MESSAGE FROM THE BOARD OF TRUSTEES PRESIDENT

Carroll County Public Library has a rich tradition of connecting our community with welcoming spaces, innovative resources and services, and educational experiences. Relying on direct input from library customers, the Board of Trustees has adopted the 2018 -2020 Strategic Plan, Engage Enrich Empower. Providing access to information is a critical mandate for Carroll County Public Library both now and in the future. Making print and digital information available, along with hands on experiences found in maker spaces, offers our community a diverse array of resources and opportunities for lifelong learning. In addition to the branches, the library is dedicated to expanding its reach across the county, meeting customers through outreach to day care centers and retirement communities. Carroll County Public Library is a vital community resource and continues to have one of the highest circulation rates per capita in Maryland. The Board and staff are committed to supporting the mission and vision of Carroll County Public Library.

Kathleen Campanella
President
Carroll County Public Library Board of Trustees

MESSAGE FROM THE DIRECTOR

In order to keep pace with changing demands, the Carroll County Public Library (CCPL) engaged in a planning process to develop a roadmap for service delivery in 2018-2020. Customers completed an online survey which identified areas for future focus. We also researched local and national trends affecting education. Staff then developed service goals and objectives to guide us in providing a robust collection of materials for all ages, access to emerging technology, welcoming spaces, and experiential learning opportunities.

We are especially excited to have the opportunity to develop a community maker space. Exploration Commons @ 50 East, a 14,000 square foot collegial learning space in the Westminster Branch, will feature a wide range of tech hardware and software and a culinary literacy center.

CCPL thanks the community for its support over the past 60 years. We are proud of our record of achievement and will make every effort to continue to provide services that meet the current and emerging self-directed learning needs and interests of our citizens.

Lynn Wheeler

Cover Photo Credit: Carroll County Times, Dylan Slagle. MAGIC’s Fourth Capture the Flag Cybersecurity Competition in Partnership with CCPL.
MISSION & CORE PURPOSE
We connect our community with welcoming spaces, innovative resources and services, and educational experiences for lifetime enrichment.

CORE VALUES
These core values, articulated by our staff and approved by our Board, guide CCPL’s daily work and long range planning. In addition, these values exemplify the standards to which each of us continually strives:

• We treat everyone equally and with respect
• We meet each other with humor and kindness
• We build community
• We are risk-takers and leaders
• We inspire curiosity
• We embrace challenges and learn from mistakes

We use our Core Values to guide us in all areas of the work we perform. We have developed a Customer Service Statement to communicate how these values translate into service our customers can expect during every visit to the library and in each interaction with our staff.

CUSTOMER SERVICE STATEMENT
At Carroll County Public Library, this is our commitment to you: We strive to be a vital community partner, to be a good neighbor, and to provide you with the best ideas, information, and resources. Together we can discover, learn, and grow.

VISION
Our community is inspired, engaged, and empowered.
HIGHLIGHTED ACHIEVEMENTS
FROM THE PREVIOUS PLAN, 2015 – 2017:

**Lifelong Education: Birth to 17**
- Continued utilizing Every Child Ready to Read as the foundation of our school readiness efforts.
- Expanded hand-on STEM learning activities through technology CRATEs.
- Introduced new collection content, including Playaway Launchpads, Playaway Views, and comics on Hoopla.
- Expanded partnerships, including:
  - Battle of the Books, a focus of the Learning Advantage Partnership (LAP) with Carroll County Public Schools, continued to expand with over 1,400 students competing annually countywide. The LAP 10th anniversary event in 2017 featured authors Kate Hannigan & Dave Roman.
  - Celebrating America events at Union Mills Homestead and Carroll County Farm Museum.
  - Established new partnerships, including the Maryland STEM Festival and Maryland Maker Collaborative. Partnered with the Mid-Atlantic Gigabit Innovation Collaboratory (MAGIC) to offer Capture the Flag & Hackathons.
  - Expanded community programming at the Boys & Girls Club of Westminster.

