



2024-2029

Charles County Public Library

# Strategic Plan

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# MESSAGE FROM THE EXECUTIVE DIRECTOR

Dear Library Staff, Volunteers, Supporters, and Community Members,

Since Charles County Public Library (CCPL) first opened its doors in 1922, it has remained steadfast in its dedication to providing access for all and delivering exceptional patron service. Throughout its 100+ year history, CCPL has consistently demonstrated its adaptability to the evolving times and the unique needs of Charles County.

It is with that history as our foundation and that spirit inspiring this work that I am delighted to present the 2024-2029 Charles County Public Library's Strategic Plan - a roadmap that will guide our library's mission, vision, goals, and initiatives for the next several years.

In today's rapidly changing landscape, we face both challenges and opportunities. Technological advancements have transformed the way information is accessed, requiring us to continually adapt our digital resources and services. Additionally, Charles County is growing and becoming more diverse, which offers CCPL an opportunity to enhance our programs, ensure inclusivity and promote understanding among our community members. While we are mindful of the current economic landscape, we are committed to optimizing resources while maintaining excellent patron service.

**Building upon these considerations, our strategic plan centers around three strategic priorities:**

- Community Awareness and Engagement
- Education, Enrichment and Access
- Space and Place

These priorities reflect our commitment to equitable access, fostering connections, and embracing innovation. Through extensive research and collaboration, we have identified strategic objectives within each priority to drive our library's growth and impact.

I extend my deepest gratitude to all those who contributed to developing the strategic plan and appreciate the valuable insights and perspectives provided by our staff, supporters, and community members during the planning process.

As we move forward, it is crucial that we work together to implement and monitor the progress of our strategic plan. By aligning our efforts and continuously evaluating our progress, we can ensure that our library remains a dynamic and responsive resource for our community. With our strategic plan as our compass, we can confidently navigate the ever-changing library landscape and provide exceptional services, resources, and experiences. Thank you for your unwavering support and dedication. Together, we will shape a future that reflects the needs and aspirations of our community.



KennethWayne Thompson, Executive Director - Charles County Public Library

# STRATEGIC PLANNING PROCESS

A Strategic Planning Team, comprised of Library leadership and select Library Administrators, was formed in Spring 2023 to develop a five-year strategic plan for Charles County Public Library (CCPL).

The strategic planning process began with a current state assessment to understand CCPL's strategic position. This included a thorough examination of the evolving Charles County, taking into account the shifting demographics, economic development, and emerging social issues. Our primary goal for this analysis was to understand how CCPL can adapt and evolve our library services to effectively meet the needs of our community and remain a relevant and valuable resource for years to come.

The Team engaged Library Administration and staff, the Library Board of Trustees, and community stakeholders to understand perceptions about current Library resources, strengths, areas for improvement, and how CCPL can best meet the needs of its internal and external stakeholders. The team collected qualitative data - valuable insights, perspectives, and ideas - through focus groups, interviews, staff forums, surveys, and market analysis during this assessment. As part of this feedback Library staff also identified organizational values to reflect the principles by which the Library operates and strives towards its goals. Together this data was used to guide the Library in developing its strategic direction and creating a clear vision for the future. This process established strategic priorities to help position CCPL as a vital resource which enriches the lives of community members and contributes to their personal, educational, and professional growth.

Within the subsequent pages you will find an overview of the library's mission, vision, strategic priorities, goals, and objectives. These goals are designed to be achievable and realistic and reflect our commitment to providing exceptional library services that are relevant, inclusive, and responsive to the evolving needs of our county residents and beyond. We invite you to explore these pages and join us on this exciting journey towards a brighter future for our community.

*This project was funded in part by the Institute of Museum and Library Services and administered by the Maryland State Library Agency.*



# MISSION, VISION, VALUES

At the heart of our strategic plan lies our mission, vision, and set of values that guide our organization's direction and define our aspirations. These fundamental principles serve as the foundation upon which we build our strategic initiatives and shape our decision-making processes.

## MISSION

Create Opportunities to Engage, Discover, and Learn.

## VISION

We are a trusted Charles County anchor that enhances lives and supports our communities.

## VALUES

**Supportive** - We are dedicated to being a trusted source of support, a place where individuals can find guidance, inspiration, and a helping hand on their journey of personal and intellectual growth.

**Transparent** - We value transparency and clear, open communication in our Library and beyond.

**Inclusive** - We believe in creating an inclusive and welcoming environment where everyone feels respected, valued, and heard.

**Collaborative** - We work to serve our community through thoughtful collaboration with others, driven by our commitment to civic and community responsibility

**Empathetic** - We prioritize deep understanding and compassion for our patrons' and staff's diverse needs, experiences, and emotions.

**Welcoming** - Everything we do is designed to create a welcoming patron experience.

**Fun** - In everything we do, we embrace the spirit of fun to inspire, engage, and ignite a passion for lifelong learning.

