

MEMORIAL LIBRARY

MISSION AND SERVICES

Mission - The Memorial Library provides information resource services to county citizens and residents in order to fulfill their lifelong learning needs.

The Library's mission supports accomplishing the countywide vision by:

- Working for educational excellence
- Working for economic vibrancy
- Working to support families and individuals in need
- Working for cultural arts and historic preservation

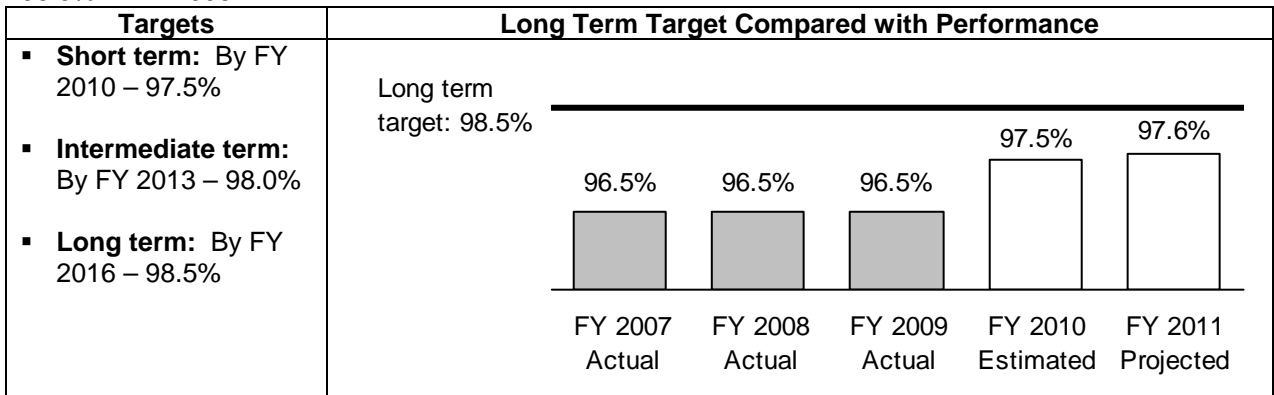
Core Services –

- Information resources including circulating books and other materials, providing public access to the internet, promoting literacy, providing reference information services and presenting programs for children, teens and adults.

SERVICE DELIVERY PLAN AND PERFORMANCE

GOAL 1 - To provide information and materials in a variety of formats to county citizens and residents in order to effectively meet their educational, cultural and recreational needs.

Objective 1.1 - Increase the percent of reference and information questions answered accurately from 96.5% in FY 2008.



Performance Measures -

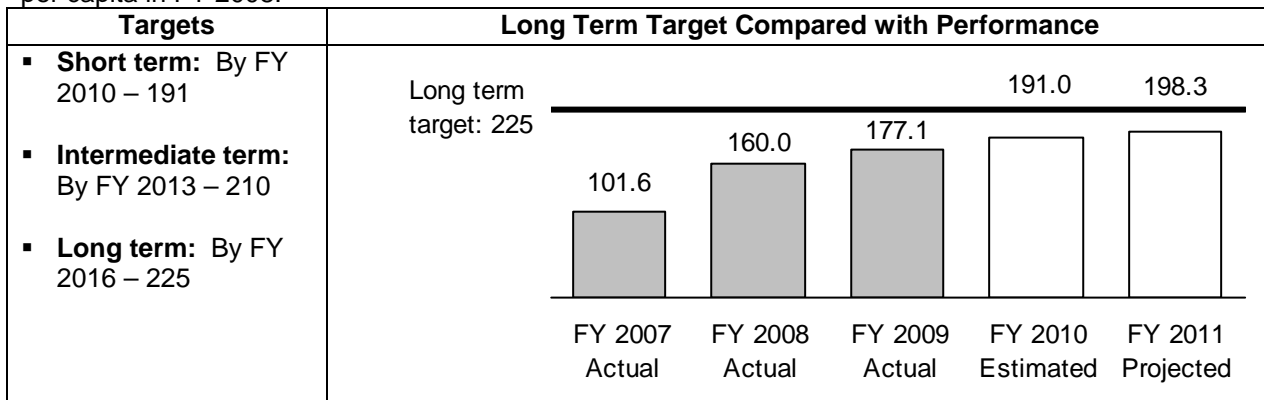
Measure Name	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Projected
Resources (input)					
Number of information staff	150	150	150	150	140
Workload, Demand and Production (output)					
Number of licensed databases	60	74	81	81	81
Number of reference questions asked			775,888	800,000	800,000
Efficiency and Quality					
Average number of reference questions asked and answered per information staff member			5,181.2	5,333.3	5,714.3
Impact (outcome)					
Percent of reference and information questions answered accurately	96.5%	96.5%	96.5%	97.5%	97.6%

Performance Measures Explanation – One of the Library’s services is providing customers proper assistance. To accomplish this, the Library has focused on providing an increased number of licensed databases. The number of reference questions asked has increased due to the economic downturn as customers are seeking access to economic assistance and employment resources.

Strategies to Accomplish the Objective -

- **Strategy 1.1.1** – Systematically train staff in order to enhance service at public service desks
- **Strategy 1.1.2** – Ensure staffing levels at public service desks are adequate based on each branch's size and activity level
- **Strategy 1.1.3** – Participate with other Maryland public libraries to explore alternate ways of disseminating accurate information through the use of technology
- **Strategy 1.1.4** – Utilize emerging technologies to assist in the provision of accurate information
- **Strategy 1.1.5** – Ensure the accurate dissemination of information to customers by increased observation of staff by supervisors
- **Strategy 1.1.6** – Ensure one information staff member is available for every 6,700 reference question asked annually

Objective 1.2 - Increase the number of persons that have contact with the Library (which includes use of materials, attendance at programs and meetings, computer use and website hits) from 160.0 contacts per capita in FY 2008.