**Lifelong Education: Adults**
- Enhanced collection to meet community interests, further developing digital content on Hoopla and Overdrive, and offering Knitting Needle and Rubber Stamp collections.
- Developed a broad spectrum of educational and intergenerational programs, including a Veterans Book Club and American Girl writing workshop.
- Engaged the community with visual arts activities, including paint night programs, Barn Quilts display, and community art exhibits.
- Introduced Celebrating America Weekend events with community partners. Hosted authors William J. Mann and Mark Zwonitzer.
- Offered popular author events, including Elizabeth Berg, Stephanie Powell Watts, Alice McDermott, Christina Baker Kline, Dan Fesperman, Karin Slaughter, Daniel Silva, Brad Meltzer, Allan Karl, and Gerry Sandusky.

**Community Engagement**
- Opened U.S. Passport services at North Carroll and Eldersburg Branches.
- Expanded Sunday hours to yearround at the Eldersburg Branch.
- Enhanced partnership with the City of Westminster, including the Oyster Stroll, Wine Stroll, and Tech Stroll.
- Expanded programming beyond the library, including trivia nights, Maryland Microbrewery Festival, and pop-up events.
- Expanded online promotion of community events, services, and organizations.
- Established community reading initiative, Carroll One Book, in partnership with LAP.

**Access to Technology**
- Launched 3D printing service at all branches.
- Introduced augmented reality, virtual reality, and drones at school and community events.
- Opened the Holniker Exploration Point makerspace at Eldersburg, which includes Adobe Creative Suite software, green screen, 3D scanner, and laser cutter.
- Increased STEM and technology-focused programs through Maryland STEM Festival, Carroll County Tech Trek, and Tech Stroll.
- Expanded use of Tech Ed programming labs.
- Updated Wi-Fi infrastructure.

**Organizational Competencies**
- Developed organizational and job specific tech competencies.
- Began use of data visualization tool Tableau for analysis of service trends.
- Provided staff training for customer service, virtual reality, augmented reality, and other emerging technologies, U.S. Passport service, Snapchat, marketing, teen tech programming, storyline skills, sensory storytimes, diversity & inclusion, Narcan overdose response, CPR, and Mental Health First Aid.
- Reorganized administrative staff.
HISTORY
Library service in Carroll County began in 1863, when the Westminster Public Library was founded as a subscription library. In 1949, an endowment from the newly established Davis Library, Inc. provided free library service to the community. The Carroll County Commissioners authorized the forming of Carroll County Public Library system in 1958.

BY THE NUMBERS

FY17 ACTIVITY

Branches ................................... 6
Cardholders ....................... 96,386
Visits ................................. 1,024,355

Information
Total Information Transactions ............. 153,643

Circulation
Total Circulation .......... 3,721,515
Circs per Capita ........................ 22.12

Collection Size
Total Collection........... 640,583
Adult Books.................. 182,550
Children’s Books .......... 208,376
Adult Non-Print .......... 209,373
Children’s Non-Print ...... 27,290
Magazines ....................... 12,994
Collection Turnover ........... 5.81
Databases ................................ 26

Educational Activities
Activities ............................. 6,699
Activity Attendance .......... 174,997
Attendance per Activity ....... 26
Outreach Activities ............. 2,731

Computer Access
Public Computers ........... 110
Computer Sessions ....... 176,105
Avg. Comp. Session (mins.).. 44
Wi-Fi Sessions .............. 114,571
Avg. Wi-Fi Session (mins.).. 112

Additional Community Value
Meeting Room Bookings... 8,271
County Bills Collected ...... 3,240
Student Service Hours ..... 7,122
Carroll County Times Digital Archive Views ...... 135,637
U.S. Passports .......... 2,589

BUDGET FY17

RESOURCES ALLOCATION

Collection 59%
Educational Activities 14%
Technology & Information Services 27%
In support of CCPL's mission, these goals provide direction and reflect the priorities for the library system over the next three calendar years, 2018 – 2020. Each objective defines how we will measure and achieve a particular goal. These priorities were directly driven by customer comments and data collected by survey in April 2017. Facilitated stakeholder discussions held in May 2017 also provided important insights about community priorities and informed the overall direction of the plan.

