



STRATEGIC PLAN 2020–2023

The Charles County Public Library (CCPL) has developed this three-year strategic plan to ensure that it continues to provide the resources and services that meet the needs and preferences of County residents.

The Ivy Group consulting team worked closely with the Library through a multi-dimensional planning initiative that elicited widespread input from both internal and external stakeholders via one-on-one interviews with civic and community leaders and online surveys of both CCPL staff and Charles County residents. The consulting team also conducted a market segmentation study of the Library’s service area in addition to reviewing Census and other demographic data.

Equipped with the research findings, the Library identified Collections, Programming, and Marketing & Communications as its institutional priorities for the next three years. Staff work groups came together to develop the specific strategies and tactical implementation steps of the strategic plan, committed to maximizing the value of the Library to all members of the community.

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STRATEGIC PRIORITIES

Collections

Apply best professional practices, metrics, and promotional opportunities to increase use of the existing collection.

- Audit circulation to identify collection use patterns, strengths, and weaknesses.
- Partner with SMRLA for collection development and management training for staff.
- Continually assess weeding practices against policy to ensure collection improvement efforts are ongoing and effective.
- Develop a promotional plan for proactive readers' advisory outreach.
- Leverage a digital marketing service (e.g. Wowbrary) to generate customer interest and increase knowledge of acquisitions.

Further develop the collection in response to the unique characteristics of the Library's service area demographics and the needs expressed by the community.

- Utilize market segmentation research data as the basis for a multi-year collection development plan.
- By random sample, conduct a collection audit that incorporates considerations of race, ethnicity, LGBTQAI+, disability, etc. to identify and address collection deficits.
- Revise the selection criteria and management of the Express Copies collection.
- Reduce wait times by expanding the variety and number of e-books and e-audiobooks.
- Increase coordination between the collection development and programming departments to ensure the Library's collection supports its program offerings.
- Partner with area schools to identify and acquire needed curriculum support materials.

Programming

Restructure and consolidate staff resources for library programming.

- Establish programming teams.
- Create a regular program review process for interdepartmental coordination, brainstorming, and ongoing assessment for library programming.

Create and execute dynamic programs that appeal to diverse population segments and respond to identified community needs.

- Apply market segmentation data and other primary research to program planning.
- Develop criteria for determining most advantageous outreach/pop up events.
- Continue to strengthen partnerships with area schools to build participation in summer reading, tween, teen, and YA programs.
- Maintain the Library's commitment to offering and promoting CCPL-branded signature events (e.g. C4, SRP, local author's reception, STEM FEST, Improv Bee, etc.)
- Create a logistics checklist for events management.
- Provide opportunities for program attendees to provide feedback and a process by which designated staff may evaluate and adjust program offerings accordingly.

Marketing and Communications

Build a comprehensive marketing and communications program.

- Audit communications assets for consistent brand presentation, effectiveness, and impact:
 - signage and wayfinding;
 - format, frequency, and timing of Program Events Guide;
 - website; and
 - social media communications.
- Develop a comprehensive marketing and communications plan that:
 - incorporates market segmentation data and other primary research;
 - specifies key messages enabling the Library to tell its "story" to targeted segments;
 - details a program of external communications regarding budgetary and other constraints, hours of operation, etc.; and
 - outlines media relations protocols.
- Develop social media, blog, permission-based email, and content strategies that support the goals of the marketing plan.
- Reallocate budget from printing to digital promotions and both paid and unpaid media outreach.