SOMERSET COUNTY LIBRARY STRATEGIC PLAN
2019 – 2023

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Introduction

In January 2018, the Somerset County Library initiated a strategic planning process to create a long-term guide for library operations. Because of major changes in library operations since the previous plan was created in 2012 – among them, construction and the subsequent doubling in usage of the Crisfield Library, formation of the Eastern Shore Library Consortium, and major impacts of technology on both operational matters and public services, this process focused on re-invention on library services.

During this process, we focused heavily on public input, gathered through a variety of surveys, usage sampling at the Crisfield and Princess Anne Libraries, and recruitment of members of the community to serve on committees establishing directions for library services focusing on Arts & Culture, Children's Services, Community Outreach, Staff Development, Technology & Workforce Development, and Teen Services.

Distribution of surveys began in January and continued into March. Four surveys were conducted as part of this planning process:

- a user survey, distributed in the libraries,
- a parent survey, sent home from schools,
- a teen survey, conducted in the high schools, and
- a public survey, distributed using ballot boxes at local businesses and post offices.

During this time, library staff were asked to conduct hourly usage sampling from January 22 to February 3. While the Library collects a large amount of monthly, aggregate data, such as door counts, circulation statistics, and computer users, this data allows a more detailed and relational look at the usage of specific spaces and services at specific days of the week and times of the day.

Library Trustees and staff members began consideration of candidates for the committees in December 2017, and recruitment efforts were initiated following the Board of Trustees meeting on February 14. An orientation meeting for all members of the committees was held at the Crisfield Library on March 15. At the

close of that meeting, each committee scheduled at least two meetings to brainstorm and then solidify ideas to enhance the library's services to the community.

A debriefing meeting was held on May 23. At this meeting, each committee's chair shared the ideas that had arisen from their committee, and the many commonalities and overlapping ideas that had emerged were discussed. These ideas were then refined into actionable goals and strategies, and the following strategic plan was passed at the Board of Trustees meeting on June 13.

Moving forward, this plan serves as a guide for the development of services to not only address immediate community needs but to develop fundamental structures to enhance organizational capacity and efficiency in addressing those needs.

We thank the many members of the Somerset County and library community who contributed to the development of this plan. Their insight and ideas were invaluable both in the creation of the plan itself and in providing a plethora of ideas for services, collections, events, and classes to aid in enacting it.

Virginia Ann Smith, Board President

Ed Goyda, Library Director

About the Library

Mission

The Somerset County Library promotes learning by providing materials, services, and access to information that enrich our community and excite the imagination.

Vision

The Somerset County Library is every person's place to explore, learn, dream, and become.

History

The Somerset County Library System was formed in 1967 when the Princess Anne Public Library and the Lilyan Stratton Corbin Memorial Library in Crisfield joined together under one Board of Library Trustees. Today, the system includes a third branch in Ewell.

The first library in Crisfield was organized about 1910. In 1928, Lilyan Stratton Corbin, a native of the Crisfield area and former actress, died in an automobile accident. Her husband, Alfred O. Corbin, later visited the city library and was impressed by the service it offered the community. He purchased a site on East Main Street for a new library as a memorial to his wife, and the Lilyan Stratton Corbin Memorial Library was dedicated in 1930. The present building on Collins Street opened in June 2016.

The Princess Anne Library was housed in the town's railway station from 1914 until 1959 when Mrs. Katherine Seigler and Mrs. Marie Moore donated a building on East Prince William Street as a memorial to their parents, Charles and Clara Hall Speights. The present building on Beechwood Street was dedicated in 1988.

The Smith Island Library opened in the Ewell Elementary School in 1977 as part of a library project to provide service to the residents of Smith Island.

Activities

The Somerset County Library offers services six days a week to the residents of Somerset County. An up-to-date selection of more than 50,000 print and audiovisual resources is complimented by access to a wide selection of electronic

databases, ebooks, and downloadable audiobooks. Special digital collections of local newspapers and historical documents round out the ways to access the library 24/7.

The three libraries see a total of more than 100,000 visitors per year, loan 150,000 items, and offer more than 500 classes and events for all ages.

The Library works to support school readiness and help school aged children succeed. The Crisfield and Princess Anne Libraries provide weekly storytimes, as well as visits from the Somerset County Judy Center. The Library also provides a wealth of enrichment activities, including STEM and art events throughout the year.

The Library strives to be a leading resource for our community and to respond to the needs of our users. Library computers are used more than 50,000 times every year, and the Library often serves as the starting point for many patrons' interactions with technology, offering classes on basic and emerging technologies throughout the year. Classes to support patrons' interest in lifelong learning also include book discussion groups, arts & crafts tutorials, and seminars from local professionals on financial and legal topics.

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Service Goals

Core Services

Goal: Continue to develop the range of programs that the library offers to the community.

Strategy: Increase the range of creative programs available for community members.
Strategy: Increase collaboration with local experts and organizations.
Strategy: Include programming as part of library outreach to community events and/or sites.

Goal: Bring programming schedules parallel between the Crisfield and Princess Anne Libraries.

Strategy: Have core, staff-provided programs offered at both libraries within close time frames. Offer contracted programming within the same or adjacent quarters.
Strategy: Continue to innovate new programming at a single facility for future system adoption.

Goal: Diversify collections to include non-traditional materials.

Strategy: Increase the range of educational manipulatives and learning tools offered for both in-library use and loan.
Strategy: Explore circulating technology, such as pre-loaded eBook readers and themed tablets.

Community Outreach

Goal: Increase the library's presence in rural areas.

Strategy: Insure that library program booklets and other publicity materials are distributed through a range of organizations.

