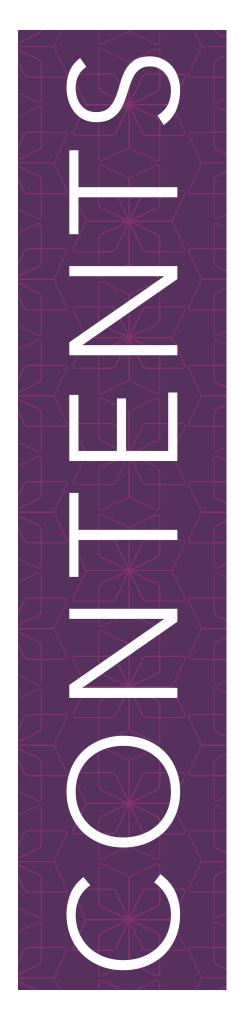


Approved September 19, 2023 St. Charles City-County Library Board of Trustees



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INTRODUCTION: EMBRACING THE FUTURE

The St. Charles City-County Library is at a pivotal juncture. In an era marked by rapid technological advancements and dramatic shifts in information and entertainment consumption, the Library must embrace a dynamic future.

This strategic plan serves as a roadmap for the St. Charles City-County Library's evolution to a Library of the future. The Library has always been a sanctuary for curiosity, a haven for exploration, and a gateway to discovery. It's time to amplify these roles, reimagining them in the context of the digital age. Through this strategic plan, the Library commits to fostering a culture of innovation.



The St. Charles City-County Library is not just about books and technology. It is about people – patrons and the entire community. By directing budget and human resources to the most impactful areas, forging strong partnerships with local organizations, schools, and businesses, and providing services beyond Library walls, the Library will be a driving force in empowering individuals of all ages to connect and thrive in a digital society.





From revitalizing and optimizing physical spaces to curating cutting-edge digital collections, from nurturing digital literacy to fostering a sense of belonging in the community, each step leads to a strong and vibrant Library tailored to St. Charles City and County. **The journey starts now.**

Strategic Planning Process

When the strategic planning process began in Fall 2022, the team set out to answer three key questions:

- 1. What does the community want from its Library?
- 2. How can the Library support literacy, education and life enrichment in St. Charles County?
- 3. How can the Library innovate to meet changing needs?

To answer these questions, the strategic planning team used an inclusive and data-driven process.

DESTINATION 2027 is rooted in data. From collection performance to library use to patron and resident segmentation and mapping, the strategic plan is based on measurable information and includes measurable objectives. National best practices, local demographics, growth projections, economic and social climate, actual facility use and collections and programs engagement were also an essential part of the analysis.

Throughout this process, residents' current and future needs, broad community influences and St. Charles City-County Library's crucial role in the community became apparent. Respondents agreed St. Charles City-County Library is a valued community resource and affirmed desire for a strong collection of books, materials, technology and services outside Library walls.

DESTINATION 2027 is rooted in public input. The Library's strategic planning team reached out to people throughout the community. Through a dedicated engagement website, survey, focus groups, individual interviews and direct staff participation, ideas and feedback were gathered from many residents.

DESTINATION 2027 builds on the successful implementation of the Library's 2019-2023 strategic plan.

Key Challenges

A few key challenges emerged from the research process:

- 1. Need to amplify Library efforts and services through remote services and partnership while making the most of current facilities.
- 2. Need to maximize resources to serve a growing community.
- 3. Need to serve and engage patrons who use the Library for electronic materials checkout only.
- 4. Need to engage registered users to result in more active users.

Strategic Planning Goals and Objectives



SPOTLIGHT ON READING AND LITERACY

Goal Statement: St. Charles City-County Library will be the primary resource for 21st Century literacy resources and education in the community.



EVERYWHERE LIBRARY

Goal Statement: St. Charles City-County Library will improve access for residents and allocate resources to areas for greatest impact.



SUSTAINABLE OPERATION

Goal Statement: St. Charles City-County Library will become a dynamic and efficient hub of knowledge, community engagement, and innovation, ensuring that library services remain relevant and accessible to all members of the community.



IMPACTFUL TECHNOLOGY

Goal Statement: St. Charles City-County Library will focus on useful technology to help residents succeed in school and careers. Using Library technology will be fast, easy and pleasant.

SPOTLIGHT ON READING AND LITERACY



Goal Statement:

St. Charles City-County Library will be the primary resource for 21st Century literacy resources and education in the community.

STRATEGY	OBJECTIVE	TIMELINE
	PROGRAMS	
Support literacy skills for preschoolers, children and teens	Promote, track and measure engagement with 1000 Books Before Kindergarten program. Increase participation 3% each year of plan	FY2024
	Develop measurable success metrics for Summer Reading program	FY2024
	Connect with education leaders to align literacy programs with school curriculum. Collaborate with one district each year of plan	FY2024
	Provide three parent education programs each year at multiple locations. Establish baseline of participation in FY2024, increase participation by 3% each year	FY2024-27
	Provide at least one volunteer opportunity targeted to seniors at each location	FY2025

"The Library has invested resources into enabling local public school students to be able to use student ID numbers to check out books, however few families are aware of this resource or the plethora of resources available at the libraries."

Encourage families to learn together

Create a plan to provide two new family events (including multigenerational initiatives) or programs each year

FY2025

Provide STEM learning opportunities for St. Charles students

Create one STEM series per year for school age children (filling school curriculum gaps and providing relaxed, no-test learning opportunities). Offer consistent curriculum at all locations

FY2025-27

Inspire a love of reading

Add a reader's advisory tool to website

FY2026

Ensure St.
Charles
preschoolers
are ready for
kindergarten

Implement consistent curriculum (such as Every Child Ready to Read) in storytimes. Increase participants by 5% each year of plan

FY2026

Create opportunities for multigenerational gathering, reading and learning

Offer coffee, newspaper and book talk groups that require little staff planning time. Offer one group in each location

Create a STEM space for coding, robotics, etc. for elementary and middle grades students at one location

FY2026

FY2026-27

"St. Charles County Library System is amazing! Would love to have more programs for Seniors - perhaps begin with a "Senior Hour" where seniors could gather; offer suggestions on topics of interest to them. I would love to see a Mystery Book Discussion group form at MK Library during the day! Coffee service at the Library would be amazing! That said, it's amazing to me that you have all the current opportunities! Bravo!"

SERVICES

Provide opportunities for cultural literacy and enjoyment

Launch a once-a-quarter cultural series that includes authors, artists, musicians, historians and related speakers. Offer consistent day/time at one location. Could be ticketed/sponsored fundraiser

FY2026

Support safety and well-being for teens

Build partnerships with two St. Charles City organizations to offer regular programs serving the needs of at-risk youth

FY2026

COLLECTION

Provide an even larger selection of children's titles

Use collection performance data to reallocate resources to allow for expansion of children's print collection

FY2024

"I really like that there are activities for my toddler to do while I look for new books for him in the kids section. He plays with legos or the kitchen or whatever else might be out, and I can take time to find books that would keep his attention."

