



# STRATEGIC PLAN FY2021–2024

## A LETTER FROM THE PRESIDENT OF THE BOARD OF LIBRARY TRUSTEES

On behalf of Calvert Library’s Board of Library Trustees, our Executive Director and our staff, we are pleased to present Calvert Library’s 2021-2024 Strategic Plan.

Over the course of a 10-month strategic planning process, we assessed community needs and expectations to ensure that the Library continues to provide the most relevant services to County residents and possesses the organizational agility to be able to respond to an ever-changing world. We carefully reviewed statistical data from a market segmentation study of our service area and relied heavily on community feedback gained through one-on-one interviews and an online survey.

The resulting Plan is a living document that will regularly be referenced by Library leadership in its decision making, enabling us to address the needs of Calvert County and maximize the value of the Library to all members of our community. Staff will work to develop thoughtful and creative initiatives that emphasize three core areas of focus over the next four years:

- **Improving Lives through Education**
- **Enriching Community Life**
- **Increasing Public Awareness of the Library**

I would like to thank everyone who dedicated their energies and talents to creating this Plan, including Executive Director Carrie Willson and the Library staff, the Strategic Planning Committee, the Board of Library Trustees, the Friends of the Library, Calvert Library Foundation, and most of all, the residents of Calvert County. It is my sincere hope that the community will join with us in celebrating this dynamic vision of the Library’s future.

Carolyn McHugh  
President, Board of Library Trustees



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# Improve Lives through Education

## Improve early childhood literacy.

- Expand portable storytime to new Child Care providers.
- Conduct Mobile Services visits to Child Care sites.
- Strengthen agency partnerships with family and social service organizations.
- Engage in a longitudinal study to assess effectiveness of early literacy strategies.
- Expand *500 by 5* program in which participants read 500 books by age 5.

## Prepare young adults for college and careers.

- Improve accessibility and array of college-bound resources on the Library's website.
- Partner with CCPS, CSM and the homeschool community to increase college-bound programming for teens and their caregivers.
- Partner with CCPS and homeschool community to improve career-readiness for teens not pursuing college.
- Explore Blue-Collar STEM opportunities.
- Offer soft skill development for teens and new adults (communication, leadership, teamwork, etc.)
- Explore viability of offering class series that produce measurable learning.

## Support job seekers and entrepreneurs with workforce development.

- Provide resources and programming for individuals re-entering the workforce.
- Re-evaluate basic computer training and entry-level computer skills classes and events.
- Provide access to training for entry-level careers (soft-skills and technology).
- Prepare job seekers to complete job applications, draft resumés, and succeed in interviews.
- Train and continually update staff on career readiness resources and offerings.
- Expand workforce development partnerships.

## Increase variety of engaging classes and events for adults

- Conduct impact/outcomes assessment of current classes and events.
- Conduct a needs assessment regarding future offerings.
- Partner with local organizations that serve seniors.

## Increase technology support for seniors

- Offer training on downloadables, email, phone apps, reserving books, FaceTime, safe passwords, online shopping, etc.
- Provide equipment and support for digitization projects.

# Enrich Community Life

## Expand the Library's footprint in the community.

- Plan afternoon and early evening stops in neighborhoods with the new Mobile Library.
- Evaluate circulating hotspots and consider a collection for the Mobile Library.
- Utilize the Mobile Library at community events, such as the North Beach Farmer's Market.

## Offer popular and diverse materials for education and entertainment.

- Expand and maintain the Library's ever-evolving print, audio, and viewable physical collections.
- Provide access to downloadable and streaming content in a variety of formats.
- Evaluate advancements in format and delivery methods to ensure collections meet customer needs and expectations.

## Connect with underserved communities.

- Investigate effective, efficient ways to help underserved communities.
- Partner with groups already working with underserved populations to optimize programs, collections, and services.
- Train staff on how to best support underserved populations.

## Personalize and upgrade customer service.

- Investigate a personalized reader's advisory service.
- Investigate possibilities of Books by Mail.
- Utilize door count data to better deploy staff.
- Evaluate programming impact versus input to determine which classes to prioritize.
- Implement RFID technology to increase self-service options and usage.

## Increase accessibility and basic technology access throughout the County.

- Add digitization equipment for public use.
- Upgrade wireless printing capability.
- Investigate purchasing a Calvert Library App.
- Consider adjusting library hours to better meet community need.
- Maximize Wi-Fi signal strength at library locations.
- Investigate installing Wi-Fi at Mobile Library community stops.

# Increase Public Awareness

## **Develop communications plan.**

- Draft messaging tailored to specific audiences.
- Identify earned and paid media opportunities.
- Identify opportunities to cross-market library services.
- Partner with community support organizations to market library services.
- Plan marketing initiatives to promote particular tools or services.
- Plan advocacy campaign to convert non-users to library advocates.

## **Connect with community businesses, events and media outlets.**

- Distribute library information at local businesses and community events.
- Capitalize on free media outlets.
- Pitch newsworthy stories to local media outlets.

## **Plan and place paid media.**

- Develop targeted media budget to include both traditional and digital advertising.
- Investigate, negotiate, and place paid advertising in traditional outlets.
- Investigate, place, and track paid advertising on digital platforms, particularly social media.