Strategy: Explore bookmobile or similar mobile services to create a library presence.

Strategy: Explore using Little Free Libraries to establish fixed presences for collections and outreach.

Goal: Increase promotion of library resources.

Strategy: Expand and diversify media used for library promotion.

Strategy: Increase promotion through local organizations and at local events.

Strategy: Increase promotion of library databases.

Community Partnership

Goal: Assist in the promotion of community activities.

Strategy: Build connections with local artists and provide display spaces in library facilities.

Strategy: Aggregate and disseminate information on local organizations and events.

Strategy: Aggregate local history information and provide a central point for access or referral.

Goal: Increase partnerships with local schools and other youth services organizations.

Strategy: Establish a regular presence in the schools and at related activities.

Strategy: Establish and maintain regular contact with childcare providers.

Internal Development

Goal: Develop and implement formalized methodology for staff development.

Strategy: Formalize customer service and procedural standards.

Strategy: Develop an onboarding manual to insure that all new staff fully understand the organization and its operations.

Strategy: Develop a formal plan for continued professional development of all staff.

Goal: Address facility and furnishing needs.

Strategy: Redeploy spaces to suit patron needs.

Strategy: Expand Princess Anne spaces to suit patron needs.

Goal: Expand the library's technological capacity and formalize its methodology for acquiring both equipment and expertise.

Strategy: Develop formal planning for the appraisal and acquisition of emerging technologies and related training.

Goal: Ensure that the library schedule suits the needs of the community.

Strategy: Continue to gather feedback and review usage patterns.

Strategy: Seek expanded community input on the timing of library programs.

Strategy: Seek community input on Ewell's hours.

Youth Services

Goal: Increase the range and scope of youth programs.

Strategy: Increase the number of programs across all age groups.

Strategy: Take a design approach to programs on both individual and holistic levels.

Strategy: Prepare "off-the-shelf" programs for library and parental use.

Goal: Address the needs of ELL children and parents.

Strategy: Foster communities through activities such as bilingual storytimes, playgroups for specific languages, and multicultural events.

Strategy: Produce multilingual versions of core operational and publicity pieces.

Goal: Build teen patrons' sense of investment in their community.

Strategy: Connect high school students to volunteer opportunities in the library and with other organizations.

Strategy: Connect teens to mentorship opportunities in the community.

Strategic Plan 2019 – 2023

Service Goals with Example Actions

In addition to helping us define goals and strategies for the period covered by this strategic plan, committee members also provided the Library with a wealth of suggestions for individual actions to achieve those goals. In the interest of keeping those ideas collected, the following presentation includes many of these example actions as they relate to the overall plan.

Core Services

Goal: Continue to develop the range of programs that the library offers to the community.

Strategy: Increase the range of creative programs available for community members.

Example action: Create programs to encourage literary aspirations, such as journaling and memoir classes, juried short story collections, or poetry nights.

Example action: Increase hands-on technology programming, such as coding classes and opportunities to interact with programmable devices including robots, microcomputers, and 3D printers.

Example action: Increase hands-on arts and crafts programs.

Example action: Increase culinary programs, including food literacy components.

Strategy: Increase collaboration with local experts and organizations.

Example action: Expand the range of artists and craftspeople teaching classes at the library.

Example action: Invite local university faculty to present their specialties to the public.

Example action: Increase computer-related training to include a wider range of basics, such as security practices, and specific programs.

Example action: Coordinate with local arts organizations to book musical performances.

Example action: Explore possibilities for mindfulness events, potentially following the Howard County Choose Civility model.

Example action: Explore outdoor arts events, particularly in Princess Anne.

Example action: Explore virtual author visits from the Library of Congress.

Strategy: Include programming as part of library outreach to community events and/or sites.

Example action: Include active or passive programming in the library presence at community events.

Example action: Pursue hosts to offer core library programming (e.g. book discussion groups, storytimes) throughout the community.

Example action: Pursue library-sponsored tours of local historical sites.

Example action: Expand the range of programming offered at nursing homes.

Goal: Bring program schedules parallel between the Crisfield and Princess Anne Libraries.

Strategy: Have core, staff-provided programs offered at both libraries within close time frames.

Strategy: Offer contracted programming within the same or adjacent quarters.

Strategy: Continue to innovate new programming at a single facility level for future system adoption.

Goal: Diversify collections to include non-traditional materials.

Strategy: Increase the range of educational manipulatives and learning tools offered for both in-library use and loan.

Example action: Develop additional bins, kits, and off-the-shelf programs.

Example action: Emulate Carroll County's Make & Learn programming kits.

Example action: Increase purchasing of puzzles and LEGO kits.

Example action: Evaluate databases such as Brain Pop and the Online World Book either in collaboration with the Eastern Shore Regional Library or at the County level.

Strategy: Explore circulating technology, such as pre-loaded eBook readers and themed tablets.

Community Outreach

Goal: Increase the library's presence in rural areas.

Strategy: Insure that library programming booklets and other publicity materials are distributed through a range of organizations.

Example action: Maintain a list of high traffic public locations for brochure distribution.

Example action: Engage in outreach to area organizations (e.g., fire stations and churches) to reach their membership.

Strategy: Explore bookmobile or similar mobile services to create a library presence.

Strategy: Explore using Little Free Libraries to establish fixed presences for collections and outreach.

Example action: Network with existing area sites to supply materials.

Example action: Assess the potential of sites throughout the County for new installation.

Goal: Increase promotion of library resources.

Strategy: Expand and diversify media used for library promotion.

Example action: Expand direct-to-patron publicity options, including expansion of the e-newsletter mailing list and consideration of platforms for mass mailing or text messaging.