CCPL recognizes the important role that the library system plays in supporting each customer's ever-changing needs. CCPL is recognized as an organization on the forefront of introducing new technologies to our communities. This role will continue to expand. Our meeting rooms and study rooms are regularly in use. Our customers tell us that they want space to participate in active group educational experiences, but also to quietly study or meet in small groups. We will focus on exploring creative methods to address these concurrent and sometimes competing needs. Books, audiobooks, and video continue to be in great demand, and the library will continue to ensure that these materials can be easily used in a variety of digital and physical formats. We will also explore new media platforms. Over 170,000 people annually attend programs and other educational events. CCPL will continue to provide opportunities for self-directed learning, developing skills, and building community connections. Collaboration with a broad variety of organizations and businesses across the county has allowed us to grow our program and service offerings. CCPL will work to add even greater value to these relationships.

We will focus on serving these priorities: Technology Access, Welcoming Spaces, a Robust Collection, Educational Experiences, and strong Community Connections. CCPL's spirit of innovation will continue throughout this plan.
TECHNOLOGY ACCESS

Residents of Carroll County will be aware of the availability and have access to current and emerging technologies, as well as the assistance they need to use them effectively and confidently in their daily lives.

OBJECTIVE 1
Open a community makerspace increasing the use of existing and emerging technologies. Attendance at makerspace related programming will increase by 25% percent during the life of the plan.

OBJECTIVE 2
Over the life of the plan, implement three new solutions or strategies that promote more seamless interaction between electronic devices and the library's technology resources.

OBJECTIVE 3
Increase programming and assistance interactions related to existing, new, and emerging technologies by 5% annually.

“I am excited to see our library continue to grow and adapt with our changing community and technology.”

- Lindsay, Customer at Eldersburg

86% OF CUSTOMERS RESPONDING RATED WIFI AND PUBLIC COMPUTER ACCESS AS VERY GOOD OR EXCELLENT

Data from April 2017 Customer Survey
GOAL 2 SPACES

“Maryland has great libraries and Carroll County is outstanding... staffed with knowledgeable professional staff, great collections, great wifi, & good hours. The physical libraries are clean and safe, and the digital collections are excellent.”

- Susan, Customer at Taneytown

WELCOMING SPACES

Every Carroll County Public Library visitor will enjoy clean, comfortable, versatile facilities that exceed expectations and provide opportunities to innovate and be inspired, both by gathering together and for quiet independent study.

OBJECTIVE 1
During the life of the plan, 80% of those surveyed will report that the library building’s interior meets or exceeds their expectations.

OBJECTIVE 2
During the life of the plan, 80% of those surveyed will report that the library’s furniture and equipment meets or exceeds their expectations.

OBJECTIVE 3
During the life of the plan, 80% of those surveyed who desire a quiet space to work will report that they are able to find an area that suits their needs.

OBJECTIVE 4
During the life of the plan, 80% of those surveyed who desire collaborative spaces will report that they are able to find an area that suits their needs.

OBJECTIVE 5
During the life of the plan, 80% of those surveyed will report that the library’s exterior and grounds meets or exceeds their expectations.

OBJECTIVE 6
During the life of the plan, 80% of those surveyed will report that the library’s online presence meets or exceeds their expectations.

79% OF CUSTOMERS RESPONDING RATE OUR CHILDREN’S SPACES AS VERY GOOD OR EXCELLENT

Data from April 2017 Customer Survey
ROBUST COLLECTION

Carroll County Public Library will provide a wide variety of materials in many formats that allow individuals and families to expand their skills, be entertained, further their education, and stay informed.

OBJECTIVE 1
Physical and digital materials will be promoted for maximum exposure of the collections so that customers will find music, movies, books, special collections, and other digital materials relevant to their interests. Overall circulation will be maintained over the life of the plan.

OBJECTIVE 2
Use of digital materials will increase by 10% over the life of the plan.

OBJECTIVE 3
Library materials and resources will be marketed to both potential users as well as current users. Awareness of library physical and digital materials will increase by 5% as measured by survey between the conclusion of year 1 and year 3.

OBJECTIVE 4
Customers will have access to new materials and formats that appeal to a diverse community and meet their evolving needs. Surveys will inform materials selection and show a 5% increase in agreement that materials meet the needs and interests of the community between the conclusion of year 1 and year 3.

