STRATEGIC PLAN
FY2023-2025
Frederick County Public Libraries (FCPL) updates its strategic plan every three years to ensure that our priorities reflect the current needs of our community. This plan is guided by the organizational mission, vision, and core values, as well as direct community input and research into a variety of reports, including county government plans and non-profit community assessments. The strategic plan is organized by priorities, goals, and directions.

**Priorities** are overarching terms meant to be flexible so they can adapt to unexpected changes.

**Goals** elaborate on the Priorities to give context to what we wish to achieve.

**Directions** provide insight into how FCPL will focus efforts to meet the Priorities and Goals.
Our Mission

By facilitating the public’s freedom to explore, to invent, and to transform, FCPL connects people to ideas and to each other, helping to foster individual and community growth.
Our Vision
An informed, empowered, and vibrant community.

Our Core Values
We are kind.
We listen and connect.
We create.
Our Strategy

Our Core Values
- We are kind.
- We listen and connect.
- We create.
Expand Access

Goal: We will build on our work to simplify access by creating more expansive opportunities for the community to find and use our resources.

Outward Directions
- Overcome access barriers to underserved communities
- Increase access to relevant technologies and foster digital literacy
- Invite new customers to join the library
- Develop innovative, effective library services

Inward Directions
- Ensure what we say and what we do reflects our community
- Prioritize resources to effectively uphold core services
- Find ways to broaden the perception of the library in the community
- Use data to identify gaps in community services and to determine new audiences
Build Bridges

Goal: We will cultivate enduring relationships to empower a vibrant and strong community.

Outward Directions
- Promote a diverse collection that reflects and represents the community
- Meet communities where they are beyond our bricks and mortar
- Facilitate connections to community services
- Be a place for conversations

Inward Directions
- Develop new and ensure continuity of existing partnerships
- Align with county initiatives to build a culture of antiracism and inclusion
- Allocate resources intentionally to empower staff
- Improve internal communications for broader systems thinking
Spark Excitement

**Goal:** We will surprise and delight our community.

**Outward Directions**
- Produce events that celebrate our diversity and inspire growth
- Create opportunities in unexpected places
- Tell our story

**Inward Directions**
- Prioritize staff well-being
- Honor the daily impacts of library services
- Nurture staff creativity and ingenuity
Plan In Action

The strategic priorities, goals, and directions outlined in this plan help bring our mission, vision, and core values to life. They are the focus areas that will drive our decisions and actions in the coming three years.

Then, to complement the strategy, each year, our branches and departments will create individual work plans. And, at the staff level, individuals will write performance goals—all of which are rooted in the priorities. These combined elements ensure we’re achieving our goals and making the greatest impact possible in our communities.
Acknowledgements

And above all, thanks to our customers. We are grateful for your support and feedback.

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- James Kelly Director
- Catherine Hall Associate Director
- Sheila McDuff Associate Director

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- Robin Goetz
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And above all, thanks to our customers. We are grateful for your support and feedback.
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