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.

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.

EVERYWHERE LIBRARY

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

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.

<table>
<thead>
<tr>
<th>STRATEGY</th>
<th>OBJECTIVE</th>
<th>TIMELINE</th>
</tr>
</thead>
<tbody>
<tr>
<td>SUPPORT LITERACY</td>
<td>Promote, track and measure engagement with 1000 Books Before Kindergarten program. Increase participation 3% each year of plan. Develop measurable success metrics for Summer Reading program. Connect with education leaders to align literacy programs with school curriculum. Collaborate with one district each year of plan. Provide three parent education programs each year at multiple locations. Establish baseline of participation in FY2024, increase participation by 3% each year. Provide at least one volunteer opportunity targeted to seniors at each location.</td>
<td>FY2024</td>
</tr>
<tr>
<td></td>
<td>“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.”</td>
<td>FY2025</td>
</tr>
<tr>
<td>ENCOURAGE FAMILIES TO</td>
<td>Create a plan to provide two new family events (including multigenerational initiatives) or programs each year.</td>
<td>FY2025</td>
</tr>
<tr>
<td>LEARN TOGETHER</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
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

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

FY2026

Add a reader’s advisory tool to website

FY2026

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

FY2026

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

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!”
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

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

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

“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.”

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
<table>
<thead>
<tr>
<th>OPERATIONS</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Bring the community together over reading</strong></td>
<td></td>
</tr>
<tr>
<td>Provide staff training on best practices for collection display and marketing</td>
<td>FY2024</td>
</tr>
<tr>
<td>Encourage use of collection through robust book review/book talk program</td>
<td>FY2025</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>COMMUNITY DESTINATION</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Deepen relationships with community members</strong></td>
<td></td>
</tr>
<tr>
<td>Create performance standards for patron engagement</td>
<td>FY2025</td>
</tr>
<tr>
<td><strong>Provide high-quality play experiences</strong></td>
<td></td>
</tr>
<tr>
<td>Add a high-quality play area to one branch with large play structure, manipulatives and early learning toys</td>
<td>FY2026-27</td>
</tr>
</tbody>
</table>
EVERYWHERE LIBRARY

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

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

<table>
<thead>
<tr>
<th>Improve experience for electronic-only library users</th>
<th>FY2024</th>
</tr>
</thead>
<tbody>
<tr>
<td>Provide access to electronic collection to nonusers (can be items in less demand) via QR code at health care facilities, etc.</td>
<td></td>
</tr>
<tr>
<td>Leverage patron segmentation data to increase engagement among electronic-only users</td>
<td></td>
</tr>
<tr>
<td>Look for opportunities to adjust collection budget allocation to reduce hold times for print and electronic bestsellers</td>
<td></td>
</tr>
</tbody>
</table>

“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.”
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.

Data

“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

Data

FY2024

FY2024

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.

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<tr>
<td><strong>SERVICES</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Adapt to the Changing Landscape of Information and Literature Consumption</td>
<td>Develop a comprehensive service model that seamlessly integrates physical, virtual, mobile, and outreach services</td>
<td>FY2024</td>
</tr>
<tr>
<td></td>
<td>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</td>
<td>FY2024</td>
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<tr>
<td></td>
<td>Regularly solicit feedback from users to understand their needs and preferences, and use this input to continually improve services</td>
<td>FY2025</td>
</tr>
<tr>
<td></td>
<td>Provide personalized experiences for library users based on their preferred way to engage with the Library</td>
<td>FY2025</td>
</tr>
<tr>
<td><strong>PROGRAMS</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Optimize program management</td>
<td>Centralize program management</td>
<td>FY2024</td>
</tr>
</tbody>
</table>

“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 | FY2024 |
|                                           | Perform a diversity audit to understand collection EDI and respond to book challenges | FY2024-25 |
|                                           | Explore warehousing government documents | FY2026 |

| 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 | FY2024 |
|                                              | Promote Library meeting rooms to business for meetings, interviews and virtual meetings through direct communication with business owners | FY2024 |

| Explore Every Door Direct Mail (EDDM) to promote specific library services to all residents using library value messaging | FY2025 |
| Identify three patron segmentation groups and launch communication campaign to market library services | FY2025 |

### AWARENESS

#### Include measurable library value in messaging

“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

“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

“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 large-scale, 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.

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<th>STRATEGY</th>
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<th>TIMELINE</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Enhance facility access</strong></td>
<td>Continue self-service hours at Cliff View and offer self-service at other branches</td>
<td>FY2024-27</td>
</tr>
</tbody>
</table>
| **Provide one-on-one support for tech issues** | Host “bring your device” hours during which staff (digital navigators) provide one-on-one tech help. Market to targeted audiences  
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.”
<table>
<thead>
<tr>
<th>Support small business and entrepreneurship with access to equipment, training and collaborative space</th>
</tr>
</thead>
<tbody>
<tr>
<td>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</td>
</tr>
<tr>
<td>FY2025</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Bridge the digital divide by increasing Wi-Fi access</th>
</tr>
</thead>
<tbody>
<tr>
<td>Purchase additional Wi-Fi hotspots for circulation</td>
</tr>
<tr>
<td>FY2024</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Position the Library as a place for technology access and support</th>
</tr>
</thead>
<tbody>
<tr>
<td>Conduct promotional campaign to market “bring your own device” hours</td>
</tr>
<tr>
<td>FY2025</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Increase access to technology within the physical space</th>
</tr>
</thead>
<tbody>
<tr>
<td>Update dated technology equipment</td>
</tr>
<tr>
<td>FY2024</td>
</tr>
</tbody>
</table>
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.”