Example action: Add additional social media platforms and content.

Example action: Revise newspaper ad. Explore options for television and/or radio presences.

Example action: Explore means of reaching Somerset County residents who commute out-of-county.

Example action: Explore possibilities for a library app.

Example action: Generate material detailing library services offered to organizations.

Strategy: Increase promotion through local organizations and at local events.

Example action: Continue and expand promotion of library activities at the gatherings of local organizations.

Example action: Network with area community centers, fire stations, churches, and other organizations for the distribution of library flyers and brochures and use of their signage.

Example action: Work with real estate agents to reach new County residents with information on library programs and services.

Strategy: Increase promotion of library databases.

Example action: Advertise using flyers within the facilities.

Example action: Provide direct links on desktops of library PCs.

Example action: Explore prominence and ordering of website database lists.

Example action: Offer a "Library 101" class to detail services available to patrons.

Community Partnership

Goal: Assist in the promotion of community activities.

Strategy: Build connections with local artists and provide display spaces in library facilities.

Example action: Connect with Arts Departments at the University of Maryland Eastern Shore and Somerset County Schools and community arts organizations to schedule artists and exhibits.

Example action: Increase the number of library spaces that can be used for such exhibits.

Example action: Provide for advanced scheduling of such exhibits.

Strategy: Aggregate and disseminate information on local organizations and events.

Example action: Provide display space in library facilities for information regarding community events.

Example action: Provide the opportunity for community organizations to have their events promoted in library publicity streams.

Strategy: Aggregate local history information and provide a central point for access or referral.

Example action: Produce a genealogy pamphlet detailing locations and accessibility of local records.

Example action: Produce a pamphlet detailing locations and history of local graveyards.

Goal: Increase partnerships with local schools and other youth services organizations.

Strategy: Establish a regular presence in the schools and at related activities.

Example action: Distribute age-focused program brochures through the schools.

Example action: Promote library resources at PTO meetings and in-service days.

Example action: Promote library events on morning announcements.

Example action: Promote major library events on school websites.

Example action: Work with parents of home-school students to develop library services and collections to address their curricular needs.

Example action: Explore possibilities to improve transit to the library at the end of the school day.

Strategy: Establish and maintain regular contact with childcare providers.

Example action: Continue development of early literacy kits following Wicomico's Reader Van model.

Internal Development

Goal: Develop and implement formalized methodology for staff development.

Strategy: Formalize customer service and procedural standards.

Strategy: Develop an onboarding manual to insure that all new staff fully understand the organization and its operations.

Strategy: Develop a formal plan for continued professional development of all staff.

Goal: Address facility and furnishing needs.

Strategy: Redeploy spaces to suit patron needs.

Example action: Consider relocation of the Crisfield Teen Area in response to usage trends.

Example action: Explore interim options in Princess Anne to address critical needs.

Strategy: Expand Princess Anne spaces to suit patron needs.

Example action: Expand the teen space. Include furnishings and technologies discussed during focus groups.

Example action: Expand the children's space. Include furnishings and technologies discussed during focus groups.

Example action: Expand quiet study spaces.

Example action: Expand private spaces for small group meetings.

Example action: Explore possibilities for outdoor seating.

Example action: Explore possibilities for additional parking or parking access.

Example action: Address accessibility issues in Princess Anne restrooms.

Goal: Expand the library's technological capacity and formalize its methodology for acquiring both equipment and expertise.

Strategy: Develop formal planning for the appraisal and acquisition of emerging technologies and related training.

Goal: Ensure that the library schedule suits the needs of the community. Strategy: Continue to gather feedback and review usage patterns.

Example action: Continue hourly data collection at sample weeks throughout the year.

Example action: Evaluate the budgetary impact of changed or expanded hours.

Strategy: Seek expanded community input on the timing of library programs.

Strategy: Seek community input on Ewell's hours.

Youth Services

Goal: Increase the range and scope of youth programs.

Strategy: Increase the number of programs across all age groups.

Example Action: Coordinate hands-on technology programming with the high schools and career center. Explore "Make It" Club style programming such as the Best Buy Teen Tech Clubhouse.

Example action: Create book clubs for children and tweens.

Example Action: Debut literary programming such as book clubs and open mic nights.

Example Action: Expand job search & resume writing classes to teen patrons.

Strategy: Take a design approach to programs on both individual and holistic levels.

Example action: Collaborate with local educators to tailor children's programming and collections to educational objectives needing the most support.

Strategy: Prepare "off-the-shelf" programs for library and parental use.

Goal: Address the needs of ELL children and parents.

Strategy: Foster communities through activities such as bilingual storytimes, playgroups for specific languages, and multicultural events.

Strategy: Produce multilingual versions of core operational and publicity pieces.

Goal: Build teen patrons' sense of investment in their community.

Strategy: Connect high school students to volunteer opportunities in the library and with other organizations.

Example action: Create a program for teens to tutor seniors on computer use.

Strategy: Connect teens to mentorship opportunities in the community.

Appendices

Surveys

From January through March 2018, the Somerset County Library conducted four surveys:

- a user survey, distributed in the library,
- a parent survey, sent home from schools,
- a teen survey, conducted in the high schools, and
- a public survey, distributed using ballot boxes at local businesses and post offices.

The former three of these were also posted to the library's website.

