

CommunityConnect Case Study Las Vegas-Clark County Library District

Las Vegas-Clark County Library District at a Glance

Population 1,536,309

Customers 502,801 customers (33 percent market share)

Segments 54

Service areas 22

Service area with the highest population

Sunrise with 218,268 people

Segment with the largest population

Up and Coming Families with 238,290 people

Segment with most customers

Up and Coming Families with 84,877 people

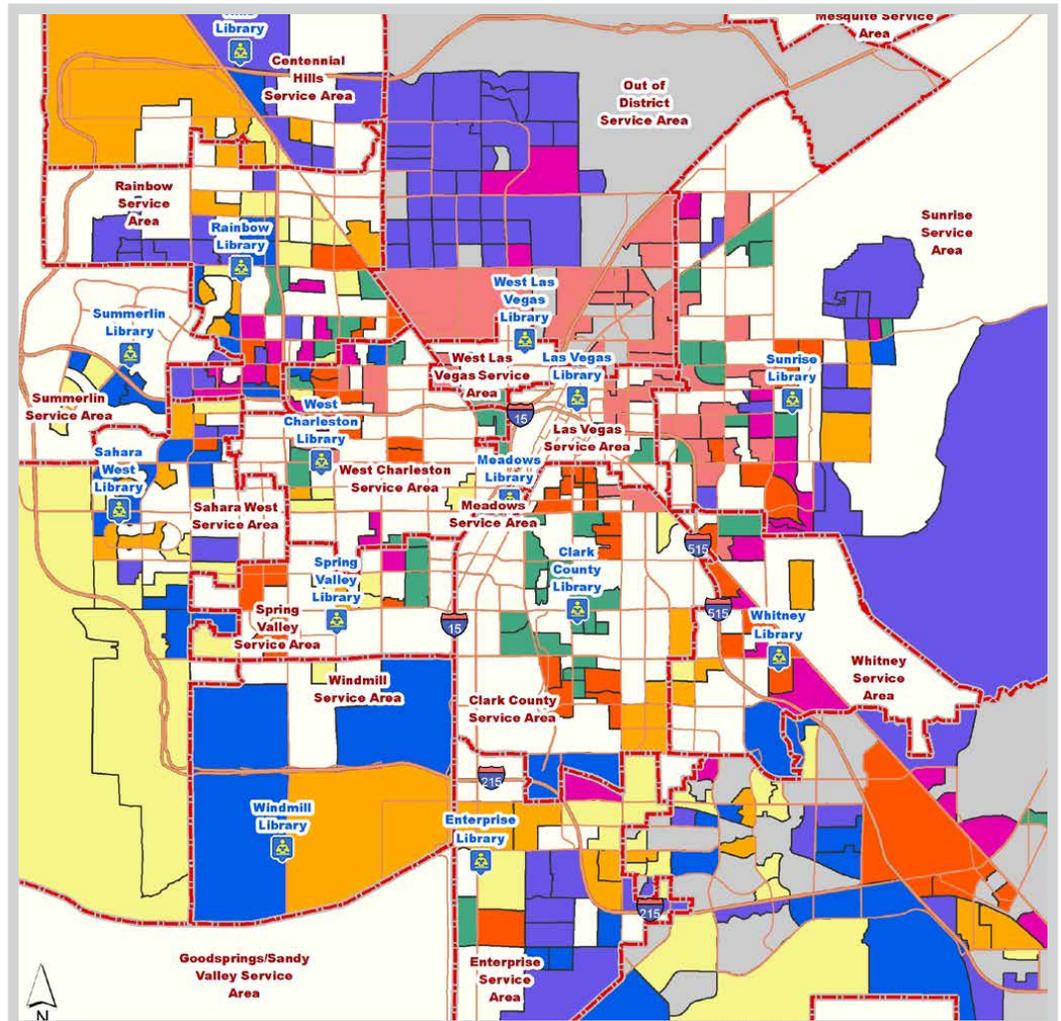
Segment with the highest customer potential

Up and Coming Families with 153,413 non-customers

Jeanne Goodrich
Executive Director

Danielle Patrick Milam
Director of Development

The Las Vegas-Clark County Library District service area is 8,000 square miles, including the dense metro center of Las Vegas. According to Danielle Patrick Milam, Director of Development, Las Vegas-Clark County Library District (LVCCLD), the community lacked solid data to understand how fragmented they were. Most of the planning information was available by county or ZIP Code, without the detail to be helpful in understanding how best to meet the needs of the residents. The work with CIVICTechnologies and CommunityConnect provided an “ah ha” moment for the library as well as others in the community.

