



SHASTA PUBLIC LIBRARIES

STRATEGIC PLAN | 2019-2023

BUILDING BRIDGES



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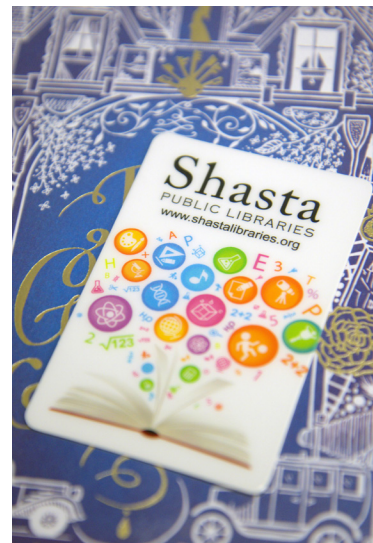
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INTRODUCTION

The future is bright for Shasta Public Libraries. From the 1903 beginning in a Carnegie-funded library to closure in the late 1980s to a new Redding Library in 2007, Shasta County residents have embraced and supported their Libraries.

This strategic plan, which will serve as the roadmap to guide the Library's work for the next three years, is designed to set the direction and ensure the right tools, resources and organizational structure are in place to support innovation and growth.

During the coming three years, the Libraries will focus on innovating to serve entrepreneurs and small business, continuing to lead in education and literacy and increasing public awareness of programs and services.



MISSION

The Shasta Public Libraries provide information, lifelong learning, inspiration and enjoyment to people of all ages through reading and technology.

LIBRARIES OF THE FUTURE

Shasta Public Libraries will mean many different things to many different people. They will serve nearly 200,000 people while tailoring service responses to the needs of individual visitors.

Achievement of the goals in this plan will ensure Shasta Public Libraries continue to provide excellent 21st century library services:

- Provide access for all
- Act as educational and cultural centers
- Inspire and engage the entire diverse community
- Build upon strengths by fostering and creating partnerships
- Lead in technology by providing information and access
- Connect with the community by providing engaging programs
- Be efficient by reducing material handling and allow staff more time to serve patrons
- Offer flexible and adaptable spaces
- Serve as a community hub where all are welcome

Shasta Public Libraries will grow even stronger by focusing on three key areas:

ECONOMIC SUCCESS

The Libraries will provide access to information through collections, technology, tools and meeting spaces as well as programs and workshops to support entrepreneurship and new business development. The Libraries will be places where potential partnerships can manifest anytime.

EDUCATIONAL ATTAINMENT

The Libraries will be accessible and welcoming to all and serve as the go-to place for literacy, communication and lifelong learning. Patrons will find inspiration and explore possibilities. The Libraries will serve as a model for digital technology and access.

The Libraries will provide early literacy education, homework help, youth programs, health literacy, book clubs, technology programs, programs in life skills, GED preparation, English as Second or Other Language, STEAM (science, technology, engineering, arts and math) , etc.

COMMUNITY ENGAGEMENT

The Libraries will be a welcoming place for meeting neighbors, fostering relationships and connecting with community services as well as providing access to information, entertainment and enrichment.

The Libraries will be a hub for important community discussions and will partner with civic and government groups on community issues. In Redding, Anderson and Burney, neighbors will gather at the Library to share ideas and work together to solve community challenges.

Library patrons will enjoy excellent customer service, new technology, robust volunteer programs, convenient hours and access to the virtual library. Libraries will focus heavily on marketing and advertising to ensure the community is aware of programs and services.

Libraries and the public and private sector actors engaged in advancing entrepreneurship are collaborating to create new opportunities for learning, discovery, growth and innovation across the economy. Libraries provide expertise, physical and digital resources, community intelligence, and more to assist entrepreneurs at every stage of launching and operating a business. (Charlie Wapner, American Library Association Office for Information Technology Policy)

PLANNING HORIZON 2019-2023

GOALS AND OBJECTIVES

The key areas of focus – **Economic Success**, **Educational Attainment**, and **Community Engagement** – are the basis of the strategic plan, which establishes three clear goals:



1. Increase support to entrepreneurs, startup and small businesses
2. Innovate to support 21st century access and education
3. Raise profile in the community

The objectives for each goal provide specific direction; progress toward strategy execution will be reviewed annually by Library leadership.