Raffles for two $100 Food Lion gift cards were used as inducements for the user survey, which received 284 responses. The parent survey received 107 responses, which were heavily concentrated in Princess Anne. The teen survey received 479 responses, fairly well split between the two high schools - 223 from Crisfield and 256 from Washington. The response to the public survey were mediocre - 16 responses total from 10 locations, and only one was from a Somerset County resident who did not use the library. Summaries of responses follow.
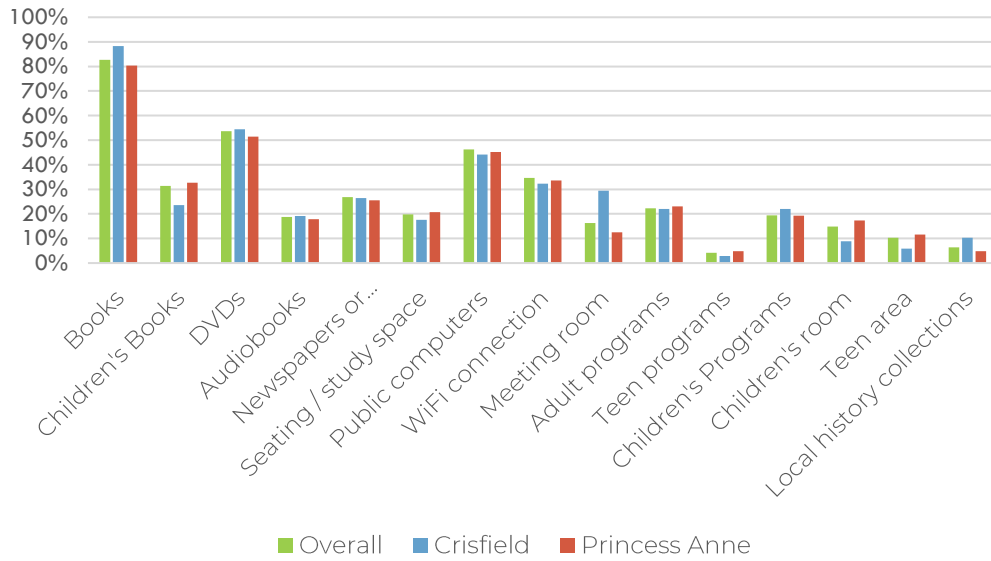
In-library Survey

This survey was circulated at all three branches and posted online from mid-January to mid-April. Two $100 Food Lion gift cards were used as incentives to encourage survey completion. 284 responses were received. 173 of these were paper surveys, and 101 were online.

Responses per branch

Smith Island 1%
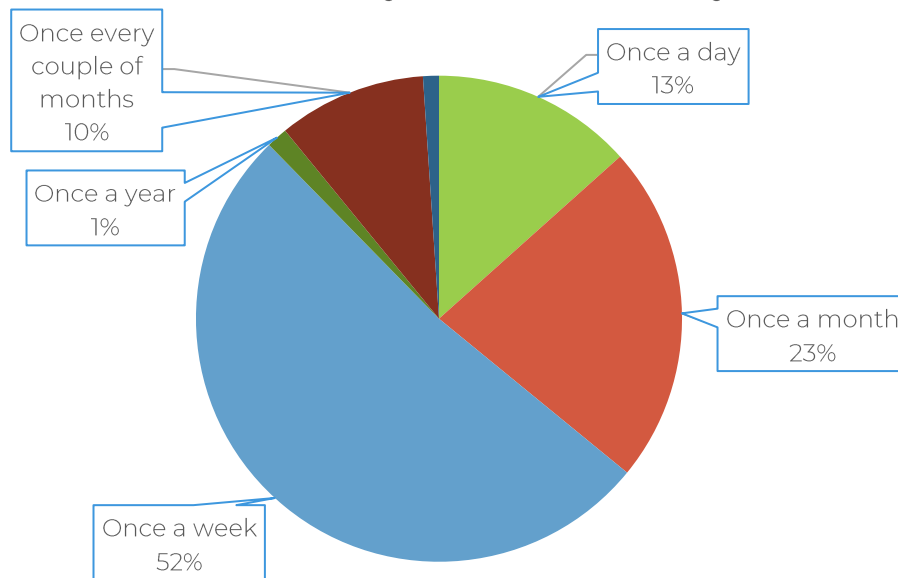
Crisfield 24%

Princess Anne 73%
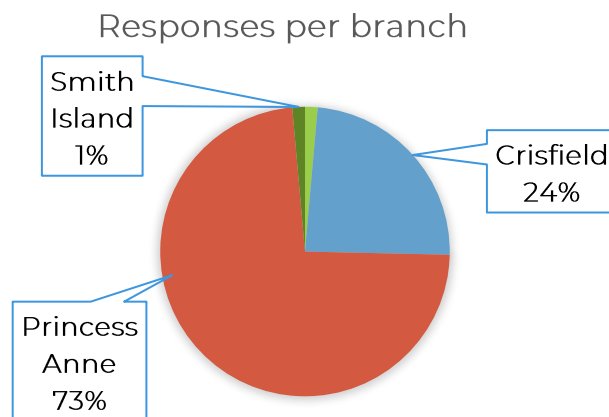
Why did you come to the Library today? (print survey only)

- Transactional – book and DVD loans (85)
- Use of library spaces and resources (51)
- Programs, events, & meetings (49)

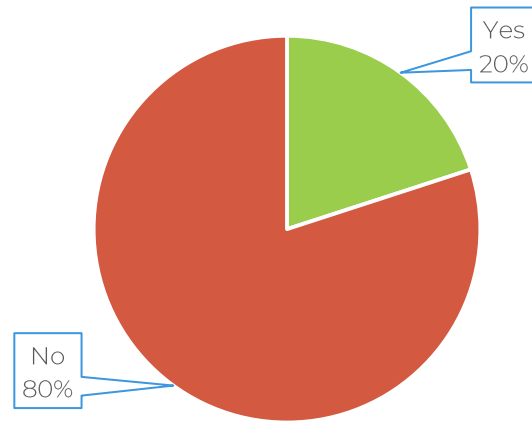### What library services have you used in the past year?

