

# *CHESTER COUNTY LIBRARY SYSTEM*



**2005 – 2008  
STRATEGIC PLAN**

**CHESTER COUNTY LIBRARY SYSTEM STRATEGIC PLAN  
2005 – 2008**

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## CHESTER COUNTY LIBRARY SYSTEM STRATEGIC PLAN 2005-2008

### INTRODUCTION

We believe that libraries are vital to the quality of life of a vibrant community. We believe in the power of libraries to change lives and build community. We strive to enhance the pivotal role of our libraries in our county. To this end, the Chester County Library System Strategic Plan represents an ambitious step to offer a countywide plan for library service for the next four years. Included in the Plan are outcome-based measurements to evaluate the overall success of the plan. The Chester County Library System continues to grow and strengthen. The 2005-2008 Strategic Plan provides a blueprint to guide us.

The Chester County Library System is a federated system comprised of sixteen independent libraries and two branch libraries. These include the Chester County Library, Exton, and its Henrietta Hankin Branch Library. The previous planning process in 1998 took six months to complete and involved community representatives, library trustees, local library directors and staff. After its adoption in 1999, local libraries were encouraged to develop their own strategic plans supporting the goals of the System plan.

The new System strategic plan builds on the extensive work of the previous plan. Consultant and author Sandra Nelson facilitated the work of the Strategic Planning Committee. She is the author of *New Planning for Results: A Streamlined Approach* (ALA, 2001). In preparing for the planning process, an on-line evaluation was conducted involving directors, trustees and staff. A focus group, comprised of members of the 1999-2003 Strategic Plan Committee, met to evaluate the plan. At the conclusion of the meetings with the consultant several teams were appointed to continue the work of the Strategic Plan. The Board of Trustees of the Chester County Library and Library System reviewed the draft plan and approved it “in concept” in March 2004.

After reviewing the Plan, we hope you will share our excitement about the direction of libraries in Chester County in the coming years.

## MISSION, VISION AND VALUES

### Our Mission

The libraries of Chester County contribute to the quality of life by helping residents become thoughtful, educated and involved members of their communities. The vision for the Chester County Library System drives and supports its Mission:

**The Chester County Library System provides materials and information for life, work and pleasure.**

Our strategic vision is to provide service to people of all ages in this context. As a System comprised of 18 distinct libraries, we strive to support one another and provide outstanding public service to everyone who uses our facilities and resources. We take a proactive approach in anticipating users' needs and matching them with service. We respect the value and diversity that each library brings to its community. We are committed to careful stewardship of public funds, and use them to provide innovative models for public service.

Chester County continues to be a leader in the Commonwealth in population growth and diversity, education, land use and development, economic health and household income. Our residents enjoy and expect an enriching quality of life enhanced by access to a multitude of cultural and educational opportunities, a healthy natural and economic environment, a sense of reasonable physical safety and security, and involvement in responsive government.

### Our Vision

- Our libraries partner with each other and with residents, local agencies and businesses to provide vital information services.
- Our libraries promote the joy and lifelong benefits of reading.
- Our libraries nourish the human spirit by providing enriching resources and stimulating programs that respond to the changing needs of our communities.
- Our libraries are the leading advocates for equity in access to and freedom of information and the protection of individual privacy.

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**The Chester County Library System provides materials and information for life, work and pleasure.**

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- Our libraries provide easy access, both to physical space and to varied online services and resources.
  - Our libraries are leaders in promoting and using information technology and in educating residents in its use.
  - Our libraries contribute to economic development by providing information and services to support small business.
  - Our libraries are welcoming places at the heart of our communities and a source of pride; their buildings reflect the needs, values and traditions of the surrounding community.
  - Our library employees and volunteers value and welcome the diversity of residents who enter their doors or otherwise access their services, encouraging interaction and providing excellent public service.
  - Our libraries provide their employees with opportunities for continual learning and the development of new skills, and a working environment that encourages creativity and involvement.
  - Our libraries, being valued as community leaders, are strongly funded by local, county and state funding streams.