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

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**

<table>
<thead>
<tr>
<th>Income Range</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Less than $10,000</td>
<td>2.1</td>
</tr>
<tr>
<td>$10,000 to $14,999</td>
<td>1.8</td>
</tr>
<tr>
<td>$15,000 to $24,999</td>
<td>5.1</td>
</tr>
<tr>
<td>$25,000 to $34,999</td>
<td>5.6</td>
</tr>
<tr>
<td>$35,000 to $49,999</td>
<td>10.4</td>
</tr>
<tr>
<td>$50,000 to $74,999</td>
<td>16.7</td>
</tr>
<tr>
<td>$75,000 to $99,999</td>
<td>15.7</td>
</tr>
<tr>
<td>$100,000 to $149,999</td>
<td>22.7</td>
</tr>
<tr>
<td>$150,000 to $199,999</td>
<td>10.3</td>
</tr>
<tr>
<td>$200,000 or more</td>
<td>9.6</td>
</tr>
</tbody>
</table>

**Technology**

<table>
<thead>
<tr>
<th>Device</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Desktop or laptop</td>
<td>88.9</td>
</tr>
<tr>
<td>Smartphone</td>
<td>88.2</td>
</tr>
<tr>
<td>Tablet or other portable wireless computer</td>
<td>72.5</td>
</tr>
<tr>
<td>Other computer</td>
<td>2.6</td>
</tr>
</tbody>
</table>

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.  

**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.

<table>
<thead>
<tr>
<th>Educational Attainment</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Less than high school diploma</td>
<td>4.9</td>
</tr>
<tr>
<td>High school diploma or equivalency</td>
<td>23.2</td>
</tr>
<tr>
<td>Some college, no degree</td>
<td>22.0</td>
</tr>
<tr>
<td>Associate's degree</td>
<td>9.1</td>
</tr>
<tr>
<td>Bachelor's degree</td>
<td>25.9</td>
</tr>
<tr>
<td>Graduate or professional degree</td>
<td>14.9</td>
</tr>
</tbody>
</table>

**Civilian employed population 16 years and over**

<table>
<thead>
<tr>
<th>Occupation</th>
<th>Number</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Management, business, sciences, and arts occupations</td>
<td>95,302</td>
<td>44.7</td>
</tr>
<tr>
<td>Service occupations</td>
<td>29,110</td>
<td>13.6</td>
</tr>
<tr>
<td>Sales and office occupations</td>
<td>51,484</td>
<td>24.1</td>
</tr>
<tr>
<td>Natural resources, construction, and maintenance occupations</td>
<td>16,473</td>
<td>7.7</td>
</tr>
<tr>
<td>Production, transportation, and material moving occupations</td>
<td>20,918</td>
<td>9.8</td>
</tr>
</tbody>
</table>

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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.

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

⁷ Claritas PRIZM Premier Segment Narratives 2022
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
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.¹
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.\(^\text{10}\)
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

¹⁴ Claritas PRIZM Premier Segment Narratives 2022
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.
• 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.
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
In addition to books, classes, events and one-on-one help from staff, what do you think the Library should focus on during the next three years?

Have you used St. Charles City-County Library in person or online in the last 12 months?

Do you think having access to quality books, materials, classes, storytimes and technology is important for the St. Charles County community?
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?

**Very satisfied**

**Satisfied**

**Neither satisfied nor dissatisfied**

**Dissatisfied**

**Very dissatisfied**

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**Are you aware the Library offers the following services?**

- Access to research collections, local history...
- Opportunity to stream movies, documentaries...
- Opportunity to download eBooks and...
- Online newspapers, magazines and research...
- Classes and events for adults
- Public meeting spaces
- Quiet study spaces
- Library of Things with Launch Pad tablets, cake pans, telescopes, air fryers, Wi-Fi hotspots, laptops and more
- Access to computers and the Internet
- Classes and events for children and teens
Which of the following services would make using the Library part of your routine?

- Unstaffed extended access (in addition to...)
- Outdoor space at my local Library branch
- Holds Hopper lockers for picking up books at...
- More locations to use the Bookmobile
- Access to additional unique items such as...
- Space for enhanced cultural opportunities like...
- More attractive spaces for leisure time...
- Interactive early literacy space (like a...)
- Performance space for community use
- More help with getting a job or starting or growing a business
- Performance space for community use

Do any of the factors listed below keep you from visiting the library building or website?

- Other Answers
- I am too busy
- I have technology and Internet access at home
- I am not interested in library classes
- I am not interested in borrowing library books...
- I don’t know what the Library offers
- Lack of device to read electronic books or listen...
- Lack of reliable internet access
- Library hours are not convenient
- Library does not provide the private...study/meeting space I need
- Library does not provide the technology I need
- I don’t feel welcome in the Library
- Library spaces are dated
- Library is too far from my home

Would knowing more about what the Library offers make you more likely to use the Library? If so, what method would you prefer for Library information?

- Other Answers
- No
- Yes

Would you use the St. Charles City-County Library more often if a branch was closer to your home?

- Other Answers
- No
- Yes