AWARENESS

Reinforce the Library's standing as the place for literacy in St. Charles

Create targeted, branded campaigns for early literacy, reading challenges and services for seniors. Create one campaign for each service each year

FY2024-27

OPERATIONS

Bring the community together over reading

Provide staff training on best practices for collection display and marketing

Encourage use of collection through robust book review/book talk program

FY2024

FY2025

COMMUNITY DESTINATION

Deepen relationships with community members

Create performance standards for patron engagement

FY2025

Provide highquality play experiences

Add a high-quality play area to one branch with large play structure, manipulatives and early learning toys

FY2026-27

EVERYWHERE LIBRARY



Goal Statement:

St. Charles City-County Library will improve access for residents and allocate resources to areas for greatest impact.

STRATEGY	OBJECTIVE	TIMELINE				
OPERATIONS						
Elevate and build remote services as a specific, library access point	Bundle remote services under one brand (Library to You). Execute services accordingly Centralize management of remote services (including mobile library) Create a detailed annual plan for remote services with service goals, target audiences, responsible staff and performance metrics Use annual plan metrics to measure impact of all remote services. Adjust as needed	FY2024 FY2024 FY2024 FY2025				
	SERVICES					
Improve access	Use patron mapping to understand where remote services are most needed	FY2024				
	Offer virtual one-on-one reference and device support sessions	FY2024				
to library	Research moving one Holds Hopper to offsite location	FY2024				
services	Expand offsite service options (pop-up or mobile programs) by five per year	FY2024-27				
	Offer mobile virtual reality equipment (pop-up programs to explain use through demonstrations)	FY2025				
Support community wellness and life enrichment	Host Do-It Fairs for learning hands-on, practical tasks, featuring local experts	FY2026				

"I appreciate the Library being a welcoming space for all - and for offering programs, materials and resources for all. You guys have been a big part of my life for years, and we are proud to see as we grow older the library continues to be so welcoming, so inclusive, so forward-thinking. Thank you so much for all that your staff does, the library as an organization does, and the inclusiveness and diversity you help foster and grow in our area!"

COLLECTION

Improve experience for electronic-only library users

Provide access to electronic collection to nonusers (can be items in less demand) via QR code at health care facilities, etc.

Leverage patron segmentation data to increase engagement among electronic-only users

Look for opportunities to adjust collection budget allocation to reduce hold times for print and electronic bestsellers

FY2024

FY2024

FY2024

"When searching for new books in the catalog, there's no way to look for the newest additions. In the old catalog you were able to narrow the search down to past seven days, 30 days, etc. It was easy to check about every month and only have to browse through the last 30 days. Now you have to look through everything that's been acquired during the year. To make it worse, a lot of children's books tend to come up in an adult book search. It would be nice to be able to narrow it down more."

COLLECTION

Take grassroots approach to increasing Library profile in the community

Create a plan for branch managers to represent the Library in organizations to which they belong (clubs, churches, hobby organizations)

Create slide presentation branch managers can use during visits to community organizations. Provide talk track and training FY2024

FY2024

"The staff at the libraries are phenomenal and deserve to be treated like such. I have so much respect for our librarians. I aspire to be like many of the librarians whom I have had the pleasure of meeting. I am only thirteen but I already know what I want to do when I grow up. I want to be a librarian. They do so much for the community and help so many people. I believe that they deserve to be recognized and appreciated for all that they do. I love my librarians."

Raise awareness of services available on the website (virtual library)

Strongly market website and electronic resources. Campaign around value and convenience

Library staff present at community events (community service organizations, parent organizations, etc.) four times annually and connect with one community group per month

FY2025

FY2025

"The Hoopla and Libby app are phenomenal and have helped me rent books that would likely not be in physical copy. I also appreciate the staff at the Corporate Parkway Branch for their courtesy and professionalism when I visit that location. Keep up the good work!" "Invest heavily in high-performing staff, especially public-facing staff. Most issues I encounter could be solved if the district placed as much value on staff as it does on the phenomenal collection. Libraries are community spaces, and staff are part of our community. Value them higher, so we can take care of them and they can take care of us. More investment in staff leads to better communication among branches, leading to better service. Adds the possibility to extend hours and offerings!"

Ensure new community members are aware of the Library and its services

Collaborate with businesses and St. Charles County Association of Realtors to reach new community members.

FY2026

"Investing in outreach, targeted specifically at reaching new and unconnected families in our local community can have great returns on investment. Many more students and families will be able to gain access to great resources, programs and spaces."

COMMUNITY DESTINATION

Support education through strong partnerships with schools

Increase impact by taking reading programs out into the community. Partner with one educational institution per year in order to promote reading in a meaningful and measurable way

Invite community college and Lindenwood to offer classes in Library

Host event for local schools' media technicians and librarians to explain how Library resources can assist teaching and learning

Attend back-to-school nights on campus and host a table with Library info

FY2024

FY2024

FY2025

FY2025

"The Library and local school districts need to do more to partner to increase awareness and interest by kids aged five to 18 in using the Library."

SUSTAINABLE OPERATION



Goal Statement:

St. Charles City-County Library will become a dynamic and efficient hub of knowledge, community engagement, and innovation, ensuring that library services remain relevant and accessible to all members of the community.

STRATEGY	OBJECTIVE	TIMELINE					
	SERVICES						
Adapt to the	Develop a comprehensive service model that seamlessly integrates physical, virtual, mobile, and outreach services	FY2024					
Changing Landscape of Information and Literature Consumption	Foster a culture of innovation in which staff are encouraged and rewarded for suggesting new processes and services and equally encouraged and rewarded for suggesting which services to sunset	FY2024					
	Regularly solicit feedback from users to understand their needs and preferences, and use this input to continually improve services	FY2025					
	Provide personalized experiences for library users based on their preferred way to engage with the Library	FY2025					
	PROGRAMS						
Optimize program management	Centralize program management	FY2024					

"I love the variety of classes. Love that many are during the day for retired people to enjoy. Great way to meet others and socialize."

COLLECTION

Ensure collection efficiency and diversity

Explore cost savings and efficiencies for physical collection

Perform a diversity audit to understand collection EDI and respond to book challenges

Explore warehousing government documents

FY2024

FY2024-25

FY2026

AWARENESS

Include measurable library value in messaging Create and conduct campaign communicating value of library services. Attach dollar value to print/electronic book checkouts, literacy/other classes and technology use. Focus on measurable value

Promote Library meeting rooms to business for meetings, interviews and virtual meetings through direct communication with business owners

FY2024

FY2024

"The staff, collection, availability of Wi-Fi and other technology are awesome and have been for a long time."

Leverage
analytical data
and strategic
marketing
channels to best
reach users and
nonusers

Explore Every Door Direct Mail (EDDM) to promote specific library services to all residents using library value messaging

Identify three patron segmentation groups and launch communication campaign to market library services FY2025

FY2025

"We need a better calendar of events and availability of meeting spaces. Printable PDF and perhaps able to filter by branch or interest and just see a month view of those with locations? It would also be nice to have consistent naming/theming across website, email, Facebook and other social media. Lots of my friends can't name the Library URL and I usually still go to youranswerplace.org instead."