1. INCUBATE

GOAL STATEMENT: Increase support to entrepreneurs, startup and small businesses to support economic growth.

OBJECTIVES

- Develop Business Center/Business Collection at the Redding Library with dedicated staff.
 - Consider dedicated space for the business collection & center. As possible, staff member will attend Chamber of Commerce meetings and other business-related meetings and events (target date 2020).
 - Brand the collection & center for easy visual recognition (target date 2020).
 - Investigate funding options for small business advisor-in-residence (target date 2021).
 - Develop and maintain a collection of materials and databases that support business development including advertising, marketing, finance, accounting and business plan development (target date 2020).
- Provide podcasting studio (target date 2020).
 - Funding has been secured for materials; investigate funding options for space.
- Host events/workshops for startups and small business.
 - Host two events per year focused on startup and small business support in partnership with community organizations (target date 2020).
- Investigate options for cost sharing with partner organizations to provide databases for market research (target date 2020).

- Leverage Gale segmentation information (see Appendix for full information) about the “Digital Dependents” type to plan educational programs and marketing outreach.
 - Investigate funding options for services and spaces that appeal to ambitious young library users and introduce the library to nonusers (target date 2020).
- Deploy technology (particularly VR) for job training (target date 2021).
 - Purchase apps and programs that are being commonly used in education, such as dissection, anatomy, etc. Partner with high schools and colleges to reinforce their curriculum with these purchases.

2. INNOVATE & EDUCATE

GOAL STATEMENT: Innovate to support 21st century access and education.

OBJECTIVES

- Continue focus on parent education in emergent literacy (target date 2019).
 - Ready & Reading will launch in 2019 and will expand by 2020 with continued state funding.
- Enhance school library card effort through increased outreach and partnerships with schools (target date 2020).
 - Investigate sticker barcode option to attach to student IDs.
 - Streamline process with heavy outreach in spring and distribution of cards to students in the fall.
 - Develop visit schedule so staff visit and present to each participating school district at least once per year.
- Leverage Gale segmentation information about “Diapers and Debit Cards” type to plan educational programs and refine collection (target date 2020).
- Leverage Gale segmentation information about “Settled and Sensible, Town Elders, Small Town Shallow Pockets” groups to plan lifelong learning programs and refine collection (target date 2021).
- Investigate funding and operation of a Mobile Library (target date 2021).
 - Apply for grants for the purchase of a mobile unit or renovation of an existing City bus/vehicle.
 - Execution contingent on successful grant application and funding for staff.

3. ELEVATE

GOAL STATEMENT: Raise profile in the community.

OBJECTIVES

- Library continues to be a strong partner in Shasta County literacy collaboratives (target date 2019).

- More frequent social media posts (target date 2019).
 - Create a staff team for social media, leveraging advice from experts on Foundation Board.
- Public Service Announcements on morning radio as possible (target date 2020).
- Partner with startup groups and local breweries to offer Li-Brewery trivia events, perhaps at downtown park (target date 2020).
- Leverage City of Redding website to promote programs and events (target date 2020).
- Record and loop Library promotional video in meeting room before events (target date 2020).
 - Investigate funding for new equipment in community and/or fireside rooms, create staff processes for setup and maintenance.
- Continue to focus on providing and promoting a safe and welcoming environment for all.
- Leverage Gale Analytics data to use the marketing channels, technology adoption, patron maps and other information to best reach users and nonusers with information about Library services (target date 2020).
- Investigate and execute nontraditional marketing tactics (target date 2021).
- Investigate funding for paid advertising including local newspaper, radio and wrapped buses (target date 2021).
- Storytimes recorded and available via YouTube channel (target date 2021).

