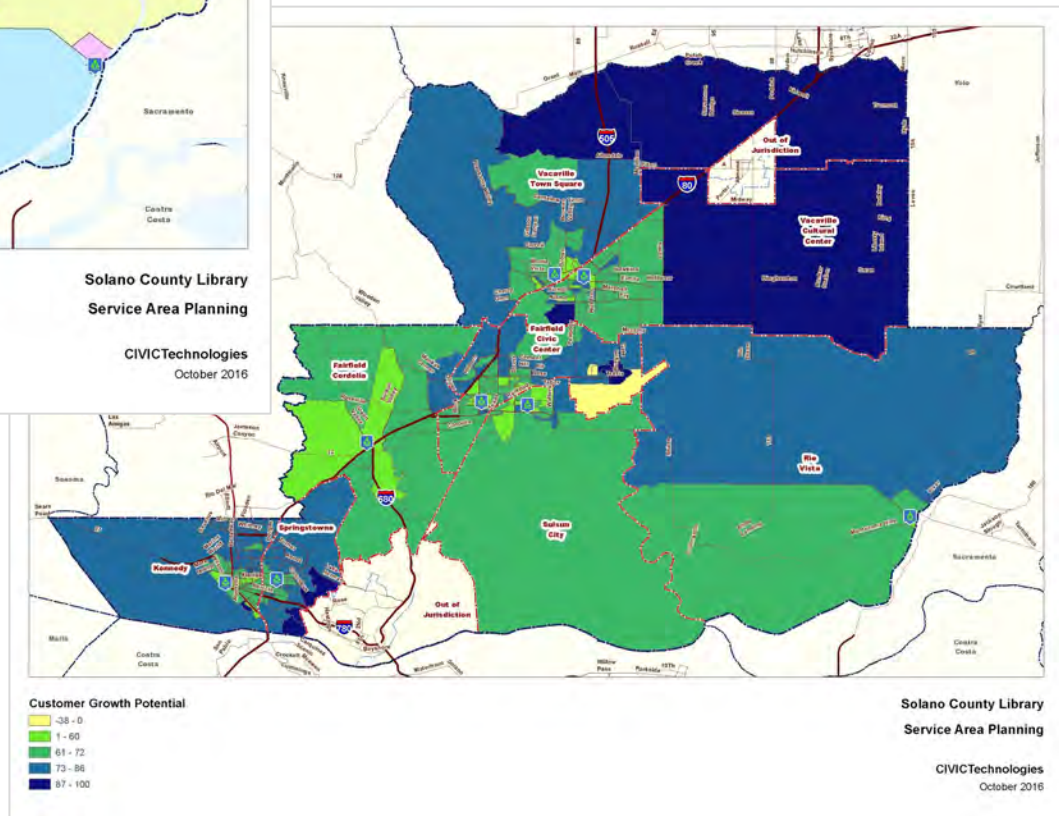
- Helps staff understand the complexity and landscape of customer households
- Aligns strategies and resources
- Improves how a library tells its stories
- Enables a library to be a data-driven, evidence-based organization
- Reveals customer similarities and differences
- Data is nationally scaled to reveal trends
- Paints a picture of the customer that informs organizational level decisions
- Helps a library manage a diverse and growing portfolio of customers

# Market Segments and Growth Potential



## Market Segments

## Growth Potential



# Our Customers and Priority Markets

## Service populations

### Families with Children

254,000 people (67%)



### Singles/Couples without Children

104,000 people (27%)



### Seniors

23,000 people (6%)



# SuperGroup Summary with Segments

---

SuperGroup	Population
<b>Families with Children</b>	<b>254,000 (67%)</b>

Most are two-parent families, with some single parents. Most parents are under 40 years of age and children are under 15 years old.

