

Baltimore County Public Library Strategic Plan IX



Making a Difference

FY 2013-2015



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Vicki Almond, Council (chair), District 2

Todd Huff, Council, District 3

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Board of Library Trustees for Baltimore County

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John Holman, Treasurer

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On July 28, 2011, members of the BCPL board of trustees joined representatives of Baltimore County to officially break ground for a new facility in Owings Mills. The building will house both the Owings Mills Branch of Baltimore County Public Library and classrooms for the Community College of Baltimore County.

Making a Difference

A Message from the President of the Board of Library Trustees

It is a great pleasure to introduce the new strategic plan of the Baltimore County Public Library. The plan builds on a long tradition of excellent customer service that has driven the library system for decades. BCPL continues to be one of the best and busiest library systems in the country, and is being used by more people for more reasons than ever before.

The library plays a unique role in our community. New library branches, technologies, services and collections provide opportunities for BCPL to meet the ever-changing needs and expectations of all segments of our population. In these challenging economic times, BCPL continues to use all available resources as efficiently and effectively as possible to provide services and resources that support education, personal enrichment, community building and economic development.

The Board of Library Trustees congratulates the management and staff of BCPL for its successes during the past strategic plan period and its insights into how to meet the needs of the community during the years of this new strategic plan and beyond. Furthermore, the board would like to take this opportunity to thank the Strategic Plan Steering Committee and all BCPL staff who guided its preparation and our county elected officials for their continued support of the library. Also invaluable to the continuation of the many and varied library services are the residents of Baltimore County who inspire and appreciate the library and the dedicated BCPL staff who make the vision a reality each and every day.

Sharon Knecht

*Sharon Knecht
President of the Board
of Library Trustees*



Baltimore County, Maryland: Where We Work

Baltimore County's Vision

Create and maintain safe and sustainable communities, to achieve a sensible balance of economy, equity, and environment for people to reside, work, pursue careers, raise families, and enjoy the amenities in Baltimore County, Maryland.

Population

At Baltimore County Public Library we strive to remain aware of the changes in the community where our branches are located and we search for opportunities to respond and benefit from the growing diversity of our county.

The population of Baltimore County, according to the 2010 census, was 805,029, compared to 754,292 in 2000. Along with this 6.7 percent growth in population, there has been increased diversity in the ages, races and ethnic backgrounds represented in the county.

- Baltimore County's age 55+ population grew from 23.6 percent to 26.4 percent of our residents in the past 10 years.
- We have seen the county's non-white population grow from 24.6 percent in 2000 to 32.1 percent in the most recent data.
- The percentage of county residents who are Hispanic or Latino has more than doubled to 3.8 percent in the past decade, but remains well below that of the state and of the country.
- Baltimore County has a smaller percentage of foreign-born residents than Maryland or the U.S., but that population is growing. 12.3 percent of Baltimore County residents speak a language other than English at home, up from 9.6 percent in 2000.
- In the recent data, Baltimore County families with children under the age of 18 represent 28.7 percent of the total households, lower than the 2000 percentage of 30.2 and the current state rate of 31.2 percent. Baltimore County non-family households represent 35.6 percent of total households, higher than the state's percentage of 32.9.
- A higher percentage of Baltimore County school enrollees, 33.1 percent, are in college or graduate school. The state and the country reported rates lower than 30 percent.
- Baltimore County's workforce in the most recent data was 57.1 percent management, business and service occupations, up from 52.7 percent in 2000.



The Strategic Planning Process

BCPL was able to complete the strategic planning process in a very efficient manner, building on the extensive work done during the last strategic planning cycle that started in 2008. The key players this time were BCPL staff, notably the Steering Committee whose members are listed in the following section. However, there were opportunities for all staff to be involved as the committee reported to management groups throughout the process, requesting staff feedback.

The key steps of the strategic plan were:

During the summer of 2011, all BCPL branches and departments contributed to updating the prior work done to envision a successful and thriving Baltimore County 10 years from now and list the county's strengths, weaknesses, opportunities and threats (SWOT analysis).

The Steering Committee listed community needs based on the updated vision and SWOT analysis, then selected a preliminary list of service responses that are appropriate, feasible and important for the library to address the community's needs.