ENVIRONMENTAL SCAN

SHASTA COUNTY

180,000
PEOPLE

70,486
HOUSEHOLDS

MEDIAN INCOME
\$47,258

18.1%
LIVING IN POVERTY

POPULATION
GROWTH
STEADY THROUGH
2023

SCHOOL
LIBRARY CARD
INITIATIVE
NOW SERVING
MORE THAN
17,000
STUDENTS

Shasta County is home to 180,000 people with 70,486 households (64 percent of which are families). The senior population is significant; 34 percent of households have one or more people 65 or older while 27 percent of households have one or more people under the age of 18.

Most people in Shasta County are high school graduates (90 percent of those 25 years and over) and 21 percent have a bachelor's degree or higher. The median income is \$47,258 with 18.1 percent of people living in poverty. An estimated 25.4 percent of children under 18 were below the poverty level.

Most have access to computers, personal devices and Internet; 77.3 percent of households have a desktop or laptop, 64.7 percent have a smartphone, 48.7 percent have a tablet or other portable wireless computer, and 2.9 percent had some other computer. Among all households, 41.5 percent had a cellular data plan; 61.2 percent had a broadband subscription such as cable, fiber optic, or DSL; 9.0 percent had a satellite internet subscription; 0.9 percent had dial-up alone; and 0.3 percent had some other service alone. (*Data from the U.S. Census 2013— 2017 American Community Survey.*)

Overall population growth is projected to remain stable through 2023. The City of Redding is considering residential expansion to the southeast and northwest and commercial expansion in the north, south and central parts of the city. Commercial re-use is being considered in the north, west and central sections. For more detail see Appendix I. (*Data from City of Redding, GIS Division.*)

Activity at the three libraries – Redding, Anderson and Burney – achieved record growth in recent years. Youth programs and Summer Blast engagement set a new record in 2018 and patron satisfaction is consistently high.


The School Library Card Initiative, an effort to provide every school student in Shasta County with a library card linked to their school ID, is now serving more than 17,000 students. The Initiative is a successfully completed goal from the 2013-2016 Strategic Plan.

Contributed and earned revenue is strong, with increases in grant funding and meeting room fees. Volunteers comprise the active and effective Shasta Library Foundation, Friends of Shasta County Libraries, Friends of Anderson Library and Friends of Intermountain Library. These groups provide significant contributed revenue and support programs and collection acquisitions.

Approval for a new Burney Library provides a unique opportunity to expand services; tailoring the new facility to the community is a key goal of this plan.

STRATEGIC PLANNING PROCESS

When the strategic planning process began in February 2019 the team set out to answer three key questions:

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- 1. What does the community want?**
 - 2. Where do we want to go and how do we get there?**
 - 3. How can we innovate to best serve the community?**

The answers to these questions informed the key focus areas and strategic goals.

The Libraries reached out to people throughout Shasta County. Ideas and feedback were received from 506 people, including business, education and nonprofit leaders, key stakeholders, library staff and—most important of all—patrons and volunteers. The online survey, focus groups and direct staff participation ensured reach to as many people as possible. National best practices and local data about actual use of facilities and programs were part of the analysis.

Through this process, current and future needs, community influences outside the Libraries and the Libraries' role in the community emerged. Respondents agreed the Libraries are thriving and deeply valued community resources, underscored by the approval of the new library facility in Burney. Appreciation for hardworking staff, affirmation of current services and programs and a strong desire for even more emerged. These findings formed the framework for the plan's key areas and strategic goals.

Gale Analytics patron segmentation software was used to provide key insights into current Library users and the Shasta community. Patron location, lifestyle profile, household consumption, length of residence and more was used to inform plan goals and objectives. Patron privacy was maintained by disassociating data from patron names and processing in a secure cloud environment.

Consistent with Shasta County's population demographics, the largest patron group is older adults (27%) followed by young singles and young working-class families (15%). Library patrons were grouped into household-based consumer lifestyle segmentation groups using the Experian Marketing Services' Mosaic® USA model. This system classifies all U.S. households and neighborhoods into 71 unique types and 19 overarching groups, providing a 360-degree view of consumers' choices, preferences and habits.



ACKNOWLEDGMENTS

Thank you to everyone who offered ideas, suggestions and advice to ensure the Libraries continue to serve Shasta County in the best possible way.

We are very grateful to all those who provided input for this plan by completing surveys, participating in focus groups, and providing additional comments and ideas.