### **Our Values**

The vision and mission of the Chester County Library System are built on deeply held values.

We value the love of knowledge, reading, human curiosity, and the journey that is lifelong learning. We believe that a lively curiosity, intellectual development, creativity, imagination, and conservation of the human experience enrich our lives and our communities. We know that libraries change lives.

We value our customers and their needs. We value their individuality and their diversity. We welcome them and strive to meet or exceed their expectations. As we make decisions, we balance the interests of the customer, the community, and the library. We look for ways to say “Yes.” We measure success in the earned loyalty of the community over generations.

We uphold and defend the principles of Intellectual Freedom. We believe that the interests of the individual and the community are best served when a wide diversity of views and expressions are available, including those that may be unorthodox or unpopular.

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**The Chester County Library System provides  
materials and information for life, work and pleasure.**

## **GOALS, OBJECTIVES, AND ACTIVITIES**

### **Macro-Activity: Public Services**

#### **Driving all goals and activities (SCIME)**

Standardization

Customer Service

Information Technology

Marketing

Education

#### **Micro-Activities**

Goal 1: Circulation

Goal 2: Programming

Goal 3: Customer Satisfaction

Goal 4: Information Literacy

Please note: Throughout this document, Chester County Library System (CCLS) includes all System libraries, the Chester County Library, and the Henrietta Hankin Branch Library.

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**Goal 1: Chester County Library System users will check out more library materials**

**Objective 1:** Circulation of preschool materials will increase by 3% each year.

**Activities for Goal 1, Objective 1:**

Rationale: Programming increases circulation

Age: 0-5

The Chester County Library System will support:

- Traveling program leaders
- Storytime kits and materials
- Traveling professional storytellers
- Raise-a-Reader
- Interim program e.g., Wee Reads or Toddlers programming
- Merchandising to parents/caretakers

**Objective 2:** Circulation of juvenile materials will increase by 3% each year.

**Activities for Goal 1, Objective 2:**

Rationale: Programming increases circulation

Grades: K-6

The Chester County Library System will support:

- Tutor.com
- Web services for juveniles (e.g., brarydog.net), including Reader's Advisory services
- Game days
- Movie events (System-wide public performance rights)
- Merchandising – customer-friendly environments/displays
- Each library will purchase each award-winning juvenile title in at least one format, or in multiple formats, if available
- Book clubs
- Partnerships: Historical Societies; Art Associations
- Library/school partnerships & cooperation
  - Assignment alerts from schools
  - After school programs
  - Homework helpers/web services (high school students)

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- Promotion of library-sponsored programs
  - Required summer reading lists from schools (timely manner)  
(multiple copies) (persuade schools to use materials still in print)
  - Regular school bus stops near libraries

**Objective 3:** Circulation of teen materials will increase by 2% each year.

**Activities for Goal 1, Objective 3:**

Rationale: Teens must be welcome in all libraries; encouraging use of library computers and providing welcoming spaces will increase circulation.

The Chester County Library System will support:

- Teen Read Week
- School cooperation
  - Required summer reading lists from schools (timely manner) (multiple copies) (persuade schools to use materials still in print)
- Teen events/movies, with food!
- Book clubs
- Clubs – chess; computer; games
- Teen volunteers for SRP/Science in the Summer
- Using consulting services to develop welcoming teen spaces to “hang out”
- Merchandising and providing computers designated especially for teens
- E-mail; IM; connectivity at point of service; non-punitive cell phone policies
- Teen web services – weblogs; Reader’s Advisory; graphic novels; online forums
- Partnerships: Art Associations; community agencies

**Objective 4:** Circulation of adult materials will increase by 2% each year.

**Activities for Goal 1, Objective 4:**

Rationale: Popular materials and merchandising will increase circulation; programming only increases circulation tangentially

The Chester County Library System will support:

- System-wide events, e.g., Pennsylvania Humanities Council discussion programs
- Book events:



- Book clubs
  - One Book, One County events
  - Centralized bestseller purchasing
  - Purchasing sufficient popular materials in multiple formats
  - Partnerships: Historical Societies; Art Associations
  - Streamline the System-wide holds and alerts
  - Fee-for-Service Mail Order Delivery
  - Saturday van delivery
  - Web services: Reader's Advisory; book discussions
  - Author visits/signers
  - Merchandising:
    - Adult-specific programming & merchandising
    - Themed displays, e.g., current affairs displays
    - "Staff picks" merchandising
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**Goal 2: More Chester County Library System users will participate in library programs**

**Objective 1:** Attendance at pre-school programs in Chester County libraries will increase by an average of 5% each year.

**Objective 2:** Attendance at programs for children in grades K-5 in Chester County Library System libraries will increase by 5% each year.

**Objective 3:** In 2006, Family Place workshops will be offered in at least three libraries in the County; a minimum of 10 families will attend each of the workshop sessions, and 90% of those attendees will indicate the workshops met their expectations.

**Objective 4:** By the end of 2006, all System libraries will present at least one regularly scheduled teen program per year. By the end of 2008, each System library will hold at least four unique teen programs each year.

**Objective 5:** Attendance at programs for adults will increase by 5% each year.

**Activities for Goal 2:**

Rationale: System-organized programming will support local efforts in all libraries

The Chester County Library System will support:

- System-organized programming using ideas from the ALA Calendar. Libraries may elect to participate in any or all of the following, as and when they become available:
  - a. One Book, One County events
  - b. Teen Read Week
  - c. National Library Week
  - d. Raise-a-Reader
  - e. Children's Book Week
  - f. Summer Reading Program
  - g. Seasonal events
- Marketing; promotional materials; pathfinders/bookmarks for similar activities

- Traveling program leaders, enabling member libraries to offer more programs throughout the year
  - Event Keeper
  - Increasing System visibility, e.g., new System logo (**Marketing for Momentum**)
  - Outreach to local organizations
  - Cooperation with schools and community agencies
  - Programming for adults
    - System-wide events, e.g., Pennsylvania Humanities Council discussion programs
    - Book clubs
    - One Book, One County events
    - Partnerships: Historical Societies; Art Associations
    - Current affairs programming
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**Goal 3: Chester County Library System users will express satisfaction with library services**

**Objective 1:** The number of parents/caregivers who bring their children to a library in the county and say that the library has helped their child to develop an interest in books and reading will increase by 5% each year.

**Objective 2:** Beginning in 2006/07, 90% of the “on-shelf” children’s materials requested from within the Chester County Library System will be ready for pick-up within five days of the time the request was made. During 2007/08 and thereafter such materials will be available for pick-up within four days.

**Objective 3:** Beginning in 2006/07, 90% of the “on-shelf” teen materials requested from within the Chester County Library System will be ready for pick-up within five days of the time the request was made. During 2007/08 and thereafter such materials will be available for pick-up within four days.

**Objective 4:** Beginning in 2006/07, 90% of the “on-shelf” adult materials requested from within the Chester County Library System will be ready for pick-up within five days of the time the request was made. During 2007/08 and thereafter such materials will be available for pick-up within four days.

**Objective 5:** Use of the Chester County libraries (onsite and electronically) will increase by 5% each year.

**Activities for Goal 3:**

Rationale: Market it, Find it, Buy it, Ship it!

The Chester County Library System will support:

- Hiring dedicated marketing person
  - Consistent, regular customer surveys e.g., after SRP
  - System-generated customer service samplings (how are we doing?)
  - Web-based, System-generated customer surveys (**Marketing for Momentum**)

- Regularly updated promotional materials
  - Centralized Bestseller Purchasing
  - E-mail alerts for holds
  - Training: customer service/welcoming spaces
  - Saturday van delivery
  - Target Web customers with Web services:
    - Reader's Advisory
    - 24/7 Reference Service
    - Catalog availability
    - Fine payment via Web
    - Fee for Service Mail Order Delivery
  - Online library card application AND/OR an alternative to library cards:
    - Library accounts not library cards
    - User IDs and passwords
    - Online library account procedures
  - Increasing System visibility, e.g., new System logo (**Marketing for Momentum**)
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**Goal 4: All Chester County Library System users will have opportunities to find, evaluate and learn to use information effectively**

**Objective 1:** By the end of 2006, all System libraries will have at least one regularly scheduled information literacy (IL) training program per year. By the end of 2008, at least five information literacy training programs will be offered system-wide each month.

