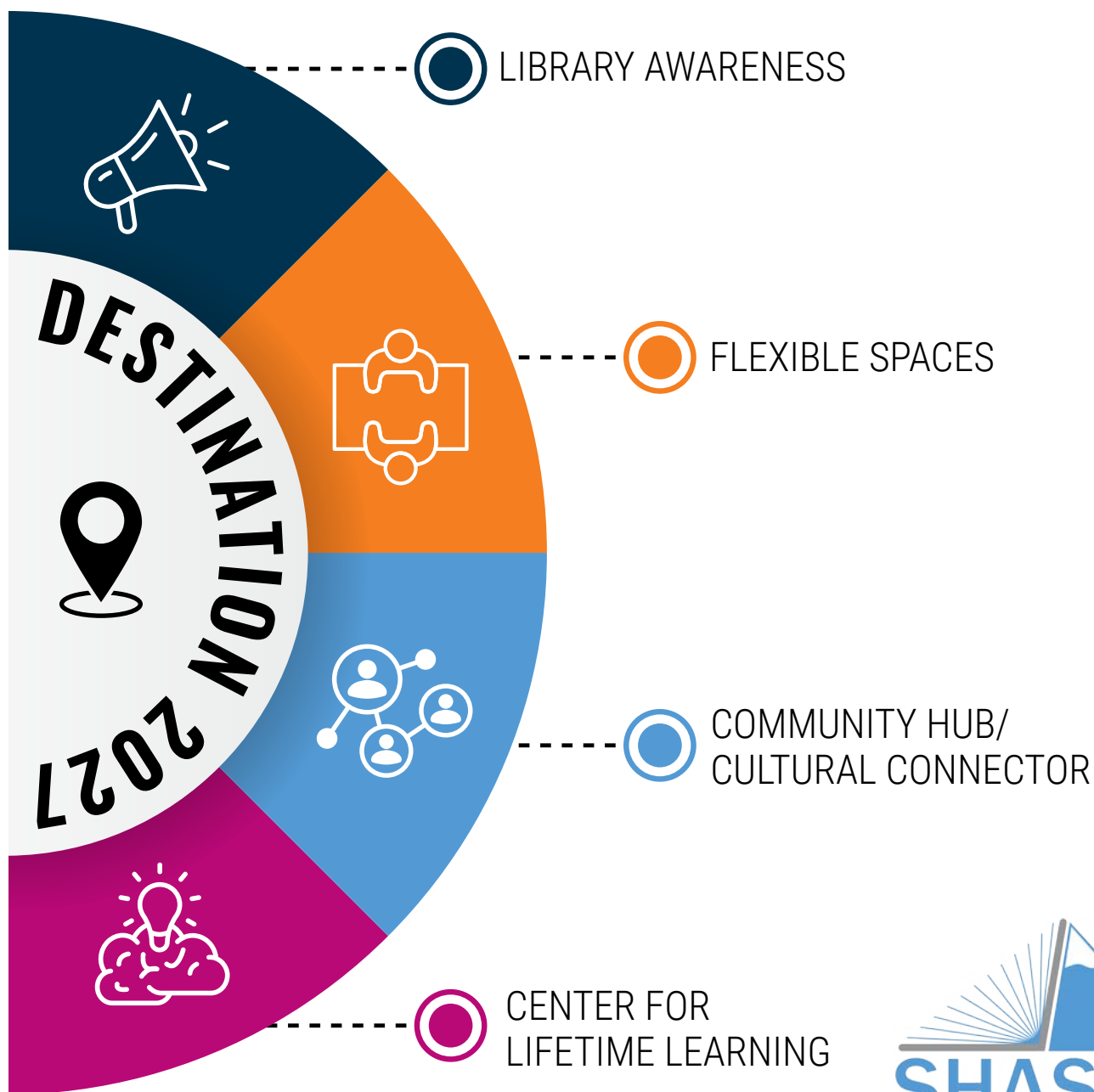


SHASTA PUBLIC LIBRARIES STRATEGIC PLAN



SEPTEMBER 2023 - SEPTEMBER 2027

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SHASTA PUBLIC LIBRARIES STRATEGIC PLAN

DESTINATION 2027

The Shasta Public Libraries will embrace the journey ahead focused on the destination:

Excellent service for Shasta County residents.



INTRODUCTION

In a fast-changing world, Shasta Public Libraries are focused on public vitality, well-being and offer a variety of resources and services to residents across age, race, zip code and income level. From teaching pre-reading skills to toddlers to offering engaging programs for teens and useful services for adults and seniors, the Shasta Public Libraries are a key resource for education and entertainment. But that is only part of the story.

