

Southern California
Library Cooperative

STRATEGIC PLAN



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Welcome Message



The Southern California Library Cooperative (SCLC) is an organization with a long and meaningful history providing services to the public libraries of Los Angeles and Ventura Counties. Throughout our existence, despite changes to our name, membership, and funding, SCLC has consistently focused on expanding access to resources and information. By bringing together the 40 member libraries, SCLC has shown the strength of the collective, supporting coordination and interconnectedness through a vast and diverse region of more than 10 million residents.

Like our member libraries, SCLC has found the pace of change to be increasing each year, requiring a more focused effort to identify our vision and strategies to implement that vision. This plan reflects a year-long effort by the SCLC Administrative

Council to engage in discussion about present strengths and challenges as well as future opportunities and needs. Administrative Council members representing each of the 40 member libraries considered the constituencies they serve locally as well as their part in the larger regional context. Planning efforts considered state trends, limited resources, diverse populations, and creative ideas.

The resulting plan will guide SCLC's work for the next three years. By prioritizing and focusing efforts, SCLC will emerge a stronger organization able to build on its history by providing even greater returns to the communities it serves.

Elizabeth Goldman
Chair, 2021-22

Gary Shaffer
Chair, 2022-23

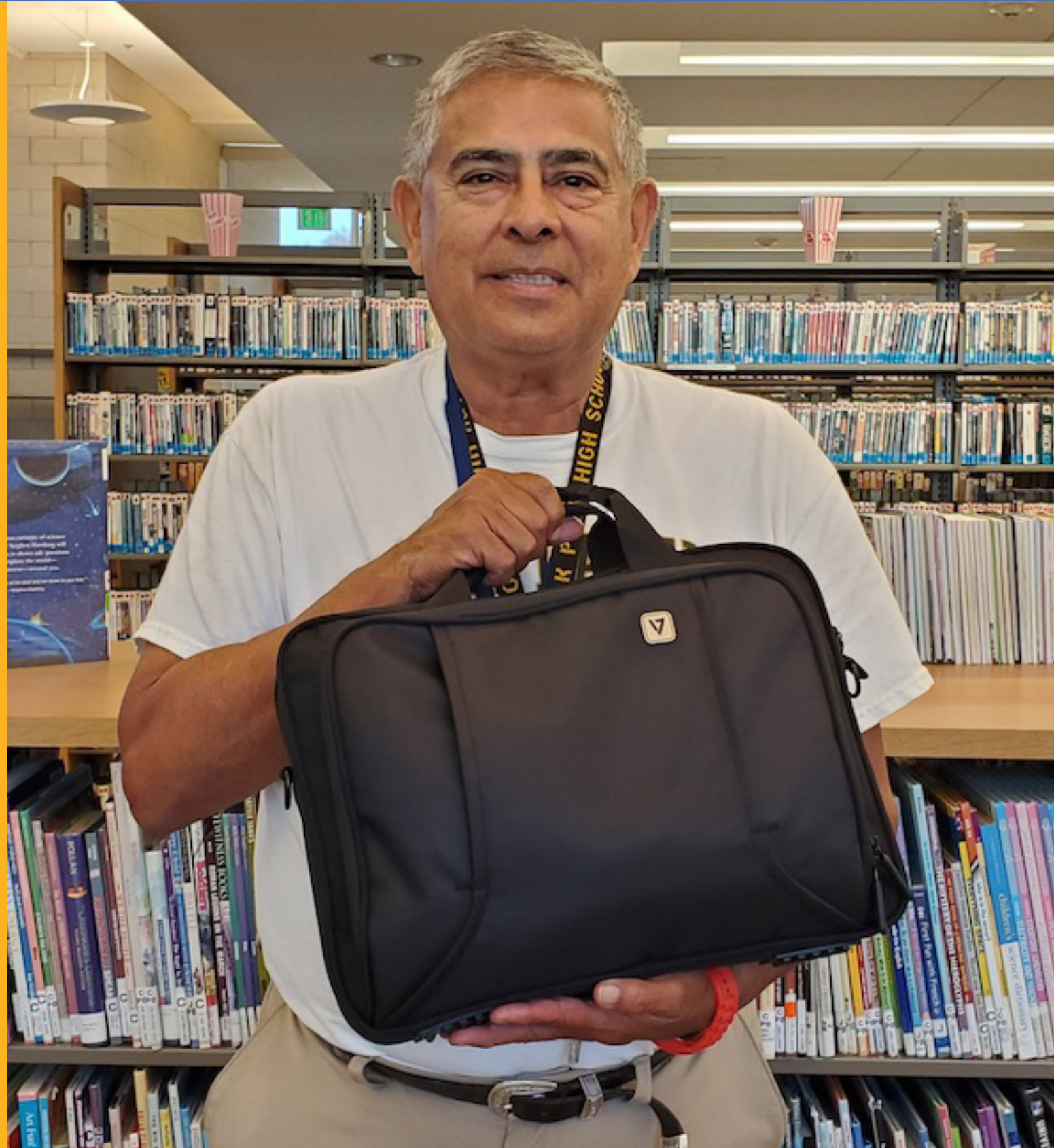
Our Organization



The Southern California Library Cooperative is a joint powers authority representing the interests of 40 member libraries in Los Angeles County and Ventura County. In accordance with the California Library Services Act, all public libraries in California are eligible for membership in a cooperative, and through the cooperatives, the California State Library (CSL) and California Library Services Board (CLSB) distribute funding for resource sharing and cooperative activities.