SuperGroup	Population
<b>Singles/Couples without Children</b>	<b>104,000 (27%)</b>

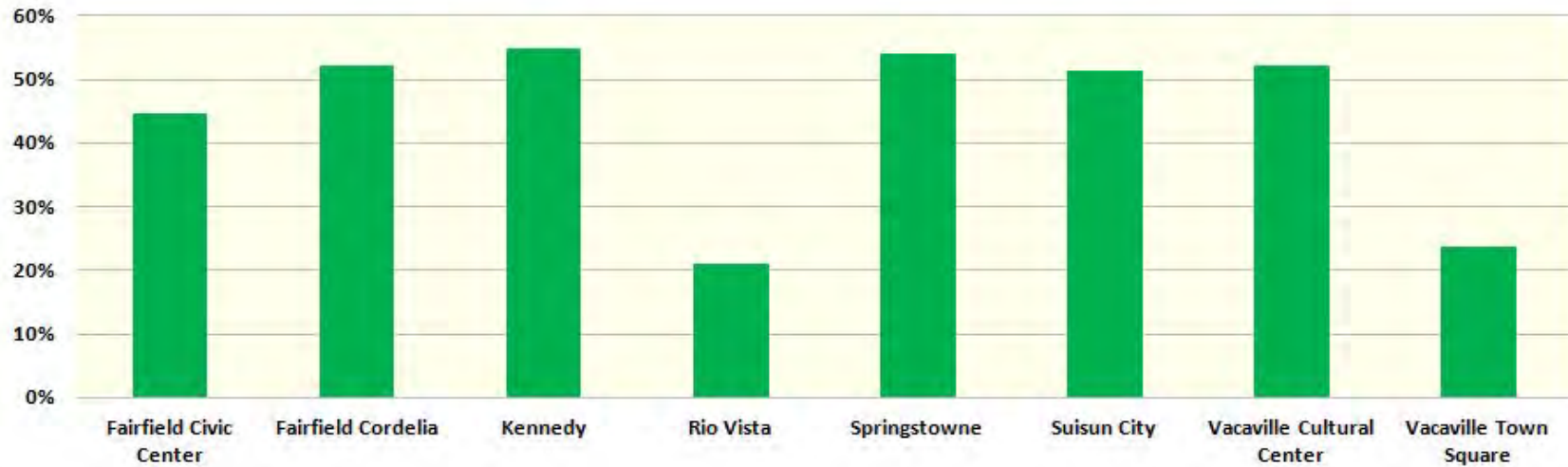
Generally, these include young professionals and married couples over 50 years of age.

SuperGroup	Population
<b>Seniors</b>	<b>23,000 (6%)</b>

Over 65 years of age, some still working but most are retired. This group includes both married and single seniors.



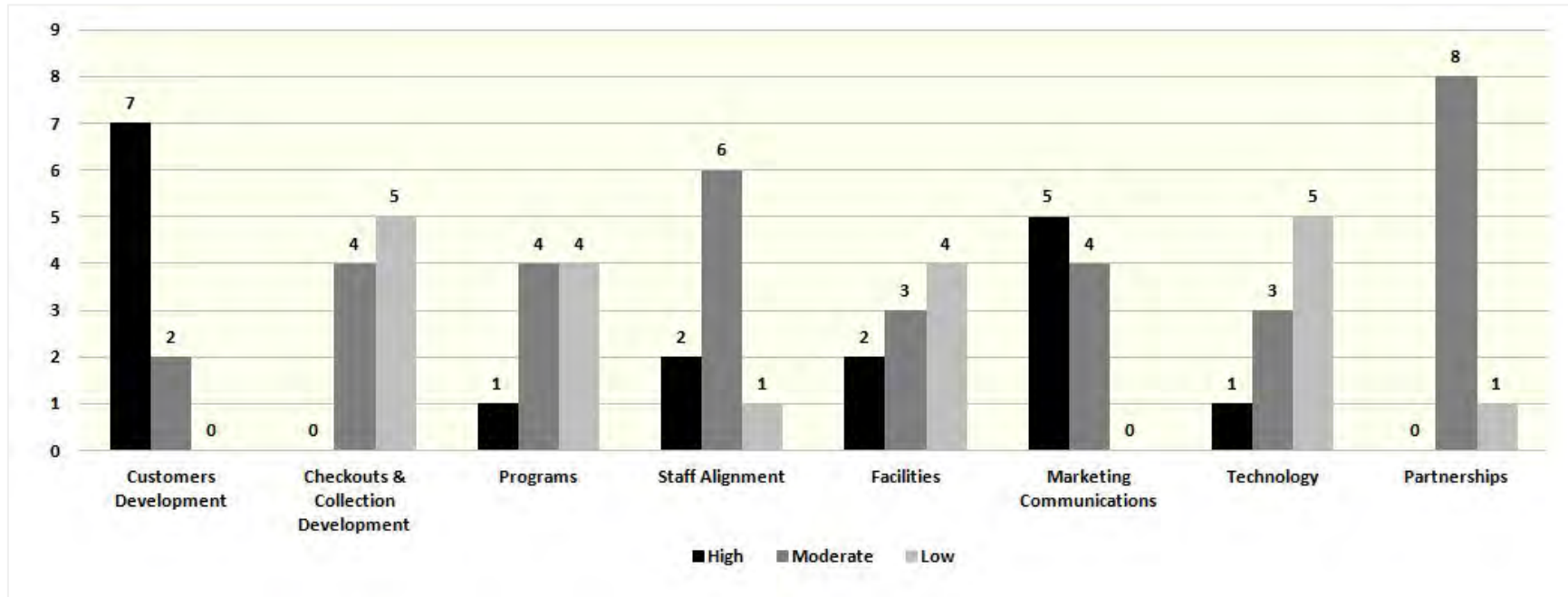
# Top Population Segments by Service Area