The Shasta Public Libraries help entrepreneurs with access to technology, learning databases and space to work and meet. The new [Burney Access](#) provides extended library hours to registered cardholders. Anderson and Redding Libraries offer easy access so residents are never far away from their Library.

Input from a diverse group of residents along with comprehensive data analysis resulted in a strategic plan that charts a course to a bright future.

Thank you to the entire community and especially those who completed the survey and participated in focus groups and interviews.



STRATEGIC PLANNING PROCESS

When the strategic planning process began in Winter 2022, the team set out to answer three key questions:

1. What does the community want from its Libraries?
2. How can the Libraries support literacy, education and life enrichment?
3. How can the Libraries innovate to meet changing needs?

To answer these questions, the strategic planning team used an inclusive and data-driven process.

DESTINATION 2027 is rooted in data. From collection performance to library use, to patron and resident segmentation and mapping, the strategic plan is based on facts and statistics. National best practices, local demographics, growth projections, economic and social climate, actual facility use and collections and programs engagement were essential elements of the analysis.

DESTINATION 2027 is rooted in public input. The Library's strategic planning team reached out to people throughout the community. Through a dedicated engagement website, survey, focus groups, individual interviews and direct staff participation, ideas and feedback were gathered from many residents.

DESTINATION 2027 builds on the successful implementation of the Library's 2019-2023 strategic plan.

KEY CHALLENGES

A few key challenges emerged from the research process:

1. Need to amplify Library efforts and services through awareness.
2. Need to enhance Library spaces as well as focus on outreach.
3. Need for connection and collaboration among service agencies and nonprofits.
4. Need for lifetime learning to enrich quality of life and support new career pathways.

STRATEGIC PLANNING GOALS AND OBJECTIVES



LIBRARY AWARENESS

Goal Statement: Shasta Public Libraries will engage in marketing and outreach to amplify impact and raise awareness.



FLEXIBLE SPACES

Goal Statement: Shasta Public Libraries will provide dynamic, flexible, and safe spaces for people to gather, learn, connect and have fun.



COMMUNITY HUB/CULTURAL CONNECTOR

Goal Statement: Shasta Public Libraries will provide experiences that bring the community together and will be the partner of choice for service agencies and community leaders.



CENTER FOR LIFETIME LEARNING

Goal Statement: Shasta Public Libraries will provide engaging, interesting and useful collections, programs and services that are carefully tailored to community needs.

LIBRARY AWARENESS



Goal Statement: Shasta Public Libraries will engage in marketing and outreach to amplify impact and raise awareness.

STRATEGY	OBJECTIVE	TIMELINE
MARKETING		
Educate residents about modern library services	<p>Create understanding among 40% of the service area population that libraries are places to connect with the community, access exciting new technology, have fun and enrich lives by conducting ongoing communication campaign</p> <p>Market services by researching initiatives such as video tutorial series, outreach opportunities, etc. and launch one</p> <p>Increase new cardholder activity 5% by sending welcome newsletter specifically to new cardholders</p>	<p>Throughout the planning period (FY2023-2028)</p> <p>Q2 FY2023</p> <p>FY2023</p>
<p>"I'd like to see "introduction to your technology " classes. Like, intro to your phone, intro to social media, intro to streaming services. So many are intimidated by this and others THINK they know, but so much is available for people."</p>		
Leverage partnerships for marketing	<p>Develop consistent cross-marketing opportunities with four partners focused on children's literacy, STEM programs and adult programs</p> <p>Position Library as community hub by sharing community improvement project (such as new park) info quarterly through social media and newsletter postings</p>	<p>FY2024</p> <p>Throughout the planning period (FY2023-2028)</p>

Reinforce the Library's standing as the place for literacy in Redding and Shasta County

Create targeted, branded campaigns for early literacy, reading challenges and services for seniors and create one campaign for each service each year

FY2024-27

"My family loves the children's area, my son always has a fun time and the librarians are great."

Elevate and build remote services as a specific, discrete library access point

Bundle remote services under one brand (Library to You) and promote through consistent marketing activities

FY2024

Create and conduct campaign communicating value of Library services, attach dollar value to print/electronic book checkouts, literacy/other classes and technology use and focus on measurable value

FY2024

Ensure new community members are aware of the Library and its services

Collaborate with businesses and Redding/Shasta County Association of Realtors to reach new community members

FY2026

Position the Library as a place for technology access and support

Conduct promotional campaign to market "bring your own device" hours

FY2025

"I'd like to see information literacy education. So many people believe what they see in writing. I'd like classes and discussion groups on evaluating source credibility."

Raise awareness of services available on the website (virtual library)

Strongly market website and electronic resources and campaign around value and convenience

FY2025

"I enjoy all the online resources that are available from the comfort of my own home. I use the eAudiobooks and eBooks in Overdrive and Hoopla all the time. I love having access to Consumer Reports and the New York Times online."

