



SUBMISSION FORM

All submission forms must include the following information. Separate submission forms must be turned in for each eligible program. **Deadline: July 1, 2022.** Please include this submission form with the electronic entry. If you do not receive an email confirming receipt of your entry within 3 days of submission, please contact [Gage Harter](#).

PROGRAM INFORMATION

County: _____

Program Title: _____

Program Category: _____

CONTACT INFORMATION

Name: _____

Title: _____

Department: _____

Telephone: _____ Website: _____

Email: _____

SIGNATURE OF COUNTY ADMINISTRATOR OR DEPUTY/ASSISTANT COUNTY ADMINISTRATOR

Name: _____

Title: _____

Signature: _____ 



KPI Reporting for Staff Freedom and Responsibility VACO Application 2022

Executive Summary

Public libraries, as an institution, have typically found it difficult to quantify impact to their communities. While widely acknowledged as central to quality of life, internal decision making on how to use resources has often relied on past practices and assumptions. To make more data-driven decisions, use resources in the most efficient way possible, and have timely feedback on what products and services are most valuable to the public, CCPL used internal resources to build a performance dashboarding system delivering timely and accurate branch performance data and analysis. This system replaces an outdated performance assessment system which did not allow for objective, measurable, and iterative progress towards individual or system goals, helping to rebuild metrics towards pre-pandemic levels. As a result of this system, customer opinion has risen, and branch volume has built back up quickly after pandemic-related closures. As of May 2022, physical circulation at CCPL is at 75% of pre-pandemic levels, and door count is at 60%, an impressive achievement given the headwinds facing public libraries today.

Problem or Need for the Program

System and employee performance has historically been difficult to assess in a timely, consistent, and objective way. System measures relied heavily on external data reporting needs, but with data being siloed in administration with little analysis, communication, and performance improvement. Employee performance was mainly narrative-focused, with emphasis on values and skills – rarely on outputs or outcomes. As a result, it was difficult to link individual performance to branch and system performance, and to have a real-time assessment of progress and performance at any level (individual, branch, or system). As a result, annual reviews and performance expectations were removed from day-to-day actions, and innovation/initiative commonly got bogged down in bureaucratic channels and approval processes. Managers struggled to know what qualified as meeting or exceeding expectations, as expectations were not quantifiable. A CCPL team of analysts developed a Key Performance Indicator (KPI) reporting suite from scratch to provide objective measurement of branch performance, which is now being used to track individual success and learning opportunities.

Description of the Program

CCPL built a KPI reporting suite to measure and communicate branch performance expectations, based on the following initial metrics:

- Circulation
- Door count
- Net Promotor Score

The reporting suite was launched in full in July 2021.

These measures were chosen to align with the strategic plan of the county and the library, and to identify the conditions of organizational success for managers and staff. This was especially true when enumerating and measuring the benefits of public libraries can be so difficult, which is a problem across the library industry. By choosing measures that were broad, but which speak to the conditions of public library success, CCPL enabled managers to tackle improving these measures as they see fit, thereby increasing staff freedom and innovation.

While door count and circulation are volume-of-use measures, Net Promoter Scores are another innovation brought to CCPL. Net Promoter Scores (NPS) is a measurement of brand perception used in private industry, which can give insights into what customers believe about a product or service. Surveys go out once a week to a subset of our library users, asking for both quantitative and open-ended feedback, and every library cardholder gets a survey once a year. With NPS, CCPL can use calculations to look at the prevailing sentiment of customers, to better gauge whether customers would recommend the service to others. Based on responses to open-ended questions, analysts tag comments based on their content, identifying positive and negative perceptions on various topics. With the combination of volume measures and direct customer feedback, managers can gauge the health of their branch in meeting the needs of the community.

As the dynamic and changing nature of public library services continues to evolve, additional measures can and will be added into the KPI suite. CCPL is currently exploring other measures like technology use by the public and library program attendance.

This KPI reporting suite means measures are easily viewed by branch and between branches, and across time. The suite is also provided more quickly to staff than previous reporting, and at a greater level of depth. Managers can slice and dice the data in a variety of ways to further understand their communities and their business, thereby digging into the data to identify trends and possible drivers. For example, managers can understand the ebb and flow of door count by hour or day of the week, and staff accordingly. Staff also receive analysts' insights based on the reporting, which help ground the conversation of trends and observations, and keep performance top-of-mind. Further, the KPI suite goes out to a broader audience of managers, management staff, and stakeholders than previous reporting, to democratize access to the data and build a shared understanding of where CCPL is as an organization.

Empowered with an understanding of current trends, and the metrics to target, branches can create distinct windows by which to compare new initiatives, implement new programs or services, and assess operational changes.

Part of this innovation is in the change management of its implementation. It's about shifting our thinking about performance from tasks, duties, and activities, toward impactful, measurable results. Analytics team members meet with management at least once a month to discuss results and are on-call to assist with requests to track specific initiatives more closely. The library director performs quarterly visits to coach staff on their approach, to align ideas with strategic goals. Front-line management are empowered to try new things without the need for lengthy justifications, which can inhibit innovation. Instead, staff are encouraged to have an in-depth knowledge of their business and their customers, and try new things they think will prove successful. The real-time information they receive is a clear indicator of whether they are going in the right direction. This, in turn, allows staff to develop strong project management and analytical skills, creates a more invested team, and improved culture overall.

Diversity, Equity, & Inclusion

By bringing an objective measurement to performance in this way, CCPL can push back against personal and institutional bias when evaluating managers and staff. Additionally, the reliance on objective measures to evaluate community impact opens the door to more conversation about who we are reaching versus who we are not, who needs our services and is not receiving them, and how we can expand our reach to provide a more equitable & inclusive distribution of service.

Cost of the Program

The program used only in-house resources, and as such cost nothing additional to the county. While CCPL intentionally hired staff with strong statistics and analytics backgrounds, the effort can be undertaken at all levels, with clear direction and guidance from organizational leadership.

Results/Success of the Program

With staff and system performance aligned, staff have been freed to innovate and experiment with new approaches, without having to develop lengthy proposals for approval. As the definition of success is positive KPI measure improvement, staff are rewarded for innovative initiatives, even those that fail, leading to a more energized culture. Managers have increased their understanding of their business and the skills required to manage it, leading to more rapid improvements in post-pandemic metrics and service delivery. NPS has risen to a score of 75 (and scores above 70 are suggested to be excellent, whereby customers are often spreading positive word-of-mouth referrals), and branch volume has built back up quickly after pandemic-related closures. It's worth noting that this score of 75, actually corresponds to a score of 9.25 out of 10, when library cardholders answer the question "On a scale of 0 to 10, how likely are you to recommend CCPL to a friend or family member?", indicating the broad satisfaction of our customers. As of May 2022, physical circulation at CCPL is at 75% of pre-pandemic levels, and door count is at 60%, an impressive achievement given the headwinds facing public libraries today. (This is alongside the new services and products which were deployed during the pandemic, giving the public access to library resources both in person and at home, many of which continue to make an impact. For example, our award-winning curbside service, and our additional expenditures on e-materials, where we see an increase of 40%+ increase of checkouts compared to pre-pandemic figures.)

Worthiness of Award

The introduction of a KPI system has a multitude of benefits for any organization. Libraries impact people's lives in so many ways, but sometimes it is difficult to quantify. Studies show that libraries and library services create positive change in a community – so our efforts to increase the role of libraries in everyone's lives is good for our residents and our communities. Empowering front-line staff to demonstrate leadership and initiative benefits the organization, the county, and its residents. By building a system where staff can get real-time feedback on how their initiatives are impacting the community, staff can make better decisions and have a solid grounding on how to invest library resources.

Brief Overview (To Be Used for Press Releases / Brochures):

When the world changes, public libraries change with it – and Chesterfield County Public Library, an award-winning public library system in Chesterfield, VA, has found innovative ways to deliver services and measure performance, molding itself to the needs of the moment. Using a Key Performance Indicators performance system, implemented using in-house resources, CCPL was able to move past stagnant & outdated performance measurement. This innovative system has succeeded in quickly building back traditional library measures, enhancing community feedback mechanisms using improved surveying techniques, all while continuing to support the innovative services launched during the pandemic.

Traditional library data usage often comes from industry reporting standards, which while important, doesn't tell the full story, and often doesn't give managers & staff meaningful guidance on how their library is performing. By building a KPI suite that allows managers to dig into their performance measures, slicing & dicing the data as necessary to compare amongst branches & across time, managers are more quickly able to identify trends, get community feedback, and understand the impact of new services & products. By weaving these tools into the fabric of the organization, staff are free to step outside of the hierarchy & try new things, and new projects & services are ultimately judged based on the measure of their impact on the community.

Chesterfield County Public Library, the Virginia Library of the Year in 2021, continues to put community first. Their innovate take on performance measurement has energized the organization, and leaders & managers continue to strive for nothing short of a world-class library system.

Appendix A – KPI dashboarding for our Net Promoter Score Program

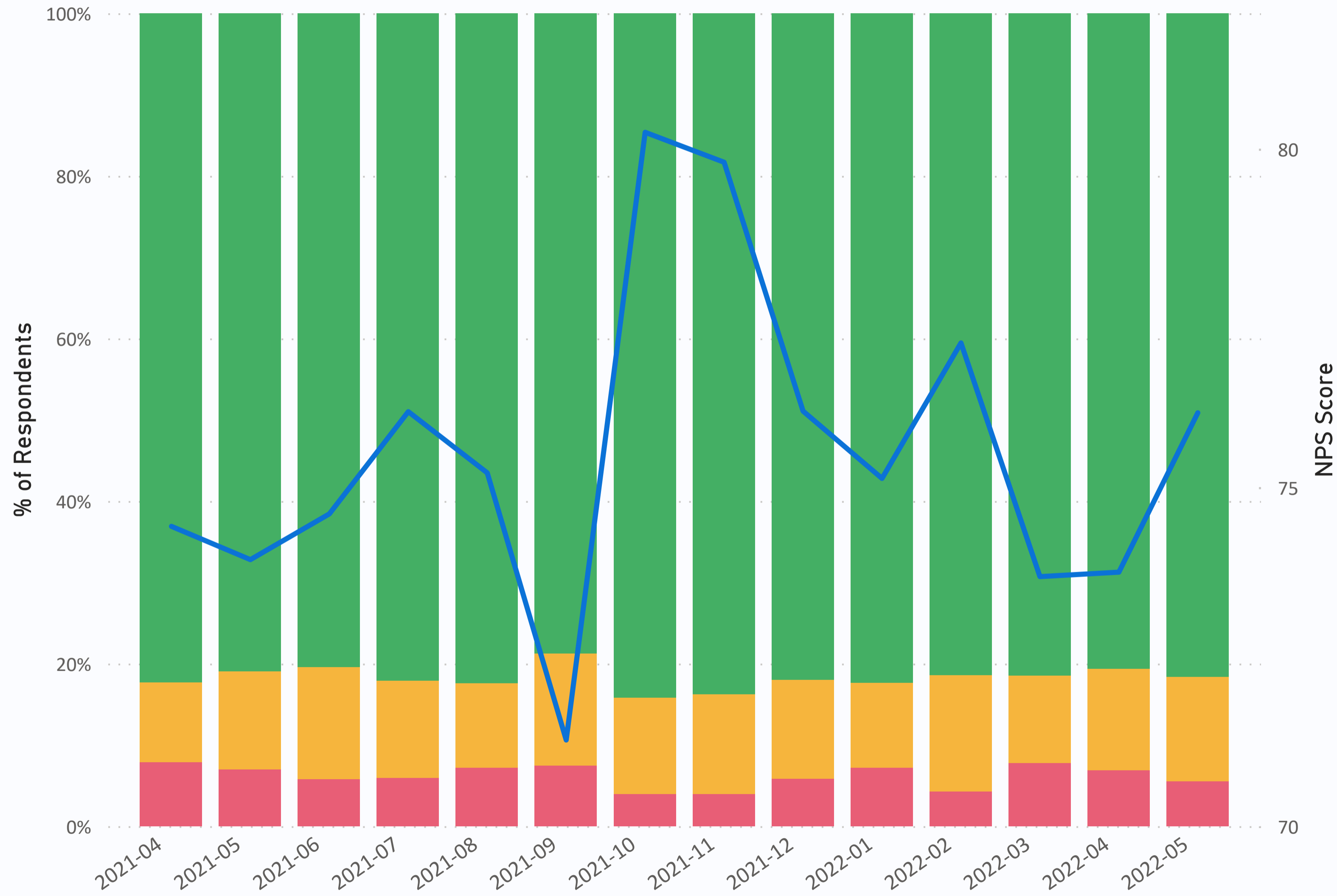
(see next pages)