Highlight
Library's role as
vital resource
for strong local
economy

Share stories that illustrate how patrons benefit from library resources

FY2026

"I frequent Middendorf, but my primary resource is Winghaven. Never have I been disappointed in a response or an assist from an employee."

OPERATIONS

Optimize Library Operation

Provide regular training sessions for staff to ensure they are proficient in using technology, virtual tools, and delivering exceptional customer service across all service models

Institute performance measures for all staff related to strategic plan execution

Reallocate human and budget resources to largescale, impactful, and community requested services, equipment and software FY2024

FY2024

FY2025

Enhance
partnership
with St. Charles
County and
local City
governments

Continue to build relationships and share information

Offer programs in city and county parks; cross promote with Parks departments

FY2024-27

FY2025

COMMUNITY DESTINATION

Focus resources on highly-targeted facility enhancement

Provide an inviting co-working space at two locations that offers relevant equipment and tools

FY2025

"Large COMFY area for a book/bible study? I've used/reserved the small study rooms but they don't accommodate very many people."

IMPACTFUL TECHNOLOGY



Goal Statement:

St. Charles City-County Library will focus on useful technology to help residents succeed in school and careers. Using Library technology will be fast, easy and pleasant.

STRATEGY	OBJECTIVE	TIMELINE			
SERVICES					
Enhance facility access	Continue self-service hours at Cliff View and offer self- service at other branches	FY2024-27			
Provide one-on- one support for	Host "bring your device" hours during which staff (digital navigators) provide one-on-one tech help. Market to targeted audiences	FY2025			
tech issues	Provide equipment access via mobile library or library vans in Wentzville and rural areas of St. Charles County	FY2025			

"Tech class to assist with using the Library's tech "supplies" on one's personal devise. I.e. music, streaming movies, etc."

"Consider offering classes for seniors 60+ introducing newest technology and basic introduction to social media platforms, emails and password security issues, do's and don'ts and tips on technology and basic cellphone operations. Have low or fixed income so offering a technical assistance like they once offered at Frontenac St. Louis branch when using Library computer would be helpful. Partner with tech pros for daytime lectures on above."

Support small business and entrpreneurship with access to equipment, training and collaborative space

Create space for small business owners and other patrons to develop content with tools such as video cameras, green screen and podcasting equipment. Consider offering a mobile content creation lab

FY2025

COLLECTION

Bridge the digital divide by increasing Wi-Fi access

Purchase additional Wi-Fi hotspots for circulation

FY2024

AWARENESS

Position the Library as a place for technology access and support

Conduct promotional campaign to market "bring your own device" hours

FY2025

OPERATIONS

Increase access to technology within the physical space

Update dated technology equipment

FY2024

COMMUNITY DESTINATION

Provide focused, limited, high-value patron-facing technology

Provide a Memory Lab (equipment/service to digitize print photos, VHS tapes, 8mm home movies, etc.)

FY2024

"I would love if we had a special creative area with 3D printer, embroidery sewing machine, cricut machines, wood burning, laser cutting. My brother's library in north Chicago area has this large room with all of these and more (green room with video recording, too). A staff member has been trained to help if needed. People can sign up to use those machines."

Provide focused, limited, high-value patron-facing technology

Pair access to equipment with classes focused on skills necessary for the digital economy (for example, what is ChatGPT and how to use it)

FY2024

Make computer access comfortable and private

Repurpose computer lab rooms as flexible space. Replace with laptop bars

Offer quiet, private spaces for technology use or study. Provide smart tools in study rooms

Provide adaptive technology for patrons with disabilities, especially TTY services, text-to-speech, extra-large type and input devices to accommodate patrons with motor function challenges

FY2025

FY2025

FY2025

APPENDIX I

Environmental Scan



A river city with a unique historical perspective, beautiful spaces and midwest charm, St. Charles County is an attractive and desirable place to live, work and play.

St. Charles City-County Library was established on August 1, 1973, when the Kathryn Linnemann Library merged with the St. Charles County Library District. It is governed by a board of trustees and funded primarily through property taxes. Today, the eleven-branch system serves residents throughout St. Charles County.

Demographics

St. Charles County has a total population of 398,472 with 202,565 (51% percent) females and 195,907 (49% percent) males. The median age is 39 years.

An estimated 23% of the population is under 18 years, 35% percent is 18 to 44 years, 27% are 45 to 64 years, and 15% are 65 years and older. There are 149,472 households in St. Charles County, Missouri. The average household size is 2.6 people.

An estimated 96% of those living in St. Charles County are US natives. 69% of the population are living in the state where they were born and 95% speak English.

Economics

The median income of households is \$87,644. An estimated 2% of households have income below \$10,000 a year and 9% have income over \$200,000 or more.¹

Household Income

	Percent
Less than \$10,000	2.1
\$10,000 to \$14,999	1.8
\$15,000 to \$24,999	5.1
\$25,000 to \$34,999	5.6
\$35,000 to \$49,999	10.4
\$50,000 to \$74,999	16.7
\$75,000 to \$99,999	15.7
\$100,000 to \$149,999	22.7
\$150,000 to \$199,999	10.3
\$200,000 or more	9.6

¹US Census American Community Survey. https://www.census.gov/acs/www/data/data-tables-and-tools/narrative-profiles/2020/report. php?geotype=county&state=29&county=183

Technology

	Percent
Desktop or laptop	88.9
Smartphone	88.2
Tablet or other portable wireless computer	72.5
Other computer	2.6

Among all households, 84% had a cellular data plan; 82% had a broadband subscription such as cable, fiber optic, or DSL; 8% had a satellite internet subscription; .2% had dial-up alone; and 0% had some other service alone.²

Education

95% of people 25 years and over have at least graduated from high school and 41% have a bachelor's degree or higher. An estimated 5% did not complete high school.

The total school enrollment is 101,524. Nursery school enrollment is 7,679 and kindergarten through 12th grade enrollment is 68,268. College or graduate school enrollment is 25,577. 3

Educational Attainment	Percent	
Less than high school diploma	4.9	
High school diploma or equivalency	23.2	
Some college, no degree	22.0	
Associate's degree	9.1	
Bachelor's degree	25.9	
Graduate or professional degree	14.9	

Civilian employed population 16 years and over	Number	Percent
Management, business, sciences, and arts occupations	95,302	44.7
Service occupations	29,110	13.6
Sales and office occupations	51,484	24.1
Natural resources, construction, and maintenance occupations	16,473	7.7
Production, transportation, and material moving occupations	20,918	9.8

² US Census American Community Survey. https://www.census.gov/acs/www/data/data-tables-and-tools/narrative-profiles/2020/report. php?geotype=county&state=29&county=183

³ US Census American Community Survey. https://www.census.gov/acs/www/data/data-tables-and-tools/narrative-profiles/2020/report. php?geotype=county&state=29&county=183