OPERATIONS

Build relationships and increase Library profile at the executive level

Raise profile by presenting at community events four times annually and connecting with one community group per month

FY2024

Take grassroots approach to increasing Library profile in the community

Create a plan for branch managers to represent the Library in organizations

FY2024

Create slide presentation branch managers can use during visits to community organizations

FY2024

Library staff build relationships through participation in community events (community service organizations, parent organizations, etc.) four times annually and connect with one community group per month

FY2024

OUTREACH

Offer services beyond Library walls

Increase impact by taking reading programs out into the community and partner with one educational institution per year in order to promote reading in a meaningful and measurable way

Unite and inspire the community by hosting one large event each year

Centralize management of remote services

Create a detailed annual plan for remote services with service goals, target audiences, responsible staff and performance metrics

Use annual plan metrics to measure impact of all remote services, adjust as needed

Use patron mapping to understand where remote services are most needed

Offer virtual one-on-one reference and device support sessions

Expand offsite service options (pop-up or mobile programs) by five per year

Offer mobile VR equipment (pop-up programs to explain use through demonstrations)

Throughout the planning period (FY2023-2028)

Throughout the planning period (FY2023-2028)

FY2024

FY2024

FY2025

FY2024

FY2024

FY2024-27

FY2025

"I enjoy the Library - would like to see (if possible) more expansion outside the building. I like Tehama County's story walk. Something like that with a garden component could be nice. Places to read outside - more breakaway gazebo or terraced spaces. Rooftop use? Understand challenges of surrounding population."

COLLECTION

Improve experience for electronic-only Library users

Provide access to electronic collection to nonusers (can be items in less demand) via QR code at health care facilities, etc.

Leverage patron segmentation data to increase engagement among electronic only users

Look for opportunities to adjust collection budget allocation to reduce hold times for print and electronic bestsellers

FY2024

FY2024

FY2024

"I really enjoy the online books!"

FLEXIBLE SPACES



Goal Statement: Shasta Public Libraries provide dynamic, flexible and safe spaces for people to gather, learn, connect and have fun.

STRATEGY	OBJECTIVE	TIMELINE
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OPERATIONS

Encourage residents to gather and connect	Provide a branded, system-wide Memory Lab service by leveraging current scanning equipment to digitize print photos at three locations and consider adding additional equipment	FY2023-2025
	Provide space for multigenerational gathering by finding opportunities to partner with City Parks and Recreation four times per year	FY2026
	Create a STEM space for coding, robotics, etc. for elementary and middle grades students at one location	FY2026-27

"The children's area in the Burney Library is a beautiful, warm and welcoming space. My toddler loves going to the Library!"

SPACES

Support small business and entrepreneurship with access to equipment, training and collaborative space	Create space for small business owners and other patrons to develop content with tools such as video cameras, green screen and podcasting equipment	FY2025
	Increase options for families by exploring three afterschool initiatives such as a STEAM area for elementary and middle grades students	FY2023

**Enhance learning
spaces with
technology for
collaboration**

Provide smart tools in study rooms

FY2025

COMMUNITY HUB/CULTURAL CONNECTOR



Goal Statement: Shasta Public Libraries will provide experiences that bring the community together and will be the partner of choice for service agencies and community leaders.

STRATEGY	OBJECTIVE	TIMELINE
OPERATIONS		
Deepen relationships with community members	Create enhanced patron engagement practices to encourage moments of personal connection	FY2025
"I've seen many complaints about the homeless population at the Library, but I've always had positive experiences when bring my grandkids there in the summer. I appreciate your summer activities for kids."		
PARTNERSHIPS		
Support wellness through strong partnership with City Recreation Departments	Coordinate with City Recreation Departments on co-sponsored programs	FY2025

Support safety and well-being for teens

Build partnerships with two Redding/Shasta County organizations to offer regular programs serving the needs of at-risk youth

FY2026

Increase impact by taking reading programs out into the community and partner with one educational institution per year in order to promote reading in a meaningful and measurable way

FY2024

"Something for the writers in Redding, specifically for younger writers. Right now, there isn't a program for young writers in Redding outside of high school clubs. Having something in the community could bring more writers out of their shells, give them a safe space and give them the resources they'd need to pursue their passion."

Support education through strong partnerships with schools

Host event for local schools' media technicians and librarians to explain how Library resources can assist teaching and learning

FY2025

Attend back-to-school nights on campus and host a table with Library info

FY2025

CENTER FOR LIFETIME LEARNING



Goal Statement: Shasta Public Libraries will provide engaging, interesting and useful collections, programs and services that are carefully tailored to community needs.