# STRATEGIC PRIORITIES

Our strategic plan is built upon a foundation of strategic priorities that guide our organization's actions and decisions. These strategic priorities serve as the pillars that support our organization's growth, resilience, and positive impact in the communities we serve.

1



## COMMUNITY ENGAGEMENT AND AWARENESS

CCPL strengthens community engagement by increasing awareness and knowledge about Library programs, resources, and services among community members. A strong financial support base enhances the Library's capacity to provide comprehensive services that cater to the diverse needs of the community.

2



## EDUCATION, ENRICHMENT, AND ACCESS

CCPL provides relevant, engaging, diverse, and accessible materials that reflect the interests of the community and promote lifelong learning.

3



## SPACE AND PLACE

CCPL locations and atmosphere are welcoming, reflect and honor the unique needs of the community, and are placed in geographically diverse locations to ensure access for all. The Library fosters an inclusive environment that supports staff and the larger community.

# STRATEGIC PRIORITY 1: COMMUNITY ENGAGEMENT AND AWARENESS

CCPL strengthens community engagement by increasing awareness and knowledge about Library programs, resources, and services among community members. A strong financial support base enhances the Library's capacity to provide comprehensive services that cater to the diverse needs of the community.

## GOAL 1A: Expand Community Partnerships and Outreach

### OBJECTIVES:

- <sup>1</sup> Continue implementing, monitoring, and evaluating our organization-wide marketing plan to support CCPL awareness efforts.
- <sup>2</sup> Expand the Library's involvement with community events and organizations to enhance outreach efforts and promote the library's resources and services.
- <sup>3</sup> Build on and continue implementing the Library's community engagement plan to foster stronger relationships with local organizations, schools, and community groups.
- <sup>4</sup> Continue conducting regular surveys to gather input from community members and incorporate their suggestions into library programming, services, and materials.

## GOAL 1B: Promote a Culture of Community Involvement Among Staff

### OBJECTIVES:

- <sup>1</sup> Actively engage with the community and contribute to the library's community engagement efforts.
- <sup>2</sup> Provide training and professional development opportunities for staff members to enhance their understanding of community engagement principles and strategies.

# STRATEGIC PRIORITY 1: COMMUNITY ENGAGEMENT AND AWARENESS

CCPL strengthens community engagement by increasing awareness and knowledge about Library programs, resources, and services among community members. A strong financial support base enhances the Library's capacity to provide comprehensive services that cater to the diverse needs of the community.

## GOAL 1C: Activate Our Community of Supporters and Partners

### OBJECTIVES:

- <sup>1</sup> Establish and expand partnerships with government, educational, cultural, social welfare organizations, and other potential partners to offer relevant services, programs, and collections for all.
- <sup>2</sup> Create ongoing opportunities for listening and feedback with current and potential Library partners.
- <sup>3</sup> Expand partnerships with organizations that represent underserved and historically marginalized communities.
- <sup>4</sup> Engage the Library Board of Trustees in building community partnerships and advocacy for funding.
- <sup>5</sup> Foster an engaged and committed volunteer community at the Library.



# STRATEGIC PRIORITY 1: COMMUNITY ENGAGEMENT AND AWARENESS

CCPL strengthens community engagement by increasing awareness and knowledge about Library programs, resources, and services among community members. A strong financial support base enhances the Library's capacity to provide comprehensive services that cater to the diverse needs of the community.

## **GOAL 1D:** Seek to Expand Sources of Funding for the Library to Innovate and Grow in Response to Evolving Community Needs

### **OBJECTIVES:**

- <sup>1</sup> Develop a comprehensive development plan to guide library fundraising efforts.
- <sup>2</sup> Work with the County and other funding sources to maintain and enhance the library's financial strength to ensure that the Library is capable of providing programs, services, and resources that are responsive to community needs.
- <sup>3</sup> Complete all necessary steps to successfully transition the Library into a non-profit organization to access additional funding sources and diversify funding streams.
- <sup>4</sup> Collaborate with CCPL partners to support advocacy and development campaigns and initiatives.
- <sup>5</sup> Continue to build and strengthen relationships with donors to secure funding for Library programs, services, and resources that benefit the community.

## STRATEGIC PRIORITY 2: EDUCATION, ENRICHMENT, AND ACCESS

CCPL provides relevant, engaging, diverse, and accessible materials that reflect the interests of the community and promote lifelong learning.

### **GOAL 2A:** Support Intellectual Freedom and Access to Information for All

#### **OBJECTIVE:**

- <sup>1</sup> Maintain, and educate patrons on, clear policies that uphold a patron's right to equitable access to information without censorship or bias.

### **GOAL 2B:** Develop and Maintain Partnerships to Create Collections and Programs That Engage Residents of All Ages

#### **OBJECTIVES:**

- <sup>1</sup> Expand partnerships with area schools and school districts to promote CCPL offerings and support academic achievement.
- <sup>2</sup> Identify and collaborate with local and national disability organizations to develop tailored collections and programming that reflects the diverse interests and experiences of individuals with disabilities.