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Community Representatives: A.J. Anderson, Mary Barr, Malia Beckstrand, Adele Boster, June Broughton, Becky Buell, Verla Canter, Fran Collier, Charla Connelley, Renee Cooper, Sara Day, Elizabeth DeBenedetto, Wendy Dickens, Julie Driver, Greg Dunbar, Ron Edwards, Kyle Falconer, Jan Fensler, Jan Filameo, Judy Flores, Trisha Funk, Douglas Geren, Tony Giovannello, Norman Hall, Lola Harris, Andrew Hewatt, Marty Higginbotham, Virginia Hoffman, Robbin Jack, Patte Jelavich, Eva Jimenez, Todd Jones, Charlotte Juelch, Elizabeth Kelley, Julia Knight, Amber Kyle, Larry Lees, Jake Mangus, April Martin, Adam McElvain, Renee Menefee, William Murray, Evalee Nelson, Frank Nigro, Larry Olmstead, Bebe Palin, Pat Pell, Fred Pepper, Leo Perez, Corbin Reuter Hayes, Donna Scheckla, Joe Shipman, Dale Simmons, Ross Steindel, Brandie Stone, Catherine Thompson, Barry Tippin, Amber Treat, Pamela Witt, Chuck Woodrum

APPENDIX I

GALE ANALYTICS PATRON SEGMENTATION INFORMATION

Many Shasta Public Libraries patron households (42%) comprise five types. Those types, along with a few common characteristics, include:

SETTLED AND SENSIBLE (12%)


Older, middle class and empty nest couples and singles in suburban and rural neighborhoods

Numbers in parentheses represent a relative index, revealing whether a household is likely to exhibit a behavior and how likely. An Index of 100 is the average, meaning the is just as likely as the average American household to exhibit that behavior. A value below 100 means that this behavior or categorization is not likely. A value above 100 means that this behavior or categorization is likely. The farther the index is from 100, the stronger the indicator. For example, an index of 15 indicates that a household is not very likely to exhibit that behavior. An index of 200 indicates that a household in that Mosaic segment is very likely to exhibit that behavior.

- Head of household age 51-65
- Presence of an aged parent (149)
- Members of a union (186) and AARP (134)
- Interested in bird watching (143)
- Likely to collect coins (151) and antiques (143)
- Low technology adoption
- Receptive to marketing via Traditional Newspaper (237)
- Registered Democrat (135)
- Retired
- Limited Internet activity

Settled and Sensible

Older, middle-class and empty-nesting couples and singles in suburban and rural neighborhoods



Who We Are

Head of household age

51–65

40.7% 145

Type of property

Single family

97.2% 122

Estimated household income

\$35,000–\$49,999

21.8% 168

Household size

2 persons

27.9% 121

Home ownership

Homeowner

89.6% 140

Age of children

0–3

4.8% 59

Channel Preference

32

114

26

32

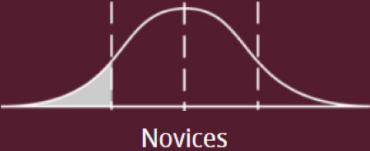
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Key Features

- Humble living
- Stable lifestyle
- Limited financial savings
- Modest spending
- Retired
- Limited internet activity