**Objective 2:** At least 90% of the people who attend an information literacy training program will indicate the training met their expectations.

**Objective 3:** At least 4,000 library users will receive individual assistance to improve their information literacy skills from a staff member of one of the libraries in the Chester County Library System each year.

**Objective 4:** All System libraries will offer library technologies to support information literacy.

**Activities for Goal 4:**

Rationale: Becoming a leader in technology will support all forms of Information Literacy

The Chester County Library System will support:

- Wi-Fi
- Standardized front-end menus for all System library computers
- System-generated programs and leaders for IL training
- Mobile IL/Careerlink lab to visit libraries, shopping malls, other sites
- Partnership with Job Centers
- Making CCLS a Leader in Technology!
  - Professionally-trained staff in IT services
  - More IT staff
  - Standardized software and hardware

## IMPLEMENTATION GRID

The Plan was submitted for approval to the following and accepted at each:

- The Board of the Chester County Library System in March 2005
- The District Librarians' Meeting in April 2005
- The System Advisory Council in May 2005.

To implement the Plan, this implementation grid needs to be continually assessed by the Macro Activities, Costing and Reallocation team and the Evaluation team to monitor the plan's progress.

The following grid represents the Plan's goals and activities with projected implementation dates.

| Strategic Objectives  | Rationale  | Activities/Strategies  | Resources Allocated (\$\$/Staff) | Implementation Date   | Performance Measurements   |
|---|--|--|----------------------------------|-----------------------|--|
| <b><u>Goal 1: Chester County Library System users will check out more library materials</u></b> |  |  |                                  |                       |  |
| <b>Objective 1:</b> Circulation of preschool materials will increase by 3% each year            | Age 0-5:<br>Programming increases circulation    | Traveling program leaders<br>Storytime kits and materials<br>Traveling professional storytellers<br>Raise-a-Reader<br>Interim program, e.g., Wee Reads or Toddlers' programming<br>Merchandising to parents and caregivers   |                                  | Annually<br>2005-2008 | Juvenile circulation count reported on annual report<br><b>Question:</b> do we need a separate Innovative circulation report for preschool materials?  |
| <b>Objective 2:</b> Circulation of juvenile materials will increase by 3% each year             | Grades K-6:<br>Programming increases circulation | Tutor.com<br>Web services for juveniles, including Reader's Advisory services<br>Game days<br>Movie events (System-wide public performance rights)<br>Merchandising with customer-friendly environments/displays<br>Each library will purchase each award-winning juvenile title in at least one format, or in multiple formats, if available<br>Book clubs<br>Partnerships with historical societies and art associations |                                  | Annually<br>2005-2008 | Juvenile circulation count reported on annual report<br><b>Question:</b> will this include ALL juvenile materials, or exclude the preschool materials listed above?<br><b>Question:</b> do we need an additional performance measure to ensure that all libraries are buying each award- |