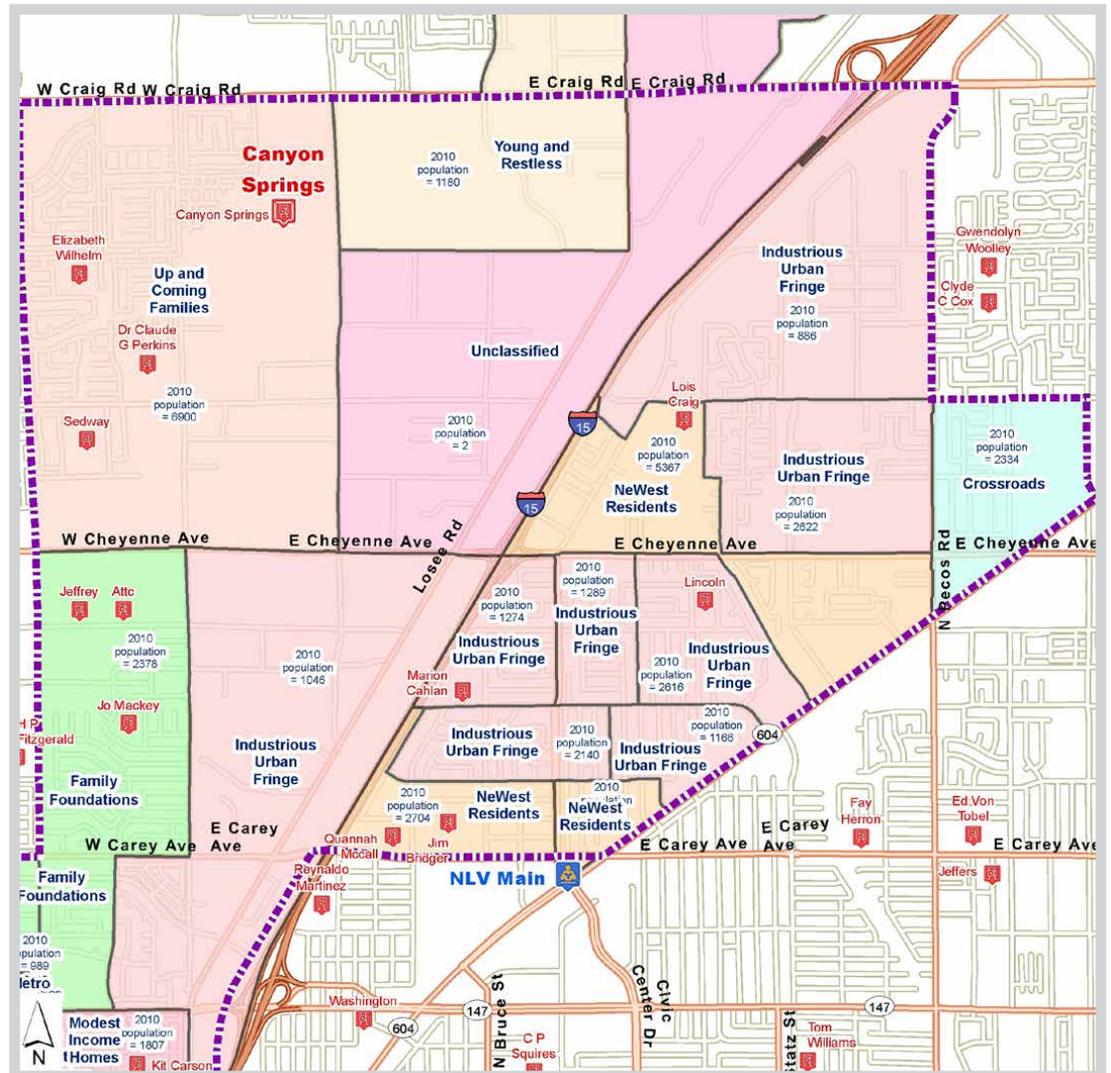


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Jeanne Goodrich, LVCCLD Executive Director, says CommunityConnect has played an important role in helping the library form partnerships in the community. “CommunityConnect shows us the market segments we need to serve better and facilitates strategizing to identify partners in the community who can help us with outreach to those segments,” she says.