Originally founded in 1966, SCLC has a long tradition of resource sharing exhibited through reciprocal borrowing privileges for patrons, the delivery of requested and returned materials throughout the region, and for many years, the provision of second-level reference services to supplement local library capacity. More recently, SCLC has maintained a digital content management solution for participating libraries, sponsored shared programming, and maintained shared database licensing.

Our Organization



The SCLC Administrative Council is charged with the administration of the cooperative system and consists of the library director or designee from each of the 40 members. The Council meets four times per year and can sponsor and oversee several committees and interest groups formed to leverage subject matter expertise and promote cross-library communication and best practices. The Executive Committee is represented by eight of the Councilmembers and meets six times per year to work on specific areas requiring more in-depth conversation.

Our Organization



SCLC derives funding from three primary sources—California Library Services Act (CLSA) funding, membership dues, and indirect and staffing fees derived from administering grant projects, often at the request of the CSL. SCLC also derives income by providing administrative and fiscal services for four other CLSA systems, namely, 49–99 Cooperative Library System, Inland Library System, Santiago Library System and Serra Cooperative Library System.

SCLC has five full-time staff positions: Executive Director, Deputy Director, Controller, Project Manager, and Administrative Assistant, whose work is governed by the Council.

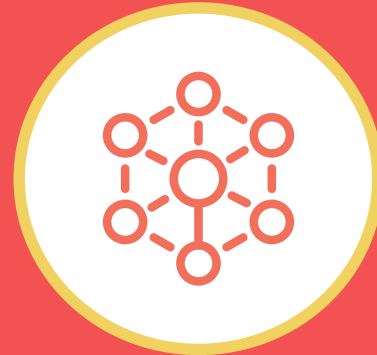
Vision

BUILDING A COMMUNITY OF LIBRARIES IN SOUTHERN CALIFORNIA

We are developing and delivering a uniform message of value and facilitating collaboration to build capacity to serve the public through operational and financial sustainability.



Strategic Priorities



Resource Nexus

SCLC will connect member libraries and their service populations with a wide variety of innovative, relevant, and high-value resources.