| Strategic Objectives   | Rationale   | Activities/Strategies   | Resources Allocated (\$\$/Staff) | Implementation Date   | Performance Measurements  |
|--|---|---|----------------------------------|-----------------------|---|
|  |   | Library school/partnerships with assignment alerts, after-school programs, homework helpers and promotion of library-sponsored programs<br>Summer reading lists from schools<br>School bus stops near libraries   |                                  |                       | winning juvenile title?   |
| <b>Objective 3:</b> Circulation of teen materials will increase by 2% each year  | Teens must be welcome in all libraries; encouraging use of library computers and providing welcome spaces will increase circulation | Teen Read Week<br>School cooperation, e.g., summer reading lists<br>Teen events/movies/food<br>Book clubs<br>Activity clubs, e.g., chess, computers, games<br>Teen volunteers for Summer Reading Program and Science in the Summer<br>Consultant to create welcoming teen spaces with sympathetic e-mail, instant messaging, connectivity policies<br>Targeted merchandising<br>Teen web services<br>Partnerships with community agencies |                                  | Annually<br>2005-2008 | Circulation count reported on annual report<br><b>Question:</b> do we need a separate circulation count for teen materials? |
| <b>Objective 4:</b> Circulation of adult materials will increase by 2% each year | Popular materials and merchandising will increase   | PHC discussion programs<br>One Book, One County events<br>Book clubs<br>Centralized bestseller purchasing   |                                  | Annually<br>2005-2008 | Circulation count reported on annual report   |

| Strategic Objectives | Rationale  | Activities/Strategies  | Resources Allocated (\$\$/Staff) | Implementation Date | Performance Measurements |
|----------------------|--|--|----------------------------------|---------------------|--------------------------|
|                      | circulation; programming only increases circulation tangentially | Purchasing sufficient popular materials in multiple formats<br>Partnerships with historical societies and art associations<br>Streamline System-wide holds and alerts<br>Fee-for-Service Mail Order Delivery<br>Saturday van delivery<br>Web services: Reader's Advisory and book discussions<br>Author visits and signings<br>Targeted merchandising with themed displays and "staff picks" |                                  |                     |                          |

| Strategic Objectives  | Rationale  | Activities/Strategies   | Resources Allocated (\$\$/Staff) | Implementation Date   | Performance Measurements                     |
|---|--|---|----------------------------------|-----------------------|--|
| <b><u>Goal 2: More Chester County Library System users will participate in library programs</u></b>                           |  |   |                                  |                       |  |
| <b><u>Objective 1:</u></b><br>Attendance at pre-school programs in CCLS libraries will increase by an average of 5% each year | System-organized programming will support local efforts in all System libraries. | System-organized programming using ideas from the ALA Calendar:<br>National Library Week<br>Raise-a-Reader<br>Children’s Book Week<br>Summer Reading Program<br>Seasonal Events<br><br>Marketing<br>Promotional materials<br>Pathfinders<br><br>Traveling program leaders<br>Cooperation with schools and community agencies<br><br>Event Keeper<br>Increased visibility<br>Outreach to local organizations |                                  | Annually<br>2005-2008 | Program attendance reported on annual report |
| <b><u>Objective 2:</u></b><br>Attendance at programs for children in Grades K-5   |  |   |                                  | Annually<br>2005-2008 | Program attendance reported on annual report |

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**The Chester County Library System provides materials and information for life, work and pleasure.**

| Strategic Objectives  | Rationale | Activities/Strategies  | Resources Allocated (\$\$/Staff) | Implementation Date   | Performance Measurements  |
|---|-----------|--|----------------------------------|-----------------------|---|
| in CCLS libraries will increase by 5% each year   |           |  |                                  |                       |   |
| <p><b>Objective 3:</b><br/>In 2006, Family Place Workshops will be offered in at least three libraries in the County; a minimum of 10 families will attend each of the workshop sessions, and 90% of those attendees will indicate the workshops met their expectations</p> |           | Family Place Workshops Training                                  |                                  | By 2006               | <p><b>Need:</b> Attendance sheets<br/><b>Need:</b> Follow-up surveys</p>  |
| <p><b>Objective 4:</b><br/>By the end of 2006, all CCLS libraries will present at least one regularly scheduled teen program per year. By the end of 2008, each System library will hold at least four unique teen programs each year</p>                                   |           | As above plus:<br>Teen Read Week                                 |                                  | By 2006<br>By 2008    | <p><b>Need:</b> Gather monthly teen program statistics<br/><b>Need:</b> teen program column on CCLS monthly circulation spreadsheet</p> |
| <p><b>Objective 5:</b><br/>Attendance at programs for adults will increase by</p>   |           | As above plus:<br>One Book, One County events<br>PHC programming |                                  | Annually<br>2005-2008 | Program attendance reported on annual report  |

