St. Charles City-County
Library District
Your Answer Place

www.youranswerplace.org

Strategic Plan 2016-2018

Approved by the Board of Trustees February 9, 2016

Our Brand Promise

We promote individual and community growth by providing resources and creative environments that inspire St. Charles County residents to Dream, Discover, Connect and Grow!

District Goals

- Serve as a vital "third space" beyond the home or office for work, study, educational events and social engagement.

- Engage our community in meaningful, measurable conversations about how library services can enrich lives.

- Stand preeminent in our customers' minds by providing intuitive services, resources and technology at their point of need.

- Develop and empower organizational leaders who can adapt and steer the Library District in a dynamic, evolving environment.

DREAM   DISCOVER   CONNECT   GROW

Goal One: Provide a vital "third space" beyond the home or office for work, study, educational events and social engagement.

To place the Library at the center of the community, the Library will focus on the following areas:

Destinations

The Library will explore how facilities can leverage population centers and geographic proximities, such as adjacent park property or centers of commerce, with the development of a Comprehensive Facilities Plan.

Measurement:
- Comprehensive Facilities Plan intentions are carried out according to schedule and in consideration of partnering opportunities

Internal Assessments

The Library will assess the current facilities' ability to position the District as a viable third space. The Library will make immediate and intermediate changes to the branches with minimal levels of financial investment while the Comprehensive Facilities Plan is being developed.

Measurement:
- Increased meeting room use, programs and wi-fi
- Facilities improvements addressing branch freshening are accomplished each fiscal year in a timely manner.

Technology

The Library will generate greater value from the technologies that customers bring to the branches by moving beyond the notion of simply providing computers and toward providing a variety of current technologies to encourage exploration and creation.

Measurement:
- Customer satisfaction derived from targeted technology surveys
- SCCCLD offers benchmarked technology access and options District-wide.

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__Goal Two:__ Engage our community in meaningful, measurable conversations about how library services can enrich lives.

The Library will engage the community in formal and informal customer needs assessment, using surveys, active conversations and other techniques to obtain measurable results to use when promoting key services to current and future customers.

Community Engagement
The Library will work diligently to discover and solidify essential community partners to expand services. To achieve this, the Library will:
- Seek and refine community engagement opportunities where the need is greatest

Measurement:
- Assess key partnerships in community and identify 3 new opportunities
- Measure the current level of community engagement, identify and pursue 10 new key opportunities

Ongoing Conversation
The Library will take various forms of action to speak with customers of all ages on a regular basis to obtain feedback and deliver on need. To achieve this, the Library will:
- Conduct surveys and focus groups with residents in St. Charles County to assess service needs
- Continuously develop staff skills to empower staff to recognize and respond when meaningful conversations occur.

Measurement:
- Obtain a customer loyalty increase of 5% annually

Delivering Service
The Library is committed to delivering services with a targeted approach to share with customers the many areas of opportunity to enrich their lives. To achieve this, the Library will:
- Develop targeted marketing campaigns based on residents' feedback
- Identify and develop the library services of greatest need in St. Charles County

Measurement:
- Grow market penetration (households with active library cards) from 43% (as of 12/7/15) to 50%

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Goal Three: Stand preeminent in our customers' minds by providing intuitive services, resources and technology at their point of need.

Beyond the Walls

The Library will look beyond its walls in order to promote and provide library services that fit the needs of the community. To achieve this, Library staff will:

- Be empowered and encouraged to offer library services to the community at the point of need
- Consider community needs when developing programming and services
- Promote literacy in the community through services from the Library District and with support from the Library Foundation and Friends of the Library
- Be trained to support customer access to technology, the development of customers' digital literacy, and the use of library services

Measurement:

- Number of off-site library service provisions will increase by 20% by the end of 2018
- Customer feedback from both on-site and off-site programs and presentations reflects that expectations are being met

Carefully Curated Content

The Library will provide relevant resources that can be accessed intuitively in order to enhance the lives of customers and to advance the community as a whole.

- Continue to develop and promote collection, expanding into new areas as needed
- Ensure that the Library's ILS provides intuitive access to the collection

Measurement:

- Increase the use of District materials collection resources by 5% by the end of 2018

Digital Access

Technology now plays a dominant role in the lives of our customers. The Library will strive to optimize known and future channels of access available for customers.

- The website will be intuitive and accessible by a wide range of mobile devices
- The District will be responsive to technology needs and challenges
- The Library will be more present in our customers' digital world by pushing out services (e.g. push notifications)

Measurement:

- Mobile access will increase by 10% (January 2016 at 30.93%) as measured by website analytics and smartphone penetration in the community.
- Communication channel access will increase
  - Website visits increase by 13% to 1,500,000 by the end of 2018
  - eBlast click through rate for monthly blast average increase by 40% (from January 2016: 4,011 - goal 5,615 average)

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Goal Four: Develop and empower organizational leaders who can adapt and steer the Library District in a dynamic, evolving environment.

Leadership is the quality that inspires an institution and community to achieve aspirational goals. For the Library, leadership must exist on a variety of levels. Administrative staff, board members, professional librarians and managers at all levels play a critical role in allowing the Library District to deliver the brand promise.

Empowerment

The Library will ensure managers possess the authority to direct resources and make critical decisions. This requires that the Library:
- Recruit individuals with the skills, including technology aptitude, to prosper in a 21st century workplace;
- Adapt and infuse the organization with philosophy of ownership; and
- Create an organizational culture that values decision-making.

Measurement:
- Over the course of 3 years, 20% of managerial job openings will be filled via internal promotion.
- Number of individual staff participants in external event activities will increase by 10% annually from 2015 levels.
- Increased staff involvement with library and other relevant professional organizations on state and national level (20% by end of 2018)

Leadership and Advocacy

The Library will cultivate leaders within the Board of Trustees, Friends of the Library and SCCCLD Foundation boards, and library staff, creating ambassadors who can effectively connect with individuals in our community and communicate the value of our organization.

Measurement:
- Contact hours between board members and staff with legislators, whether in person or at organized legislative activities, will increase by 5% annually from 2015 levels.
- Staff presentations about library services will increase 20% by 2018.

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