Legend: Overall, Crisfield, Princess Anne

How often do you visit the library?

- Once every couple of months 10%
- Once a year 1%
- Once a week 52%
- Once a day 13%
- Once a month 23%

Are there any additional times that you would like the library to be open?

Yes
20%

No
80%

If "Yes," when?

Other
4%

Earlier mornings
11%

Later evenings
15%

Additional Friday/Saturday hours
16%

Sunday
54%

How do you find out about the library's programs and services?

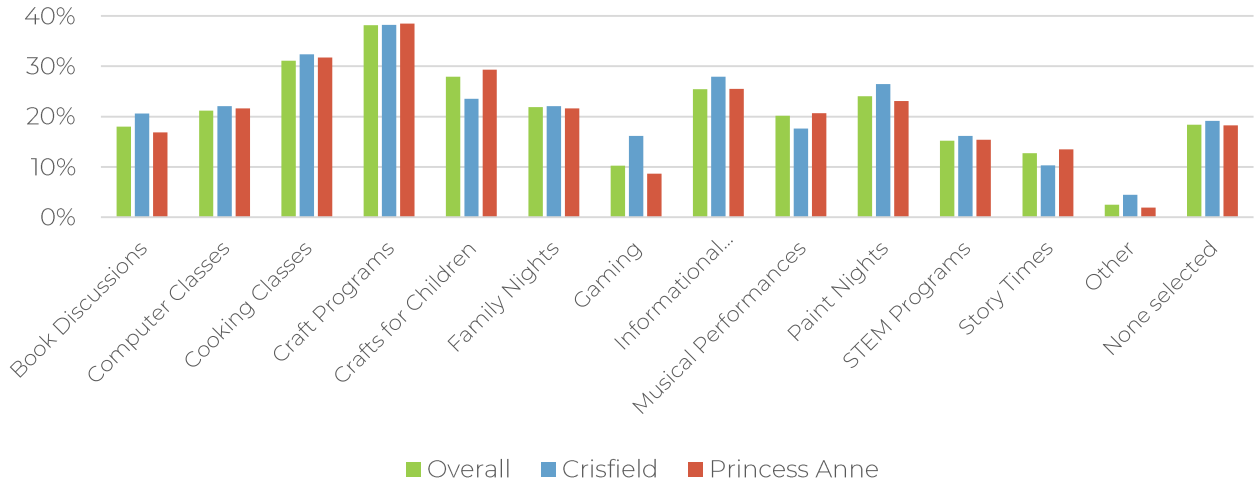Legend: ■ Overall ■ Crisfield ■ Princess Anne
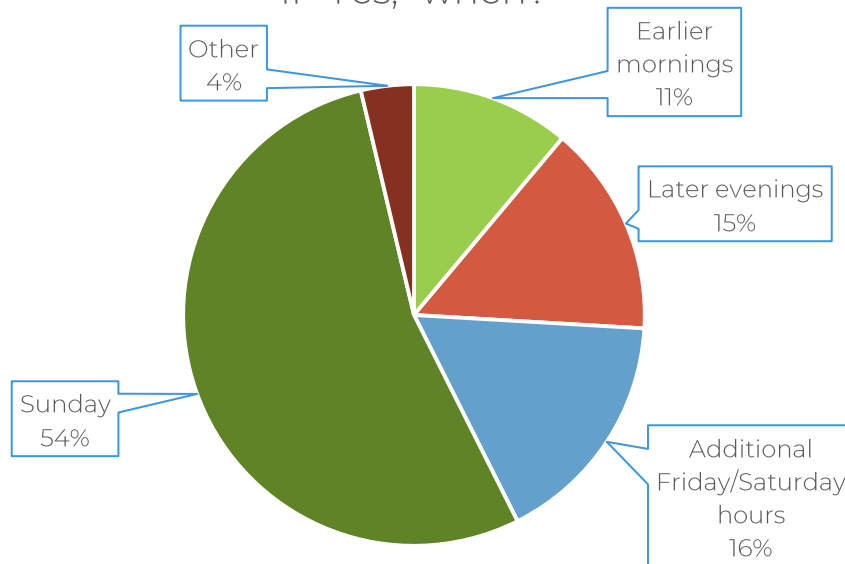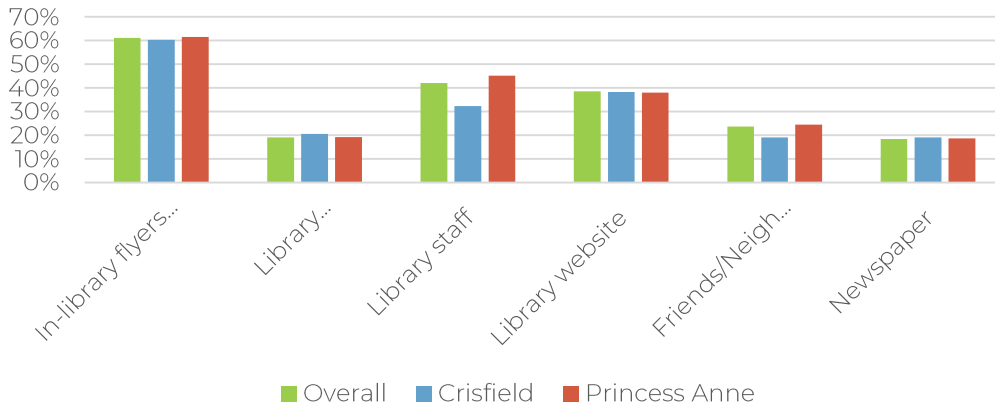
The two most predominately selected sources of information are within the building – signage and staff. Most surveys were answered in a facility, and 65% of respondents used the library at least once per week.