Summary

Branch Summary

● Detractor ● Passive ● Promoter — NPS Score

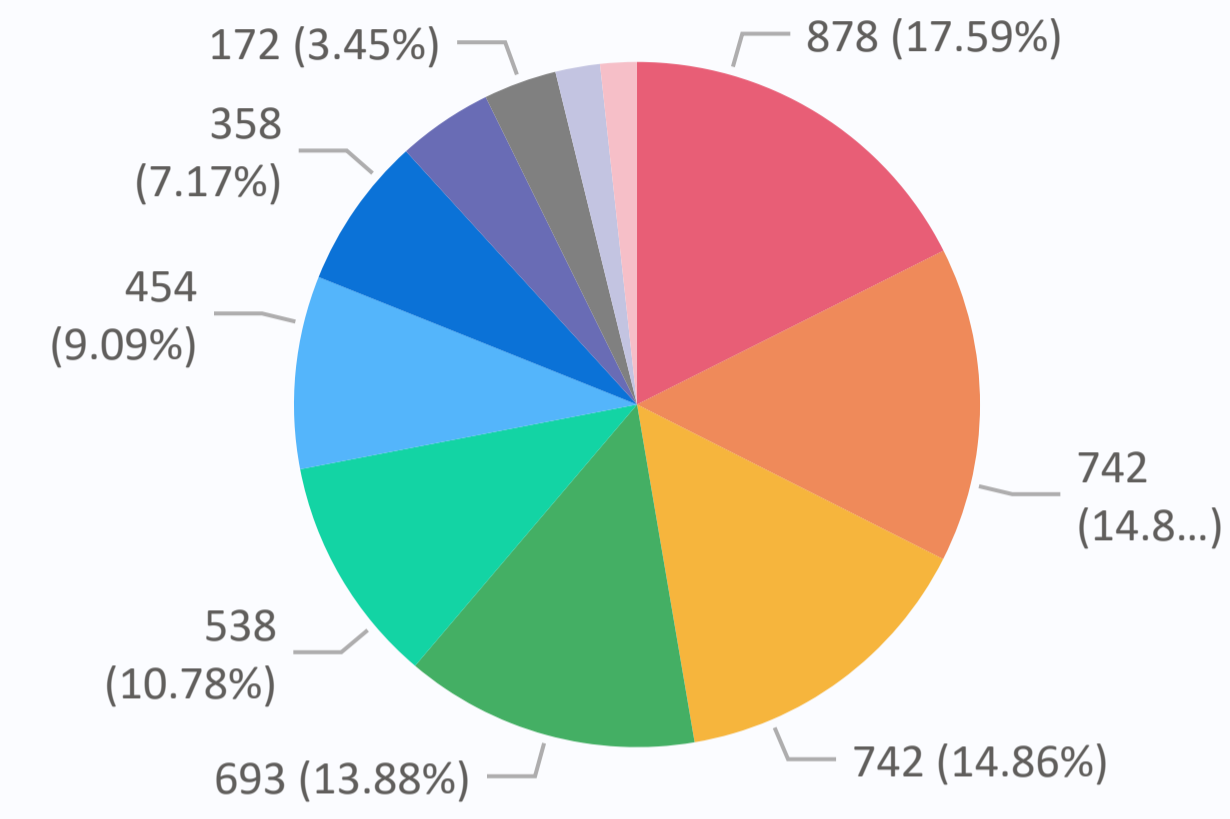
[View Branch Comparison](#)



Count of Respondents by Library

Filter

- Clover Hill
- Bon Air
- Midlothian
- North Courthouse
- Chester
- Central
- LaPrade
- Meadowdale



75.34

Overall NPS Score

4,992

of Complete Surveys

81.61%

% Promoter

12.12%

% Passive

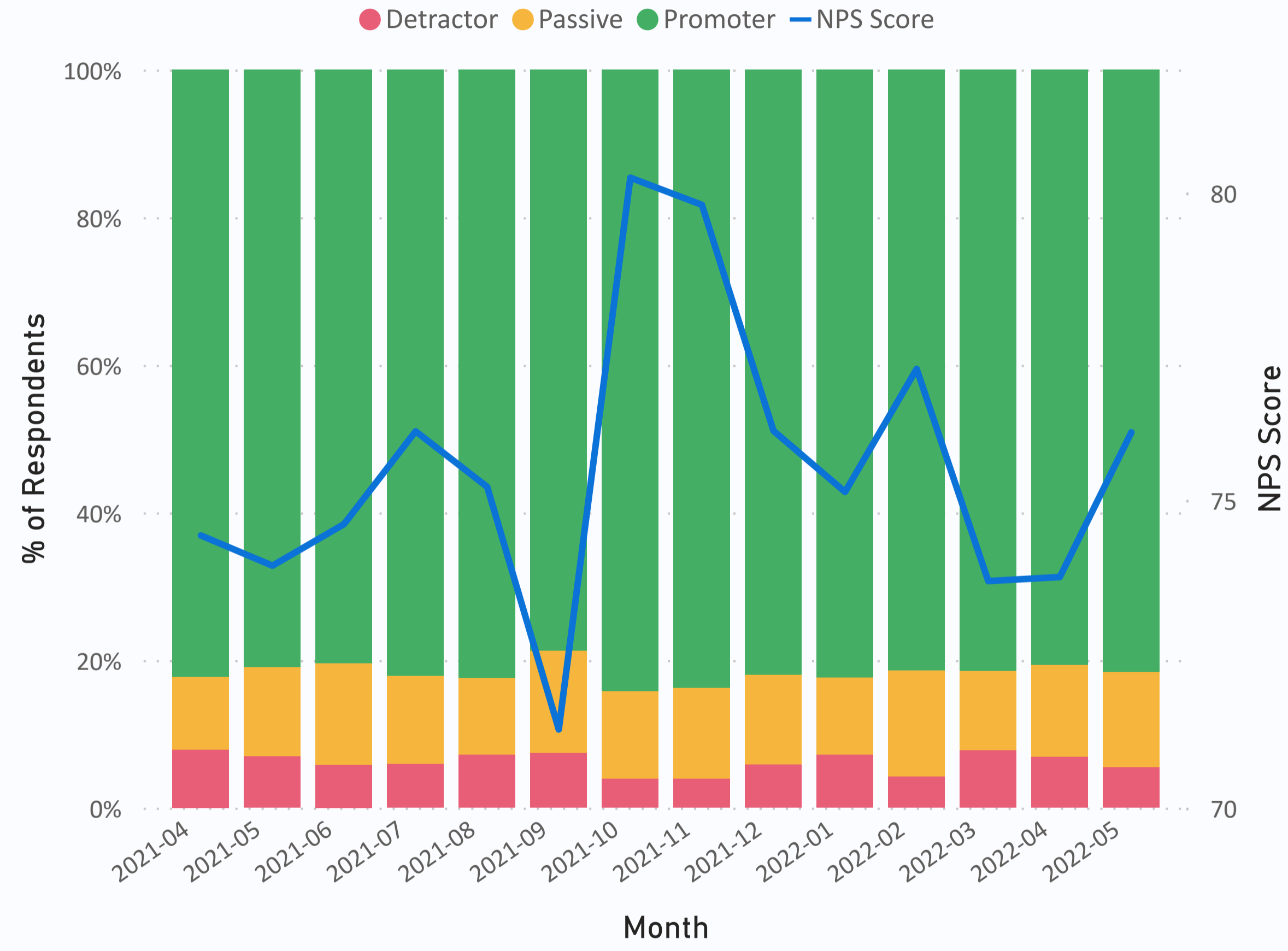
6.27%

% Detractor

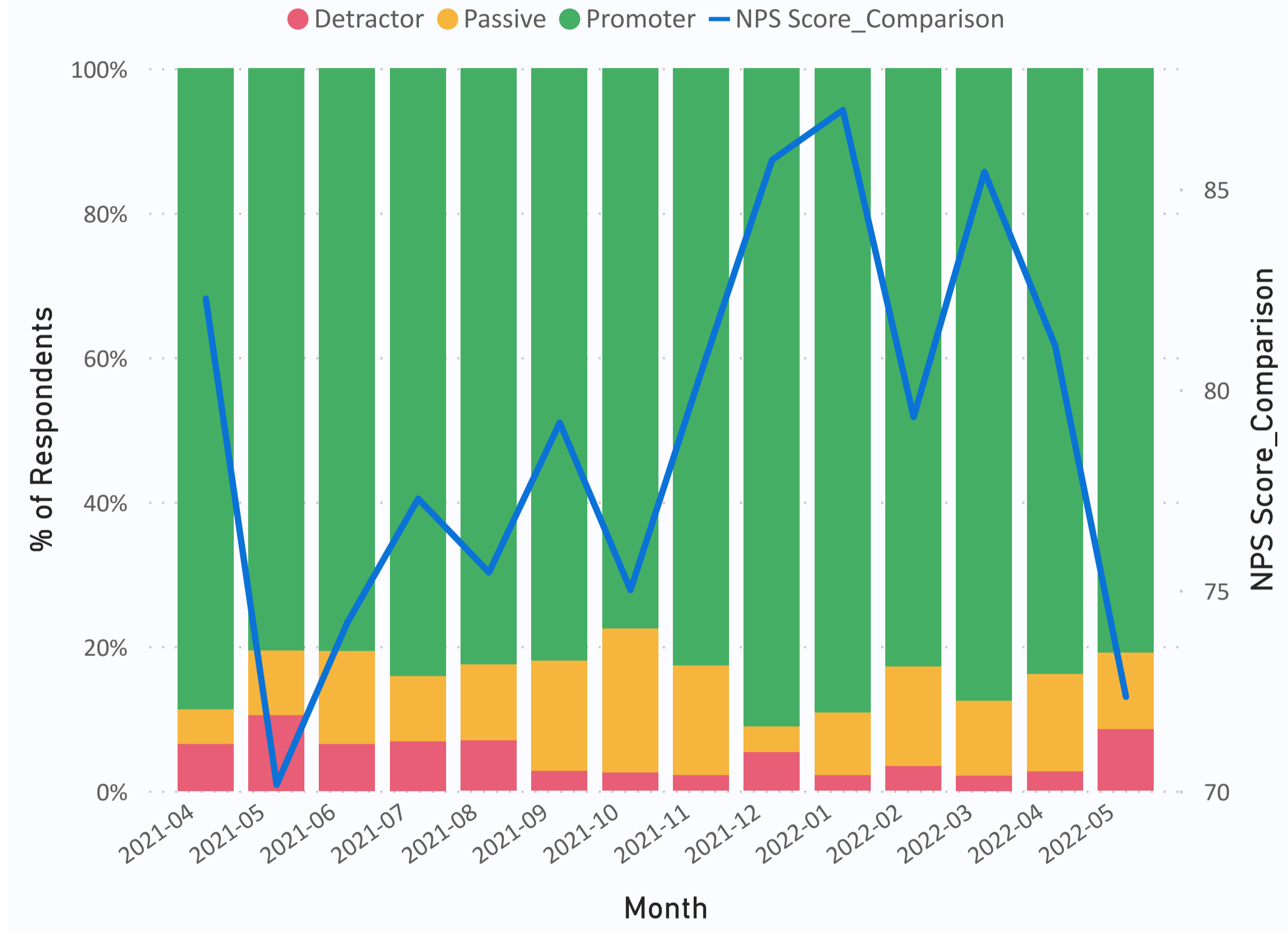
9.25

Average of "On a scale of 0-10, how likely are you to recommend CCPL to a friend or family member?"

NPS & Customer Category Breakdown



NPS & Customer Category Breakdown



75.34

Overall NPS Score

9.25

Average Survey Score

4,992

of Complete Surveys



3.37



0.09



-4250

78.71

Overall NPS Score

9.34

Average Survey Score

742

of Complete Surveys

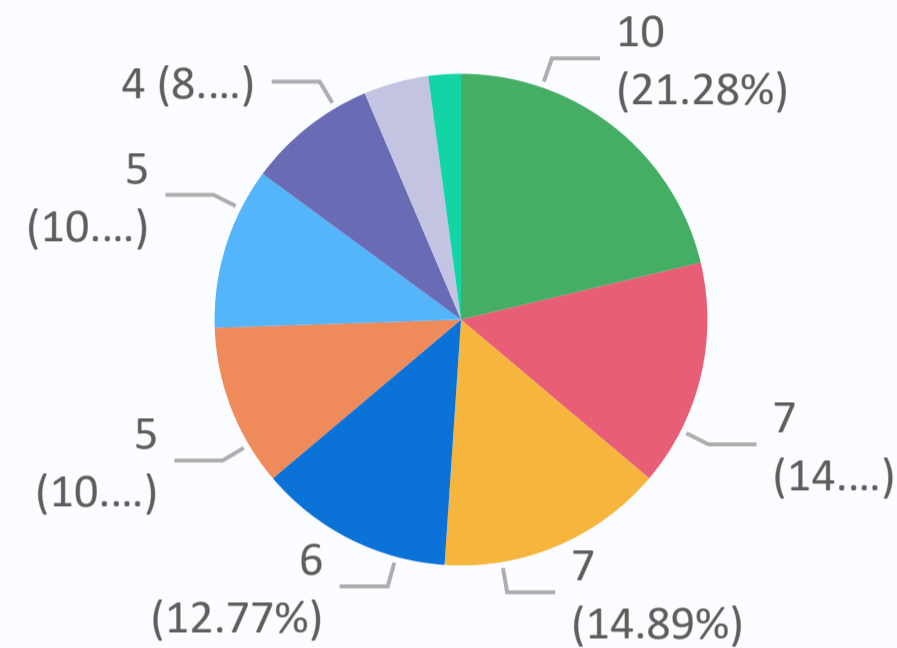


What is the primary reason for your score?