APPENDIX II

Consumer Segmentation

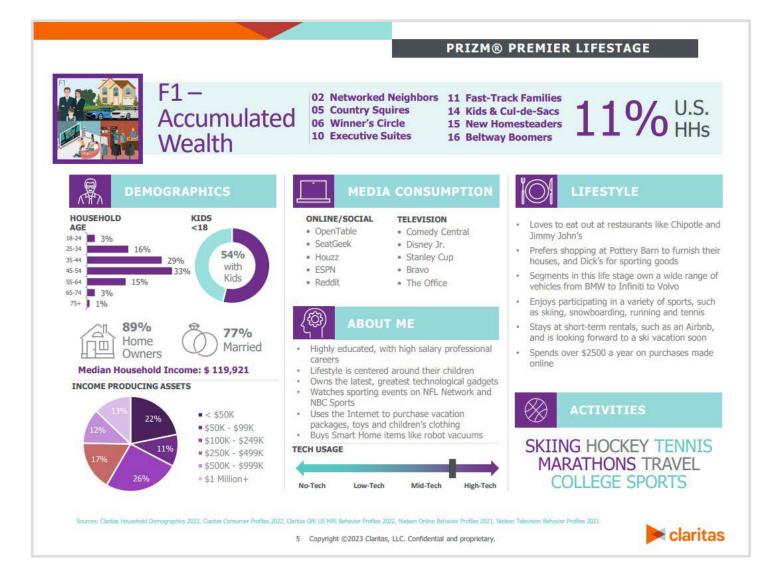


LibraryIQ performed a consumer segmentation analysis of all households in St. Charles County and all households with registered library cardholders. The table below includes information about St. Charles County residents and Library cardholders **who check out print and electronic materials**.

Group	% of Total St. Charles County Households	Registered Users % of Total Households	Active Users % of Total Households	% Use of Total Print Circulation	% Use of Total Electronic Circulation (borrow electronic items only)	Household Income	Household Technology Use	Age Range
Accumulated Wealth	26%	76%	22%	30%	28%	Mid - Higher	Above Average	35 - 54
Affluent Empty Nest	15%	64%	19%	16%	22%	Higher	Average	65+
Cautious Couples	14%	49%	13%	17%	11%	Lower	Below Average	65+
Conservative Classics	13%	64%	19%	16%	16%	Mid	Lower Average	65+
Mainstream Families	7%	64%	14%	6%	6%	Lower	Lower Average	25 - 54
Midlife Success	3%	47%	10%	2%	2%	Lower	Above Average	25 - 44
Striving Singles	2%	39%	7%	1%	1%	Lower	Lower Average	25 - 54
Sustaining Families	1%	63%	12%	1%	<1%	Lower	Lower Average	25 - 54
Sustaining Seniors	2%	42%	11%	2%	1%	Lower	Below Average	55+
Young Accumulators	7%	70%	18%	6%	9%	Lower	Average	25 - 54
Young Achievers	9%	53%	10%	4%	4%	Lower	Above Average	25 - 54

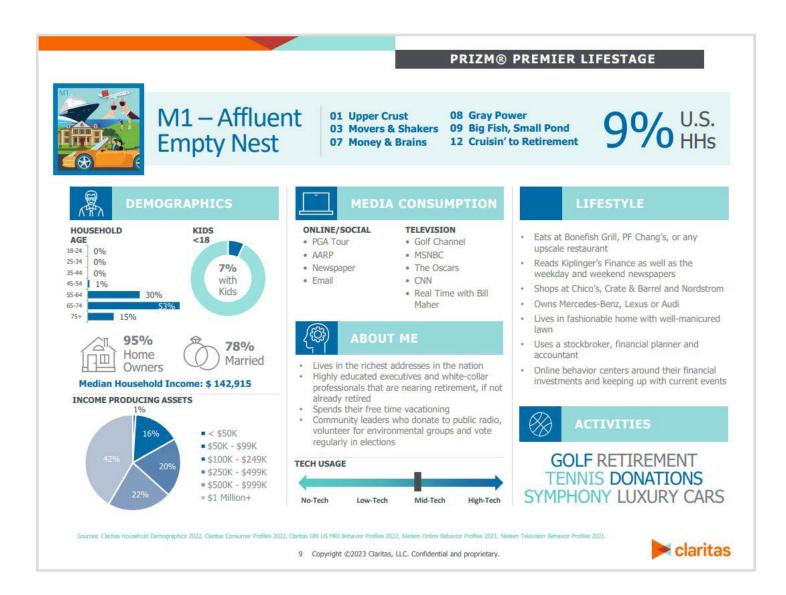
Accumulated Wealth

Accumulated Wealth contains the wealthiest, mostly college-educated, white-collar families living in sprawling homes beyond the nation's beltways. These large family segments are filled with upscale professionals who have the disposable cash and sophisticated tastes to include their children with electronic toys, computer games and top-of-the-line sporting equipment. The adults in these households are also a prime audience for smart home devices, expensive cars and frequent vacations, often to theme parks as well as European destinations.⁴



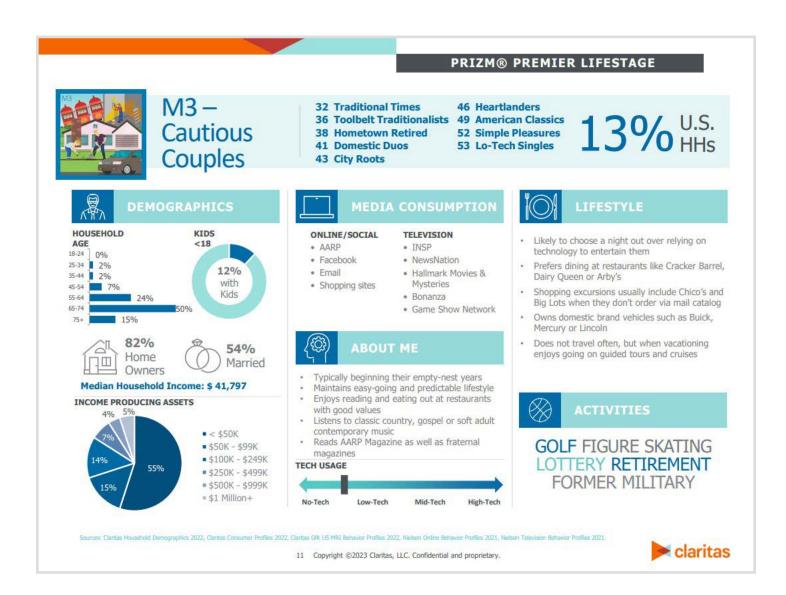
Affluent Empty Nest

Americans in the Mature Years tend to be over 45 years old and living in houses that have empty-nested. This group features upscale couples who are college educated and hold executive and professional positions. While their neighborhoods are found across a variety of landscapes, they are most common in suburban neighborhoods with large, older homes. With their children out of the house, these consumers have plenty of disposable cash to finance active lifestyles rich in travel, cultural events, new technology and business media. These folks are also community activists who write politicians, volunteer for environmental groups and vote regularly in elections.⁵