“It’s a continuous process—analyzing the data, strategizing partnerships, improving service and measuring results.”

CommunityConnect data showed the library was serving forty-nine market segments with 25-35% market penetration. Milam says this high level of diversity pinpointed the difficult



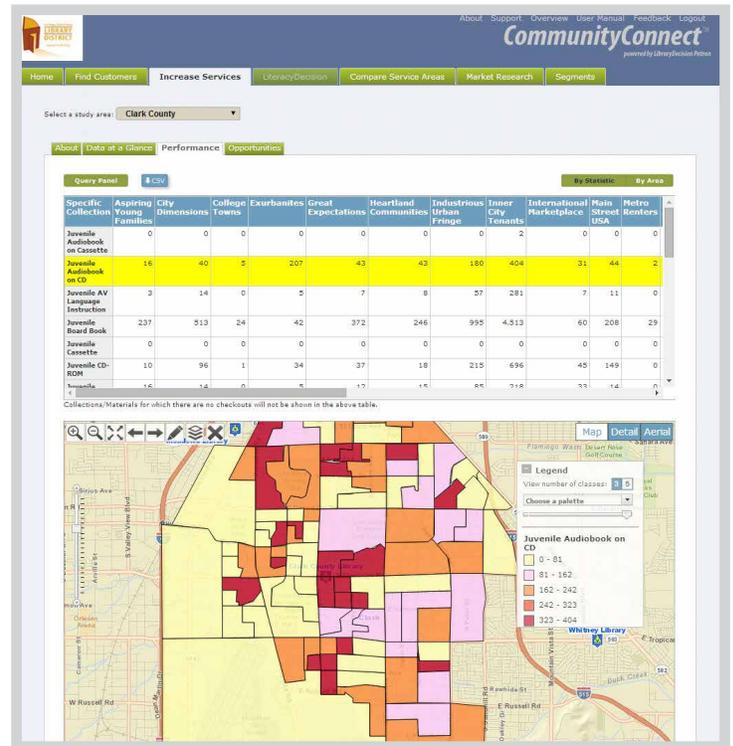
job the branches have in meeting the needs of their customers. “With CommunityConnect we realized that within the thirteen branches in the metro area we needed to balance the needs of fifteen to twenty-one different household types,” says Milam. “The market segmentation data in CommunityConnect helps us focus on designated segments and formulate strategies to reach these different segments. This affects everything we do—from marketing (e.g., e-newsletters vs. print fliers), to signage, to how we arrange items on shelves in our facilities. CommunityConnect gives our branch managers the tools they need to look at and respond to their communities.”

Goodrich says the data will help them retain customers. “Our cardholder data showed we were at a net zero gain,” she says. “Each year we lose as many cardholders as we gain, so retaining and increasing usage by current customers is really important. This is where the CommunityConnect data

is especially valuable. We know who those customers are and what they have used—we need to deliver more of that so they continue to see the library as relevant to their lives. In one location that might mean repurposing space to add more computers while in another we need more shelving because use of print materials is high.”

Applying the Data

Milam says the data available in CommunityConnect has helped the library move away from oversimplifying the way they talk about the markets they serve. The difference, she says, is saying “We



