



Calvert Library Strategic Plan 2015 - 2019



Inspire Possibility

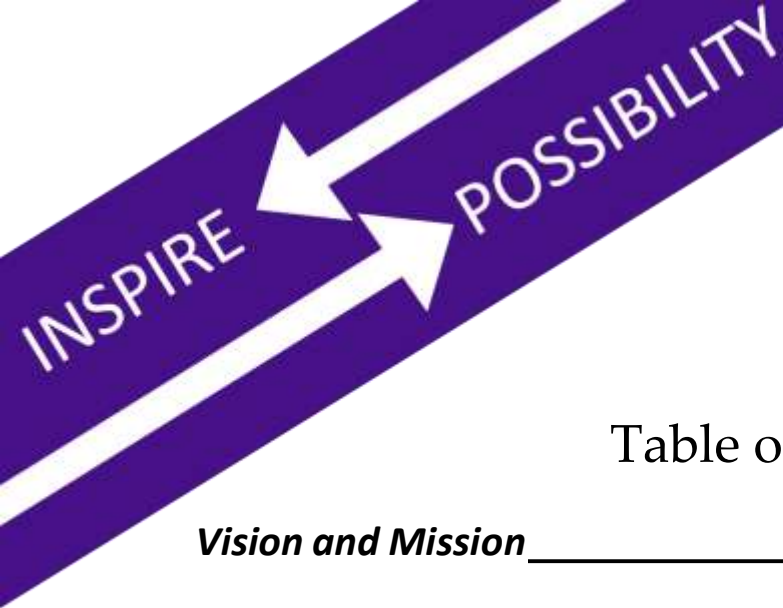


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Strategic Planning Process

The strategic planning process began in March of 2015. From the start it was designed to be inclusive and engaging. A volunteer consultant interviewed all branch managers and coordinators and convened focus groups with staff at each branch as well as with the Board of Library Trustees. Staff and leaders had opportunities to voice their assessment of the current state of the library and to articulate ideas for future direction. In addition, over 50% of the frontline staff participated in one of five (5) teams formed to collect additional data: Customer Demographics Team collected data about the Calvert County population and current library usage, Customer Survey Team administered a survey to over 1,000 existing and potential customers to understand customer needs, Focus Group Team conducted eleven (11) focus groups reaching well over 100 individuals to understand community needs, Benchmarking Team explored trends in comparable public libraries, and the Program Inventory Team evaluated existing library programs based on impact and viability.

Vision and Mission

Calvert Library's vision is to *Inspire Possibility*.

Calvert Library mission is to serve as a gateway to information, imagination, and inspiration. We:

- Empower individuals by facilitating lifelong learning and
- Strengthen our community by providing opportunities for connection to one another and the world



Early literacy through play at one of Calvert Library Imagination Stations

Values

Calvert Library has adopted the following core values that drive both internal operations and relationships with customers and partners:

- We embrace change, take risks and learn from mistakes.
- We collaborate within our library locations, our community, our region and our state.
- We value individual creativity and diversity.
- We learn and facilitate the learning of others as a means to empower and transform lives.
- We engage and build community.

Evaluation

This strategic plan will serve as Calvert Library's organizational roadmap for FY16-FY19. Each year the library will create an annual plan outlining the services, programs and events that will aid us in accomplishing our strategic goals and objectives. These will be prioritized based on importance and resource availability. The Director will monitor the progress of the plan and provide the library board with a progress report every six months. The success of the plan will be measured by outputs and outcomes associated with each goal and by the positive results from our role in the community as we *Inspire Possibility*.



Men's Gospel Choir of Brooks United Methodist Church

Strategic Goals and Objectives

Strategic Goal 1. Support a Strong Community

Calvert Library already successfully leverages many strategic partnerships to support programming efforts. The library will continue to forge partnerships in two ways:

Objective 1.1. Develop partnerships to offer customer programming

Offer leading edge classes and events by leveraging the subject-matter expertise of the community. Calvert Library will seek partnerships to support civic engagement, historical/cultural preservation, diversity and inclusion, lifelong learning, and increasing awareness of local business services.

