

County of Chester 2019 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, becoming 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 Provide 24/7 Access

By 2024, 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:

- 10% increase in the usage of the library's website
- 10% increase in usage of self-service technologies
- 98% of the time, access to critical technological functions will be maintained (i.e. catalog, internet connectivity, email)
- 5% increase in circulation of downloadable and streaming collections

Strategic Goal 2 Support Lifelong Learning Support

By 2024, Chester County residents of all ages will have access to services for education and enrichment, as evidenced by:

- 95% of parents of preschoolers surveyed believe that library programs and resources help to prepare their children for school
- 80% of customers who attend a library program will say they increased their knowledge or learned a new skill
- 2% increase in the number of customers who receive referral services

Strategic Goal 3 Equal Access for All Community Members

By 2024, 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:

- 3% increase in usage collections serving diverse populations (large print, adult outreach, literacy, foreign language, Museum Passes, hotspots, young adult) circulation of downloadable and streaming collections
- 10% increase in the number of attendees at programs held for diverse populations (seniors, millennials, teens, ESL tutoring sessions)
- 3% increase in number of electronic database sessions serving diverse populations (Mango, Learning Express, ReferWeb)

Strategic Goal 4 Increased Community Engagement

By 2024, Chester County residents will be informed of services and programs as evidenced by:

- 10% increase in customers reached by our social media and electronic marketing presence (e.g. Facebook, Twitter, E-Newsletter, etc.)
- 10% increase in the number of attendees at events and programs co-sponsored by outside organizations

Strategic Goal 5 Support Business Development and Employment

By 2024, Chester County residents will have access to business, non-profit and career information and resources to support business development and employment as evidenced by:

- 90% of attendees at job seeking programs say the program and/or using library's career resources will be helpful in their job search
- 90% 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
- 90% 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

Library Materials

Purpose

The purpose of the Library Materials Activity is to provide a wide variety of materials in many formats for literacy, education, and enrichment to the residents of Chester County so that they can be productive contributors to the community.

Family of Measures

SBP Year	Measure Variable	Units of Measure	Expected Value
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Demands

2019	# of library materials serving diverse populations of library materials expected to be circulated (large print, adult outreach, literacy, foreign language, Museum Passes, hotspots, young adult)	Material(s)	79,000.00
2019	# of electronic sessions of databases serving targeted populations expected to be accessed (Mango, Learning Express, ReferWeb)	Session(s)	9,300.00
2019	# downloadable and streaming collections expected to be circulated/streamed	Book(s)	211,700.00

Outputs

2019	# of library materials serving diverse populations circulated (large print, adult outreach, literacy, foreign language, Museum Passes, hotspots, young adults)	Material(s)	79,000.00
2019	# of electronic sessions of databases serving targeted populations accessed (Mango, Learning Express, ReferWeb)	Session(s)	9,300.00
2019	# downloadable and streaming collections circulated/streamed	Book(s)	211,700.00

Results

2019	% change in circulation of downloadable and streaming collections	Percentage(s)	1.00
2019	% change in circulation of library materials serving diverse populations (large print, adult outreach, literacy, foreign language, Museum Passes, hotspots, young adults)	Percentage(s)	0.60
2019	% change in number of electronic database sessions serving targeted populations (Mango, Learning Express, ReferWeb)	Percentage(s)	0.60

Activity Manager

Jenna Persick and Stephanie Sharon

Activity Budget Data

Budgeted Full-Time Equivalent: 0

Budgeted Net Cost: 0.00

Economic Growth

Purpose

The Purpose of the Economic Growth Activity is to provide employment, business and information services to nonprofits, businesses, workers, students and residents of Chester County so that they can support the growth and development of a strong and vibrant economy.