Respondents were asked about specific types of core library services (books, programs, computers, and online resources. Note the portion of blank entries received. While only 1.8% of respondents did not select any reading material, 18.4% do not attend any programs, 30.7% do not use library computers, and 68.6% have not used any of the paid online resources in the past year.
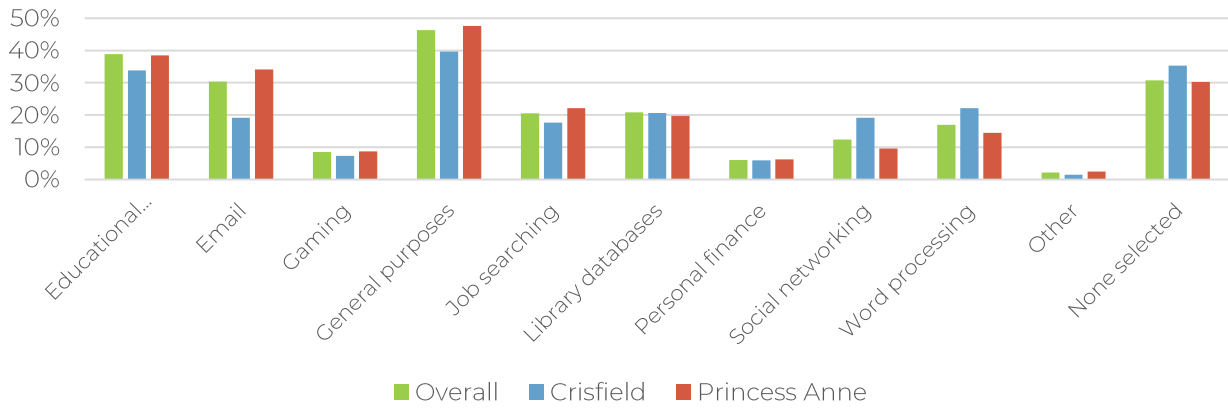
What types of books do you enjoy reading?

Legend: ■ Overall ■ Crisfield ■ Princess Anne
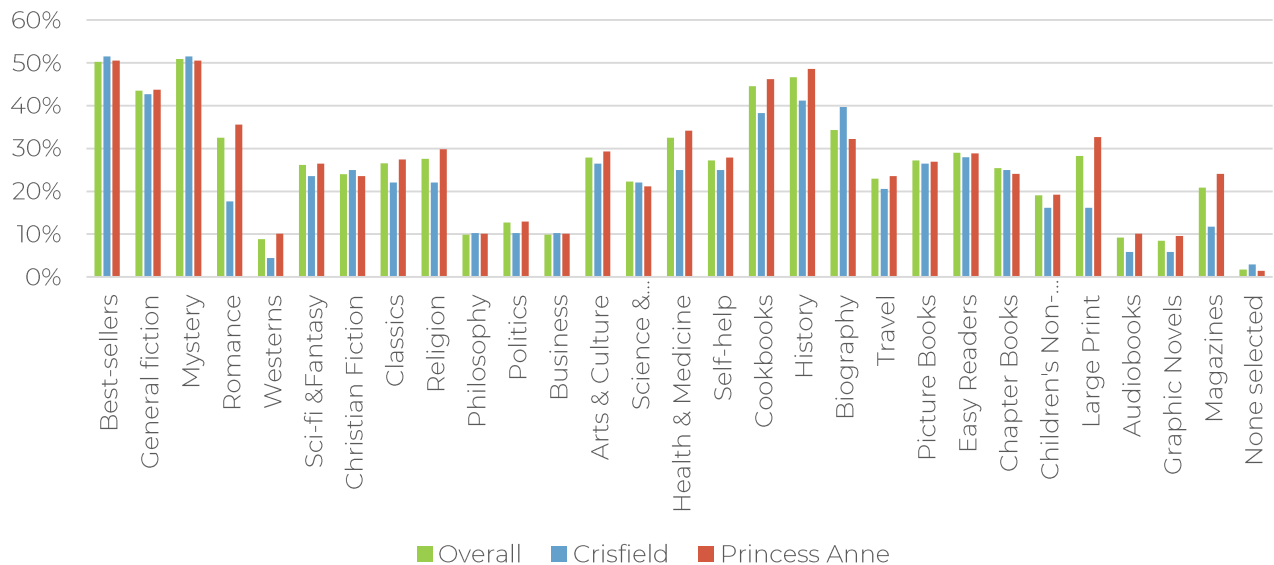
What types of programs do you enjoy attending?

Legend: Overall, Crisfield, Princess Anne

Categories: Book Discussions, Computer Classes, Cooking Classes, Craft Programs, Crafts for Children, Family Nights, Gaming, Informational..., Musical Performances, Paint Nights, STEM Programs, Story Times, Other, None selected

How do you utilize the library's computers?

Legend: Overall, Crisfield, Princess Anne

Categories: Educational..., Email, Gaming, General purposes, Job searching, Library databases, Personal finance, Social networking, Word processing, Other, None selected

Please check any online resources you have used in the past year.