The Steering Committee performed SWOT analyses of the possible service responses and decided on the final list of service responses to recommend. Then, it created goals and visions for each of the proposed service responses.

A subgroup of the committee created proposed objectives for each service response.

The full committee reviewed and completed objectives and updated BCPL's vision, mission and values.

Managers shared these decisions with their branches and departments, sharing all feedback with the committee.

The Board of Library Trustees approved the strategic plan.

During the strategic planning process, BCPL opened a new branch at Sollers Point and groundbreaking occurred for a new library in Owings Mills expected to open in 2013. Key factors that we were conscious of while creating the strategic plan were that our goals and objectives be addressed to the maximum extent that resources allow, given financial uncertainties and rapid changes in technology and in the formats of materials that our customers prefer.

Members of Strategic Plan IX Steering Committee

Irene Briggs, Assistant Director
James Cooke, Planning and Projects
Jim Fish, Director
Lisa Hughes, North Point Branch
Jana Korman, Randallstown Branch
Todd Krueger, Collection Development
Greg Miller, North Point Branch
Jo Pinder, Assistant Director
Cindy Pol, Human Resources
Tamara Rhue, Randallstown Branch
Ashley Rogers, Pikesville Branch
Angel Smith, Towson Branch
Susan Waxter, Planning and Projects
Tyler Wolfe, Essex Branch

Strategic Plan Service Responses, Goals and Objectives

Stimulate Imagination: Reading, Viewing and Listening for Pleasure

Baltimore County residents will have resources that stimulate their imaginations and provide pleasurable reading, viewing and listening experiences.

Objectives:

1. Annually, the circulation of pleasure-reading materials will be at least 6 million.
2. Annually, the circulation of media (CDs, audiobooks, DVDs, etc.) will be at least 1.8 million.
3. BCPL customers will download at least 75,000 audiobooks and e-books each year.
4. BCPL customers will benefit from at least 80,000 readers' services transactions provided by BCPL staff each year.
5. Annually, a minimum of 80 percent of teens and adults surveyed will indicate that they found something of interest to read, listen to or view at the library.

Create Young Readers: Early Literacy

Young children (age 5 and under) will continue to have programs and services designed to ensure that they will enter school ready to learn to read, write and listen.

Objectives:

1. Annually, the circulation of preschool materials will be at least 1.2 million.
2. Annually, the number of young children and their parents and caregivers attending a program in the library will be at least 100,000.
3. Annually, the number of young children participating in the Summer Reading Club will be at least 10,000.

4. Each year, the number of visitors to BCPL's Storyville locations will be at least 100,000.
5. At least 35,000 people each year will attend the programs presented by mobile libraries.
6. Annually, a minimum of 80 percent of parents and caregivers surveyed will indicate that the library's services for young children are very good or excellent.

Visit a Comfortable Place: Physical and Virtual Spaces

Baltimore County residents will have safe, attractive, welcoming and easily accessible physical and virtual spaces that meet their various needs.

Objectives:

1. Annually, a minimum of 10 million visits will be made to the library's branch buildings or website.
2. Annually, the library's branch buildings will be open for a total of at least 60,000 hours.
3. Annually, a minimum of 80 percent of BCPL's visitors surveyed will indicate that the physical and virtual BCPL facilities they visit are comfortable, easy-to-use and meet their needs.

Satisfy Curiosity: Lifelong Learning

Baltimore County residents will have the resources they need to explore topics of personal interest and continue to learn throughout their lives.

Objectives:

1. Annually, the circulation of informational materials will be at least 1 million.

BCPL's Vision

BCPL: The place to be empowered, inspired, informed and to succeed

BCPL's Mission

Baltimore County Public Library will connect our diverse community with innovative, quality services as we:

- **Create welcoming physical and virtual spaces**
- **Champion an early and lifelong love of reading**
- **Excel as an essential information resource**

2. Annually, a minimum of 40,000 school age children, their parents and caregivers, and teens will attend a library program designed for lifelong learning.
3. Annually, the number of school age children and teens participating in the Summer Reading Club will be at least 25,000.
4. Annually, a minimum of 80 percent of teens and adults surveyed will evaluate the library's programs as very good or excellent.