Cautious Couples

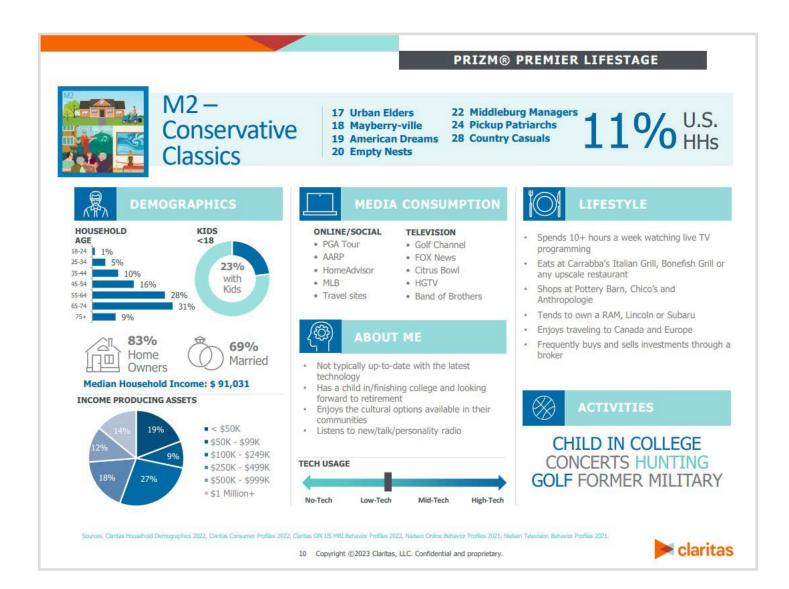
This group features an over-55-year-old mix of singles, couples and widows. Widely scattered throughout the nation, the residents in these seven segments typically are working-class, with some college education and a high rate of homeownership. Given their blue-collar roots, Cautious Couples today pursue sedate lifestyles. They have high rates for reading, travel, eating out at family restaurants and pursuing home-based hobbies like coin collecting and gardening.⁶



⁶ Claritas PRIZM Premier Segment Narratives 2022

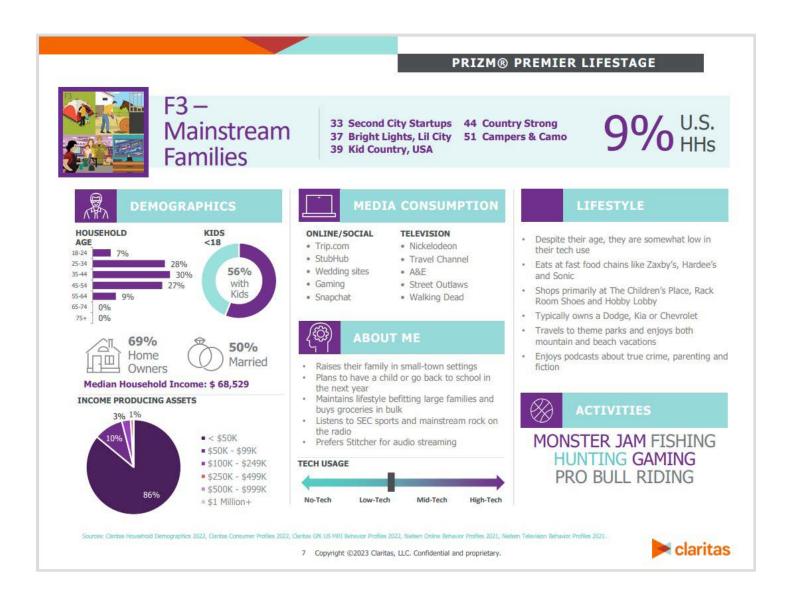
Conservative Classics

College educated, over 55 years old and upper-middle class, the seven segments in Conservative Classics offer a portrait of quiet comfort. These childless singles and couples live in older suburban homes. For leisure at home, they enjoy gardening, reading books, watching public television and entertaining neighbors over barbecues. When they go out, it's often to a local museum, the theater or a casual-dining restaurant.⁷



Mainstream Families

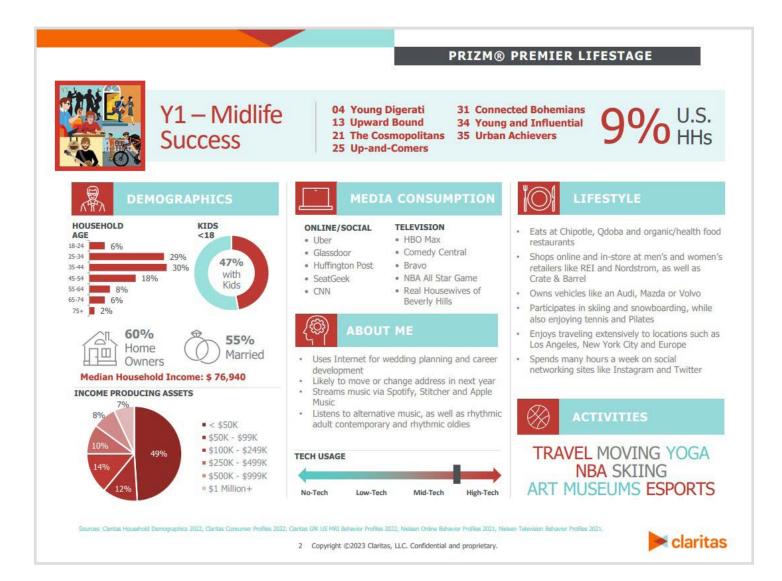
Mainstream Families are middle class and working-class families. Residents in this exurban group share similar consumption patterns, living in modestly priced homes and ranking high for outdoor activities. Mainstream Families maintain lifestyles befitting large families in the nation's small towns: lots of sports, gaming, groceries in bulk and Dodge trucks.⁸



⁸ Claritas PRIZM Premier Segment Narratives 2022

Midlife Success

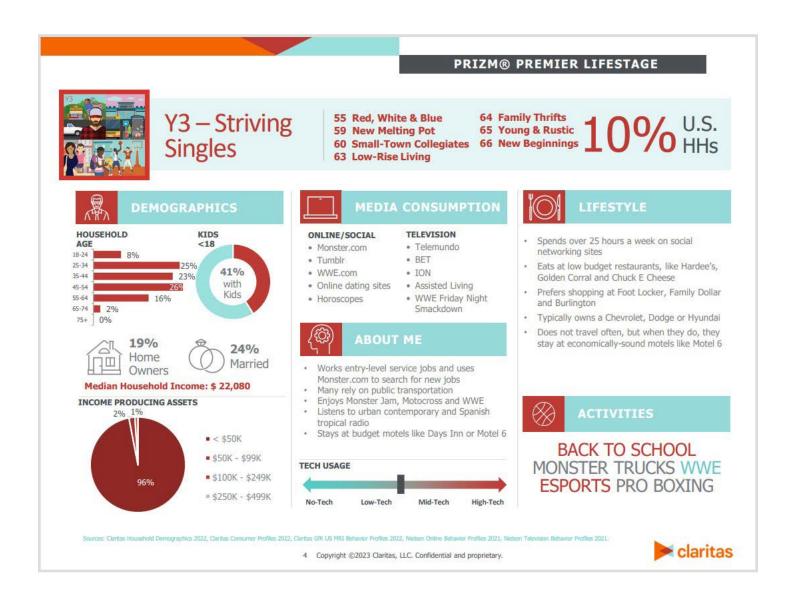
Midlife Success is filled with singles and couples in their thirties and forties. The wealthiest of the Younger Years class, this group is home to many college and post-graduate educated residents who make six-figure incomes at executive and professional jobs but also extends to more middle-class segments. Most of these segments are found in urban and suburban communities, and consumers here are big fans of the latest technology, financial products, high-end cars and travel.⁹