Legend: Overall, Crisfield, Princess Anne

Categories: Library website, Library catalog, Gale Courses, Gale Genealogy, Hoopla, Novelist, One Click Digital, Overdrive eBooks, Rosetta Stone, Somerset County..., Tumble Books, Zinio Digital..., None selected, No databases...
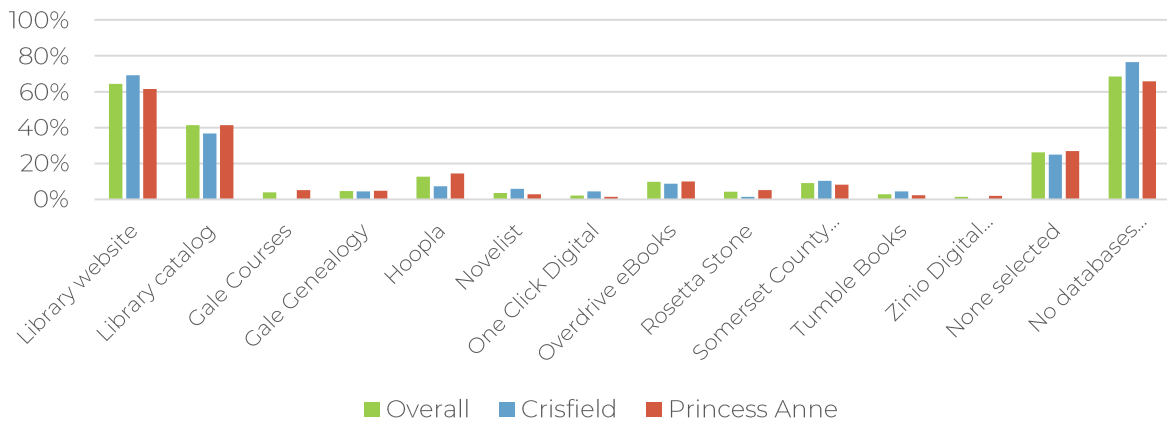
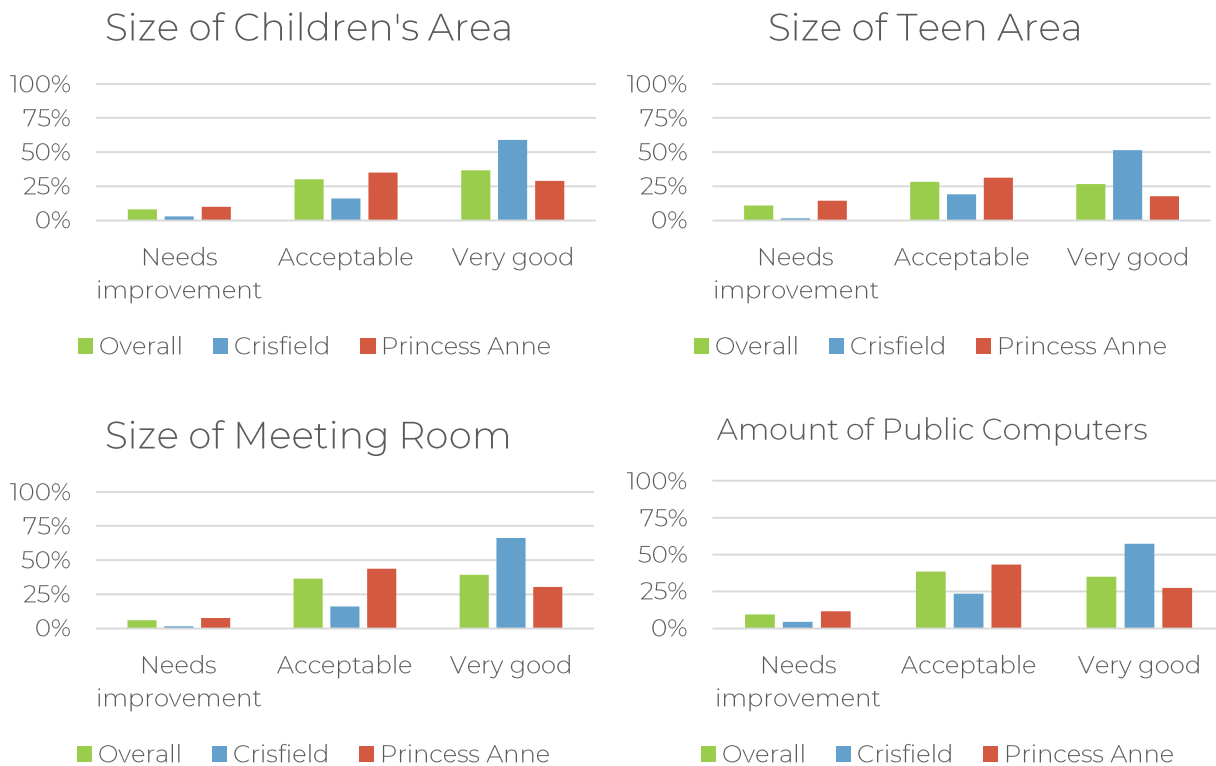Respondents were asked to rate aspects of the library facilities from "Needs Improvement" to "Very Good." "Don't know / NA" was included as a response and is not included in the following graphs.

While the 2016 Crisfield facility is consistently ranked higher than the 1985 Princess Anne facility, the majority of the difference falls between the "Acceptable" and "Very Good" categories.