Technology Adoption

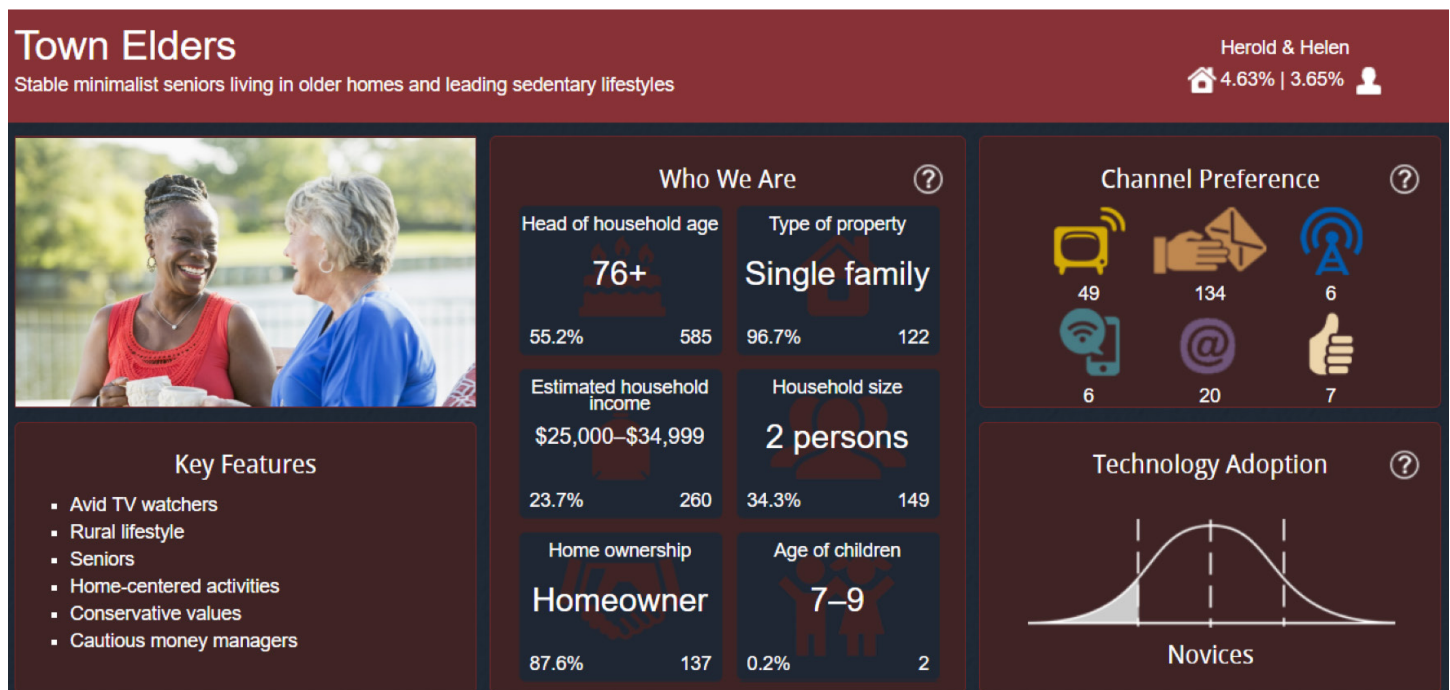


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TOWN ELDERS (8%)

Stable, minimalist seniors living in older homes and leading sedentary lifestyles