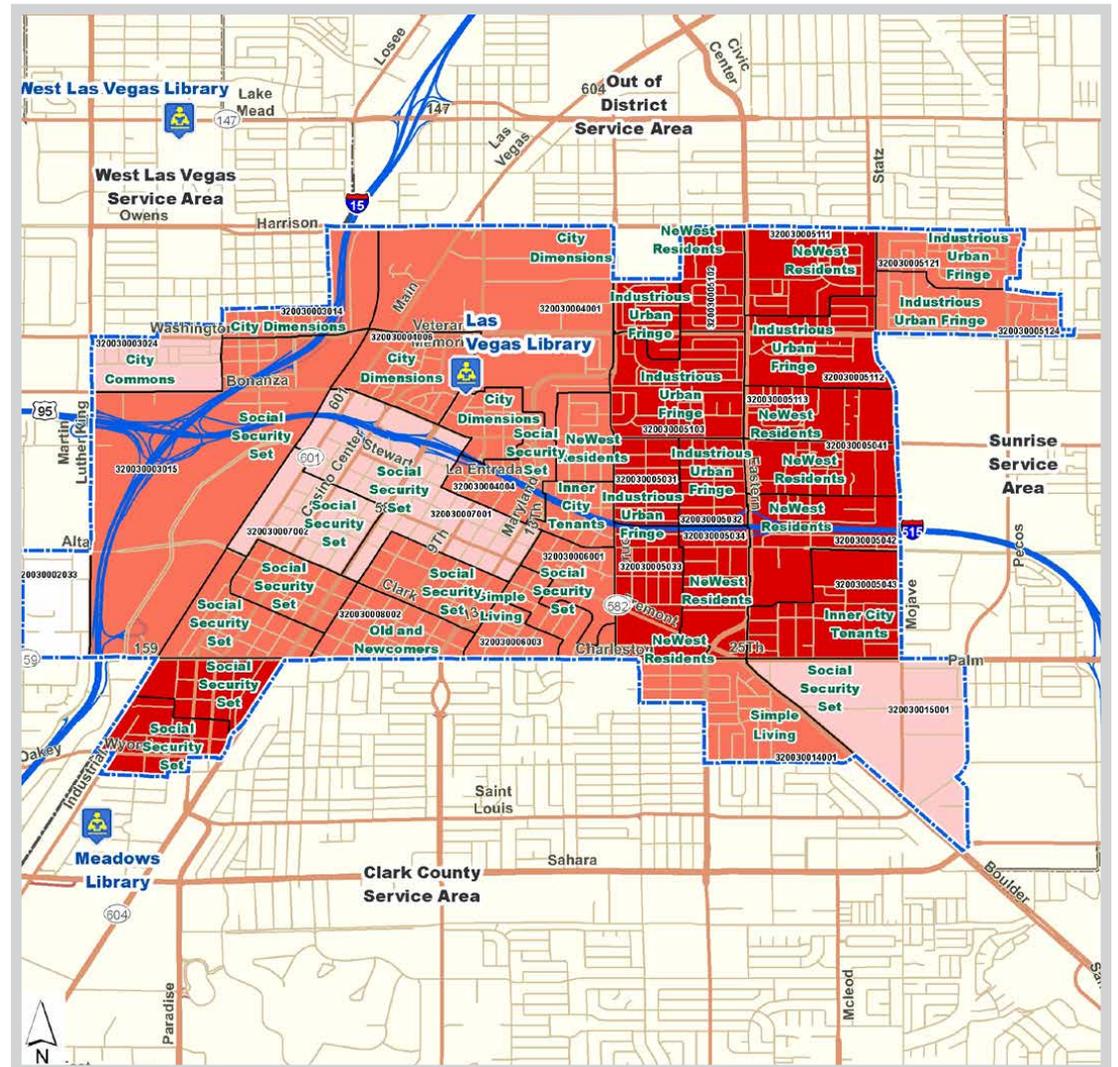
Understand. Predict. Deliver.

“The end result is that we are super-informed about our communities. We can see what different segments are checking out and build our collections to respond to that demand. This type of feedback on the community and our customers loops back into our strategies to ensure we stay relevant.”

—Danielle Patrick Milam,
Director of Development

serve families” versus understanding the range of families served, which in the case of LVCCLD is twenty-six family segments. Similarly, LVCCLD now understands the diverse nature of the senior citizens in their community—eleven different market segments, from those on a fixed income to the “snowbird” community.