“Data from April 2017
Customer Survey

97% of customers responding say they find what they want in the online catalog

“I am extremely pleased with all of the resources. I can’t remember not being able to get something that I wanted.”
- Kathleen, Customer at Westminster

“The library has been vital to my family. As home schoolers, books are expensive. We use the library a lot.”
- Brenda, Customer at Mount Airy
EDUCATIONAL EXPERIENCES

Carroll County Public Library will connect the members of our community to opportunities for educational, engaging, and enriching experiences that develop innovators, spark curiosity, engage our community with diverse programming, create a foundation for educational success, address emerging community needs, and support essential literacies.

OBJECTIVE 1
The number of programs offered that are focused on innovation and entrepreneurship will increase by 10% between the conclusion of year 1 and year 3.

OBJECTIVE 2
During the life of the plan, 80% of those surveyed will report that they attended programs that sparked their curiosity and stimulated their imagination.

OBJECTIVE 3
During the life of the plan, 80% of those surveyed who attended programs will report that programs met their diverse literary and cultural needs.

OBJECTIVE 4
Focus on creating systemwide programming around one essential literacy area during each quarter of the plan. Essential literacies addressed will include basic reading, digital, information, health, cultural, civic, nutrition, and financial.

“CCPL is a wonderful, peaceful place for everyone to gather and learn.”
- Joan, Customer at North Carroll

85%

OF CUSTOMERS RESPONDING RATE OUR PROGRAMS AND EVENTS AS VERY GOOD OR EXCELLENT

Data from April 2017 Customer Survey
COMMUNITY CONNECTIONS

Carroll County Public Library will connect residents, schools, organizations, and businesses with our services, resources, and events. Through these connections, we will develop and nurture mutually beneficial relationships.

OBJECTIVE 1
Collaborate with four new nontraditional partners to provide outreach activities in nontraditional locations.

OBJECTIVE 2
Engage the community by showcasing library resources throughout the county with six pop-up programs beyond the library buildings each year.

OBJECTIVE 3
Evaluate existing partnerships by surveying at least four partners annually to understand their needs and measure the value of the partnership.

94%
OF CUSTOMERS RESPONDING SAY THAT CCPL IS ESSENTIAL OR VERY IMPORTANT TO THEIR QUALITY OF LIFE

Data from April 2017 Customer Survey

“We have a great library that is vital to a strong community.”
- Margie, Customer at Taneytown

“The library and its programs have been invaluable to myself and my growing family. I’m very thankful to have such a wonderful library so close to my home!”
- Erica, Customer at Finksburg
ACKNOWLEDGEMENTS

Many individuals played key roles in the development of this plan and have been critical to the library’s continued success. These include our elected officials, library customers, businesses, community leaders and the library staff. We are grateful for their support and innovative spirit, which drives the library’s services forward in new directions.

Thanks to the:

Carroll County Board of Commissioners
Carroll County Government Staff
CCPL Board of Trustees
Friends of CCPL Board
Community Partners
CCPL Staff

We would again like to extend special thanks to our Customers for continuing to provide us with their creative ideas and inspiration.

Friends of CCPL Board Members: Jan Flora, Carol Kershner, Jean Lewis, Nancy Lynch, Joyce Muller, Tom Rio, and Sharon Yingling

Members of the CCPL Strategic Planning Team: Kristen Bodvin, Mallory Duff, Tony Eckard, Stephanie Hahn, Naomi Keppler, Erik Miller, Craig Patterson, Lisa Picker, Concetta Pisano, Krista Regester, Terri Simmons, Patty Sundberg, and Joseph Thompson

We also wish to thank Pat Hofmann, retired director of the Calvert Library in Southern Maryland, for facilitating two discussions that led to many creative ideas.

Carroll County Public Library Board of Trustees
October 2017

Kathleen Campanella, President
William Bates, Vice President
David Peloquin, Treasurer
Cynthia Piazza
Karen Soisson
Leza Griffith
Joyce Muller

Carroll County Board of Commissioners
October 2017

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(as of October 2017)

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