Objective 1.2. Develop resource partnerships

Calvert Library will deepen its existing partnerships by gaining more information about, and training from, local organizations to increase the library's ability to serve as a resource center. Calvert Library's customer survey indicated that customers want more information about education, environment, financial security, employment, health, community engagement, and the local arts.

Objective 1.3. Develop embedded library partnerships

Calvert Library will identify physical locations that attract potential customers and explore options to provide library services to customers outside the physical library locations.



International best-selling author Nadia Hashimi

Strategic Goal 2. Expand Services to Specific Populations Today's resource-constrained environment requires that we assess who we can best serve and how we can provide the biggest impact. In surveying the most pressing life issues, interests, goals, and wishes for the community of our current and potential customers, two specific groups emerged to whom we can continue or increase services: pre-school children and their parents and teenagers.

Objective 2.1. Create young readers: early literacy

Young children and their caregivers will continue to have access to high quality early literacy programs which support healthy brain development, school readiness, and social development. Through Storytime classes, early literacy initiatives and partnerships, parents and caregivers are equipped with the skills to be their children's best teachers as well as stewards of their children's health, safety, and well-being.

Objective 2.2. Expand services to teens

Calvert Library has an active Teen Advisory Council and will continue to engage teenagers in planning their own events, supporting individual creativity, empowerment, innovation, and self-initiative. While not all Calvert Library branches currently have sufficient space, branches will collaborate with teenagers to seek creative solutions to providing teen-centric spaces.

Objective 2.3. Expand opportunities for community engagement

Calvert Library is fortunate to have many volunteers spearheading funding campaigns and supporting daily operations so staff can focus on activities that take advantage of their expertise and training. Calvert Library will draw on its core values to further develop a volunteer force with subject matter expertise in order to expand engagement and lifelong learning opportunities for our customers.



Proud of reading 500 books before age 5
Calvert Library's 500 by 5 initiative

Strategic Goal 3. Enlarge “Virtual 5th Branch”

More customers are accessing information and materials online and using social media to connect. The library will increase the ease and opportunity to obtain library services whenever and wherever customers are.

Objective 3.1. Expand virtual collection

Calvert Library will continue to seek opportunities to offer materials online, to enable more customers to check out virtual materials or access reference materials online.

Objective 3.2. Increase access to classes and events online

To support its mission in building community and offering transformative learning experiences, Calvert Library will continue to seek opportunities to provide customers with mobile-friendly virtual services, such as live-streaming events and classes, podcasts or YouTube videos of events and classes, and community forums that allow for real-time chat and asynchronous discussions.

Objective 3.3. Develop technology strategies to address customer needs

The pace of technological change is a formidable challenge for public institutions that often rely on flat or even decreasing budgets. Calvert Library will develop technology strategies and gain funding commitment to support customers’ needs.



Tweens experimenting in the game based learning environment Minecraft

Organizational Competency 1. Tell Our Story

Objective 1.a. Develop marketing strategy

A marketing strategy, through in-depth analysis of stakeholders and selective messaging will be established to tailor marketing activities to meet library goals.

Objective 1.b. Develop social media strategy

Calvert Library will identify those groups most receptive to social media, understand their interests, devise messages that demonstrate how the library supports these interests, and select those social media platforms that best support outreach to these groups.

Organizational Competency 2. Live Our Values

Calvert Library has a set of core values that are expressed strongly in the customer experience. These values also drive internal interaction and operation.

Objective 2.a. Redesign internal processes to align with core values

A culture that welcomes change will allow for an environment of continuous improvement, where the library will continually experiment, listen, learn, challenge, and transform to provide excellent service for our customers.

Objective 2.b. Increase collaboration

Collaboration among branches, across programs, and between staff and management will build on values of trust, empowerment, inclusion, and change. Collaboration will increase lifelong learning and community engagement opportunities for library customers.



Calvert Library staff