STRATEGY	OBJECTIVE	TIMELINE
SERVICES		
Support community wellness and life enrichment	Host Do-It Fairs for learning hands-on, practical tasks, featuring local experts	FY2026
"I would love to see more Health and Wellness-related programming brought to the Library. Maybe some exercise classes? How to eat healthy on a budget or low-income? I would also love to have some pet care-related programming. How to care or administer meds, perhaps?"		
COLLECTION		
Ensure collection efficiency and diversity	Perform a diversity audit to understand collection EDI and respond to book challenges	FY2024-25
"I like the bookstore and monthly sales, the online resources."		

TECHNOLOGY

Deploy technology to expand access

Continue self-service hours at Burney

FY2024-27

Provide one-on-one support for tech issues

Host “bring your device” hours during which staff (digital navigators) provide one-on-one tech help and market to targeted audiences

FY2025

Provide equipment access via outreach and/or partnerships and identify two partner organizations who could serve as tech access sites

FY2025

Identify three patron segmentation groups and launch communication campaign to market Library services

FY2025

Highlight Library’s role as vital resource for strong local economy

Share stories that illustrate how patrons benefit from Library resources

FY2026

Provide focused, limited, high-value patron-facing technology

Provide equipment to digitize print photos, VHS tapes, 8mm home movies, etc.)

FY2026

Provide services and education to help residents thrive in the digital economy

Research providing Adobe Creative Suite or other graphic design software

FY2026

Pair access to equipment with classes focused on skills necessary for the digital economy (for example, what is ChatGPT and how to use it)

FY2024

The background of the page is a light blue topographic map with white contour lines. A large orange rectangle is positioned in the upper-middle section, containing the title text.

APPENDIX I

Environmental Scan

Situated in Northern California at the tip of the Sacramento Valley, the Shasta Public Libraries are a three-branch library system serving the residents of Shasta County. The Shasta Public Libraries reaches a population of 180,000 people over 3,847 square miles, acting as an educational and technological center for Shasta County's communities.

Providing information, lifelong learning, inspiration and enjoyment to people of all ages through reading and technology, Shasta residents seek out innovative library services every day.

DEMOGRAPHICS

Shasta County has a total population of 179,267 with 51% females and 49% males. The median age is 42 years.

An estimated 22% of the population is under 18 years, 32% are 18 to 44 years, 26% are 45 to 64 years, and 21% are 65 years and older. There are 70,845 households with an average household size of 2.5 people.

An estimated 94% of those living in Shasta County are US natives. Seventy percent of the population are living in the state where they were born.

Economics

The median income of households is \$57,139. An estimated 5% of households have income below \$10,000 a year and 5% have income over \$200,000 or more.¹

Household Income

	Percent
Less than \$10,000	5.5
\$10,000 to \$14,999	6.4
\$15,000 to \$24,999	9.6
\$25,000 to \$34,999	9.5
\$35,000 to \$49,999	13.5
\$50,000 to \$74,999	17.6
\$75,000 to \$99,999	13.5
\$100,000 to \$149,999	13.3
\$150,000 to \$199,999	6.0
\$200,000 or more	5.2

¹ US Census American Community Survey. <https://www.census.gov/acs/www/data/data-tables-and-tools/narrative-profiles/2020/report.php?geotype=county&state=06&county=089>

Technology

	Percent
Desktop or laptop	78.0
Smartphone	80.0
Tablet or other portable wireless computer	58.0
Other computer	2.1

Among all households, 71% had a cellular data plan; 64% had a broadband subscription such as cable, fiber optic, or DSL; 14% had a satellite internet subscription; .4% had dial-up alone; and .2% had some other service alone.²

Education

91% of people 25 years and over have at least graduated from high school and 22% have a bachelor's degree or higher. An estimated 9% did not complete high school.

The total school enrollment is 40,910. Nursery school enrollment is 2,454 and kindergarten through 12th grade enrollment is 27,796. College or graduate school enrollment is 10,660.³

Educational Attainment

	Percent
Less than high school diploma	8.8
High school diploma or equivalency	25.6
Some college, no degree	32.0
Associate's degree	11.4
Bachelor's degree	14.8
Graduate or professional degree	7.3

Employment

Civilian employed population 16 years and over	Number	Percent
Management, business, sciences, and arts occupations	25,957	35.1
Service occupations	16,160	21.8
Sales and office occupations	16,212	21.9
Natural resources, construction, and maintenance occupations	7,719	10.4
Production, transportation, and material moving occupations	7,943	10.7

² US Census American Community Survey. <https://www.census.gov/acs/www/data/data-tables-and-tools/narrative-profiles/2020/report.php?geotype=county&state=06&county=089>

³ US Census American Community Survey. <https://www.census.gov/acs/www/data/data-tables-and-tools/narrative-profiles/2020/report.php?geotype=county&state=06&county=089>