# STRATEGIC PRIORITY 2: EDUCATION, ENRICHMENT, AND ACCESS

CCPL provides relevant, engaging, diverse, and accessible materials that reflect the interests of the community and promote lifelong learning.

## GOAL 2C: Build an Informed Community by Becoming a Dissemination Point for Information and Programs

### OBJECTIVES:

- 1 Regularly audit collections to ensure Library materials incorporate dimensions of diversity.
- 2 Provide modern technology throughout programs, services, and equipment and provide training and resources for how to use this technology.
- 3 Leverage data analytics to improve materials selection and collection curation.
- 4 Continue developing and implementing inclusive and responsive programs that cater to a wide range of demographic groups, address identified community needs, and accommodate a range of abilities, behaviors, and sensory needs.
- 5 Develop and organize collections based upon community needs and information seeking behaviors.
- 6 Maintain a consistent program review process to foster interdepartmental collaboration, encourage creative idea generation, and continuously evaluate the effectiveness of library programming.
- 7 Systematically replace, relabel, and reclassify physical collections (as needed) to improve the patron browsing experience.

# STRATEGIC PRIORITY 3:

## SPACE AND PLACE

CCPL locations and atmosphere are welcoming, reflect and honor the unique needs of the community, and are placed in geographically diverse locations to ensure access for all. The Library fosters an inclusive environment that supports staff and the larger community.

### **GOAL 3A:** Proactively Coordinate with Charles County for Ongoing Maintenance and Library Infrastructure Needs

#### **OBJECTIVES:**

- 1** Collaborate with the County to allocate sufficient funding for branch furniture, fixtures, and other assets.
- 2** Continually document and share infrastructure and maintenance needs to Charles County for their consideration to ensure a safe and functional library environment.
- 3** Regularly review the Library's Master Facilities Plan to guide strategic growth and development of capital improvements.
- 4** Routinely gather feedback from the staff and the community on infrastructure needs and preferences to align maintenance efforts with user requirements.

# STRATEGIC PRIORITY 3:

## SPACE AND PLACE

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### **GOAL 3B:** Provide Library Spaces, Both Physical and Virtual, That Are Welcoming, Inclusive, and Flexible to Meet the Needs of Our Communities and Enhance Access to Information and Services

#### **OBJECTIVES:**

- 1 Ensure the Library's buildings and surrounding spaces are welcoming, comfortable, clean, safe, and well-lit.
- 2 Work with community public safety stakeholders to identify physical safety needs and implement safety measures across CCPL locations.
- 3 Provide accessible spaces, entrances, and circulation elements for all.
- 4 Explore opportunities for expanding library locations and spaces.
- 5 Provide community members of all ages spaces to meet, gather, and interact.
- 6 Expand library services to those with mobility or transportation limitations.
- 7 Continuously assess technology needs to identify areas where cost-effective technology products and services can enhance services and operations.
- 8 Have a library staff that is informed by and engages with established CCPL communications.

# STRATEGIC PRIORITY 3: SPACE AND PLACE

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## GOAL 3C: Foster Inclusivity Within CCPL and Beyond

### OBJECTIVES:

- 1 Build a results-oriented DEIA strategy based on measurable outcomes.
- 2 Increase opportunities for Library staff and leadership to be engaged in achieving DEIA goals.
- 3 Provide clear, consistent, and regular messaging of the Library's DEIA Vision and actions being taken to achieve desired outcomes.
- 4 Provide workshops and learning sessions designed to increase cultural competencies and skills.
- 5 Foster an inclusive environment where all employees, patrons, and community members feel welcomed, valued, and engaged.
- 6 Attract highly qualified and diverse applicants and candidates through talent acquisition that reaches all communities.
- 7 Recognize and celebrate diversity through displays, programming, events, and exhibits.

# STRATEGIC PRIORITY 3: SPACE AND PLACE

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## **GOAL 3D:** Be Recognized as the Information Hub for Communities to Engage, Discover, and Learn

### **OBJECTIVES:**

- 1** Offer Charles County residents and visitors access to civic resources through in-library activities and community partnerships.
- 2** Develop and promote events and opportunities to encourage civic engagement and awareness.

# LIBRARY LOCATIONS

Additional Information on all locations is available at [ccplonline.org](http://ccplonline.org).



## LA PLATA BRANCH

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 Place  
Waldorf, MD 20603  
301-645-1395



## MOBILE LIBRARY DISCOVERY LAB NANJEMOY KIOSK



## DETENTION CENTER LIBRARY

6905 Crain Highway  
La Plata, MD 20646  
301-932-3100





# STRATEGIC PLAN HIGHLIGHTS

## MISSION

Create Opportunities to Engage, Discover, and Learn.

## VISION

We are a trusted Charles County anchor that enhances lives and supports our communities.

## VALUES

- Supportive
- Collaborative
- Welcoming
- Transparent
- Empathetic
- Fun
- Inclusive

## STRATEGIC PRIORITIES

1



### COMMUNITY ENGAGEMENT AND AWARENESS

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