“The CommunityConnect data digs deep into the people we serve—what they do in their lives, how old their kids are, what kind of lifestyle they lead, their level of English proficiency, access to the Internet, etc. The end result is that we are super-informed about our communities. We can see what different segments are checking out and build our collections to respond



to that demand. This type of feedback on the community and our customers loops back into our strategies to ensure we stay relevant. We share this detailed information on who we serve with a community that has never had access to this type of information. This repositions the library in ways we simply couldn't have done before."

With such a diverse community and so many family market segments the library has selected several segments on which to focus, including:

Up and Coming Families

These are young families with kids, both parents are working, their kids are likely to go on to college.

Industrious Urban Fringe

Also a family segment, but these parents don't have as much economic power, perhaps didn't complete high school, possibly joined the military.

NeWest Residents

These are newcomers to the area. They might have a low level of English proficiency, possibly of Hispanic or East European background.

Each branch manager is responsible for using the CommunityConnect data

to create a work plan designed to reach certain audiences. Part of their responsibility is to present their plans to the LVCCLD Board of Trustees. "We have received tremendous support from our Board," Milam says. "The Board members represent the community; they recognize the validity of what the branch managers say about the complexity of their communities. They appreciate these presentations which demonstrate the way in which we are using customer-based information to shape our program, collection development and marketing strategies."

Bottom Line Results

Goodrich and Milam point to several results the library has already recognized through the use of CommunityConnect.

Increased efficiency and streamlining of work

CommunityConnect has provided essential information for LVCCLD's new strategic framework, *READ LEARN ACHIEVE*. Branch and outreach services now have measurable goals and objectives for increasing the number of new cardholders and use by collection type. CommunityConnect data will be instrumental in devising the strategies that make that happen, Goodrich says. "CommunityConnect gives the branch and outreach services staff the ability

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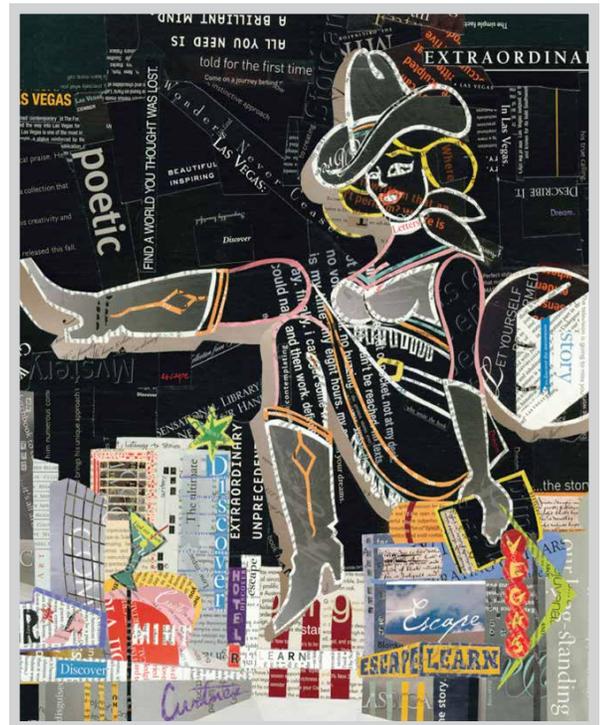
—Jeanne Goodrich,
Executive Director

to look at the use patterns of existing customers and to try to expand their use based on what we know about those customers. The maps help staff target their marketing efforts to potential new cardholders based on who they are and what they are likely to value. In the past, library goals didn’t drill down to the local level, but now we have the tools to help branch managers achieve those goals. They have the responsibility and the means to be successful.”

As an example she says, “If I’m a branch manager and I have a goal to increase my circulation of popular materials by 2%, CommunityConnect gives me ideas on how to focus my displays or my communications. So if it’s a community where we know people travel a lot, I’m going to try to get a story in the local newspaper about the library’s travel resources.”

Enhanced perception of the library Goodrich and Milam have several examples of how the perception of the library has changed because of the community knowledge the library brings through CommunityConnect. In one branch service area a Nevada Assemblywoman was astounded to realize the type of market data available through CommunityConnect and through CIVICTechnologies’

sister product, BusinessDecision, for businesses and non-profit organizations. The Assemblywoman has become a huge library supporter and sent many of her business constituents to the library.