Performance Measures –

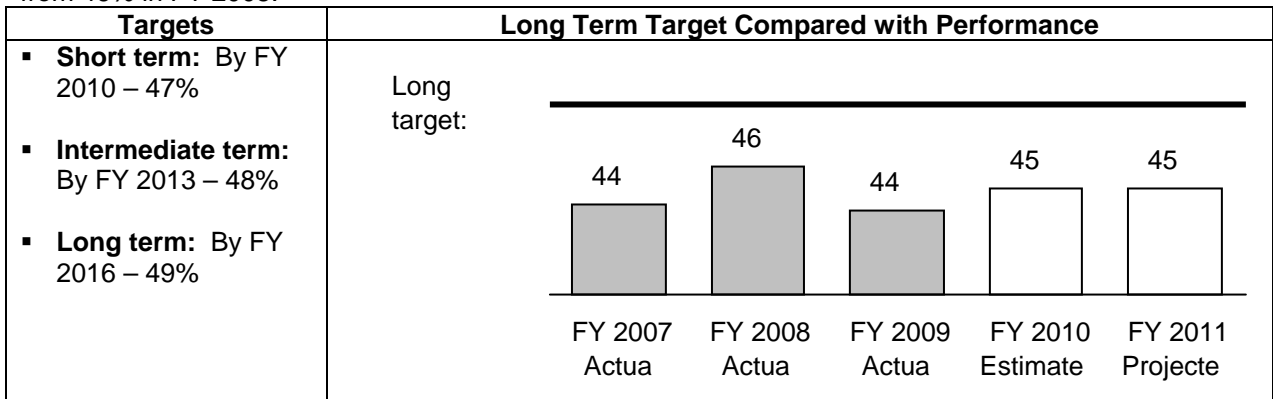
Measure Name	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Projected
Resources (input)					
Number of hours all library branches are opened	53,321	51,544	48,681	48,700	48,100
Number of new print volumes added	237,605	231,149	220,975	260,000	225,000
Number of public access computers	400	415	455	478	478
Average number of print volumes per capita	2.6	2.5	2.3	2.3	2.3
Workload, Demand and Production (output)					
Number of materials used (circulation and in-house)	4,939,221	5,200,000	5,402,049	5,500,000	5,600,000
Number of persons entering the library			3,085,846	3,100,000	3,100,000
Number of people attending library sponsored events	120,942	131,291	123,055	130,000	130,000
Number of public computer sessions	734,560	1,248,613	1,310,842	1,373,100	1,435,400
Number of library website hits	77,950,338	124,670,225	134,576,414	145,000,000	150,000,000
Number of early literacy visits	28	35	42	40	42
Number of student sessions on Tutor.com	6,853	8,793	10,110	10,500	10,900
Efficiency and Quality					
Average number of user contacts per hour open	1,572.6	2,547.9	2,971.9	3,188.5	3,335.7
Impact (outcome)					
Number of contacts per capita	101.6	160.0	177.1	191.0	198.3

Performance Measures Explanation –The increased computer usage and website hits during this period indicates a shift in customer behavior as well as the wealth of information available online. All library branches have seen an increase in use due to the economic downturn as customers are seeking access to economic assistance and employment resources. Tutor.com is an online homework assistance service offered by the library to students. The reduction in the number of hours the branch is open in FY 2011 is a direct result of fiscal constraints.

Strategies to Accomplish the Objective -

- **Strategy 1.2.1** – Ensure the public is aware of the Library’s resources
- **Strategy 1.2.2** – Partner with other county agencies such as the Prince George’s Public Schools and Department of Parks and Recreation to increase opportunities to market the Library to potential new cardholders
- **Strategy 1.2.3** – Ensure the efficacy of current public relations efforts
- **Strategy 1.2.4** – Provide materials and resources that are targeted to each branch’s unique community
- **Strategy 1.2.5** – Provide opportunities for customers to serve themselves in the branches and through the website
- **Strategy 1.2.6** – Provide meeting room space to the public
- **Strategy 1.2.7** – Operate library branches in the County’s communities

Objective 1.3 - Increase the percent of registered cardholders as a percent of the County’s population from 46% in FY 2008.



Performance Measures -

Measure Name	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Projected
Workload, Demand and Production (output)					
Number of active registered cardholders	379,482	384,351	370,875	373,000	374,000
Efficiency and Quality					
Average cost per active registered cardholder	\$63.59	\$68.50	\$69.91	\$68.78	\$65.23
New registrants added yearly	46,935	58,750	49,472	52,000	52,000
Impact (outcome)					
Registered cardholders as percent of population	44%	46%	44%	45%	45%

Performance Measures Explanation - The Library reviews their customer database in order to reflect an accurate number of library cardholders. To mitigate this loss of customers, the Library registers tens of thousands of new customers annually, which indicates quality of service as the Library attracts new users. The ability to reach out to the community through participation in community events, school activities and other events impacts this objective and performance measures.

Strategies to Accomplish the Objective -

- **Strategy 1.3.1** – Address customer needs regarding Library’s usage and access
- **Strategy 1.3.2** – Ensure customer access to materials and services

- **Strategy 1.3.3** – Partner with other county agencies such as the Prince George’s Public Schools and Department of Parks and Recreation for opportunities to market the Library and register new cardholders
- **Strategy 1.3.4** – Register new cardholders through the Library’s enhanced website
- **Strategy 1.3.5** – Provide laptop computers to outreach specialists in order to register new cardholders during offsite outreach programs
- **Strategy 1.3.6** – Ensure that are available to register new cardholders