Family of Measures

SBP Year	Measure Variable	Units of Measure	Expected Value
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Demands

2019	# of program attendees expected in job seeking	Attendee(s)	325.00
2019	# of customers expected to require referral services	Customer(s)	101,900.00
2019	# of program attendees expected in business programs	Attendee(s)	580.00
2019	# of program attendees expected in FIN programs	Attendee(s)	220.00

Outputs

2019	# of program attendees in job seeking programs	Attendee(s)	325.00
2019	# of program attendees in business programs	Attendee(s)	580.00
2019	# of program attendees in FIN programs	Attendee(s)	220.00
2019	# of customers receiving referral services	Customer(s)	101,900.00

Results

2019	% 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)	90.00
2019	% of attendees surveyed at business programs will say the program and/or using the library's business resources will enable them to better start or develop their businesses	Percentage(s)	90.00
2019	% 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)	90.00
2019	% change in the number of customers receiving referral services	Percentage(s)	0.40

Activity Manager

Melissa Kohl and Meghan Lynch

Activity Budget Data

Budgeted Full-Time Equivalent: 0

Budgeted Net Cost: 0.00

Technology Services

Purpose

The Purpose of the Technology Services Activity is to provide technology services to the member libraries and residents of Chester County so that they may access services in a consistent, efficient, and high quality manner.

Family of Measures

SBP Year	Measure Variable	Units of Measure	Expected Value
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Demands

2019	# of hours of access expected to be maintained for critical technological functions (catalog, internet connectivity, email)	Hour(s)	8,760.00
2019	# of items expected to be checked out or renewed with self-service technologies	Item(s)	134,600.00

Outputs

2019	# hours access maintained for critical technological functions (catalog, internet connectivity, email)	Hour(s)	8,584.00
2019	# of items checked out or renewed with self-service technologies	Item(s)	134,600.00

Results

2019	% of time Computer Services will maintain access to critical technological functions (catalog, internet connectivity, email)	Percentage(s)	98.00
2019	% change in usage of self-service technologies	Percentage(s)	2.00

Activity Manager

Tony Wagner and Barb Bailey

Activity Budget Data

Budgeted Full-Time Equivalent: 0

Budgeted Net Cost: 0.00

Community Engagement

Purpose

The Purpose of Community Engagement Activity is to connect and engage with the residents of Chester County and promote awareness of services and resources available to them so that they may be successful and productive citizens.

Family of Measures

SBP Year	Measure Variable	Units of Measure	Expected Value
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Demands

2019	# website sessions expected	Session(s)	171,400.00
2019	# of customers expected to follow and subscribe to our social media sites	Customer(s)	23,500.00
2019	# of attendees expected to attend co-sponsored programs	Attendee(s)	5,400.00

Outputs

2019	# of website sessions	Session(s)	171,400.00
2019	# of social media followers and subscribers	Customer(s)	23,500.00
2019	# of attendees at co-sponsored programs	Attendee(s)	5,400.00

Results

2019	% change in number of attendees at programs and events co-sponsored by outside organizations	Percentage(s)	2.00
2019	% change in social media followers and subscribers	Percentage(s)	2.00
2019	% change in usage of the library's website	Percentage(s)	2.00

Activity Manager

Amy Suveg and Lois Shupp

Activity Budget Data

Budgeted Full-Time Equivalent: 0

Budgeted Net Cost: 0.00

Library Programs

Purpose

The purpose of the Library Programs Activity is to provide a broad selection of educational, early literacy, and enrichment programs to the residents of Chester County so they may be productive contributors to our community.

Family of Measures

SBP Year	Measure Variable	Units of Measure	Expected Value
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Demands

2019	# of preschool children expected to attend preschool programs	Children	24,400.00
2019	# of attendees expected to attend diverse programs	Attendee(s)	4,300.00

Outputs

2019	# of children attending preschool programs	Children	24,400.00
2019	# of attendees at diverse library programs (seniors, millennials, teens, ESL tutoring sessions)	Attendee(s)	4,300.00

Results

2019	% of customers surveyed who attend a library program will say they increased their knowledge or learned a new skill	Percentage(s)	80.00
2019	% of parents/caregivers of preschoolers surveyed will say that library programs support early learning and school readiness	Percentage(s)	95.00
2019	% change in the number of attendees at programs for diverse populations (seniors, millennials, teens, ESL tutoring sessions)	Percentage(s)	10.00

Activity Manager

Beverly Lawler, Sara Lim Harden and Jeanne Clancy

Activity Budget Data

Budgeted Full-Time Equivalent: 0

Budgeted Net Cost: 0.00