Top 8 Segments	Fairfield Civic Center	Fairfield Cordelia	Kennedy	Rio Vista	Springstowne	Suisun City	Vacaville Cultural Center	Vacaville Town Square	Grand Total
Couples with Capital	6,810	3,973	-	-	5,488	1,790	2,635	2,846	23,542
Educated Earners	2,461	2,503	1,643	-	2,675	6,589	13,441	-	29,312
Hard Act to Follow	5,547	-	10,397	1,875	2,697	-	-	1,633	22,149
S* Seeks S*	4,317	-	6,231	-	3,075	-	823	2,646	17,092
Sitting Pretty	6,879	4,463	-	-	1,945	5,152	11,335	-	29,774
Solo Acts	1,349	-	7,165	-	6,283	-	3,280	1,777	19,854
Sublime Suburbia	5,067	2,698	-	-	5,318	728	4,862	-	18,673
Urban Moms & Dads	6,009	-	10,921	-	2,690	1,176	-	-	20,796
<b>Total</b>	<b>38,439</b>	<b>13,637</b>	<b>36,357</b>	<b>1,875</b>	<b>30,171</b>	<b>15,435</b>	<b>36,376</b>	<b>8,902</b>	<b>181,192</b>
Service Area Population	85,975	26,143	66,414	8,943	55,941	30,035	69,834	37,559	380,844
Share of Top 8 Segments	45%	52%	55%	21%	54%	51%	52%	24%	48%



# What Staff Finds Important



## Characteristics to Focus On

Community

Convenience and speedy service

Cultural events

Economic stability and future

Education and learning

Entertainment

Families with children (and pets)

Food, wine, and beer

Health, well-being, and sports

Personal finance and investing

Social opportunities

Technology and trends

Travel

# The big takeaways

*Grow the Library's...*

- *Reach*
- *Relevance*
- *Resilience*

- Reach library customers where they are
- Encourage people to dream, discover, and innovate
- Offer more virtual and community engagement
- Create an innovative service culture
- Balance unified countywide strategies with differentiated local service area strategies
- Present new mission, vision, and organizational values statements
- Prepare a strategic framework with market and organizational development strategies
- Provide implementation actions