⁹ Claritas PRIZM Premier Segment Narratives 2022

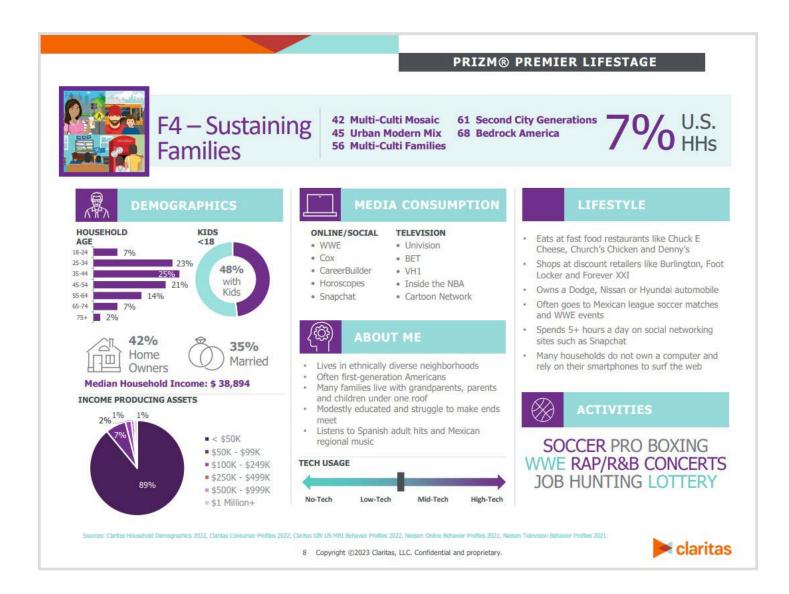
Striving Singles

Striving Singles make up the most downscale of the Younger Years class. Found in both cities and rural settings, these households typically have low incomes, often under \$30,000 a year, from service jobs or part-time work they take on while going to college. As consumers, the residents in these segments score high for soccer, monster trucks, pre-paid cell phones, fast food and inexpensive cars.¹⁰



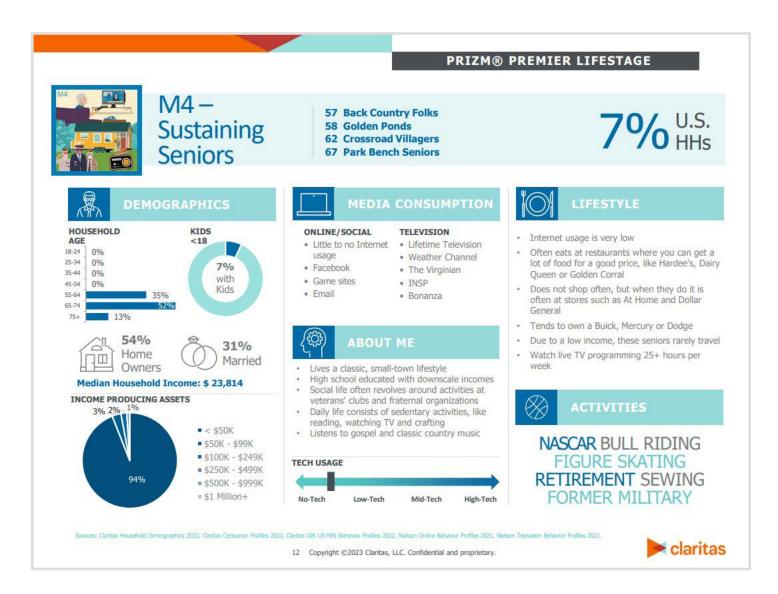
Sustaining Families

Sustaining Families is the least affluent of the Family Life groups, an assortment of segments that range from working-class to downscale. These segments are primarily found in urban neighborhoods. Most adults hold blue-collar and service jobs, earning wages that relegate their families to small, older apartments or houses. And their lifestyles are similarly modest: households here are into soccer and basketball, shopping at discount chains and convenience stores and eating out at Starbucks and Chuck E Cheese.¹¹



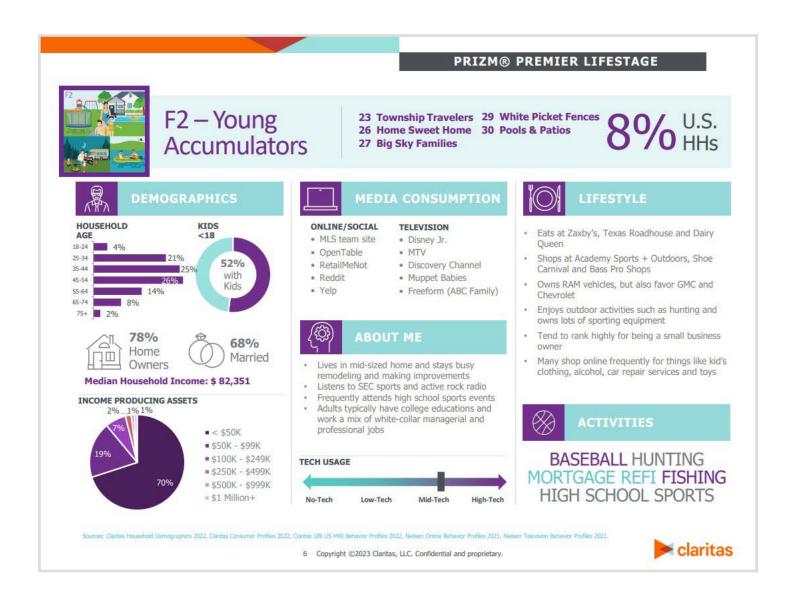
Sustaining Seniors

Sustaining Seniors consists of four segments filled with older, economically challenged Americans. Primarily found in small towns and rural areas, they all score high for having residents who are over 65 years old and who have household incomes under \$40,000. Many are single or widowed, have modest educational achievement and live in older apartments or small homes. On their fixed incomes, they lead low-key, home-centered lifestyles. They're big on watching TV, gardening, sewing and woodworking. Their social life often revolves around activities at veterans' clubs and fraternal organizations.¹²