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| Strategic Objectives | Rationale | Activities/Strategies   | Resources Allocated (\$\$/Staff) | Implementation Date | Performance Measurements |
|----------------------|-----------|---|----------------------------------|---------------------|--------------------------|
| 5% each year         |           | Book discussions/clubs<br>Partnerships: Historical Societies; Art Associations<br>Current affairs programming |                                  |                     |                          |

| Strategic Objectives  | Rationale                            | Activities/Strategies  | Resources Allocated (\$\$/Staff) | Implementation Date   | Performance Measurements     |
|---|--------------------------------------|--|----------------------------------|-----------------------|------------------------------|
| <b><u>Goal 3: Chester County Library System users will express satisfaction with library services</u></b>   |                                      |  |                                  |                       |                              |
| <b>Objective 1:</b> The number of parents/caregivers who bring their children to a library in the county and say that the library has helped their child to develop an interest in books and reading will increase by 5% each year  | Market it, Find it, Buy it, Ship it! | Dedicated marketing staff person to increase visibility and create regular customer surveys, customer service samplings, web-based System-generated customer surveys, and promotional materials<br>Centralized bestseller purchasing<br>E-mail alerts for holds<br>Training in customer service and image creation (welcoming spaces)<br>Saturday van delivery<br>Web services including Reader's Advisory, 24/7 reference service, catalog availability, fine payments via web, Fee-for-Service Mail Order Delivery<br>Online library card application and/or alternative to library cards<br>Library accounts<br>User IDs and passwords<br>Online library account procedures |                                  | Annually<br>2005-2008 | Customer surveys             |
| <b>Objective 2:</b> Beginning in 2006/7, 90% of the "on-shelf" children's materials requested from within the Chester County Library System will be ready for pick-up within five days of the time the request was made. During 2007/08 and thereafter such materials will be available for pick-up within four days. |                                      |  |                                  |                       |                              |
| <b>Objective 3:</b> Beginning in 2006/07, 90% of the "on-   |                                      |  |                                  |                       | By 2006-2007<br>By 2007-2008 |

**The Chester County Library System provides materials and information for life, work and pleasure.**

| Strategic Objectives  | Rationale | Activities/Strategies | Resources Allocated (\$\$/Staff) | Implementation Date          | Performance Measurements  |
|---|-----------|-----------------------|----------------------------------|------------------------------|---|
| shelf" teen materials requested from within CCLS will be ready for pick-up within five days of the time the request was made. During 2007/2008 and thereafter such materials will be available for pick-up within four days   |           |                       |                                  |                              | <b>Need:</b> Statistic on monthly CCLS circulation spreadsheet<br><b>Question:</b> will Innovative create report or do we need to create tracking software?   |
| <b>Objective 4:</b> Beginning in 2006/07, 90% of the "on-shelf" adult materials requested from within CCLS will be ready for pick-up within five days of the time the request was made. During 2007/08 and thereafter such materials will be available for pick-up within four days |           |                       |                                  | By 2006-2007<br>By 2007-2008 | Track and count all customer holds<br><b>Need:</b> Include statistic on monthly CCLS circulation spreadsheet<br><b>Question:</b> will Innovative do this or do we need to create tracking software? |
| <b>Objective 5:</b> Use of the Chester County libraries (onsite and electronically) will increase by 5% each year   |           |                       |                                  | Annually<br>2005-2008        | <b>Onsite:</b> Annual library visits reported on annual report<br><b>Electronically:</b> Visits recorded on monthly   |