Succeed in School: Homework Help

Children and teens in Baltimore County will have access to resources that assist them with their homework assignments and help them succeed in school.

Objectives:

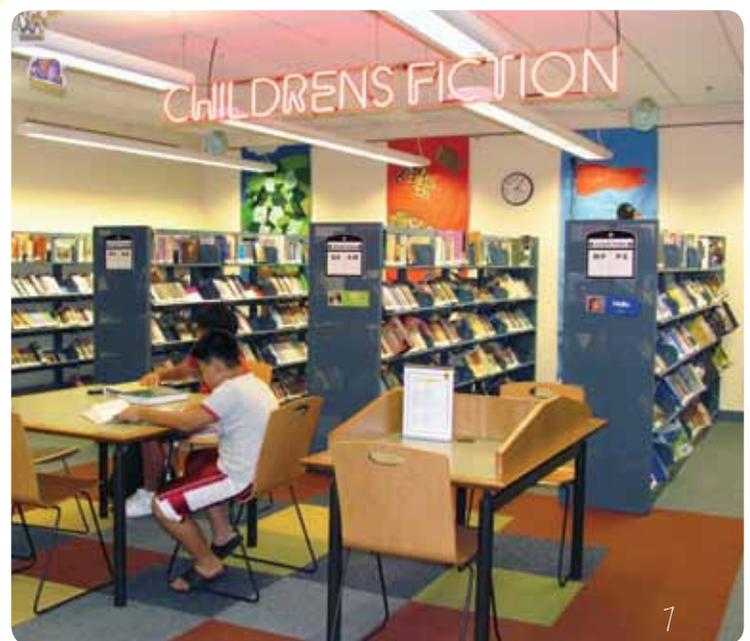
1. Annually, the circulation of juvenile fiction and nonfiction, and teen fiction in all formats will be at least 2.3 million.
2. Annually, library staff will make at least 200 presentations to students, teachers and parents to promote the library and its homework help services.
3. BCPL customers will use a representative grouping of the library's homework databases at least 2 percent more frequently each year.

Connect to the Online World: Public Internet Access

Baltimore County residents will have reliable high-speed access to the digital world to ensure that everyone can easily take advantage of the ever-growing online resources.

Objectives:

1. Annually, the number of logins to BCPL's public computers and successful connections to BCPL's Wi-Fi will be at least 900,000.
2. Annually, a minimum of 80 percent of residents surveyed will indicate the library's Internet access is very good or excellent.



Management Goals

(Major commitments that support multiple strategic goals)

Facilities

Facilities will be added, upgraded or maintained in order to provide customers with comfortable and safe physical environments, or to improve operational efficiencies.

1. A new facility in Owings Mills will be completed and BCPL will address our relationship with the Community College of Baltimore County, with which we will share the facility.
2. We will continue to provide convenient hours of operation to the public and maintain vital library services in challenging economic times.

Technology

BCPL will continue to use technology to improve public service and/or efficiencies.

1. As resources allow, obsolete/worn equipment will be replaced.
2. BCPL will create and implement strategies for further availability of electronic books and the use of social media in promoting and delivering library service.
3. The use of customer checkout stations in BCPL's libraries will continue to be maximized.

Marketing and Development

The library system will develop and implement marketing plans to support targeted programs and services and ensure that county residents are aware of all the library offers.

1. A marketing plan will be developed, implemented and evaluated on an annual basis.
2. A fundraising plan will be developed, implemented and evaluated on an annual basis.

Collections

BCPL will continue to acquire, maintain and share collections which are of interest and use to county residents.

1. Annually, a spending plan will be developed and implemented to add new items to the collections.
2. Annually, a plan will be developed and implemented to remove worn, obsolete or rarely used materials from the collections.