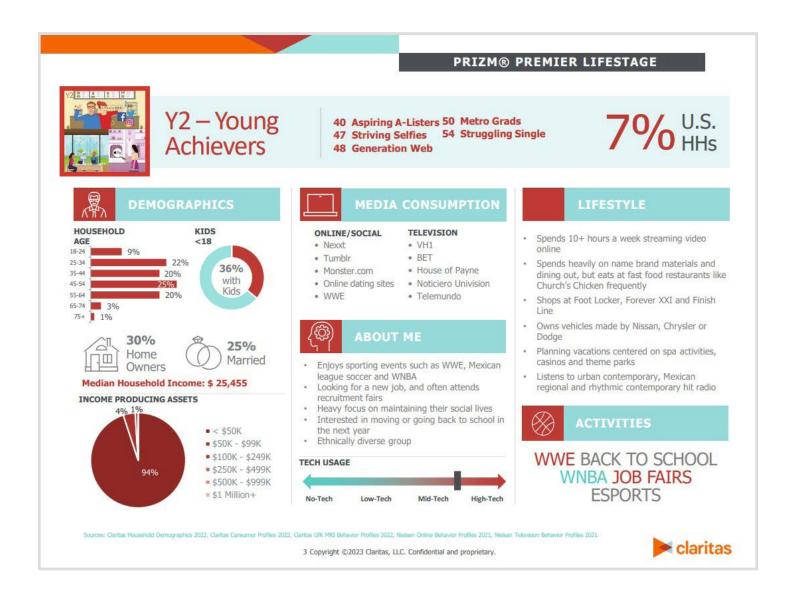
Young Accumulators

Young Accumulators are slightly younger and less affluent than their upscale peers. Adults typically have college educations and work a mix of white-collar managerial and professional jobs. Found mostly in suburban and exurban areas, the large families in Young Accumulators have fashioned comfortable, upscale lifestyles in their mid-sized homes. They favor outdoor sports, kid-friendly technology and adult toys like campers, powerboats and motorcycles. Their media tastes lean towards cable networks targeted to children and teenagers.¹³



Young Achievers

Young Achievers are lower-midscale segments found in urban and metro neighborhoods. A blend of family types, Young Achievers are also a mix of homeowners and renters. They are above average in their use of technology, often researching their upcoming purchases online when they aren't streaming videos or visiting social networking sites.¹⁴





APPENDIX III

Comparison To Peer Libraries And State/National Averages



LibraryIQ conducted an analysis based on data publicly reported to the Institute of Museum and Library Services. All data is from 2020, the most recent available. Peer libraries (identified by Library staff) are Kent District Library (Michigan), Douglas County Libraries (Colorado) and Dakota County Library (Minnesota).

NOTE: 2020 data was affected by COVID-19 pandemic-enforced library closures. 2020 statistics for libraries nationwide were significantly down because of these closures.

Strengths

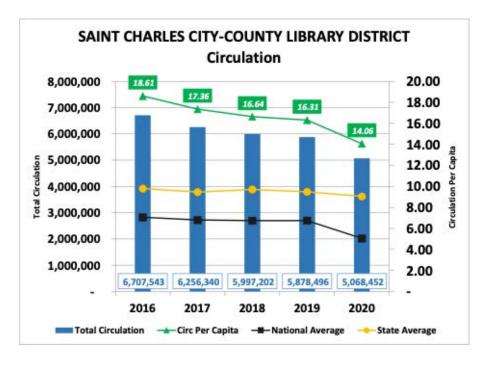
- Program attendance per 1,000 population increased 4%. At 402.0, attendance is above the national average of 239.3 and above the Missouri average of 392.6 per 1,000 population.
- St. Charles City-County Library District's \$9.02 per capita spending on books, audiovisual and electronic materials is above the Missouri average of \$7.28.
- St. Charles City-County Library District's budget for books, audiovisual and electronic materials increased 12% from 2016 to 2020.

Opportunities

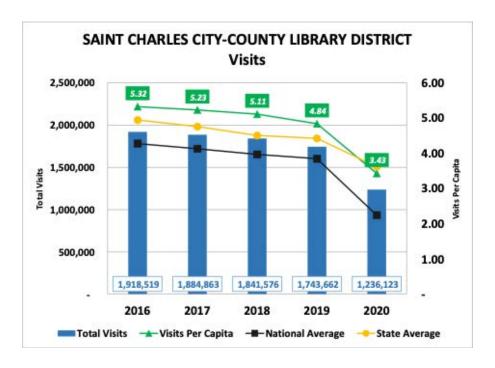
- Circulation per capita decreased 24% from 18.61 to 14.06 from 2016 to 2020, which is still far above the national average of 5.05 and above the Missouri average of 9.05.
- Visits per capita decreased 36% from 2016 to 2020.
- St. Charles City-County Library District's staff per 1,000 population score of 0.54 is well above the national median score for libraries serving similar populations of 0.33 staff members per 1000 population.

Five Year Service Trends

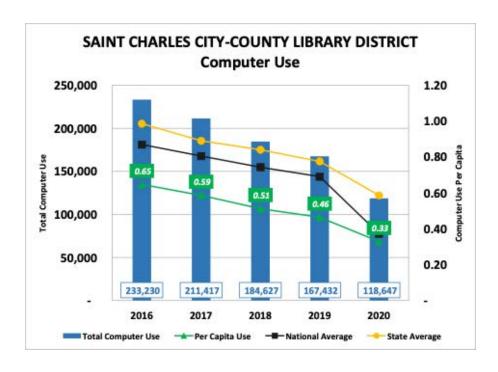
The following charts highlight service growth or decline over a five year period.



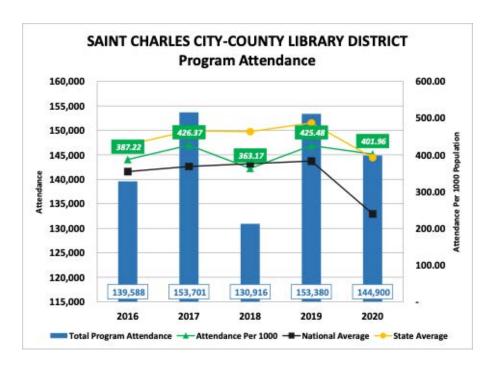
- Total circulation at St. Charles City-County Library District decreased 24% from 2016 to 2020.
- Circulation per capita decreased 24% from 18.61 to 14.06 from 2016 to 2020, which is above the national average of 5.05 and above the Missouri average of 9.05.



- Total visits decreased 36% from 2016 to 2020.
- Visits per capita decreased 36% from 2016 to 2020.
- At 3.43, visits per capita are above the national average of 2.24 and below the Missouri average of 3.62.

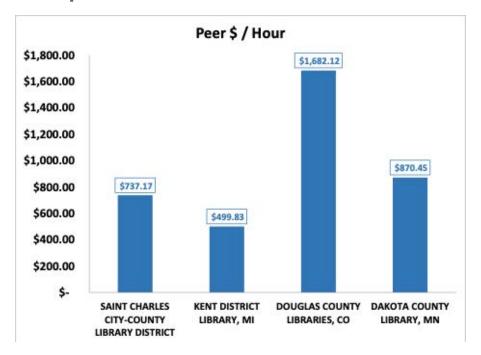


- Total computer use decreased 49% from 2016 to 2020.
- Computer use per capita decreased 49% from 0.65 to 0.33 from 2016 to 2020, which is below the national average of 0.37 and below the Missouri average of 0.59.
- Computer use is declining nationally as patrons increasingly use personal devices to access the Internet at the Library.