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| Strategic Objectives | Rationale | Activities/Strategies | Resources Allocated (\$\$/Staff) | Implementation Date | Performance Measurements          |
|----------------------|-----------|-----------------------|----------------------------------|---------------------|-----------------------------------|
|                      |           |                       |                                  |                     | website statistics<br>spreadsheet |



| Strategic Objectives   | Rationale  | Activities/Strategies   | Resources Allocated (\$\$/Staff) | Implementation Date   | Performance Measurements  |
|--|--|---|----------------------------------|-----------------------|---|
| <b>Goal 4: All Chester County Library System users will have opportunities to find, evaluate and use information effectively</b>   |  |   |                                  |                       |   |
| <b>Objective 1:</b> By the end of 2006, all System libraries will have at least one regularly scheduled information literacy (IL) training program per year. By the end of 2008, at least five IL training programs will be offered in System libraries each month | Becoming a leader in technology will support all forms of Information Literacy | WiFi<br>Standardized front-end menus for all System library computers<br>System-generated programs and leaders for IL training<br>Mobile IL/Careerlink lab to visit libraries, shopping malls and other sites<br>Partnership with Job Centers<br>Professionally trained staff in IT services<br>More IT staff<br>Standardized software and hardware |                                  |                       | Track and count all IL classes<br>Include number on monthly CCLS circulation statistics spreadsheet |
| <b>Objective 2:</b> At least 90% of the people who attend an IL training program will indicate the training met their expectations   |  |   |                                  | Annually<br>2005-2008 | Customer surveys  |
| <b>Objective 3:</b> At least 4,000 library users will receive individual assistance to   |  |   |                                  | Annually<br>2005-2008 | Track and count all IL class attendees<br>Include number on   |

| Strategic Objectives   | Rationale | Activities/Strategies | Resources Allocated (\$\$/Staff) | Implementation Date   | Performance Measurements  |
|--|-----------|-----------------------|----------------------------------|-----------------------|---|
| improve their information literacy skills from a staff member of one of the libraries throughout CCLS each year. |           |                       |                                  |                       | monthly CCLS circulation statistics spreadsheet   |
| <b>Objective 4:</b> All CCLS libraries will offer library technologies to support information literacy.          |           |                       |                                  | Annually<br>2005-2008 | Assess library technology annually<br><b>Need:</b> Criteria to assess technologies<br><b>Question:</b> How to measure successfully? |

## STRATEGIC PLAN OUTCOMES

Chester County Library System customers will benefit from library programs

- 80% of program attendees will express satisfaction with library programs

Chester County Library System customers will state that they found the materials they need

- 80% of surveyed library users will express satisfaction with finding materials at the library

Chester County Library System customers will report high satisfaction with library services

- 80% of surveyed library users will state that library services met their needs

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## STRATEGIC PLANNING COMMITTEE ROSTER

Barbara Bailey, Head of Circulation  
Chester County Library

Marianne Bausinger, Co-Chair  
Parks & Recreation  
East Bradford Township

Rosalie Dietz, Director  
Malvern Public Library

Victoria Dow, Director  
West Chester Public Library

Toni Hoffacker, Director  
Chester County Library

Donna Hopkin, Branch Manager  
Henrietta Hankin Branch Library

Demian Katz, Library Assistant  
Chester County Library

Robbyn Kehoe, Trustee  
Atglen Public Library

Cecy Keller, System Director  
Chester County Library System

John Kelley, Director  
Phoenixville Public Library

Sandra Kerbow  
League of Women Voters

Penelope Klein, District Consultant  
Chester County Library System

Joe Lordi, Director  
Bayard Taylor Memorial Library

Peggy Mahan, Director  
Easttown Library & Information Center

Jim Norton, III, Chair,  
CCLS Board of Trustees

Jenna Persick, Librarian  
Chester County Library

Anita Register, Director  
Spring City Free Library

Cathy Stout, Head of Reference  
Chester County Library

Peggy Wadsworth, Coordinator of  
Training and Volunteer Services  
Chester County Library

Susan Waggoner, Director  
Oxford Public Library

Jeanne Clancy Watkins,  
Head of Youth Services  
Chester County Library

Consultant  
Sandra Nelson