Affiliated Organizations

BCPL is grateful for its affiliated support organizations, including:

- Foundation for BCPL
- Friends of the North Point Library
- Friends of the Arbutus Library
- Friends of the Perry Hall Library
- Friends of the Catonsville Library
- Friends of the Pikesville Library
- Friends of the Cockeysville Library
- Friends of the Randallstown Library
- Friends of the Hereford Library
- Friends of the Towson Library
- Friends of the Loch Raven Library

BCPL's Values

We value our customers and strive to:

- Treat them with courtesy and respect.
- Provide fair and equitable access to information.
- Provide materials, information, and services which anticipate and respond to the needs of our communities.
- Provide a sufficient level of well-trained staff.

We value the people who work with us and strive to:

- Attract, develop, reward and retain outstanding staff.
- Create an environment of teamwork and participation, encouraging the expression of a variety of ideas and constructive disagreement.
- Communicate with each other responsibly and appropriately.
- Be a learning organization.
- Treat each other with courtesy and respect.
- Celebrate achievements.

We value diversity and strive to:

- Recognize and celebrate the differences that strengthen our community and our library.
- Identify and respond respectfully to the differing needs of our community and our individual customers.
- Create an organizational culture wherein all may thrive and contribute.
- Pursue diversity in the recruitment and development of staff.
- Make full use of the talents and experience of our staff.

We value cooperation and strive to:

- Identify opportunities to collaborate with others in our community.
- Build partnerships to enhance resources.
- Identify opportunities to collaborate within the organization.

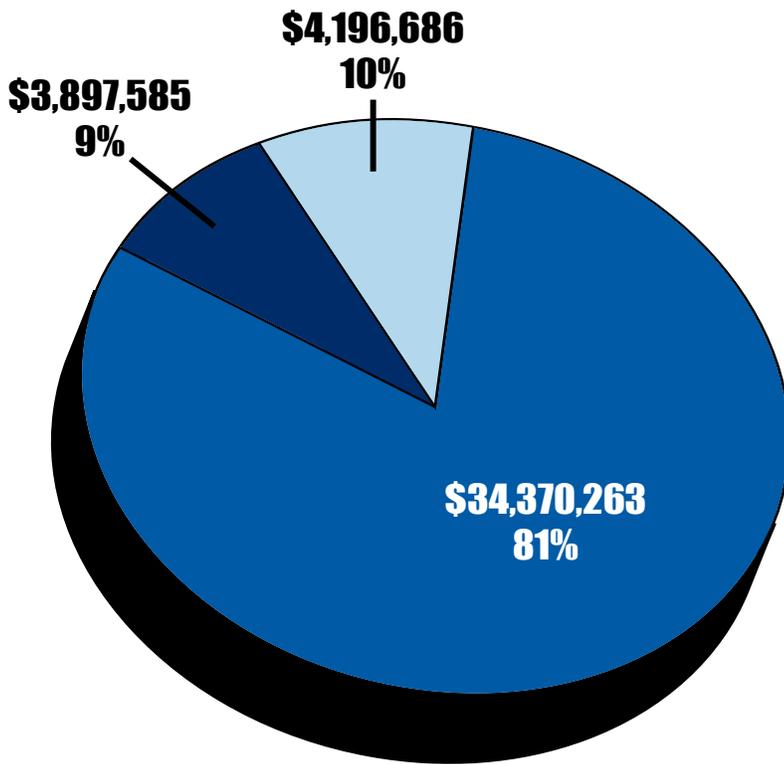
We value innovation and strive to:

- Identify and adopt technology which enhances service.
- Examine new ideas for relevance to library service.
- Embrace constructive change.

