

# Wicomico County Public Library Strategic Plan 2022 – 2025

**Mission:** Educate. Innovate. Inspire.

**Vision:** Wicomico County Public Library is an inclusive, welcoming community resource that strives to meet the diverse needs of all Wicomico County citizens.

**Values:** Reading and literacy. Learning and inspiration. Community and cooperation. Inclusion and acceptance.

## **Goal 1: Outreach and Access – Expand access to library’s services, materials, and programs**

- Expand the library’s Mobile Services to emphasize outreach to underserved areas and communities.
  - Complete a needs assessment survey by January 2022 to evaluate customer needs and level of satisfaction with materials and services.
  - Begin pilot of kiosk library vending service by March 2022.
    - Conduct a review of the pilot project and submit a report to the board with recommendations for the future of the program by March 2023.
  - New “Mobile Learning Lab” and partner programs in service by April 2022.
    - Conduct a review and submit a report to the board with recommendation for Tech Mobile Unit partnerships/schedule by April 2023.
  - New Bookmobile in service by July 2022.
    - Conduct a review and submit a report to the board with recommendations for Bookmobile stops/schedule by July 2023.
- Increase accessibility of highest demand physical materials with implementation of collection development system responsive to demand and usage data.
  - Expand agreement with vendor to supply data-driven acquisition services to automatically decrease wait times for most popular material by January 2024.
- Expand periodical selection at Sarbanes Branch with a wider selection of magazines.
- Strengthen our partnership with the City of Salisbury and Downtown Salisbury business community
  - Establish a Memorandum of Understanding with the City of Salisbury to offer a series of programs partnering with and promoting the services of downtown businesses through library-hosted programs offered free to the public;
  - And to provide regular library-facilitated programs at City of Salisbury community outreach facilities.
- Focus on outreach and support for the growing Haitian community in Salisbury
  - Partner with the Haitian Development Center of Delmarva in to provide programs focused on educating and attracting Haitian residents to become patrons of the library
  - Establish mobile unit services to the Haitian Development Center of Delmarva after-school program
- Conduct a system-wide hours of operation impact assessment by March 2024.

- o Adjust hours of operation for optimal user access and efficient use of staffing and resources by June 2024.

**Goal 2: Equity, Diversity & Inclusion – Develop a plan to engage EDI principles in all aspects of our operations.**

- Implement fine free policies by July 2022.
- Review and adapt recruiting and hiring policies and procedures in consultation with the EDI committee with the goal of attracting diverse candidates.

**Goal 3: Marketing – Increase visibility of library services and programs**

- Develop targeted communication strategy for mobile services/kiosk patrons including website, social media, and partners by April 2022.
- Produce a quarterly programming and services magazine by September 2022.
- Contract with a web design firm to update the library's website by January 2023.
- Conduct social media reach and engagement assessment study by January 2024.
  - o Adapt social media strategy to current usage trends by March 2024.

**Goal 4: Human Resources – Develop and retain qualified staff to deliver quality service to the public**

- Evaluate the results of the Maryland library cooperative salary study and make phased adjustments to library salaries and positions over FY23 - FY25.
- Transition select supervisory positions from 35hr/week nonexempt classification to exempt over FY23 - FY25.
- Implement a schedule of in house staff training by December 2022.

**Goal 5: Technology – Implement technologies to improve access, service to patrons and staff efficiency**

- As part of the library's website upgrades, establish a digital environment in which patrons can utilize library services including programs, and digital resources by January 2023.
- Convert to RFID (radio frequency identification) tagging from traditional barcode scanning at Sarbanes by January 2024, and other locations by June 2024 to improve efficiency of processes, staff time, and patrons' ability to utilize self-check technology.

**Goal 6: Facilities – Develop a comprehensive facilities plan that addresses the needs of current facilities and identifies opportunities for new branches.**

- Complete a facilities master plan for the Library by May 2022.
- Create lounge/reading areas at Sarbanes and Centre Branches by December 2022.
- Reconfigure Sarbanes as necessary to create improved Teen area by December 2022.
- Apply for state capital grant in May 2022 for interior renovation of Sarbanes Branch in FY2024.
- Identify building and complete feasibility study and design by May 2023 for renovation of new location for Pittsville Branch.

- Apply for state capital grant in May 2024 for boiler and HVAC replacement at Sarbanes Branch in 2025
- Complete renovation of existing building for new location of Pittsville Branch by June 2024

**Goal 7: Programs – Embark on a comprehensive evaluation of programs and services to identify strengths and areas for improvement.**

- Complete a Needs Assessment Survey of library users to identify program needs by December 2022.
- Establish a corporate-sponsored Business Center within the Sarbanes Branch in the present location and incorporating the services provided by Job Search Center but focused more broadly on business and entrepreneurship. The business center will include a collection of physical and digital materials, provide the bases for new partnerships with the Salisbury business community in delivering programs.
- Incorporate inputs from the Needs Assessment Survey, EDI Committee recommendations, and Usage Reports into the Strategic Plan for programming priorities over FY23 - FY25.

**Goal 8: Fundraising – Develop a plan to create sustainable alternative sources of funding for the Library.**

- Identify and select a donor tracking database and communication tool by March 2022
- Expand Passport services to Sarbanes Branch by July 2022.
- Develop and implement gift retail plan for Friends gift shop by June 2023