

# STRATEGIC PLAN XI

## FY 2021–FY 2026

*Building Community for a Better Tomorrow.*



**BALTIMORE COUNTY  
PUBLIC LIBRARY**

Baltimore County Public Library serves the diverse communities throughout Baltimore County with 19 branches, four bookmobiles and a virtual branch, bringing the library within easy reach for more than 830,000 residents. A robust collection and customer-oriented programs serve all ages and interests of library visitors—in person and online—while partnerships with local agencies, nonprofits and businesses extend the library's impact in the community.

In March 2019, Baltimore County Public Library initiated a strategic planning process to gather input from staff, community and Trustees to aid in determining the future direction for the organization. A cross-functional Strategic Plan Team, comprised of staff representing all levels within the organization, worked together to analyze stakeholder feedback, identify goal areas and create this plan focusing on the resources and services to grow and enhance the communities in Baltimore County. In April 2020, amid the COVID-19 pandemic, the team reviewed the draft plan to affirm that the goals remained relevant in this ever-changing environment. In May 2020, the Board of Trustees approved this plan for implementation beginning July 1, 2020. In September 2022, the Board approved the extension of this plan through fiscal year 2026.

## Goal 1:

### Quality of Life

Libraries contribute to the vibrancy of a community and provide a wealth of recreational, social and economic opportunities for customers. Whether cultivating readers, bringing people together, aiding customers in job searches or providing resources to entrepreneurs, the library is a one-stop community resource for all.

#### OBJECTIVES

##### Foster a Love of Reading and Discovery

1. *Develop robust and responsive collections.*
2. *Connect readers to books, authors and each other.*
3. *Connect library users to non-traditional collections and new experiences.*

##### Build Community

Provide opportunities for:

1. *Civic engagement.*
2. *Social connections.*
3. *Recreation.*

##### Enhance Economic Vitality

Provide programs and services:

1. *To address the economic needs of vulnerable populations.*
2. *For job seekers.*
3. *For small business owners and entrepreneurs.*

#### KEY MEASUREMENT AREAS

Programs, Program attendance, Outcomes, Circulation, Collections

## Goal 2:

### Education and Lifelong Learning

Libraries provide convenient, engaging and relevant opportunities and resources for continuous learning and self-development to customers of all ages, needs and abilities. Partnerships with schools, other county agencies and nonprofit organizations allow the library to be a community learning hub.

#### OBJECTIVES

##### Enhance School Readiness and Student Achievement

1. *Improve delivery of educational programs.*
2. *Provide educational programs and services for vulnerable populations.*
3. *Continue to build collaboration with schools in the county.*

##### Cultivate 21st Century Literacies

Provide programs and services that build:

1. *Media and information literacy skills.*
2. *Technology and digital literacy skills.*
3. *Financial literacy skills.*
4. *Health literacy skills.*

#### KEY MEASUREMENT AREAS

Programs, Program attendance, Engagement, Certifications (as applicable), Outcomes

## Mission

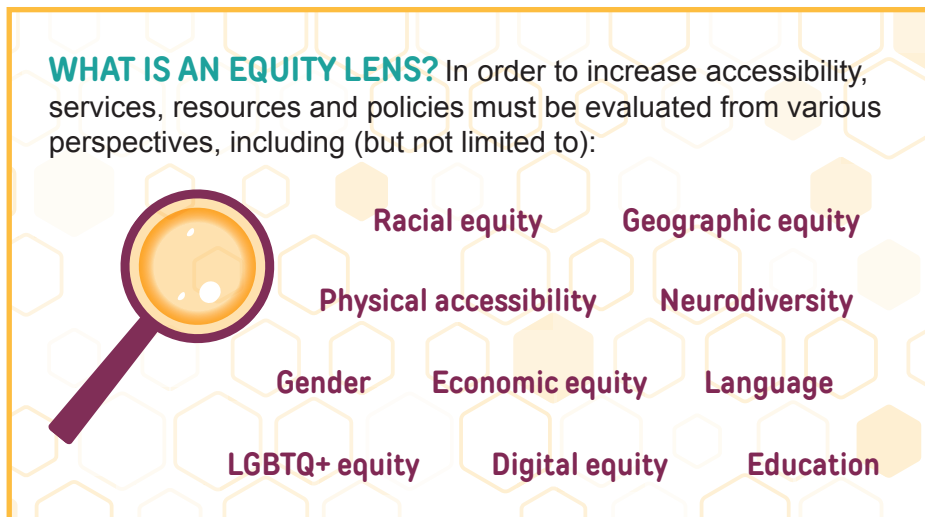
Providing opportunities to explore, learn, create and connect.

## Vision

Empowered and engaged individuals for a more inclusive and connected Baltimore County community.

## We Value

Our customers and communities  
Equal access and intellectual freedom  
Flexibility and collaboration  
Diversity and inclusion  
Continuous improvement



## Goal 3:

### Equitable Access

Equity and access are the fundamental building blocks of the library. Recognizing that customers come from diverse backgrounds and experiences, efforts are continuously made to ensure all customers are able to fully utilize our services.

#### OBJECTIVES

##### Connect Customers to Services

1. Evaluate geographic equity of service offerings.
2. Improve delivery of services.
3. Increase customer, staff and partner awareness of library and community service offerings.

##### Improve Customer Experiences

1. Adopt a new customer service philosophy that sets standards for both internal and external customer interactions.
2. Assess service models and hours.
3. Adapt physical spaces as possible.

##### Reduce Barriers to Library Service

1. Review accessibility of collections, services, programs and technology with an equity lens.
2. Review policies and standards for enforcement of policies.
3. Address accessibility issues of physical spaces.

#### KEY MEASUREMENT AREAS

New accounts, Circulation, Collections, Visits, Outcomes, Customer satisfaction, Usage of services, Programs, Program attendance

## Goal 4:

### Organizational Wellness

Employees are the greatest asset of any organization. Focusing on staff development and structures, a supportive work environment, to recruit and retain a workforce that is diverse, engaged and effective ultimately creates staff satisfaction and enhances the customer experience.

#### OBJECTIVES

Promote a culture of accountability and trust that encourages communication, collaboration and respect across library staff and leadership.

Improve delivery of staff development opportunities.

Review and enhance efforts that promote and encourage employee safety and security.

Assess equity and competitiveness of staff classification and compensation.

#### KEY MEASUREMENT AREAS

Staff surveys, Staff development opportunities, Safety preparedness drills

## *Acknowledgments*

**Sonia Alcántara-Antoine** | CEO, 2021-

**Paula Miller** | Director, 2014-2020

### **MEMBERS OF THE STRATEGIC PLAN XI TEAM**

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**Baltimore County Public Library would also like to thank the Board of Trustees, customers and staff who provided feedback throughout the strategic planning process.**



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