Distinct Response Count by Library

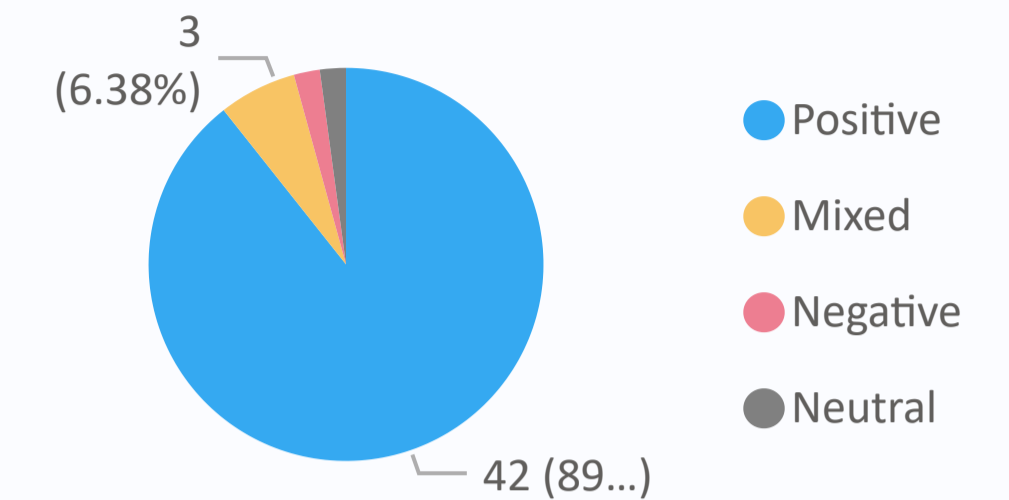
Library

- North Cour...
- Clover Hill
- Midlothian
- LaPrade
- Bon Air
- Central
- Meadowdale
- Ettrick
- Chester



What is the primary reason for your score?	Score
Active library use is a positive in any community and CCPL offers a number of services that can be advantagious.	10
Community service-allowing groups to have mtgs in building	10
Communication	
Speed getting the items I ordered	10
convenient and also available to other local communities that are not in chesterfield	10
Ease of use, lots of content, knowledgeable and helpful staff, surplus of resources. An overall great resource for the community.	10
Excellent collection, wonderful staff, great community resource!	10
Excellent community resource, well staffed, organized and easy to use.	10
Excellent service and offerings in our library system. If we don't support our libraries, we might lose them, or at the very least they won't get the funding and backing they need to keep offering important services and support to our communities.	10
For all the things they offer besides books. They have DVD's and services like Covid Tests, bags for medicine disposal, a voting substation, and so much more.	10
Friendly, knowledgeable, I love how the library has pivoted to serve the community during the pandemic.	10
Great free resource for the community	10
Great library system. Well managed locations. Helpful staff. Lots of activities. Community involvement.	10
I believe that books are an invaluable resource for everyone. There are other valuable tools, such as computers and videos, at the library as well. Reading is an essential need for everyone which is sadly neglected and too frequently forgotten in our society today. It is an education, a journey, an escape, and whatever else one can imagine. Libraries have been important reservoirs for information from the earliest recorded times and continue to serve a vital need in the community. A knowledgeable, well trained staff and volunteers are essential for helping the visitor get the most out of the experience. They help customers or consumers navigate what is there as well as direct them to other relevant material which they may not have know about or considered	10
I chose 10. The library gives anyone in the community a chance to explore and learn about endless possibilities CCPL offers a clean and serene facility in which to do that. They are friendly, helpful and offer a wide variety of interesting programs for all ages.	10
I joined CCPL right after moving to the area almost 20 years ago. I was an avid user of our PL back in	10

Impression

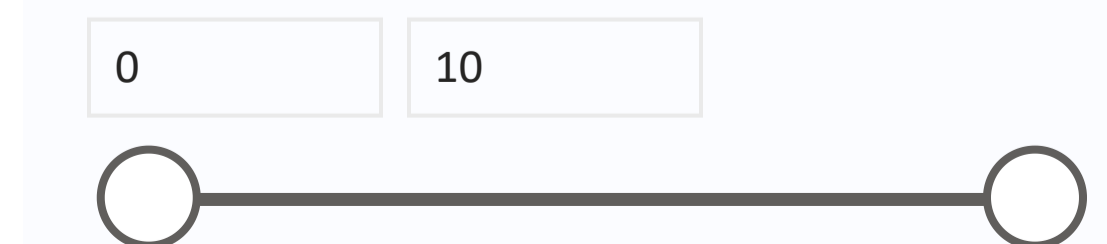


Theme

- Checkout Process/Checkout Time
- Community Engagement
- Computer Use
- Covid
- Curbside Pickup Service
- Electronic Resources
- Fines/Fees
- Friends of the Library/Booksales
- General
- Holds/Wait Times/Book Availability
- Hours
- Information Line

Filter by Search Term

Score on Scale of 0-10



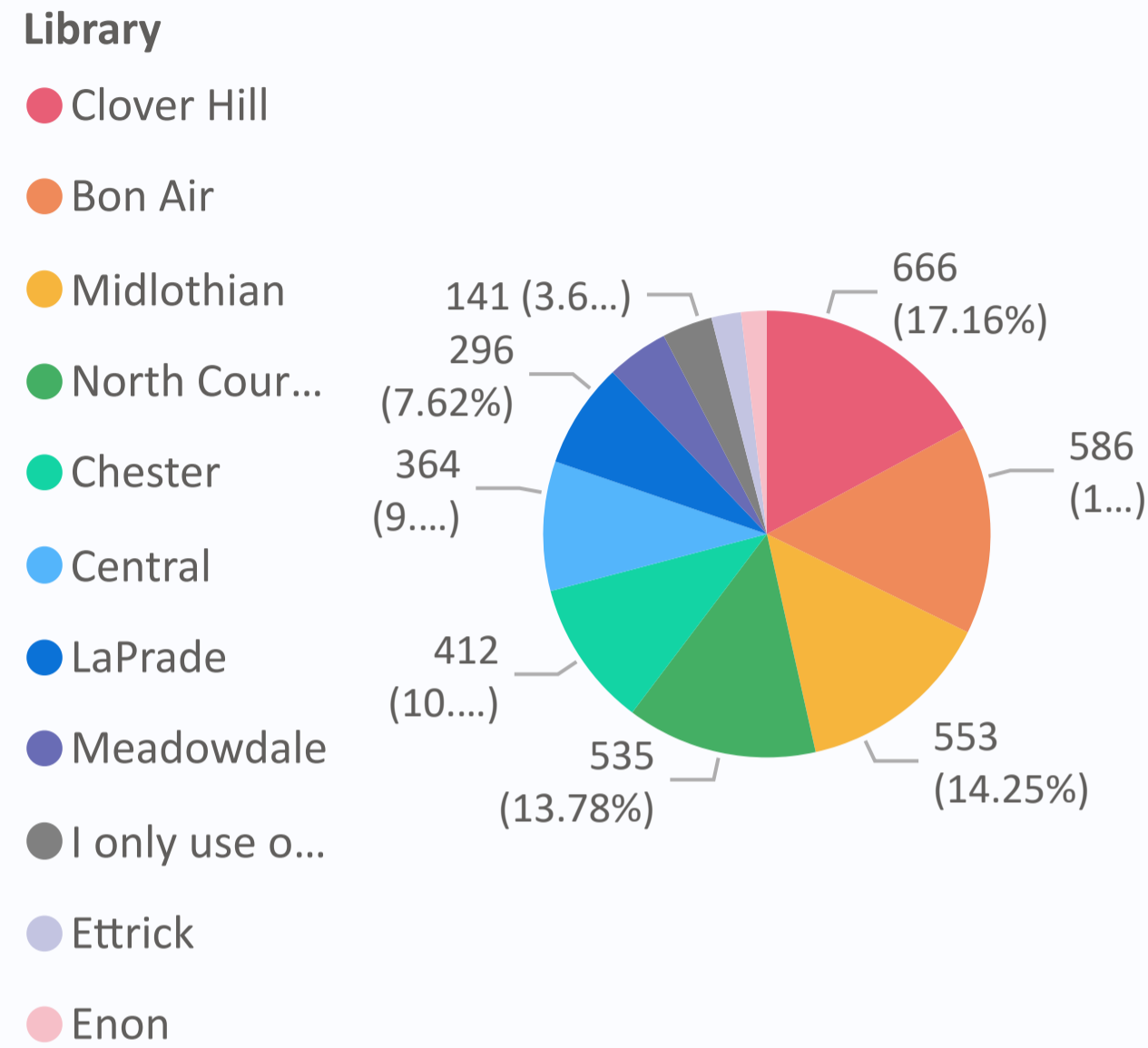
Month

- 2021
 - April
 - May
 - June
 - July
 - August
 - September
 - October
 - November

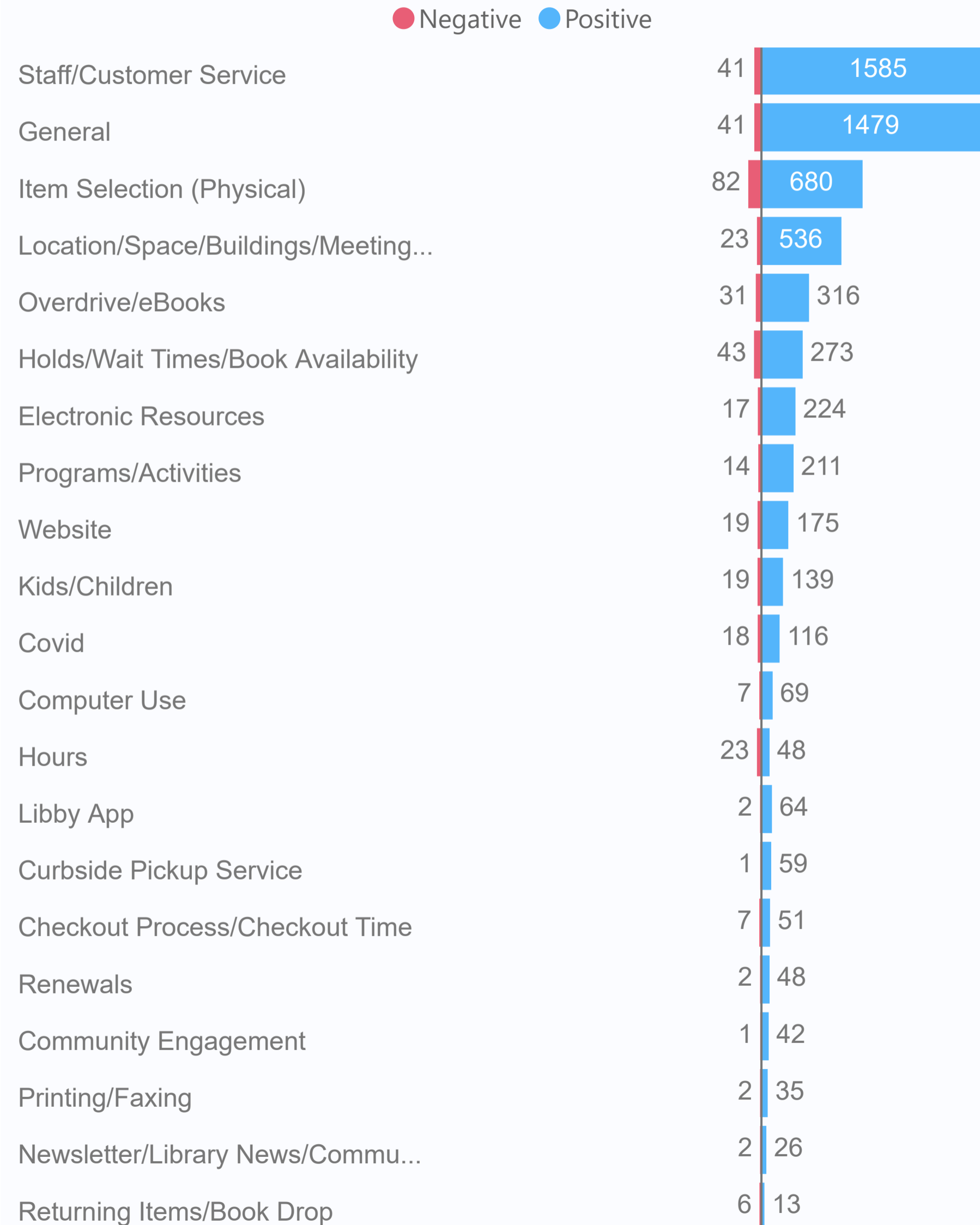
Promoter / Passive / Detractor

What is the primary reason for your score?