Transparency, Advocacy, and Engagement

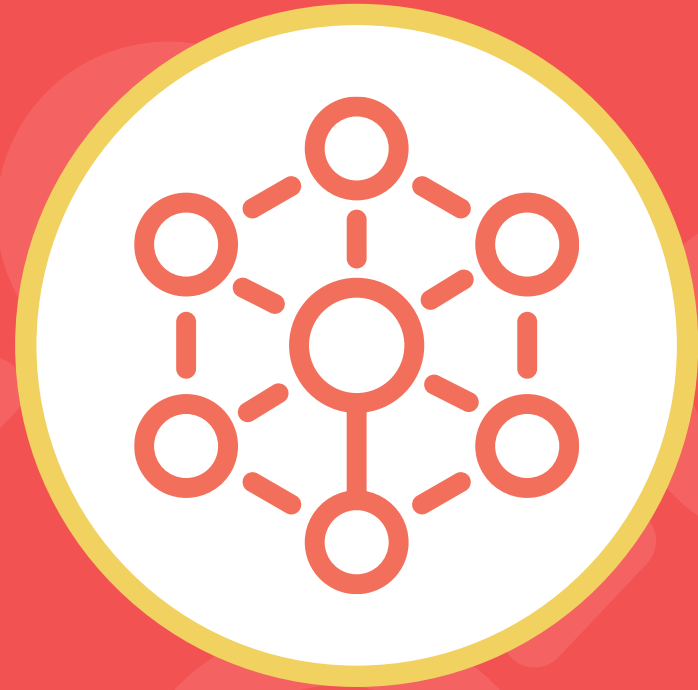
SCLC will communicate its operations and advocacy in a modern, timely, and effective manner.



Organizational Health and Sustainability

SCLC will operate in a fiscally and operationally sustainable manner.

Goals, Objectives & Performance Measures



RESOURCE NEXUS

GOAL 1

Grow value and resources provided by SCLC to members.

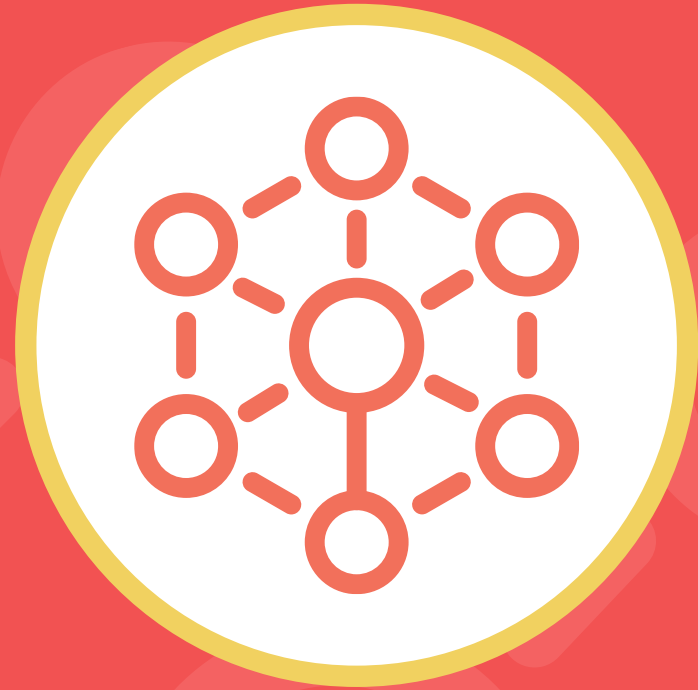
YEAR ONE OBJECTIVE

- 1 Establish staff-driven interest groups (e.g., marketing, youth services, collections, etc.).

Performance Measure

- Identify interest groups to establish and grow resources with an annual report provided to the Administrative Council.

Goals, Objectives & Performance Measures



RESOURCE NEXUS

GOAL 1

Grow value and resources provided by SCLC to members.

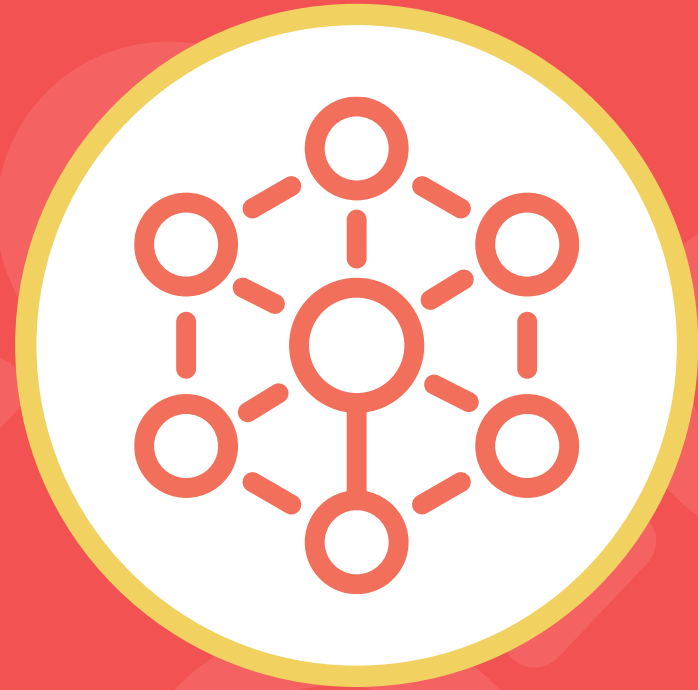
YEAR TWO OBJECTIVES

- 1** Form a team/committee to explore and strategize the implementation of shared resources.
- 2** Develop a centralized location of a collection of best practices and ideas to share.