CommunityConnect also has provided LVCCLD the opportunity to present critical insights into community literacy conditions. Using CommunityConnect data, the library developed the first “high literacy challenge” map for the community. This has helped inform not only the library, but many community partners, including the Clark County

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School District (who used it to target their Striving Readers grant), United Way of Southern Nevada’s Healthy Community Initiative, researchers on education and mental health at the University of Nevada—Las Vegas, and community partners in the West Las Vegas Promise Neighborhood and Downtown Achieves projects.

“The ability to demonstrate a hot spot on which to focus literacy initiatives has given the library tremendous credibility in the community,” Milam says. “Community leaders see we have resources to bring to the table. Everyone wants data to do better community assessment and to show a return on investment. Now they see the library as a community player, a community partner. We couldn’t have achieved this level of recognition with the standard tools of the planning trade like town hall meetings or focus groups.”

Goodrich says the next step for literacy will be to continue to target the early education population, using data in sophisticated ways to see how collections and programming need to evolve to match the community need. Four branches now have a new initiative called *Family Place*, designed to reach the parents of young children to prepare the children for school with enhanced parenting collections and partnerships with community providers.

Challenge our assumptions

Milam says a key value of CommunityConnect is to help staff challenge assumptions. This involves delving deeper into collection use statistics. The goal is to identify what kind of household is using what type of material and to expand that usage to increase market share where the library sees opportunity to serve those households more. With CommunityConnect, staff can drill down to understand current customers as well as get new customers.

Goodrich says each branch’s data leads to different conclusions about space allocation. For example, she says, staff assumed the use of A-V materials was high throughout the system. But the data shows that this varies greatly from branch to branch. In one branch 30% of circulation is non-print materials whereas in other branches it is as high as 70%. This has a huge effect on how much space is needed for different types of shelving, she says.

See the impact of the work

Goodrich says public service in the library doesn’t happen in a vacuum. It’s critical that all support staff understand that the library’s business is changing and the potential impact those changes will have. “Staff across the organization can impact the transformation of our business,” she says. “It can take a while

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Director of Development

for everyone to understand that, but the early adopters in our organization have conveyed their enthusiasm to other staff. As we continue to reinforce why we’re doing what we’re doing, staff begin to see how CommunityConnect data helps us focus. Branch managers see that our board values the information and are excited when they find interesting information that helps them perform better at their jobs.”

Referring back to their strategic initiative, Goodrich says the concept of *READ LEARN ACHIEVE* sounds simple. But, she says, “*LEARN* and *ACHIEVE* are a jump for us. *READ*, well that’s what we do; but how to accelerate learning—that’s a culture shift and new language for us. We have to look to the community and put the customer in front of us all the time. We have to demonstrate how the library helps you get where you want to go.”

Milam sums up the library’s work with CommunityConnect by saying, “This is an iterative process. You don’t ever finish using CommunityConnect. You just look at evolving and using it in different ways.”

“In these post-recession times it is more important than ever to ensure library resources are being utilized effectively and strategically. CommunityConnect helps libraries pinpoint precisely who to serve and how to serve them. This investment yields an immediate ROI in better attended programs, increased collection usage, more cardholders, and better use of library space.”

—Marc Futterman,
CIVICTechnologies
President and CEO

About CommunityConnect

CommunityConnect is a web-software solution that integrates data from your library with market segmentation, demographic, and other data so you can better understand your community, predict what people are interested in, and deliver relevant services to them.

Using CommunityConnect, our customers effectively execute cardholder development campaigns, make smarter collection development decisions, determine the need and find the best sites for new locations, plan programs and services, align staff to meet community needs, plan facility improvements, develop consumer technologies, and invest in effective marketing and communications campaigns.

About CIVICTechnologies

CIVICTechnologies provides a full suite of web services, customized applications and consulting service to meet the complete market analytics and geographic information systems (GIS) needs of libraries and businesses—from small and medium sized enterprises to Fortune 500 companies—across a diverse range of industries. CIVICTechnologies enables its customers to visualize data in new and innovative ways in order to deliver more effective products and services, make better informed decisions, build consensus faster, allocate resources more wisely, and implement organization-wide solutions more effectively.

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