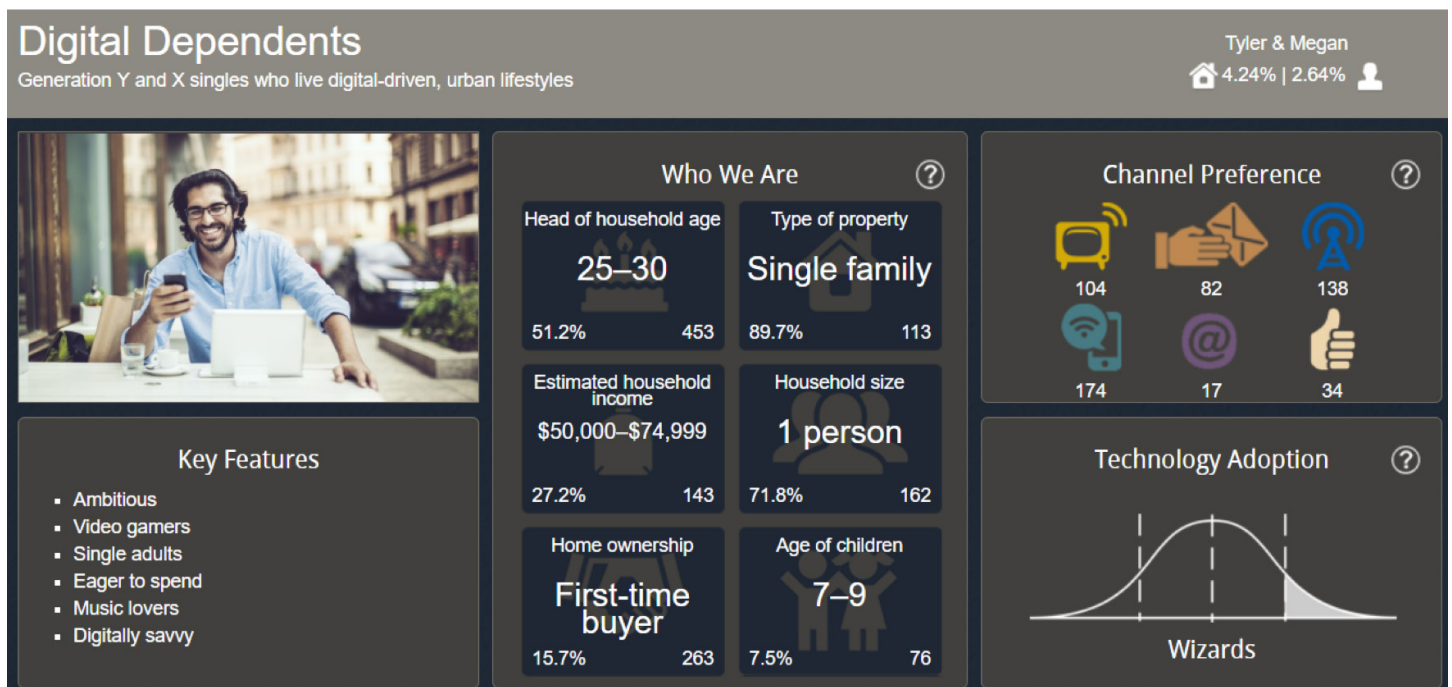
- Head of household age 66+
- Avid TV watchers
- Rural lifestyle
- Seniors
- Conservative values
- Likely to have less than a High School Diploma (139)
- Likely to collect coins (174) and antiques (164)
- Low technology adoption
- Receptive to marketing via Traditional Newspaper (458) and Direct Mail (134)
- Registered Republican (142) or Democrat (133)



DIGITAL DEPENDENTS (8%)

Generation Y singles who live digital-driven lifestyles

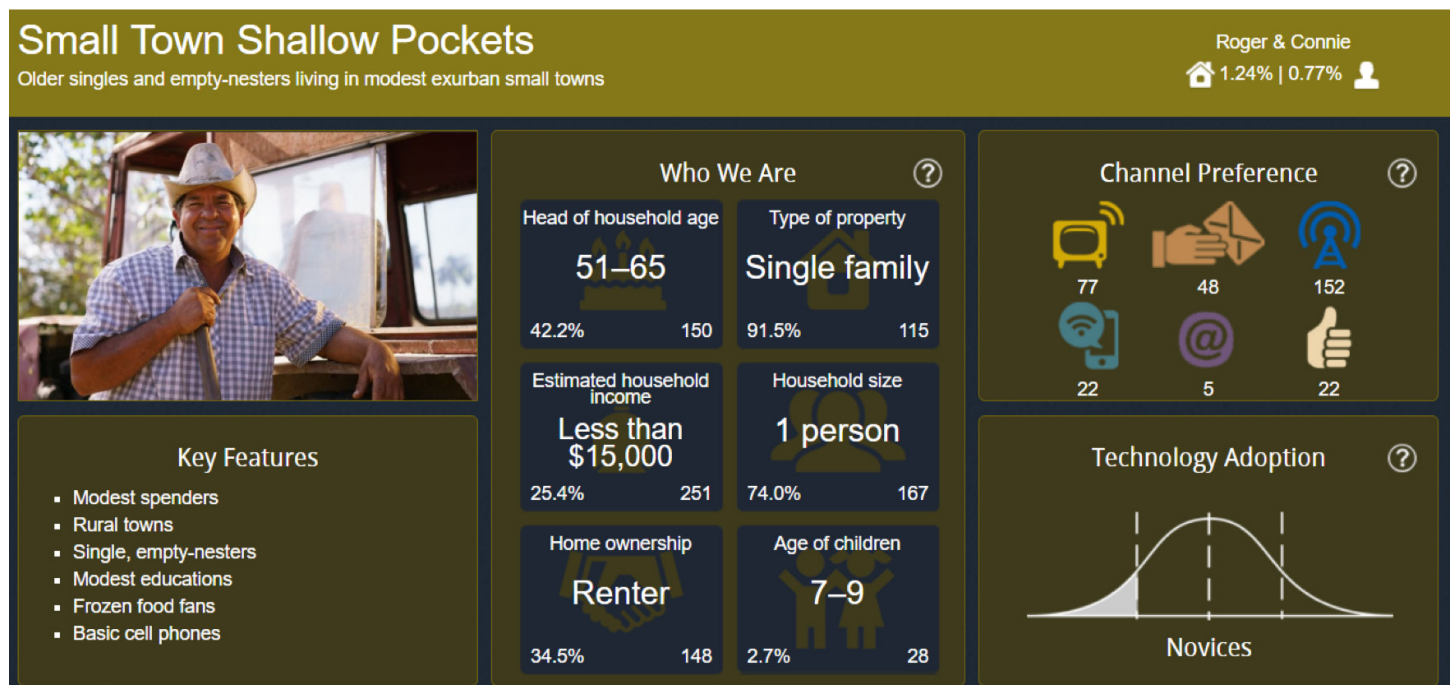
- Head of household age 25-30
- New residents: 1 year or less (262), 2-3 years (181)
- First-time homebuyer (263)
- Attended aquarium (163) and zoo (147)
- Visited job search website in the last 30 days (152)
- Painting/Drawing (159)
- Interested in Music
- Gaming
- Interested in gourmet cooking (336)
- Receptive to marketing via Mobile SMS (174), Digital Video (157), Streaming TV (142)
- Not registered to vote (170)
- Digitally savvy