Performance Measures

- Potential shared resources are identified and reviewed.
- New shared resources are established and growth is reported annually.
- All members have the ability to contribute and access a centralized collection of best practices and ideas.
- A report of up-to-date shared resources is established and reviewed as a benchmark of growth within one year of report creation.

Goals, Objectives & Performance Measures



RESOURCE NEXUS

GOAL 2

Provide dynamic resources that are responsive to current needs.

YEAR THREE OBJECTIVE

- 1 Conduct annual (or semi-annual) SCLC regional public needs assessments, scalable to local and regional needs.

Performance Measures

- Annual (or semi-annual) needs assessments are implemented, results reviewed and resources are adjusted based upon findings.
- Annual (or semi-annual) progress report is created and shared.

Goals, Objectives & Performance Measures



TRANSPARENCY, ADVOCACY, & ENGAGEMENT

GOAL 3

Increase the transparency of SCLC endeavors.

YEAR ONE OBJECTIVES

- 1** Create “Intro to SCLC” for all library staff members.
- 2** Increase transparency so that SCLC Administrative Council has a clear understanding of budget and revenue sources.

Performance Measures

- “SCLC 101” (overview and introduction of SCLC) is established (and updated as necessary) and provided to library staff members.
- Annual membership survey is developed and assesses member satisfaction with transparency of SCLC endeavors.

Goals, Objectives & Performance Measures



TRANSPARENCY, ADVOCACY, & ENGAGEMENT

GOAL 4

Increase the awareness, marketing and engagement of SCLC endeavors.

YEAR TWO OBJECTIVES

- 1** Create an RFP to hire a digital media developer to establish a more robust online presence for SCLC.
- 2** Communicate in a variety of publicity formats (social media, streaming, television, radio, etc.) with simple messages that apply to all our libraries and are designed to motivate the public to visit.

Performance Measures

- A digital media developer is procured.
- A digital media plan with specific goals for enhanced digital media experiences are created and sustained.
- A marketing and engagement plan is created with specific goals established to advocate for the public visitation of all member libraries.
- Annual membership survey is developed and assesses member satisfaction with advocacy and engagement.

Goals, Objectives & Performance Measures



ORGANIZATIONAL HEALTH AND SUSTAINABILITY

GOAL 5

Grow sound business practices.

YEAR ONE OBJECTIVES

- 1** Identify and articulate SCLC mission.
- 2** Hire strong, knowledgeable, and dynamic executive director to provide support, guidance, and leadership.
- 3** Hold an annual planning session for SCLC Administrative Council.

Performance Measures

- Executive Committee creates a process to annually review the SCLC mission.
- All members understand the SCLC mission and routinely communicate through important channels (e.g., digital media, reports, grant applications, etc.).
- Annual membership survey is developed and assesses member understanding of SCLC mission.
- An executive director is selected by October 1, 2022.
- Annual planning session is scheduled and sustained for SCLC Administrative Council.

Goals, Objectives & Performance Measures



ORGANIZATIONAL HEALTH AND SUSTAINABILITY

GOAL 5

Grow sound business practices.

YEAR TWO OBJECTIVES

- 1** Diversify revenue by reviewing membership fees, looking for additional local grant opportunities.
- 2** Assess organization structure, roles and responsibilities to support operating efficiencies for a nimble and responsive organization.
- 3** Contract with a financial expert to assess cost of current and enhanced services.
- 4** Create a process for current directors to mentor upcoming/new directors.

Performance Measures

- Annual review of membership fees with a report created including consideration of fee adjustments.
- Executive Committee to lead an organizational assessment.
- Procure a financial expert to assess costs of current and enhanced services.
- Implement a mentor program to support the growth of new and upcoming directors.