# New Mission and Vision Statements

## 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.

# New 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

# Market Needs and Service Strategies



# Organizational Development

---

*Evolving:*

Who we are

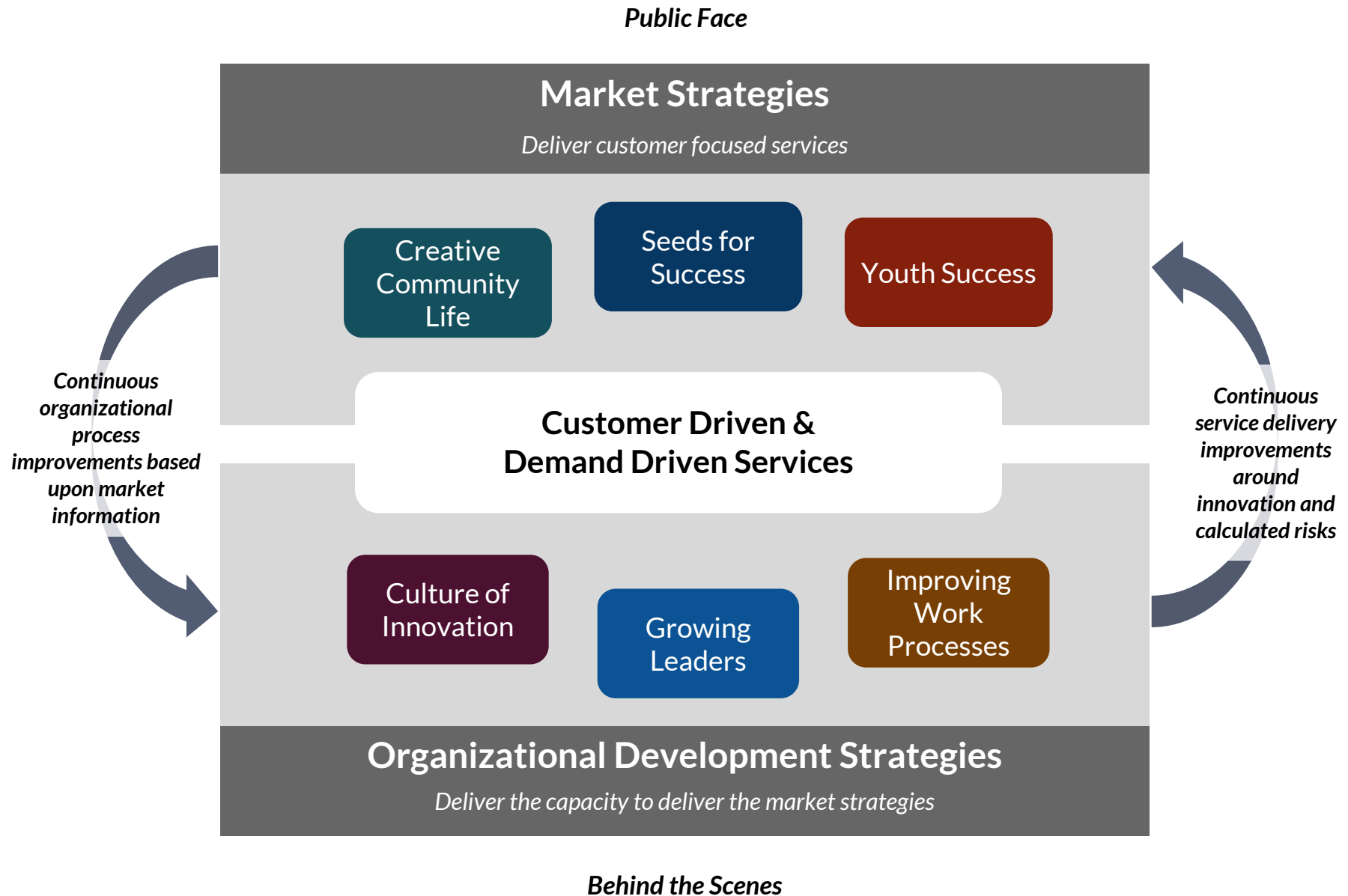
What we do

How we do it

Culture of  
Innovation

Growing  
Leaders

Improving  
Work Process



## Strategy #1: Seeds for Success

### Description

The Library supports basic information 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

- Learning for achievement
- Information referral service

### Theme: Learning for Leisure

- 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

- Diverse programming and recreational options for local audiences

### Theme: Creating Community

- Meet-ups anywhere
- Transform branches

## Strategy #3: Youth Success

### Description

The Library provides a range of reading, programming, and learning resources to support student learning.

### Outcome

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

### Theme: Bridge the Education Gap

- Children prepared to enter Kindergarten
- Children reading at grade level

### Theme: Youth Self-Directed Learning

- Youth engaged in STEM
- Youth engaged in literature and arts

## 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

Library staff will take risks and learn from mistakes to effectively 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.

# **Solano County Library**

## **Strategic Plan**

### **2017-2022**

**4.25.17**