

SHAPING OUR **FUTURE**



Charles County Public Library 2016-2019 STRATEGIC PLAN



July 2016

Table of Contents

Message from the Executive Director	3
Executive Summary	4
About Charles County Public Library	5
Mission and Vision	6
Goals and Objectives	6
Appendix	9
Board of Trustees	
Strategic Planners	

In 2015, there were 36 programs per week with an average attendance of 19 people.

In 2015, 76% of adults above the age of 18 had a library card.



In 2015, the average household checked out 15 items from the library.

Message from the Executive Director



Janet Salazar
Executive Director
301-934-9001 x120
jsalazar@ccplonline.org

What does the public library have to offer our community? What changes are needed to create a 21st century library system? How can the Charles County Public Library ensure it is ready to take on the changes coming in our community?

These are some of the questions asked by staff, library patrons, and community stakeholders at our focus group sessions held in March 2016 and at our Strategic Planners Conference held in May 2016.

Diversified funding, replacing an old, aged branch, increasing diverse programming, expanding meeting room space at all branches, increasing community partnerships, preparing staff for advancement, and marketing library resources are all challenges facing the Charles County Public Library system and are opportunities for CCPL's growth to increase service to the community. As evidenced by the results of a recent needs assessment, while we are a valued asset to our community, we are facing a time of rapid change within public libraries as a whole. What will the Charles County Public Library of the 21st century be?

Our libraries provide essential programs and services such as public spaces with access to resources, information, and technology as well as a knowledgeable staff to help guide patrons through the ever-expanding information universe. As community educators, we help individuals learn, grow, and prepare for the next chapter of their lives.

Charles County Public Library is moving forward. We are ready to take on the challenges discovered during our planning sessions. Our strategic plan will guide us while we plan a library system that creates opportunities for engagement and discovery and helps community members overcome challenges they face.

Thank you for your help in shaping our future.

A handwritten signature in black ink that reads "Janet Salazar".

Janet Salazar
Executive Director



LA PLATA BRANCH / OUTREACH SERVICES
2 GARRETT AVENUE
LA PLATA, MD 20646
301-934-9001

P.D. BROWN MEMORIAL BRANCH
50 VILLAGE STREET
WALDORF, MD 20602
301-645-2864

POTOMAC BRANCH
3225 RUTH B. SWANN DRIVE
INDIAN HEAD, MD 20640
301-375-7375

WALDORF WEST BRANCH
10405 O'DONNELL PL
WALDORF, MD 20603
301-645-1395

Executive Summary

Overview

From February to July 2016, Janet Salazar, Executive Director, Charles County Public Library (CCPL), led a planning process to develop a three-year strategic plan. The CCPL system consists of four library branches with administrative offices located at the La Plata library branch. The process was guided by a nine-person planning team representing the administration, each library branch, and trustees. During mid-May 2016, 24 strategic planners (See Strategic Planners at Appendix, Page 9) attended a two-day strategic planning conference to draft the framework for the strategic plan-- vision, mission, goals, and objectives.

Our Current State

To develop an understanding of the current state of the CCPL system, data was collected by three methods during March and April. The first collection method gathered data through focus groups; the second collection method was a web-based survey; and the third method was by interviews with residents who did not use the library. The data from these three methods were analyzed and documented in the Community Needs Assessment Report. During the mid-May strategic planning conference, the strategic planners used the Community Needs Assessment Report to identify the following strategic challenges facing the CCPL system:

- Marketing the library to increase visibility in the community
- Updating and expanding library infrastructure and facilities
- Developing and retaining a capable library staff
- Cultivating mutually beneficial community partnerships
- Diversifying reliable funding sources
- Maintaining current technologies for patrons and staff
- Establishing effective library performance-data collection and reporting
- Building patron-driven services

Shaping Our Future

With a shared understanding of the current state, the strategic planners recommended improvements to the mission and vision statements. The planners then engaged in a discussion of ideas regarding the direction that the CCPL should take over the next three years in response to the current state assessment and strategic challenges. These ideas were organized into the following strategic focus areas from which goals and objectives were developed.

- Community Relations - Library as an essential community asset.
- Operations Analysis - Researched-based customized services.
- Employee Relations - Capable and dedicated library staff.
- Facilities - Modern facilities with current technologies.

About Charles County Public Library

Charles County, Maryland is located just 18 miles south of Washington, D.C., and is bordered by Prince George's, Calvert, and St. Mary's counties. The current population is 154,747. Key industries for Charles County are federal/defense contracting; science/technology; health services; energy and sustainability; and robotics.

Charles County is home to a fairly young, well-educated population. The median age of the population is 38 years old. Thirty-eight percent of the population holds a bachelor's degree or higher. Charles County is becoming more diverse as well, with 44% of the population being African American, 5% Hispanic, 3% Asian, and 1% Native American. Forty-eight percent of the population is White.

The Library is governed by a seven-member Board of Trustees appointed by the County Commissioners. The Library system is comprised of four locations and an Outreach van. The Outreach van visits the homebound, day-care centers, day-care homes and senior centers. The Fiscal 2016 Operating Budget is \$5.3 million. The library is well used, with over 770,000 items circulated in Fiscal 2015 and over 600,000 visits in the same period. Our community is served by 13 Professional Librarians and a staff of 61 full-time equivalent employees, from a wide variety of backgrounds.