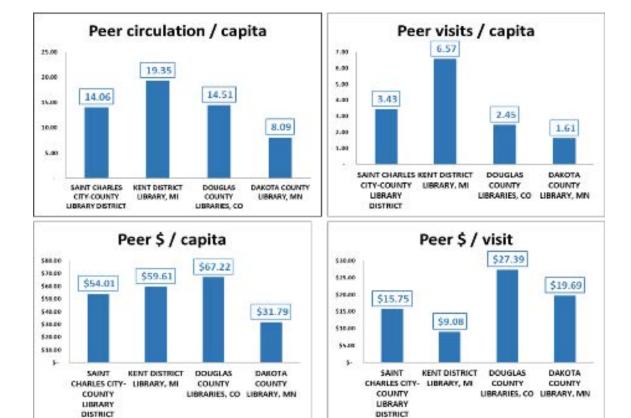


- Program attendance increased 4% from 2016 to 2020.
- Program attendance per 1,000 population increased 4%. At 402.0, attendance is above the national average of 239.3 and above the Missouri average of 392.6 per 1,000 population.
- Children comprise 51% of all program participants.

Peer Comparisons

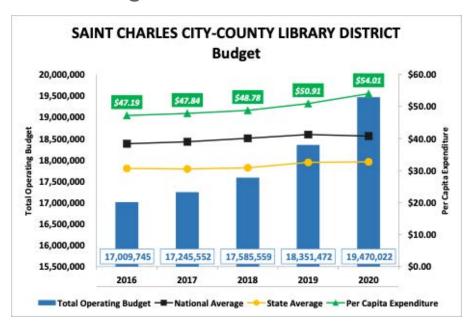


 St. Charles City-County Library District's cost per hour of \$737.17 is the second lowest among its peer group.

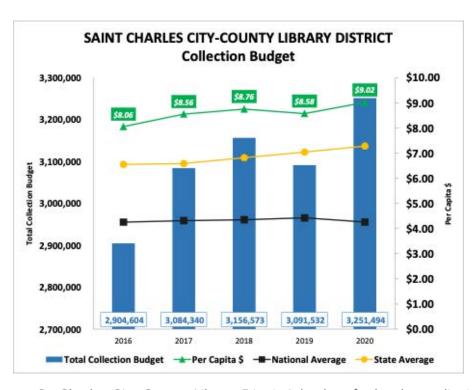


- Among its peer group, St. Charles City-County Library District has the second lowest circulation and second highest visits per capita.
- Among its peer group, St. Charles City-County Library District has the second lowest cost per capita and cost per visit.

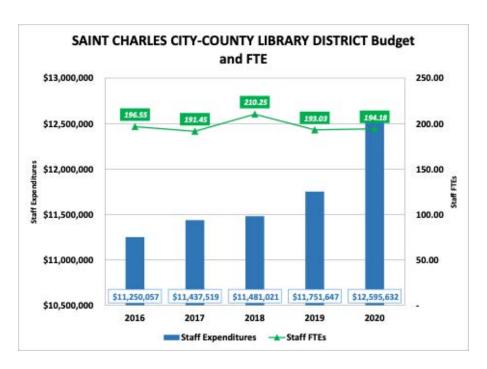
Five Year Funding Trends



- St. Charles City-County Library District's total budget increased 14% from \$17,009,745 to \$19,470,022 from 2016 to 2020.
- Funding per capita of \$54.01 in FY 2020 was above the national average of \$40.78 and the Missouri average of \$32.72.
- Of each budget dollar, St. Charles City-County Library spends 65 cents on staff, 17 cents on books, materials and electronic resources and 19 cents on other. Missouri library spending averages are 59 cents of every dollar on staff, 14 cents on books, materials and electronic resources and 27 cents on other.



- St. Charles City-County Library District's budget for books, audiovisual and electronic materials increased 12% from 2016 to 2020.
- St. Charles City-County Library District's \$9.02 per capita spending on books, audiovisual and electronic materials is above the Missouri average of \$7.28.

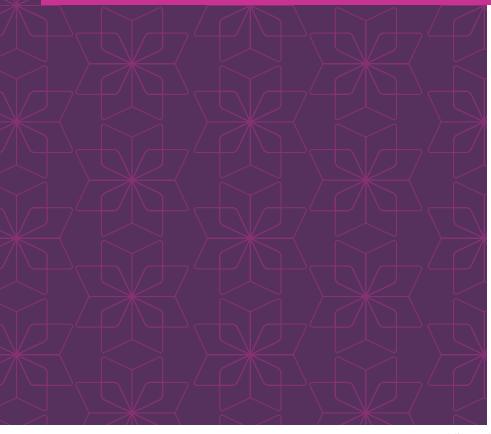


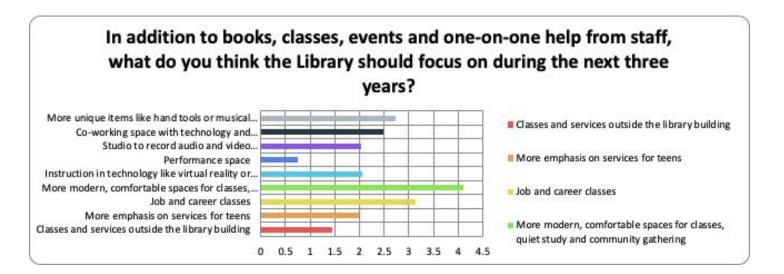
- Total expenditure on staff increased 12% from 2016 to 2020.
- Staff FTE decreased from 196.55 to 194.18 from 2016 to 2020.

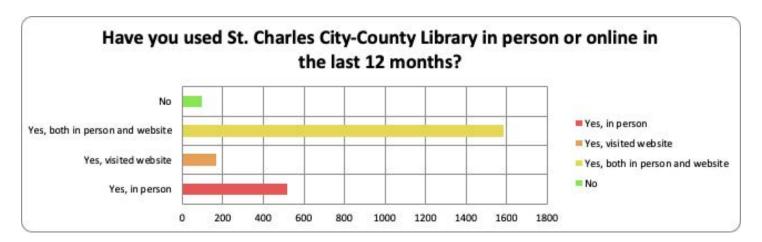


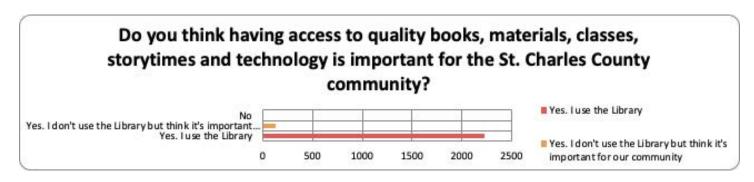
APPENDIX IV

Public Survey Summary









Please rate your satisfaction with St. Charles City-County Library spaces for individuals and groups. For example, are the spaces welcoming, comfortable, well lit and easy to navigate?