FY2011 BCPL Facts and Figures

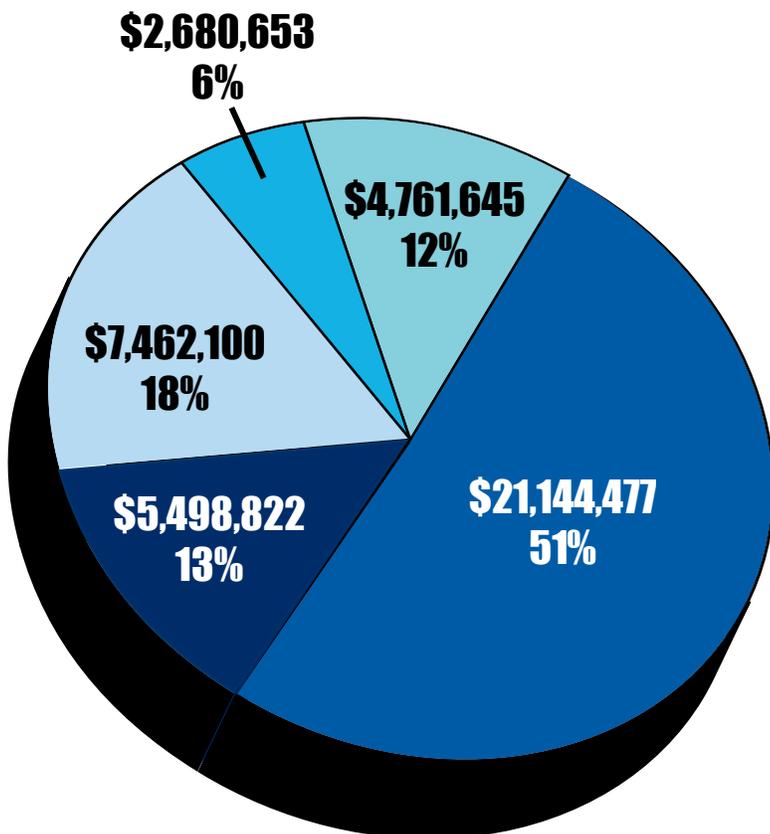
- 805,029 Baltimore County residents
- 479,000 total Baltimore County Public Library cardholders
- 1,679,000 items in the collection
- 10,507,820 items circulated
- 5,263,429 visitors to BCPL branches
- 957,135 uses of the library's public PCs and 182,787 uses of the Wi-Fi network
- 4,876 BCPL programs with 158,147 total attendance
- A record 35,479 participants in the Summer Reading Club
- 5,499,621 visits to our website www.bcpl.info
- 18 branches and four bookmobiles
- Over 2 million information questions answered
- 94 percent overall customer satisfaction (LibSat Customer Satisfaction Survey)

FY2011 BCPL Funding:
Total \$42,464,534



- General Fund
- Fees for Service and Grants
- State Aid for Public Libraries

FY2011 BCPL Expenditures:
Total \$41,547,697



- Salaries and Wages
- Employment Taxes and Benefits
- Books and Materials
- Rent and Utilities
- Other Expenses