Distinct Response Count by Library



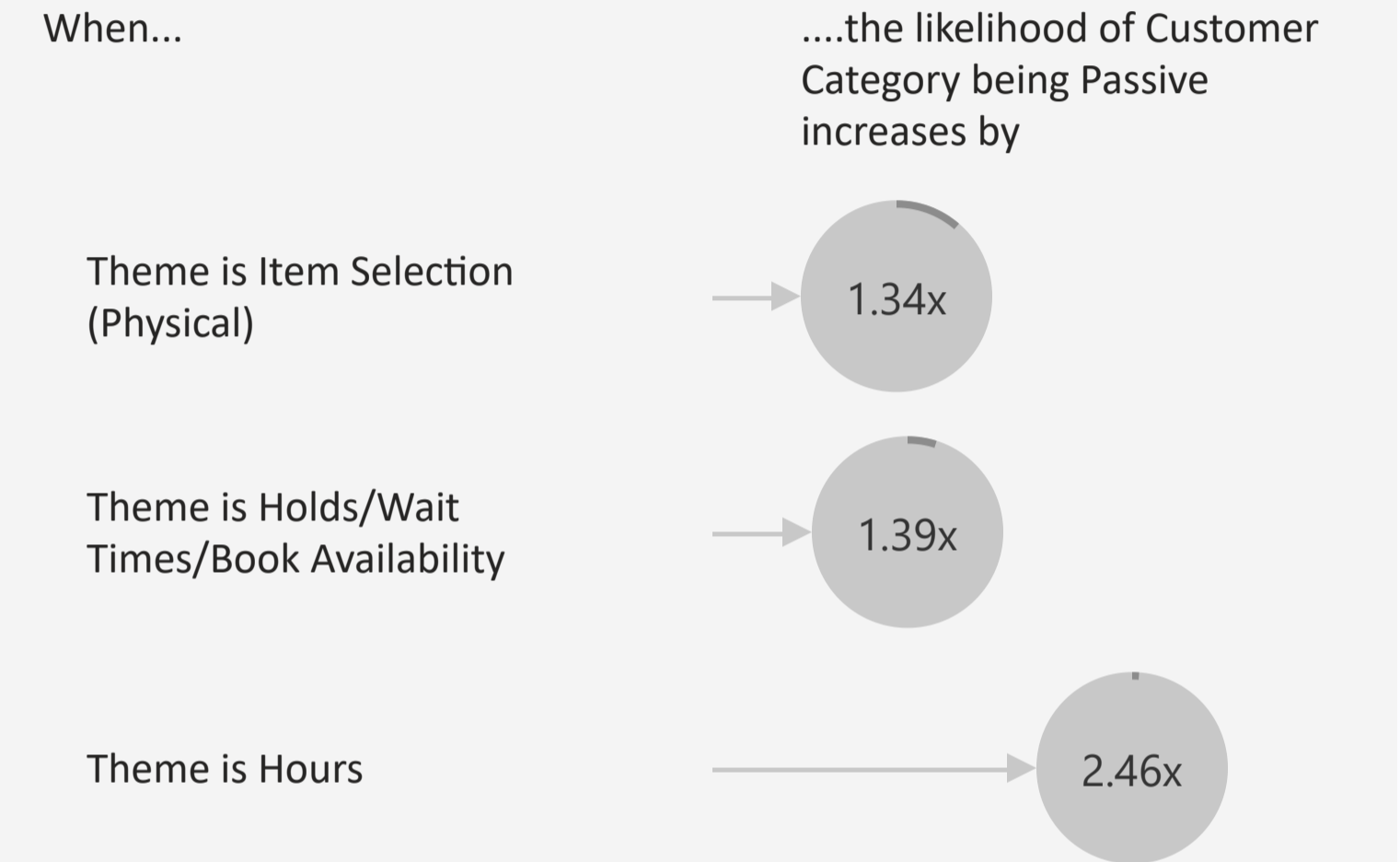
Responses by Theme and Impression



Key influencers Top segments

What influences Customer Category to be

Passive ?



Sort by: Impact Count

Month

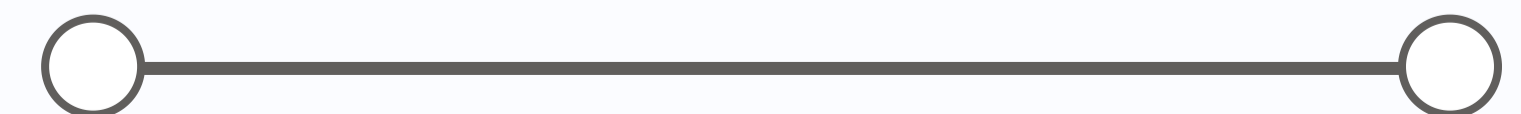
- 2021
- April
 - May
 - June
 - July
 - August
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Promoter / Passive / Detractor

All

Score on Scale of 0-10

0 10

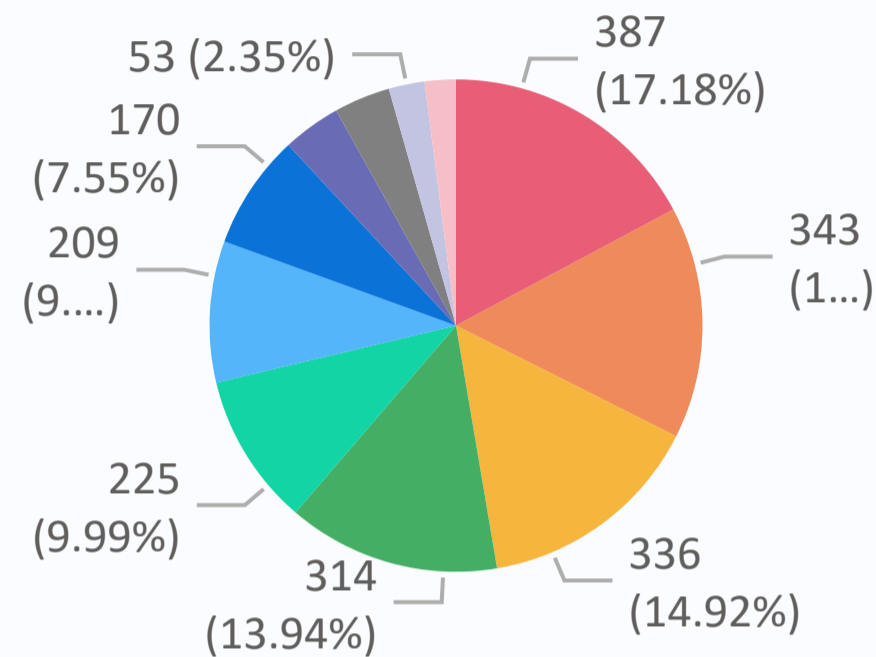


What would you like to tell us, to better serve you?

Distinct Response Count by Library

Library

- Clover Hill
- Bon Air
- Midlothian
- North Cour...
- Chester
- Central
- LaPrade
- Meadowdale
- I only use o...
- Ettrick
- Enon



Month

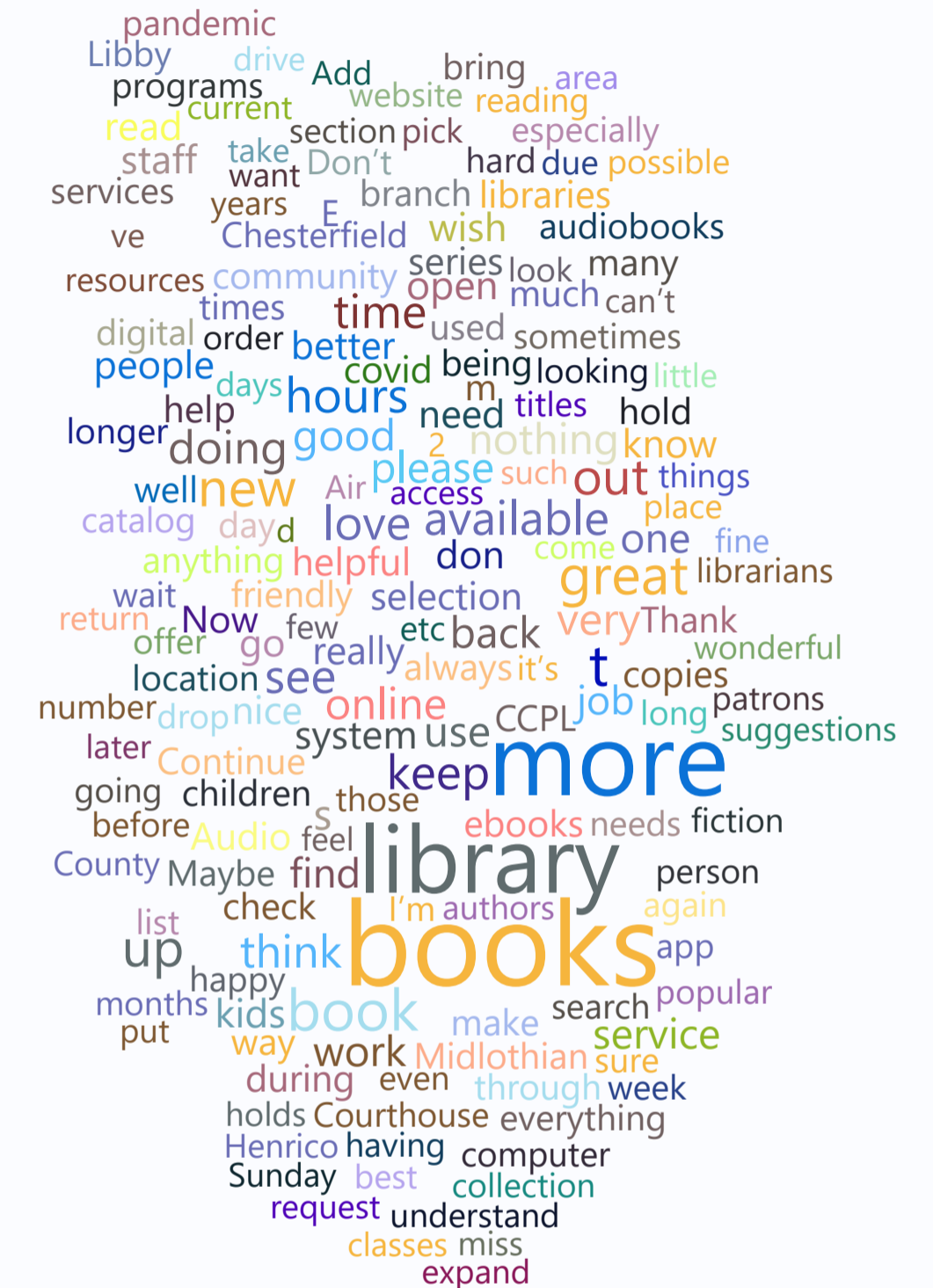
- 2021
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Promoter / Passive / Detractor

All ▼

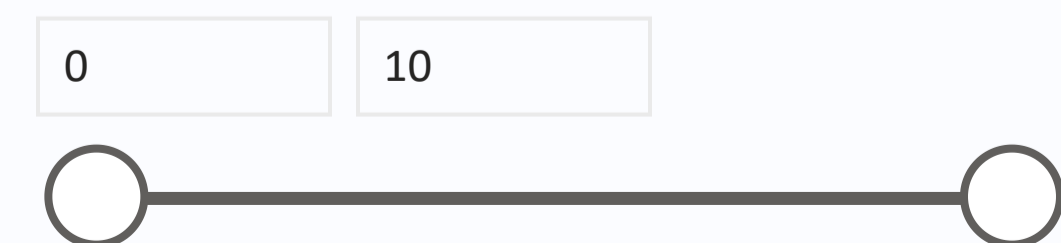
What would you like to tell us, to better serve you?	Score
"There could be better hours to serve more people	10
. I think you folks to a good job.	10
?	10
??	10
???	10
1 I'm not sure if there's a way to do this but a suggestion place for new books/movies to get. 2 Have more option for the adult classes like drawing, escape rooms, and other options that are only for teens. 3 I've seen other libraries do museum passes. I'm not sure if that would be possible here but it's a cool idea. 4 I know our Midlo building is getting renovated soon but some better seating/reading nooks would be great!	10
28 day loans.	10
30 days is too long to have a music CD. That should really be shortened a couple of weeks.	10
A bigger facility with more places to study without making reservations like other facilities. A vending machine.	10
A drive through drop box for book returns would be nice	10
A drive-by book return would be very convenient. My understanding is that the Midlothian Library will have such a feature when renovations are complete.	10
A greater variety of books, especially bestsellers, and an expanded selection of cinematic DVDs. I go to the Fairfield Library, which is not on your list, because it is in Henrico County. LaPrade and Bon Air are my favorite Chesterfield libraries. Therefore, you will not be calling me, I know that.	10
A guest speaker would be nice every once in a while.	10
A larger DVD collection would be nice to include classic and art house films.	10
A lot of times the employees are behind the counter and you have to seek someone out for assistance. It would be nice if they were more accessible and walking around the library.	10
A tutorial on the new online system would be helpful.	10
A wider variety of take home crafts for kids would be great!	10
Acquire the DVD of Dumb And Dumber 2	10
Actually, I'm just grateful to be able to get my holds. I haven't browsed a library shelf in over a year. I think CCPL is doing everything in its power to bring back normal operations and services. When I personally feel comfortable I will resume my library habits. I can't see any better way the library can serve me at present.	10

