

# County of Chester 2016 Strategic Business Plan for Libraries

## Mission Statement

The mission of the Chester County Library is to provide informational, educational and Cultural services to the residents of Chester County and member libraries so that they may be life-long learners.

## Department Issues

### Issue 1 24/7 Service

The continuously increasing expectations of Chester County residents for unlimited access to consistent, efficient, and high quality library programs, resources & services if not addressed, will result in:

- Diminished ability of Chester County residents to make informed decisions and succeed in a competitive marketplace
- Increased cost to individual residents to access similar services commercially
- Reduced access to consistent library services at a customer convenient time and place

### Issue 2 Lifelong Learning Support

Limited access to programs, resources & services to support early literacy, education and lifelong learning if not addressed, will result in:

- Diminished ability of individuals to meet their personal, educational and career needs & goals
- A decrease in the Chester County residents ability to enhance their job skills, become informed consumers and contribute effectively in their communities
- A decrease in the ability of Chester County residents to make informed decisions regarding their health and wellness
- Limited access to resources necessary for critical thinking and innovation

### Issue 3 Population Changes

Demands from a population that is increasingly changing (both geographically and culturally) require a wider variety of programs, resources & services from the library which, if not addressed, will result in:

- Exclusion of specific populations due to limited access to relevant library materials and services; including widening of the digital divide, lowering educational attainment & lowered job expectations
- Physical isolation of the elderly and the homebound
- Lack of communication/interaction between diverse groups
- Overcrowding at some facilities and reduced customer satisfaction

### Issue 4 Awareness

Lack of knowledge of available programs, resources & services by some Chester County residents will, if not addressed, result in:

- Inability of customers to affordably access and use a variety of relevant programs, information and resources
- A decrease in the desirability of Chester County as a business location due to an inadequately prepared work force

### Issue 5 Economy

Lack of access to programs, resources & services, which foster entrepreneurship and employment, if not addressed will result in:

- A decrease in the desirability of Chester County as a business location
- A decrease in long-term success of Chester County businesses
- A decrease in the marketability of the Chester County workforce

## Department Goals

### **Strategic Goal 1 24/7 Service**

Chester County residents will conveniently and easily access the information and resources they need by using the library both physically and virtually, as evidenced by:

- By 2019, 10% increase in the usage of the library's website
- By 2019, 10% increase in usage of self-service technologies
- By 2019, 98% of the time, access to critical technological functions will be maintained (i.e. catalog, internet connectivity, email)
- By 2019, 5% increase in the number of customers who receive referral services

### **Strategic Goal 2 Lifelong Learning Support**

Chester County residents of all ages will have access to materials and programs for education and enrichment, as evidenced by:

- By 2019, 95% of parents of preschoolers surveyed believe that library programs and resources help to prepare their children for school
- By 2019, at least 75% of customers who take a technology class will say they learned a new skill or increased their knowledge.
- By 2019, 75% of all library preschool programs are based upon Pennsylvania Core Standards

### **Strategic Goal 3 Equal Access**

Chester County residents, regardless of location, age, income, ethnicity and education will have access to a wide variety of materials and services, as evidenced by:

- By 2019, a 50% increase in circulation of downloadable and streaming collections
- By 2019, a 3% increase in the number of library materials distributed to elderly and or homebound

### **Strategic Goal 4 Awareness & Outreach**

Chester County residents will be informed of services and programs as evidenced by:

- By 2019, 20% increase in customers reached by our social media and electronic marketing presence (e.g. Facebook, Twitter, E-Newsletter, etc)
- By 2019, a 10% increase in the number of library programs presented at senior center

### **Strategic Goal 5 Business and Career Growth**

Chester County residents will have access to business, non-profit and career information and resources to support business development and employment as evidenced by:

- By 2019, 75% of attendees at job seeking programs say the program and/or using library's career resources will be helpful in their job search
- By 2019 75% of attendees at business programs say the program and/or using the library's business resources will enable them to better start or develop their businesses
- By 2019 75% of businesses and nonprofit organizations attending Funding Information Network (FIN) programs say the information found by using the FIN will be helpful in attaining grant funding

**Purpose**

The purpose of the Library Materials Activity is to provide a wide variety of formats and delivery methods for early literacy, education, and enrichment to the residents of Chester County.

**Family of Measures**

<b>SBP Year</b>	<b>Measure Variable</b>	<b>Units of Measure</b>	<b>Expected Value</b>
<b>Demands</b>			
2016	# of library materials expected to be distributed to the elderly and homebound through Adult Outreach Services	Material(s)	3,650.00
2016	# eBook and eAudio books expected to be circulated/streamed	Book(s)	159,000.00
<b>Efficiencies</b>			
2016	Pending	Dollar(s)	0.00
<b>Outputs</b>			
2016	# of library materials distributed to the elderly and homebound through Adult Outreach Services	Material(s)	3,650.00
2016	# eBooks and eAudio books circulated/streamed	Book(s)	159,000.00
<b>Results</b>			
2016	% change in circulation of downloadable and streaming collections	Percentage(s)	50.00
2016	% change in the number of library materials distributed to the elderly and homebound through Adult Outreach Services	Percentage(s)	3.00

**Purpose**

The Purpose of the Information and Reference Services Activity is to provide instruction, information and referral services that assist the students, workers, residents, businesses and nonprofit organizations of Chester County make informed decisions.