Waldorf West Branch

When the newest branch, Waldorf West, was built, it included several meeting rooms in response to the strongest need in the community. Adding additional public-access computers and plenty of space for customers to sit down and plug in to use free Wi-Fi are other examples of our commitment to responding to our community's needs. We are fortunate to have a very active "Citizens for the Charles County Public Library" friends group who support our ongoing efforts to serve our community.



Potomac Branch



P.D. Brown Memorial Branch

The library system has four physical buildings. The Waldorf West branch and P. D. Brown Memorial branch are both located in Waldorf. The headquarters library is the La Plata branch, located in the town of La Plata. The western side of the county is served by the Potomac Branch located in Ruth B. Swann Park. We are adding a mobile library unit in FY 2017.



La Plata Branch

Mission


The Charles County Public Library creates opportunities for the community to engage, discover, and learn.





Vision

We are the trusted source for connecting everyone to endless possibilities.

Goals and Objectives

	<p>Goal 1: Position the library as an indispensable community asset to ensure awareness of services, supportive partnerships, and adequate funding.</p>
<p>Community Relations</p>	<p style="text-align: center;">Objectives</p> <p>1.1: By September 2017, rebrand the library.</p> <p>1.2: By September 2017, begin implementation of a comprehensive marketing plan.</p> <p>1.3: By December 2017, implement a plan to identify, prioritize, and strengthen the library’s community partnerships.</p> <p>1.4: Beginning January 2019, at least 5% of library annual operating budget is provided by alternative funding streams.</p>

	Goal 2: Deliver library services and programs that are data and customer driven.
Operations Analysis	<p style="text-align: center;">Objectives</p> <p>2.1: Beginning September 2016, evaluate library programs to determine customer satisfaction and cost effectiveness.</p> <p>2.2: By October 2016, regularly collect meaningful demographic data for those communities served and underserved by the library.</p> <p>2.3: By May 2017, develop a system for collecting and interpreting library performance data.</p> <p>2.4: By November 2017, evaluate library service hours to determine if they serve the community's needs and adjust the hours as appropriate.</p> <p>2.5: By December 2018, construct a longitudinal research survey to begin tracking customer satisfaction with library services.</p>

	Goal 3: Develop a capable and dedicated staff to maximize productivity and to deliver patron-centered services.
Employee Relations	<p style="text-align: center;">Objectives</p> <p>3.1: By November 2016, implement a standardized process for new-hire training and orientation.</p> <p>3.2: By January 2017, implement an all-inclusive, digital staff-communication system.</p> <p>3.3: By October 2017, conduct a staffing analysis to assess staffing levels and revise positions as needed.</p> <p>3.4: By June 2018, develop a system-wide succession plan for key library positions.</p> <p>3.5: By July 2018, implement a system for staff career advancement.</p>



Goal 4: Modernize library facilities and technologies to exceed community expectations.

Facilities

Objectives

- 4.1:** By March 2017, hold a minimum of three facilitated community forums to solicit design ideas for a new La Plata Branch Library.
- 4.2:** Beginning July 2017, use data analysis to implement one new technology-related solution or service annually.
- 4.3:** By June 2018, complete a facilities plan for each branch.



Appendix

Board of Trustees (as of July 2016)

Ms. Claudia Bellony-Atanga, President	Mr. Hunter Lewis, Trustee
Mr. Andrew Pizor, Vice President	Ms. Margarita Rhoden, Trustee
Ms. Janaya Thompson, Treasurer	Dr. William Wise, Trustee
Ms. Amanda Stewart, Charles County Commissioner, Ex-Officio	

Strategic Planners

Kelly Ashby, Board of Directors, Charles County Chamber of Commerce
Megan Burroughs, Outreach Supervisor, Administration, CCPL
Jimmy Eppley, Circulation Assistant, La Plata Branch
Debbie Erwin, Circulation Supervisor, Waldorf West Branch
Dedra Van Gelder, Instructional Specialist-Library Media, Charles County Public Schools
Joan Goldberg, Public Services Associate, La Plata Branch
Sarah Guy, Program Coordinator, Administration, CCPL
* Lloyd Jansen, Branch Manager, La Plata Branch
Kat Jolie, Young Adult Associate, Waldorf West Branch
Suzie Kuch, Reference Supervisor, Potomac Branch
Dan Mears, Town Manager, La Plata
Pete Petruski, Acquisitions Supervisor, Administration, CCPL
* Andrew Pizor, Vice President, Board of Trustees, CCPL
* Raymond Reed, IT Manager, Administration, CCPL
Margarita Rhoden, Member, Board of Trustees, CCPL
* Janet Salazar, Executive Director, Administration, CCPL
* Mariana Sprouse, Branch Manager, P.D. Brown Branch
Joe Stover, Public Services Associate, P.D. Brown Branch
* Ashley Teagle, Branch Manager, Waldorf West Branch
* Christine Thompson, Branch Manager, Potomac Branch
Faith Tydings, Circulation Assistant, Waldorf West Branch
DauVeen Walker, Reference Supervisor, P.D. Brown Branch
* Alyssa Williams, Assistant Director, Administration, CCPL
* Dr. William Wise, Member, Board of Trustees, CCPL

* Planning Team Member



Point of Contact
Janet Salazar
Executive Director
Charles County Public Library
2 Garrett Avenue
La Plata, Maryland 20646
301-934-9001 x120
jsalazar@ccplonline.org