Filter by Key Word



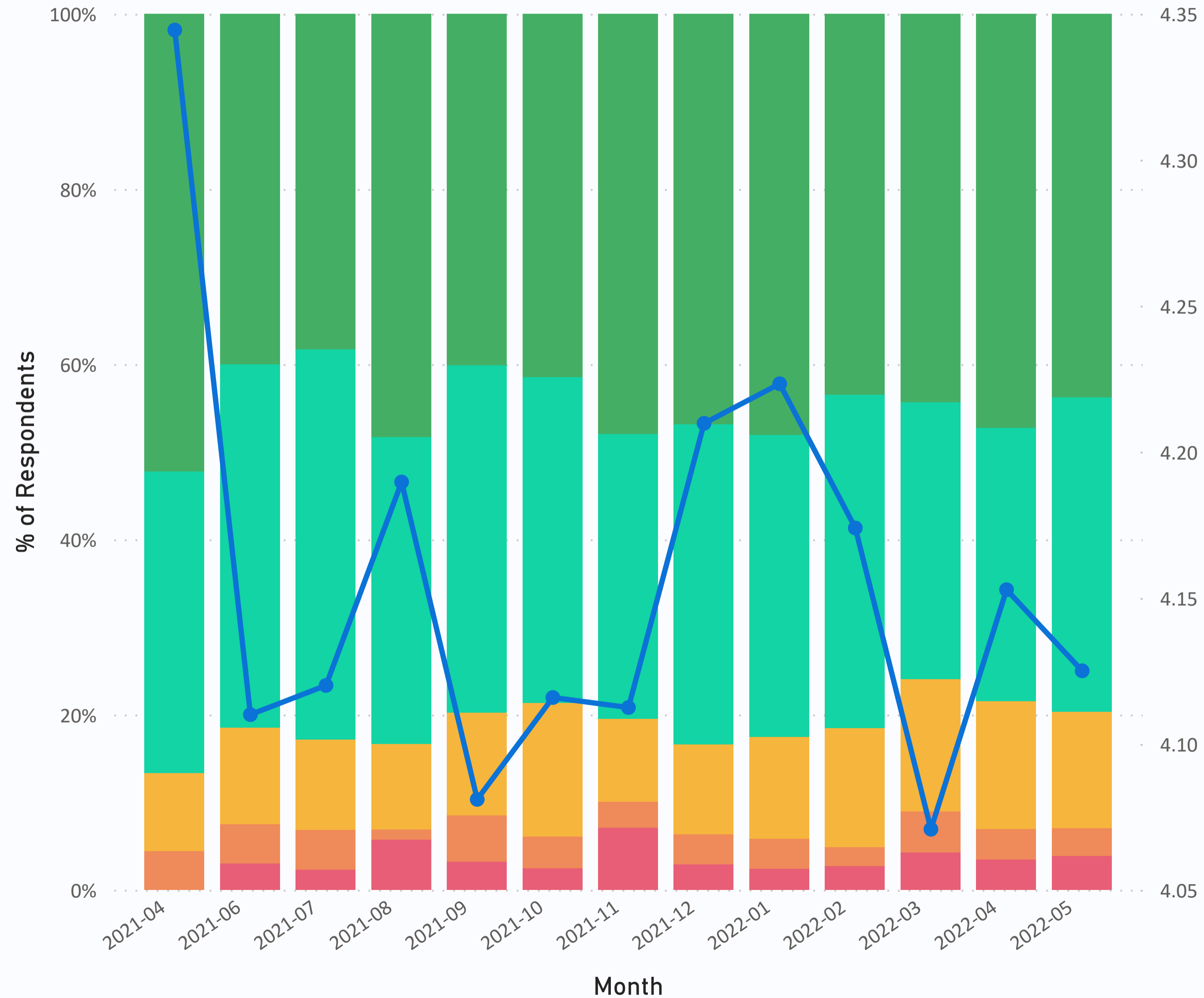
Filter by Search Term

Score on Scale of 0-10



Please rate your level of satisfaction for CCPL's website

Level of Satisfaction ● 1 ● 2 ● 3 ● 4 ● 5 ● Average



2298

of Ratings

4.15

Average Satisfaction Rating

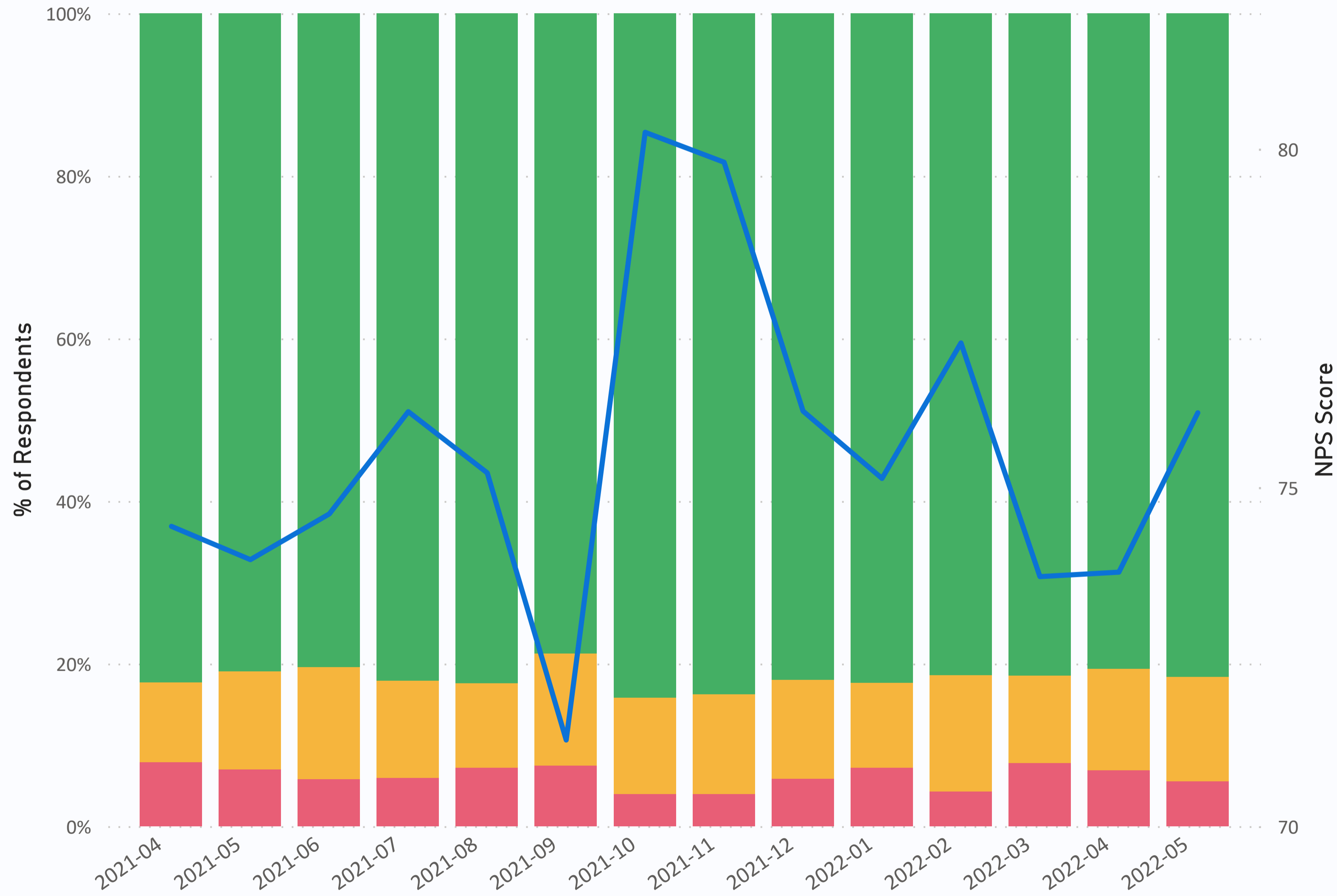
Please describe the reason for your answer. [Website]	Score
	5
99% of the time I have no trouble finding the book I want to reserve and seeing who has a copy that is not on hold.	5
a great deal of material is available sitting at home	5
A great user experience.	5
A nice and varied collection - and great, knowledgeable staff.	5
Ability to borrow books online	5
Ability to make and maintain personal lists, never had any issues holding/renewing books.	5
able to find available books from my favorite authors quickly, and easy to request them from other branches	5
Accesibility - ease of use	5
Again, Libby system and phone support has been fabulous.	5
Again, this is how I get my books using either OverDrive or Libby.	5
All the employees have always been helpful and knowledgeable.	5
Already started	5
Although there were some glitches in the transition (I wasn't aware of the change in the online sign in process), I have used the online reservation system frequently and it was especially convenient through the height of the covid period.	5
Always a great experience.	5
Always able to find what I need.	5
Always accessible & ready to answer questions & help!	5
Always can find something to download to my kindle.	5
Very easy to use and understand.	5
Always easy to access and leave requests for books when they are available is a great service.	5

Summary

Branch Summary

● Detractor
 ● Passive
 ● Promoter
 — NPS Score

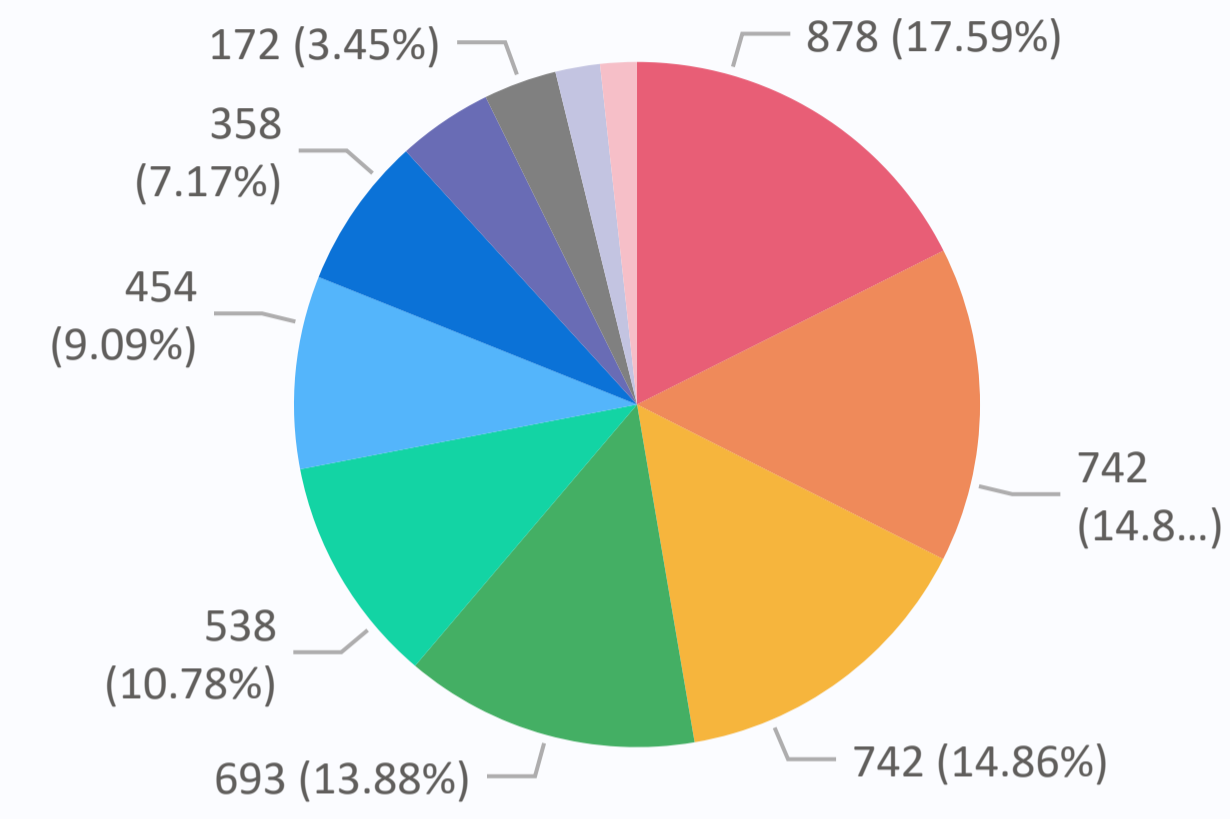
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of Complete Surveys