FY2011 numbers are actual audited results



AR Arbutus Branch
410-887-1451
855 Sulphur Spring Rd
Arbutus, MD 21227

CA Catonsville Branch
410-887-0951
1100 Frederick Rd.
Catonsville, MD 21228

CO Cockeysville Branch
410-887-7750
9833 Greenside Dr.
Cockeysville, MD 21030

ES Essex Branch
410-887-0295
1110 Eastern Blvd.
Essex, MD 21221

HE Hereford Branch
410-887-1919
16940 York Rd.
Hereford, MD 21111

LA Lansdowne Branch
410-887-5602
500 Third Ave.
Lansdowne, MD 21227

LO Loch Raven Branch
410-887-4444
1046 Taylor Ave.
Towson, MD 21286

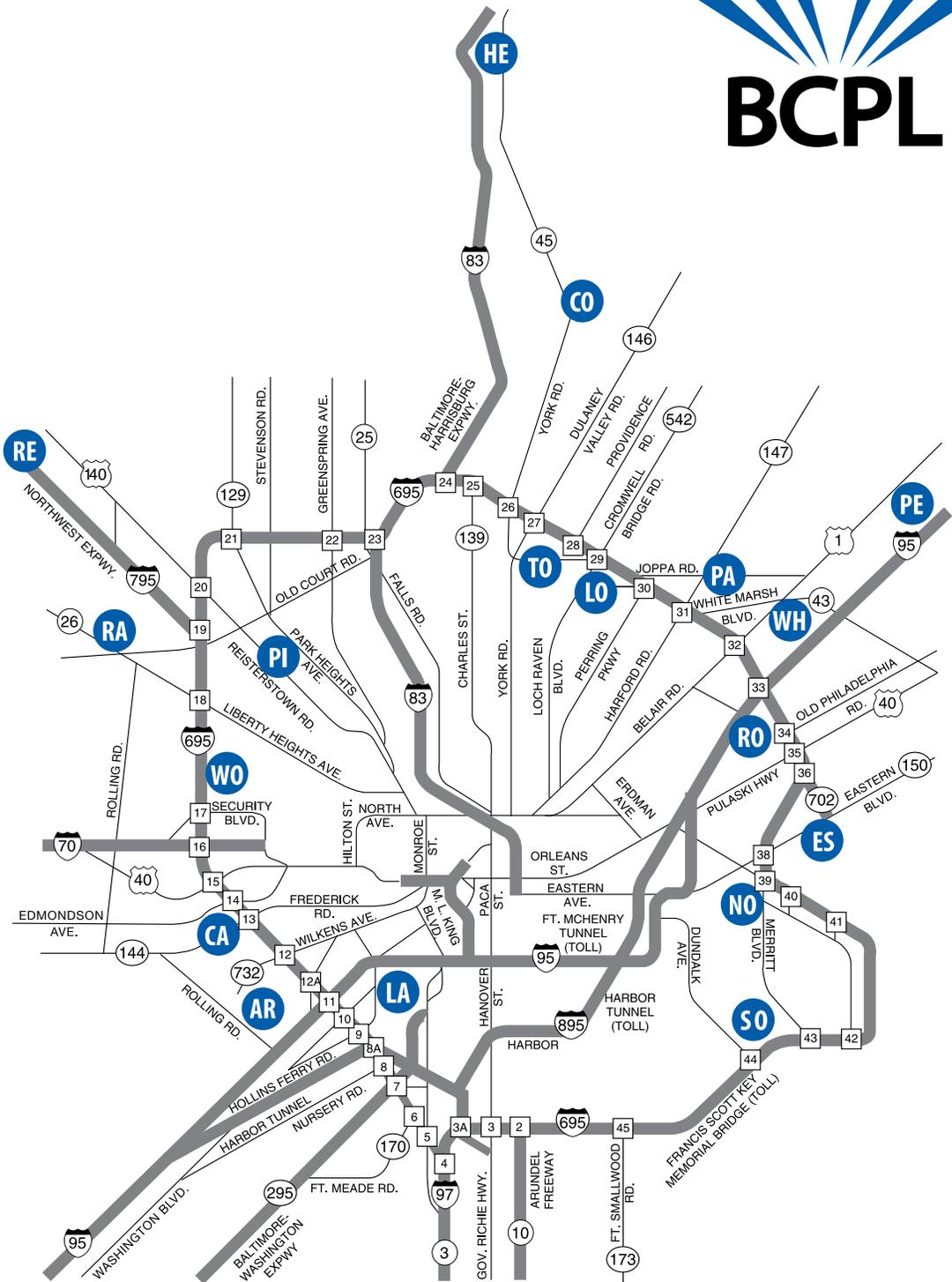
NO North Point Branch
410-887-7255
1716 Merritt Blvd.
Dundalk, MD 21222

PA Parkville Branch
410-887-5353
9509 Harford Rd.
Parkville, MD 21234

PE Perry Hall Branch
410-887-5195
9685 Honeygo Blvd.
Perry Hall, MD 21128

PI Pikesville Branch
410-887-1234
1301 Reisterstown Rd.
Pikesville, MD 21208

RA Randallstown Branch
410-887-0770
8604 Liberty Rd.
Randallstown, MD 21133



RE Reisterstown Branch
410-887-1165
21 Cockeys Mill Rd.
Reisterstown, MD 21136

SO Sollers Point Branch
410-288-3123
323 Sollers Point Rd
Dundalk, MD 21222

WH White Marsh Branch
410-887-5097
8133 Sandpiper Cir.
Nottingham, MD 21236

RO Rosedale Branch
410-887-0512
6105 Kenwood Ave.
Rosedale, MD 21237

TO Towson Branch
410-887-6166
320 York Rd.
Towson, MD 21204

WO Woodlawn Branch
410-887-1336
1811 Woodlawn Dr.
Woodlawn, MD 21207



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