Goals, Objectives & Performance Measures



ORGANIZATIONAL HEALTH AND SUSTAINABILITY

GOAL 5

Grow sound business practices.




YEAR THREE OBJECTIVES

1 Develop fiscal sustainability by putting funds to best use.

Performance Measures

- Establish a framework to measure the best use of funds such as return on investment analysis.
- Use of funds is reviewed and prioritized on an annual basis.
- Annual membership survey is developed and assesses use of SCLC funds.

Proposed Timing for SCLC Priorities

		FISCAL YEAR 2022-23				FISCAL YEAR 2023-24				FISCAL YEAR 2024-25			
		1	2	3	4	1	2	3	4	1	2	3	4
 <p>Resource Nexus</p>	Establish staff-driven interest groups (e.g. marketing, youth services, collections, etc.).			●									
	Form a team/committee to explore and strategize the implementation of shared resources.					●							
	Develop a centralized location of a collection of best practices and ideas to share.						●						
	Conduct annual (or semi-annual) SCLC regional public needs assessments, scalable to local and regional needs.									●			
 <p>Transparency, Advocacy & Engagement</p>	Create “Intro to SCLC” for all library staff members.		●										
	Increase transparency so that the SCLC Administrative Council has a clear understanding of budget and revenue sources.			●									
	Create an RFP to hire a digital media developer to establish a more robust online presence for SCLC.						●						
	Communicate in a variety of publicity formats (social media, streaming, television, radio, etc.) with simple messages that apply to all our libraries and are designed to motivate the public to visit.								●				
 <p>Organizational Health & Sustainability</p>	Identify and articulate SCLC mission.	●											
	Hire strong, knowledgeable, and dynamic executive director to provide support, guidance, and leadership.	●											
	Hold an annual planning session for SCLC Administrative Council.				●								
	Diversify revenue by reviewing membership fees, looking for additional local grant opportunities.							●					
	Assess organizational structure, roles, and responsibilities to support operating efficiencies for a nimble and responsive organization.						●						
	Contract with a financial expert to assess cost of current and enhanced services.					●							
	Create a process for current directors to mentor upcoming/new directors.					●							
	Develop fiscal sustainability by putting funds to best use.										●		

Our Process



The creation of this plan has been an inclusive and collaborative process between the 40 member library systems of the Southern California Library Cooperative. The quantity and diversity of the communities the cooperative serves required a wide range of input methods to ensure this plan was inclusive of the needs and perspectives of its members.

In the fall of 2021, SCLC leadership sought a consultant to assist the organization in developing a three-year strategic plan. The plan would serve as a working document to prioritize known projects and to establish a framework for prioritizing new opportunities. Once a consultant was selected, the Executive Director, Administrative Council Chairperson, and consultant began meeting biweekly to manage the strategic planning process.

Our Process



Central to this process was a robust environmental scan and outreach effort to identify potential opportunities, challenges, and trends that might affect strategic directions and priorities. As part of the environmental scan, stakeholder interviews were conducted with SCLC staff, member libraries, and the CSL staff. An online engagement platform called Social Pinpoint was setup to allow members of the Administrative Council to provide feedback and ideas. Demographics of member libraries, CLSA Plan of Service Documents, and membership agreements were also examined to provide information on structure and funding, as well as to provide context on past goals and responsibilities.

Our Process



A strategic planning workshop was held for the Administrative Council on March 29, 2022. This half-day session identified key strategic areas of focus that can serve as a guide for allocating resources and prioritizing work efforts. This workshop identified the elements for a vision, strategic priorities, and strategies that will guide SCLC for the next 3-5 years.

Following the workshop, this strategic plan was developed with the consultation of the SCLC Administrative Council Chairperson and Executive Director.

Acknowledgments

Our thanks to the following teams and individuals who invested their time and energy in our process and to every member of the cooperative who participated in the strategic planning retreat, forums, surveys, and other forms of input. Every bit of input has been heard and considered, and we are thankful.

The Administrative Council adopted the plan on August 24, 2022.



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Commerce

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Covina

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BUENA VISTA
BRANCH LIBRARY

Southern California Library Cooperative

STRATEGIC PLAN