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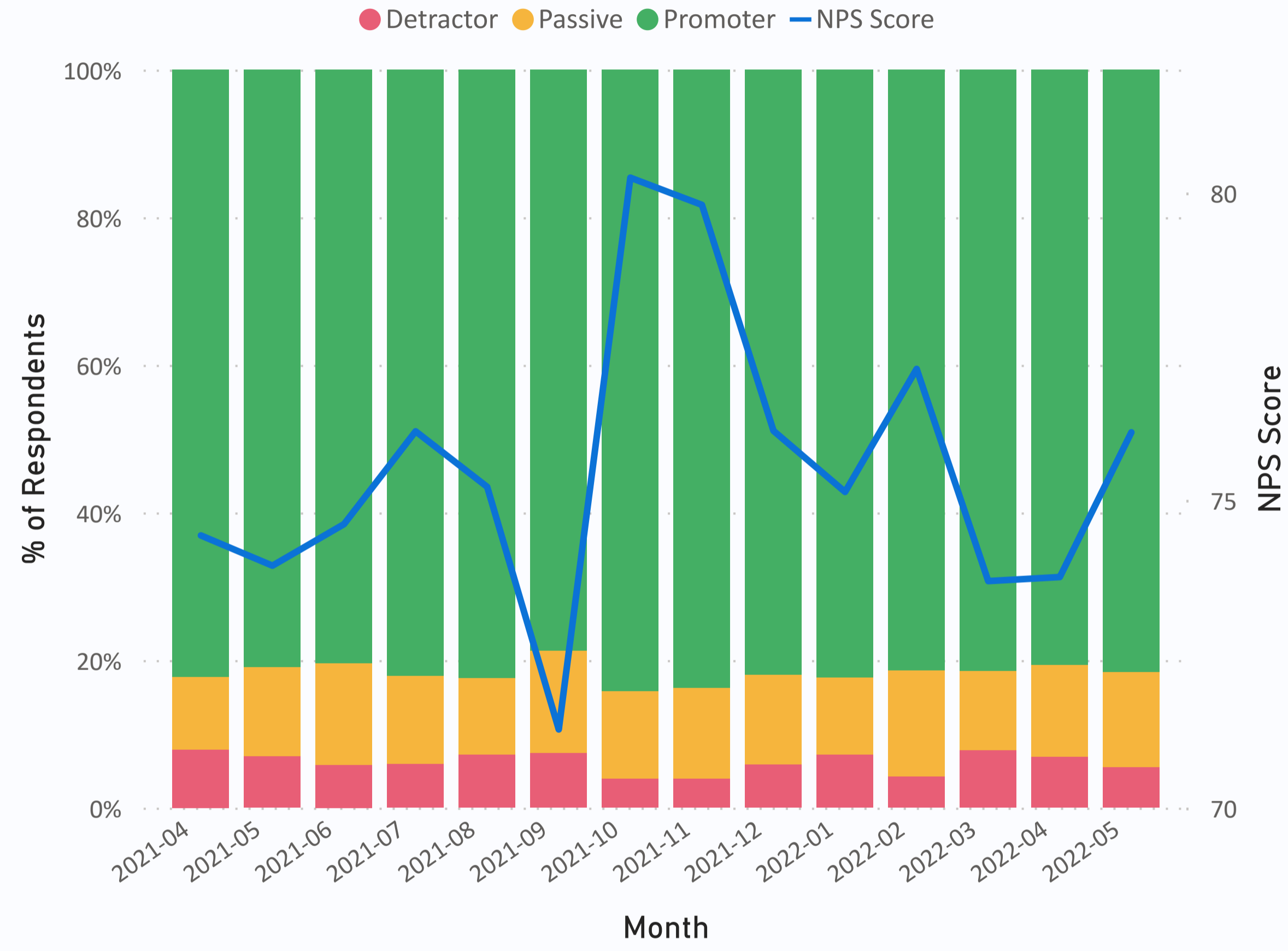
6.27%

% Detractor

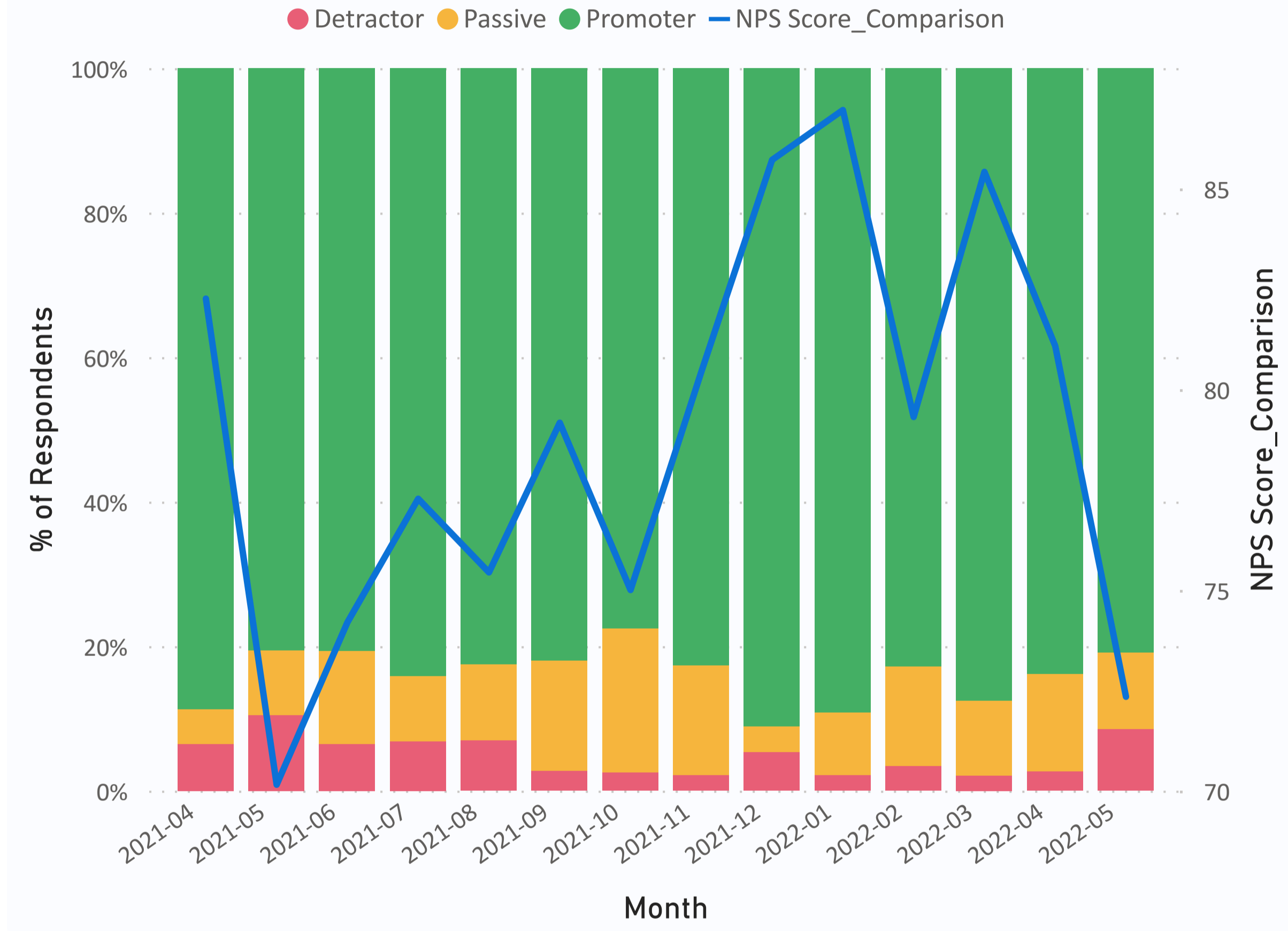
9.25

Average of "On a scale of 0-10, how likely are you to recommend CCPL to a friend or family member?"

NPS & Customer Category Breakdown



NPS & Customer Category Breakdown



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-4250

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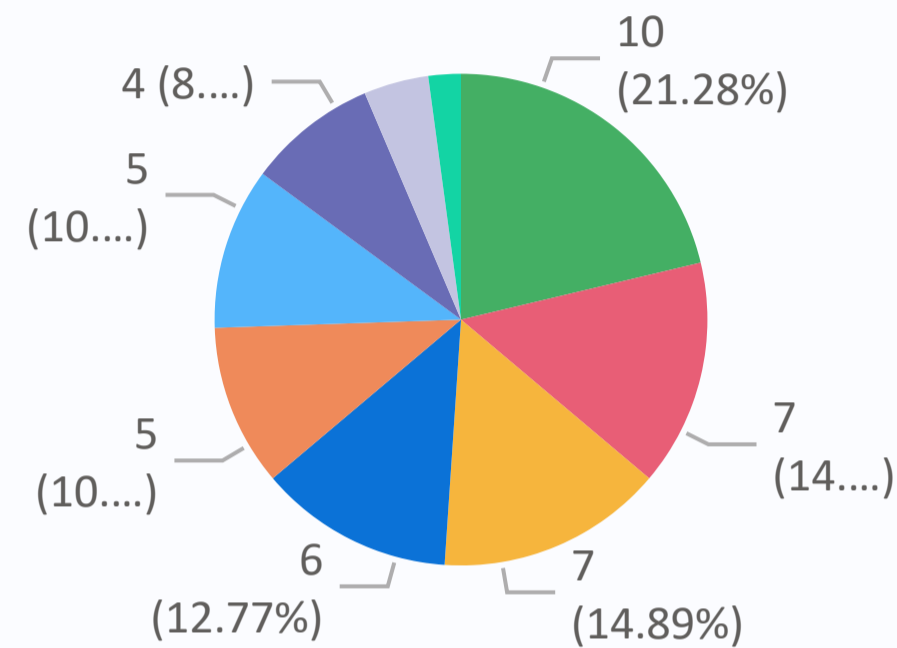


What is the primary reason for your score?

Distinct Response Count by Library

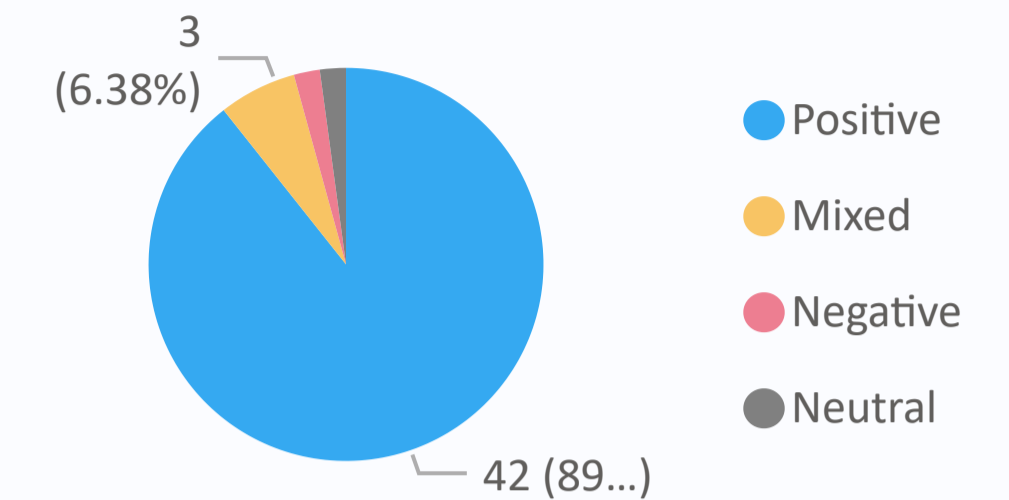
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Community service-allowing groups to have mtgs in building	10
Communication	
Speed getting the items I ordered	10
convenient and also available to other local communities that are not in chesterfield	10
Ease of use, lots of content, knowledgeable and helpful staff, surplus of resources. An overall great resource for the community.	10
Excellent collection, wonderful staff, great community resource!	10
Excellent community resource, well staffed, organized and easy to use.	10
Excellent service and offerings in our library system. If we don't support our libraries, we might lose them, or at the very least they won't get the funding and backing they need to keep offering important services and support to our communities.	10
For all the things they offer besides books. They have DVD's and services like Covid Tests, bags for medicine disposal, a voting substation, and so much more.	10
Friendly, knowledgeable, I love how the library has pivoted to serve the community during the pandemic.	10
Great free resource for the community	10
Great library system. Well managed locations. Helpful staff. Lots of activities. Community involvement.	10
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I joined CCPL right after moving to the area almost 20 years ago. I was an avid user of our PL back in	10

Impression

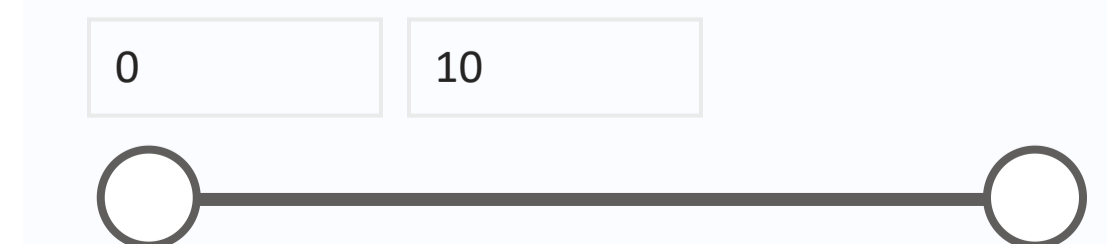


Theme

- Checkout Process/Checkout Time
- Community Engagement
- Computer Use
- Covid
- Curbside Pickup Service
- Electronic Resources
- Fines/Fees
- Friends of the Library/Booksales
- General
- Holds/Wait Times/Book Availability
- Hours
- Information Line