SMALL TOWN, SHALLOW POCKETS (7%)

Older singles and empty-nesters living in modest small towns

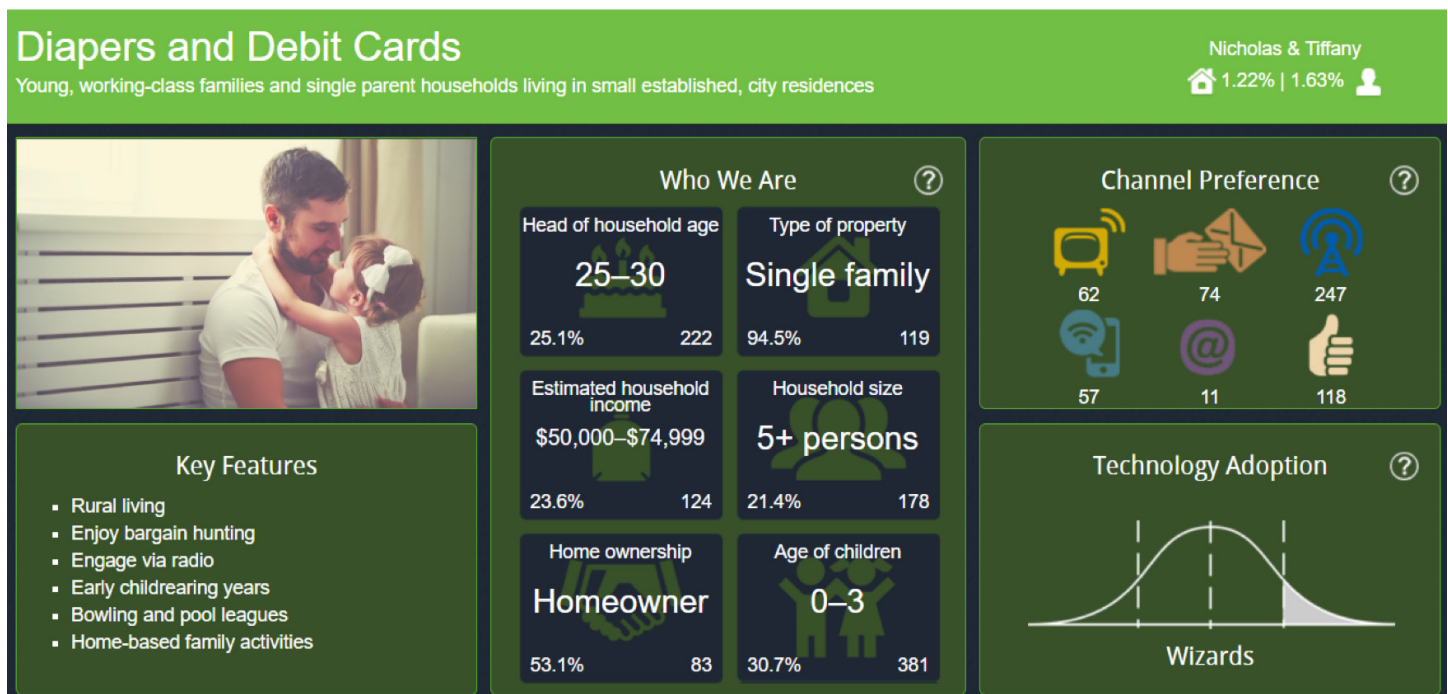
- Head of household age 51-65
- Likely to be new residents-1 year or less (130)
- Less than High School Diploma (178)
- Household income likely to be less than \$35,000
- Likely walks to work (138)
- Likely to collect coins (154) and antiques (151)
- Low technology adoption
- Receptive to marketing via Traditional Newspaper (156), Radio (152), Broadcast Cable TV (149), and Digital Video (138)
- Likely not registered to vote (164)
- Single, empty-nesters
- Basic cell phones



