



CCS 2025 – 2030 Strategic Plan

Introduction

CCS began strategic planning in Fall 2024. The Long Range Planning Committee conducted a survey of Governing Board in November 2024, followed by a strategic planning retreat in March 2025. In addition to these resources, this plan incorporates feedback from a 2024 Polaris satisfaction survey, CCS staff input, and a non-member survey.

The Long Range Planning Committee developed and reviewed the plan in April 2025, to be presented to the Governing Board in May 2025 for review and approval.

Given the time-intensive nature of some proposed activities, the Committee recommends a five-year timeline with an annual review of plan progress.

Mission & Vision

The CCS mission and vision were updated to reflect current organizational values by incorporating sentiment and language from Governing Board's responses to the questions, "What is the purpose of CCS?" and "In five years CCS will be [fill in the blank]."

Mission

Enhance each cooperative member's capacity to serve their patrons through optimized resource sharing, a community of continuous learning, and strategic cost-sharing.

Vision

CCS members are thriving--empowered by collaboration and technology to meet the diverse needs of their communities.

Operational Commitments

The strategic initiatives and activities outlined in this plan represent areas of new or deepening service levels. CCS remains committed to providing our core services including:

- ILS administration, support, and consulting
- Identifying ILS enhancement opportunities
- Robust synchronous and asynchronous training opportunities



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Initiative

Goal

Potential Activities

Amplify the impact of member libraries

Member libraries have the support they need to deliver powerful services to their patrons

- Implement a system-wide analytics platform to support strategic decision-making
- Integrate operational reports with documentation and procedures
- Design and introduce centralized cataloging services to support libraries undergoing attrition

Enhance the patron experience

Library users have frictionless experiences using public-facing resources.

- Implement a modern, accessible discovery layer
- Investigate digital resource sharing models to identify an optimal solution for CCS members
- Evaluate the feasibility of a system-wide mobile application

Deliver value to all CCS members

CCS consistently delivers high-quality services that maximize member libraries' return on investment.

- Renegotiate the CCS/Polaris contract with a focus on member value
- Strategically expand CCS membership to enhance cost-sharing
- Identify new opportunities for member savings
- Review member fee formula to ensure consistency with CCS mission and vision

Model operational excellence

CCS runs efficiently, communicates effectively, and strives for excellence.

- Research potential savings of moving to nonprofit status
- Assess employment policies, compensation, and benefits to remain competitive in a changing economy
- Audit CCS web tools for accessibility and usability