Filter by Search Term

Score on Scale of 0-10



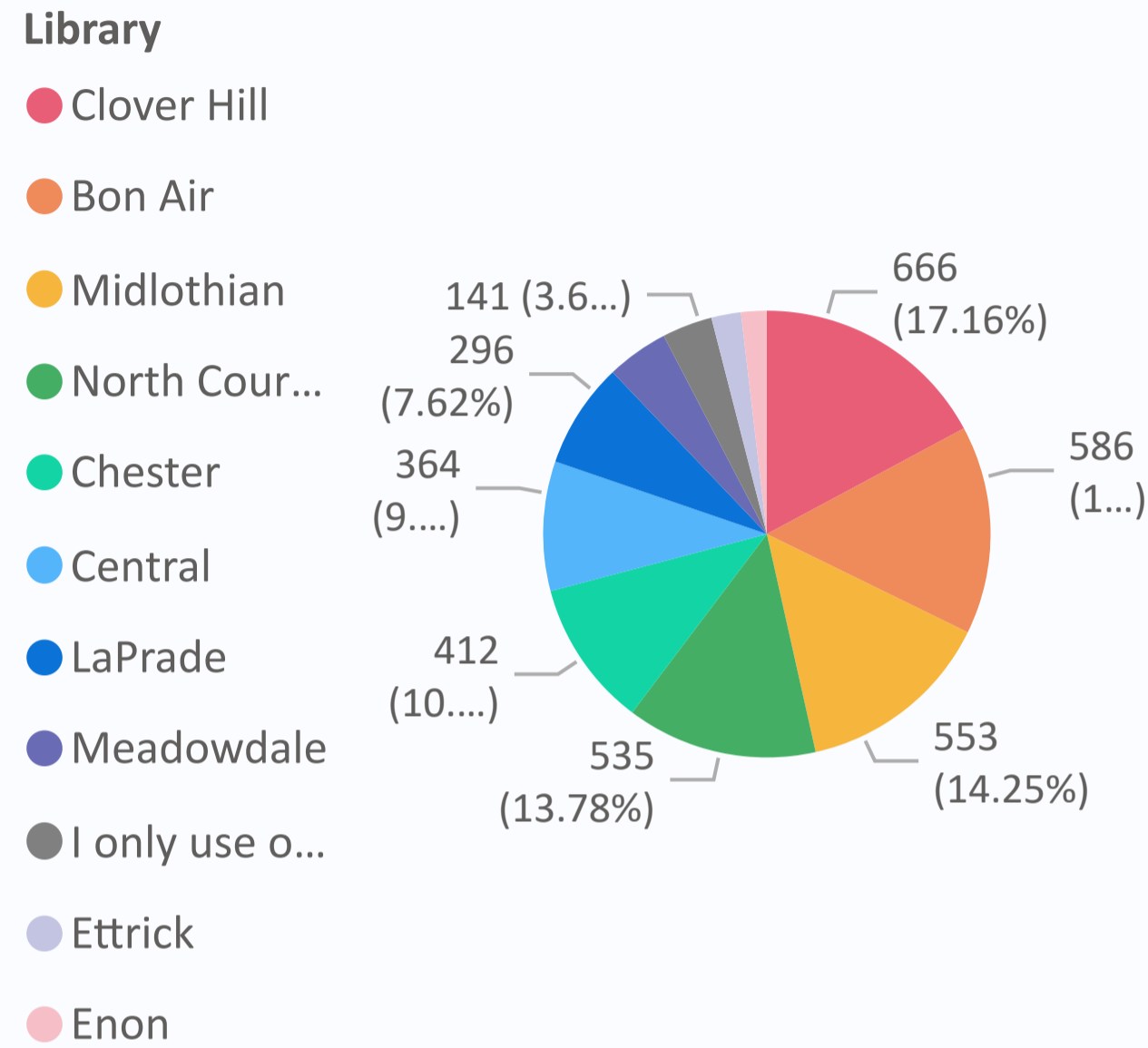
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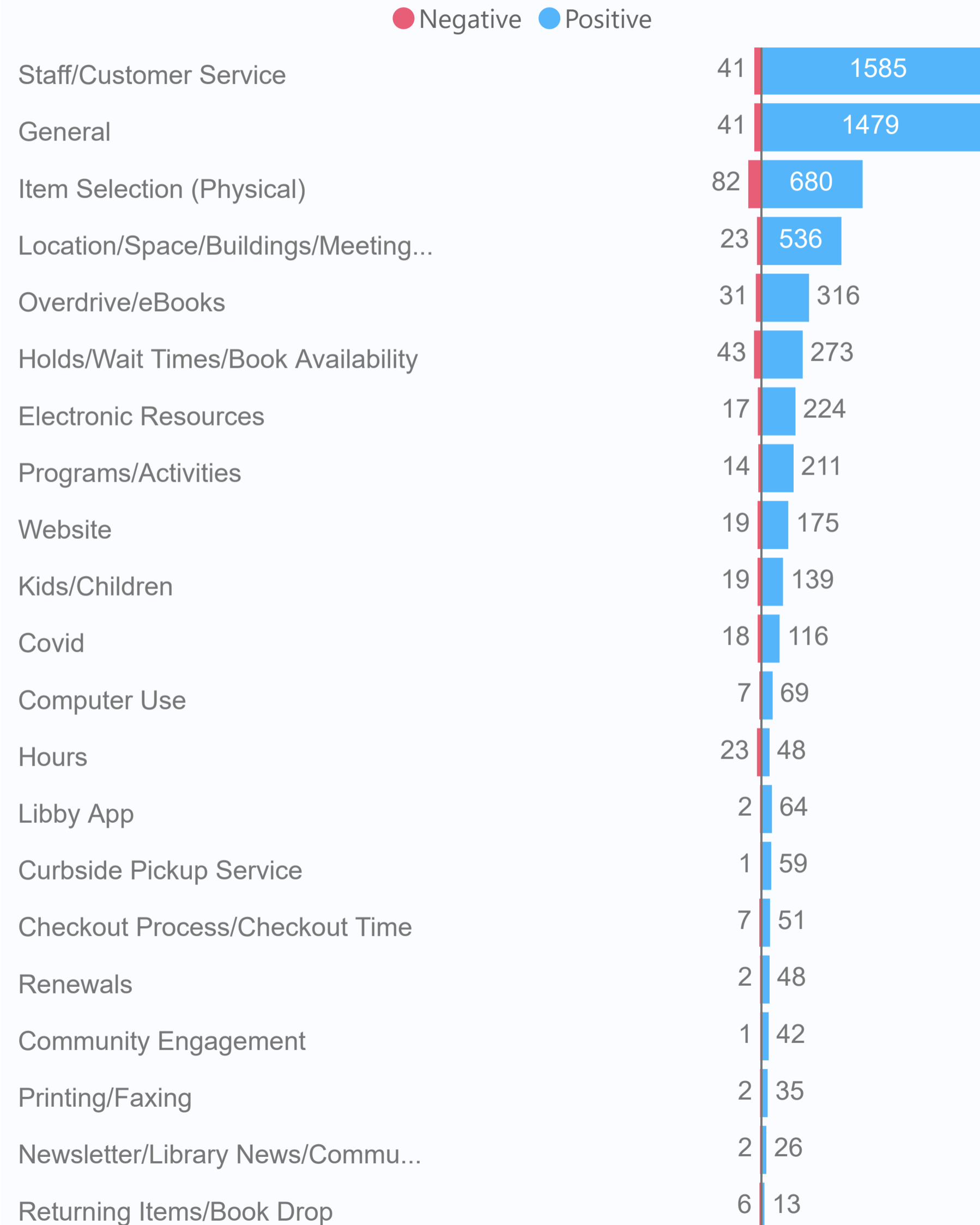
Promoter / Passive / Detractor

What is the primary reason for your score?

Distinct Response Count by Library



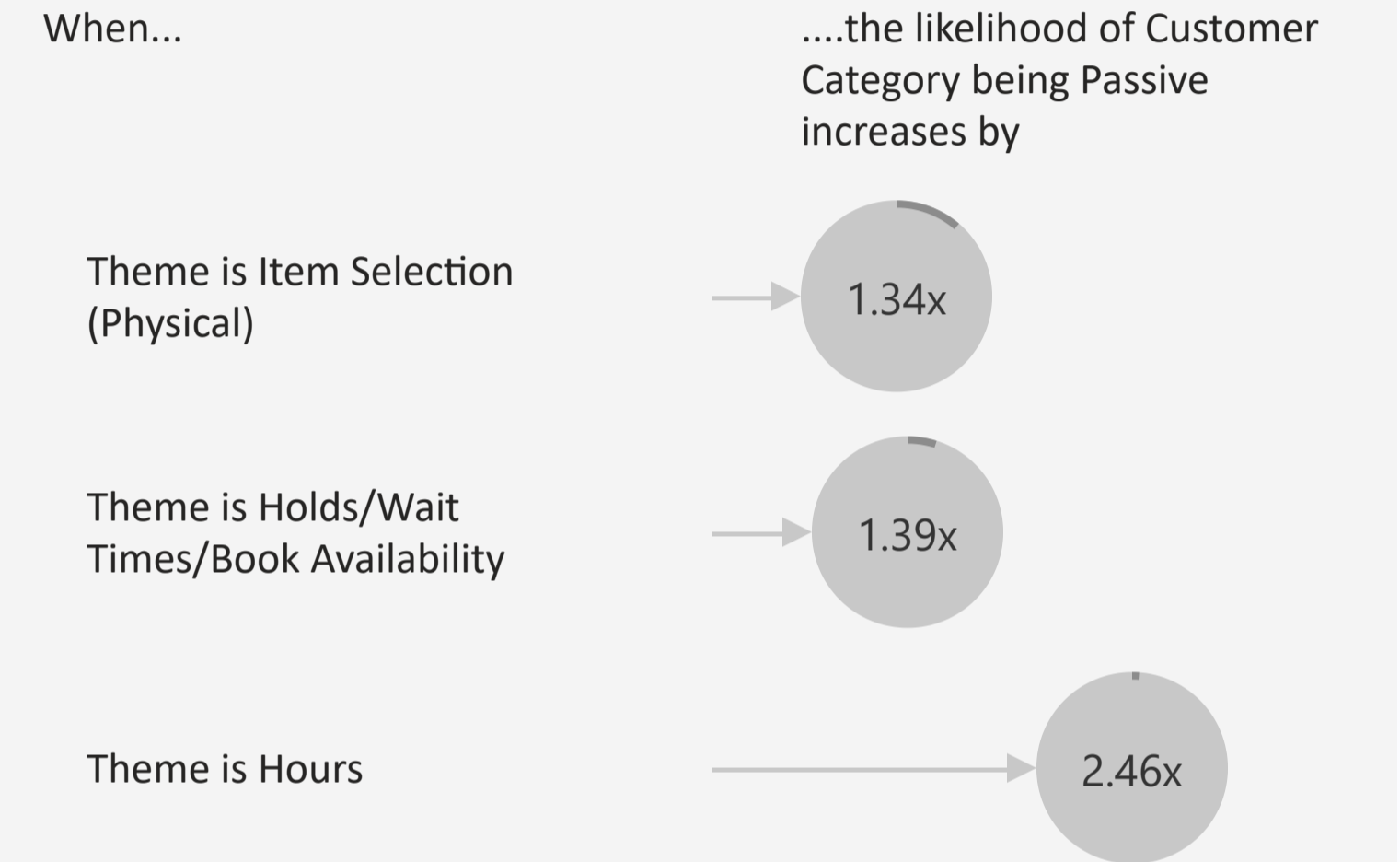
Responses by Theme and Impression



Key influencers Top segments

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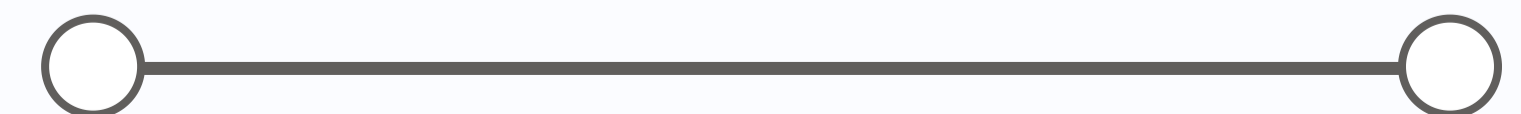
Passive ?



Sort by: Impact Count

Score on Scale of 0-10

0 10



Month

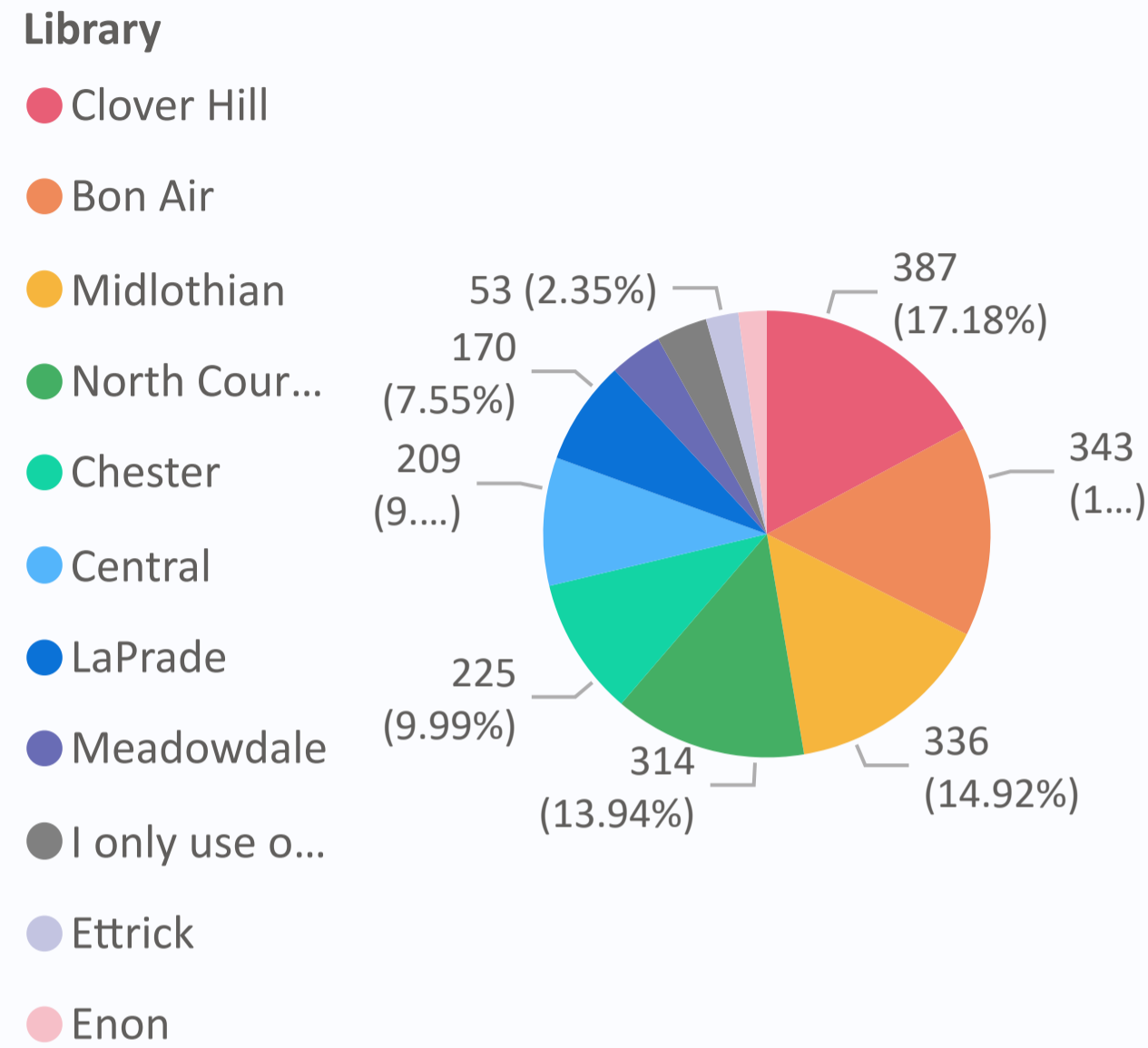
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- April
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Promoter / Passive / Detractor