DIAPERS AND DEBIT CARDS (7%)

Young, working-class families and single parent households living in small established city residences

- Head of household age 25-30
- Highly likely presence of children of all ages
- Likely presence of an aged parent (130)
- Estimated household income likely to be less than \$50,000
- Interested in music
- Interested in gaming
- Reads e-books on a tablet (191)
- Visited job search websites in the last 30 days (157)
- Receptive to marketing via radio (247)
- Social Media usage – Instagram (144), Snapchat (131), YouTube (126), and Facebook (120)
- Likely not registered to vote (148)
- Interested in gourmet cooking (134)
- Early childbearing years
- Home-based family activities



These characteristics can be used to develop key activities to reach strategic goals and objectives, as well as provide insight into the best way to market library services. It is helpful to note that marketing activities targeted to specific Mosaic types who are current library patrons will likely also reach non-patrons, thereby helping increase market penetration.

COMMONALITIES

HOUSEHOLD CHARACTERISTICS

	Settled and Sensible (12%)	Town Elders (8%)	Digital Dependents (8%)	Small Town, Shallow Pockets (7%)	Diapers and Debit Cards (7%)
Head of household at or near retirement age	X	X		X	
Presence of aged parent	X				X
Less than HS Diploma		X		X	
New Residents			X	X	
Low Technology Adoption	X	X		X	
Registered Republican		X			
Registered Democrat	X	X			
Not Registered to vote			X	X	X

ACTIVITIES AND INTERESTS

	Settled and Sensible (12%)	Town Elders (8%)	Digital Dependents (8%)	Small Town, Shallow Pockets (7%)	Diapers and Debit Cards (7%)
Collectors: Coins/Antiques	X	X		X	
Job Search			X		X
Music			X		X
Gaming			X		X
Gourmet Cooking			X		X
<i>Reading</i>					
Listens to Audiobooks			X		
E-books: Tablet					X

MARKETING CHANNELS

	Settled and Sensible (12%)	Town Elders (8%)	Digital Dependents (8%)	Small Town, Shallow Pockets (7%)	Diapers and Debit Cards (7%)
Traditional Newspaper	X	X		X	
Direct Mail		X			
Mobile SMS			X		
Digital Video			X	X	
Streaming TV			X		
Radio				X	X
Broadcast Cable TV				X	

SOCIAL MEDIA

	Settled and Sensible (12%)	Town Elders (8%)	Digital Dependents (8%)	Small Town Shallow Pockets (7%)	Diapers and Debit Cards (7%)
Instagram					X
Snapchat					X
YouTube					X
Facebook					X