**Family of Measures**

<b>SBP Year</b>	<b>Measure Variable</b>	<b>Units of Measure</b>	<b>Expected Value</b>
<b>Demands</b>			
2016	# of program attendees expected in job seeking	Attendee(s)	210.
2016	# of customers expected to require referral services	Customer(s)	62,300
2016	# of program attendees expected in business programs	Attendee(s)	580
2016	# of program attendees expected in FIN programs	Attendee(s)	190
<b>Efficiencies</b>			
2016	Pending	Dollar(s)	0.00
<b>Outputs</b>			
2016	# of program attendees in job seeking programs	Attendee(s)	210
2016	# of program attendees in business programs	Attendee(s)	580
2016	# of program attendees in FIN programs	Attendee(s)	190
2016	# of customers receiving referral services	Customer(s)	62,300
<b>Results</b>			
2016	% of attendees surveyed at job seeking at job seeking programs will say the program and/or using the library's career resources will be helpful in their job search	Percentage(s)	75.00
2016	% of attendees surveyed at business programs will say the program and/or using the library's business resources will enable them to better start of develop their businesses	Percentage(s)	75.00
2016	% of attendees (businesses, nonprofits, and individuals) surveyed at Funding Information Network (FIN) programs will say the information found in FIN resources will be helpful in attaining grant funding	Percentage(s)	75.00

**Purpose**

The Purpose of the District Center Activity is to provide consultation, training, financial and technology services to Chester County member libraries so that they may provide library services to all Chester County residents in a consistent, efficient, and high quality manner.

**Family of Measures**

<b>SBP Year</b>	<b>Measure Variable</b>	<b>Units of Measure</b>	<b>Expected Value</b>
<b>Demands</b>			
2016	# of hours of access expected to be maintained for critical technological functions	Hour(s)	8,760.00
<b>Efficiencies</b>			
2016	Pending	Dollar(s)	0.00
<b>Outputs</b>			
2016	# hours access maintained for critical technological functions	Hour(s)	8,585.00
<b>Results</b>			
2016	% of time Computer Services will maintain access to critical technological functions (catalog, internet connectivity, email, network drives, and accounting software)	Percentage(s)	98.00

**Purpose**

The Purpose of Customer Awareness & Convenience Activity is to promote the libraries' welcoming and user friendly environment with consistent, convenient services and information to those who live, work and attend school in Chester County.

**Family of Measures**

<b>SBP Year</b>	<b>Measure Variable</b>	<b>Units of Measure</b>	<b>Expected Value</b>
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**Demands**

2016	# website sessions expected	Session(s)	150,000.00
2016	# of customers expected to follow and subscribe to our social media sites	Customer(s)	7,000.00
2016	# of items expected to be checked-out via self-check device	Item(s)	70,000.00

**Efficiencies**

2016	Pending	Dollar(s)	0.00
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**Outputs**

2016	# of website sessions	Session(s)	150,000.00
2016	# of social media followers and subscribers	Customer(s)	7,000.00
2016	# of items checked-out via self-check device	Item(s)	70,000.00

**Results**

2016	% change in website sessions	Percentage(s)	10.00
2016	% change in social media followers and subscribers	Percentage(s)	20.00
2016	% change in items checked out via self-checkout device	Percentage(s)	10.00

## Library Programs

### Purpose

The purpose of the Library Programs Activity is to provide a broad selection of programs that support the educational, early literacy and enrichment needs for all residents of Chester County.

### Family of Measures

SBP Year	Measure Variable	Units of Measure	Expected Value
<b>Demands</b>			
2016	# of programs for preschool children based on the Pennsylvania Core Standards expected to be held	Program(s)	750.00
2016	# of library programs expected to be presented at senior centers	Program(s)	40.00
2016	# of preschool children expected to be served	Children	81,400
2016	# of participants expected in technology classes	Participant(s)	1,950
<b>Efficiencies</b>			
2016	Pending	Dollar(s)	0.00
<b>Outputs</b>			
2016	# of programs for preschool children that are based on the Pennsylvania Core Standards	Program(s)	750.00
2016	# library programs presented at senior centers	Program(s)	40.00
2016	# of preschool children served	Children	81,400
2016	# of participants in technology classes	Unspecified	1,950
<b>Results</b>			
2016	% of customers surveyed who take a technology class will say they learned a new skill or increased their knowledge	Percentage(s)	75.00
2016	% of parents/caregivers of preschoolers surveyed will say that library programs support early learning and school readiness	Percentage(s)	95.00
2016	% of programs for preschool children based on the Pennsylvania Core Standards	Percentage(s)	75.00
2016	% change in the number of library programs presented at senior centers	Percentage(s)	10.00