All

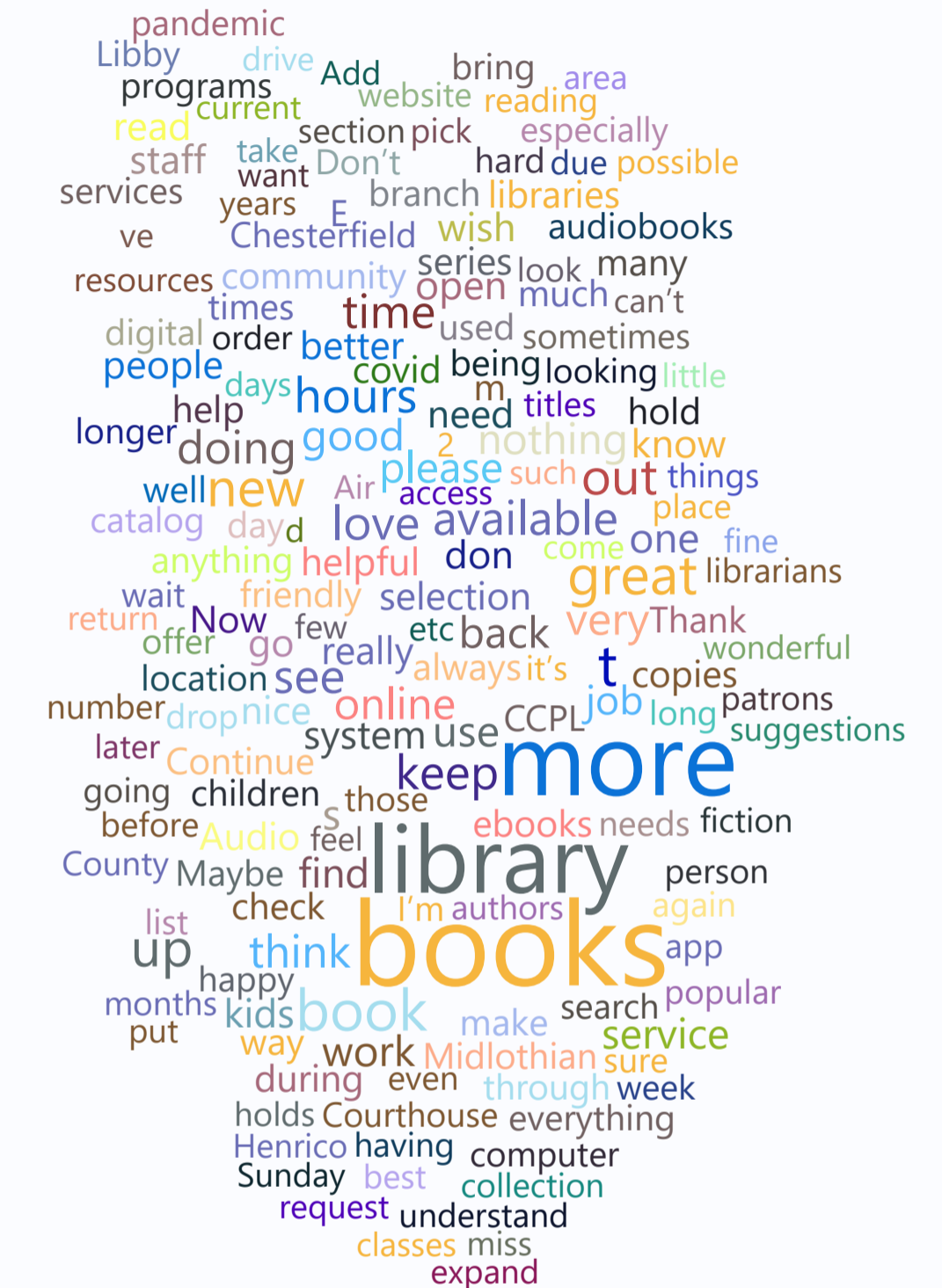
What would you like to tell us, to better serve you?

Distinct Response Count by Library



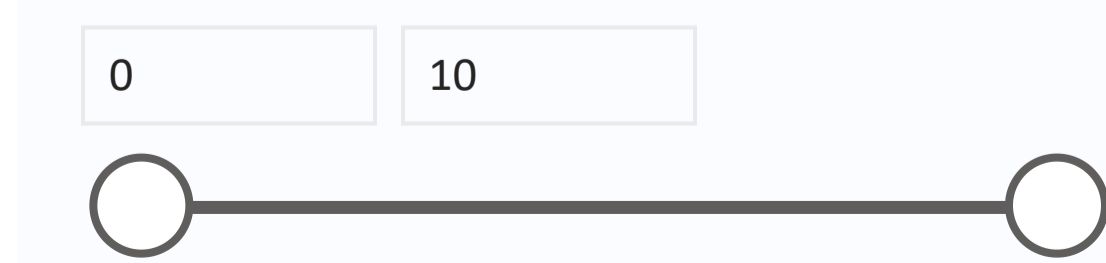
What would you like to tell us, to better serve you?	Score
"There could be better hours to serve more people	10
. I think you folks to a good job.	10
?	10
??	10
???	10
1 I'm not sure if there's a way to do this but a suggestion place for new books/movies to get. 2 Have more option for the adult classes like drawing, escape rooms, and other options that are only for teens. 3 I've seen other libraries do museum passes. I'm not sure if that would be possible here but it's a cool idea. 4 I know our Midlo building is getting renovated soon but some better seating/reading nooks would be great!	10
28 day loans.	10
30 days is too long to have a music CD. That should really be shortened a couple of weeks.	10
A bigger facility with more places to study without making reservations like other facilities. A vending machine.	10
A drive through drop box for book returns would be nice	10
A drive-by book return would be very convenient. My understanding is that the Midlothian Library will have such a feature when renovations are complete.	10
A greater variety of books, especially bestsellers, and an expanded selection of cinematic DVDs. I go to the Fairfield Library, which is not on your list, because it is in Henrico County. LaPrade and Bon Air are my favorite Chesterfield libraries. Therefore, you will not be calling me, I know that.	10
A guest speaker would be nice every once in a while.	10
A larger DVD collection would be nice to include classic and art house films.	10
A lot of times the employees are behind the counter and you have to seek someone out for assistance. It would be nice if they were more accessible and walking around the library.	10
A tutorial on the new online system would be helpful.	10
A wider variety of take home crafts for kids would be great!	10
Acquire the DVD of Dumb And Dumber 2	10
Actually, I'm just grateful to be able to get my holds. I haven't browsed a library shelf in over a year. I think CCPL is doing everything in its power to bring back normal operations and services. When I personally feel comfortable I will resume my library habits. I can't see any better way the library can serve me at present.	10

Filter by Key Word



Filter by Search Term

Score on Scale of 0-10



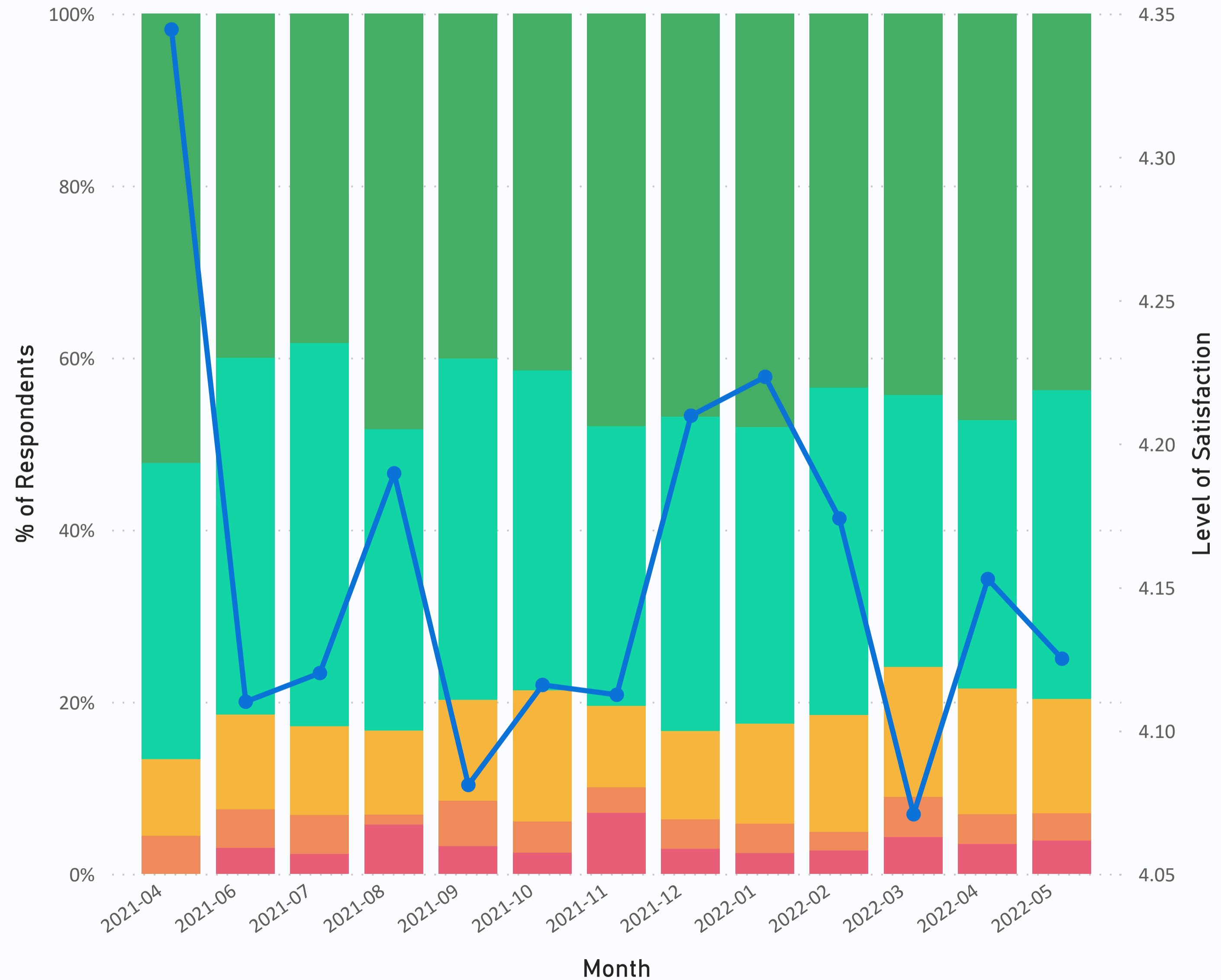
Month

- 2021
 - April
 - May
 - June
 - July
 - August
 - September
 - October
 - November

Promoter / Passive / Detractor

Please rate your level of satisfaction for CCPL's website

Level of Satisfaction ● 1 ● 2 ● 3 ● 4 ● 5 ● Average



2298

of Ratings

4.15

Average Satisfaction Rating

Please describe the reason for your answer. [Website]	Score
	5
99% of the time I have no trouble finding the book I want to reserve and seeing who has a copy that is not on hold.	5
a great deal of material is available sitting at home	5
A great user experience.	5
A nice and varied collection - and great, knowledgeable staff.	5
Ability to borrow books online	5
Ability to make and maintain personal lists, never had any issues holding/renewing books.	5
able to find available books from my favorite authors quickly, and easy to request them from other branches	5
Accesibility - ease of use	5
Again, Libby system and phone support has been fabulous.	5
Again, this is how I get my books using either OverDrive or Libby.	5
All the employees have always been helpful and knowledgeable.	5
Already started	5
Although there were some glitches in the transition (I wasn't aware of the change in the online sign in process), I have used the online reservation system frequently and it was especially convenient through the height of the covid period.	5
Always a great experience.	5
Always able to find what I need.	5
Always accessible & ready to answer questions & help!	5
Always can find something to download to my kindle.	5
Very easy to use and understand.	5
Always easy to access and leave requests for books when they are available is a great service.	5