Physical condition of building

Size of building

Layout and arrangement

Accessibility of parking

Signs and signage

Lighting

Acoustics

Cleanliness
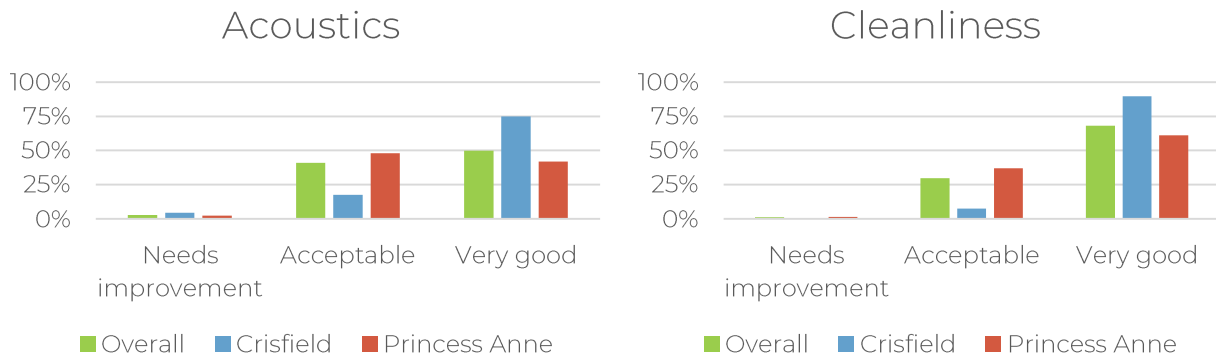
Respondents were also asked to rank the size of various spaces within the facility. The new facility is again ranked consistently higher, but, again, the largest part of the difference is between "Acceptable" and "Very Good." The highest "Needs Improvement" results for Princess Anne are in the size of the Teen Area and the amount of reading and study space.

Size of Children's Area

Size of Teen Area

Size of Meeting Room

Amount of Public Computers

Amount of Reading / Study Space

Space Devoted to the Library Collection
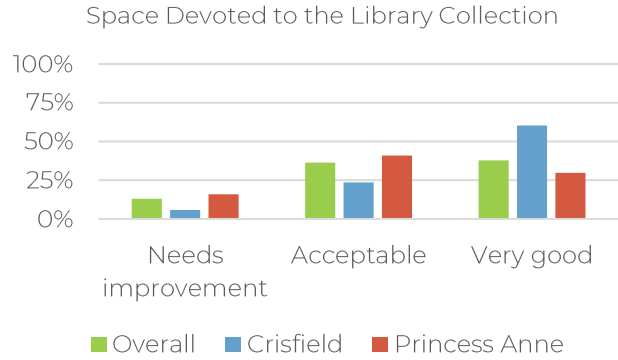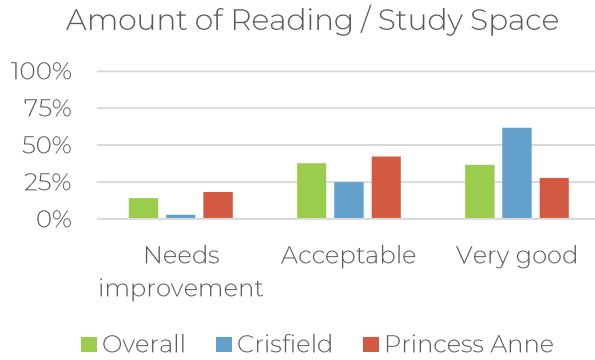
Respondents were asked to rate the selection of books and programming. While the newness of the Crisfield facility does not directly impact these measures, generally feeling towards the facility may.

Selction of Books (Adult)

Selection of Programs (Adult)

Selection of Books (Children)

Selection of Programs (Children)

Selection of Books (Teen)

Selection of Programs (Teen)
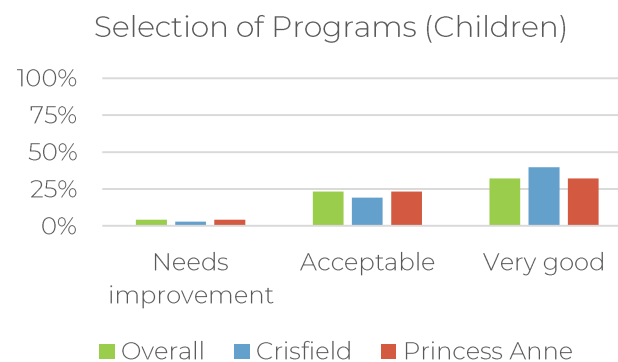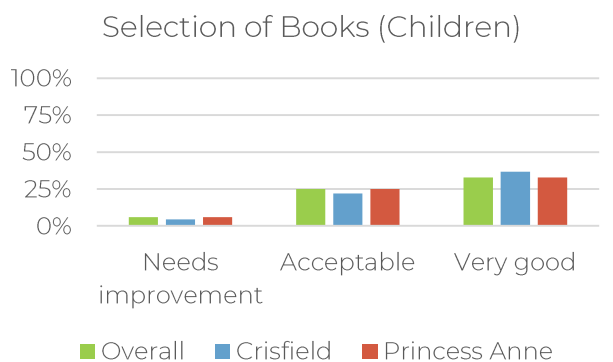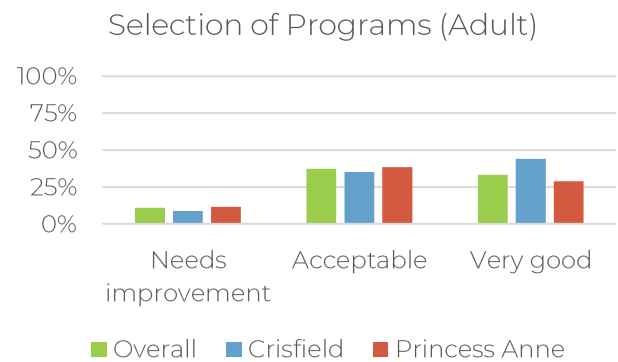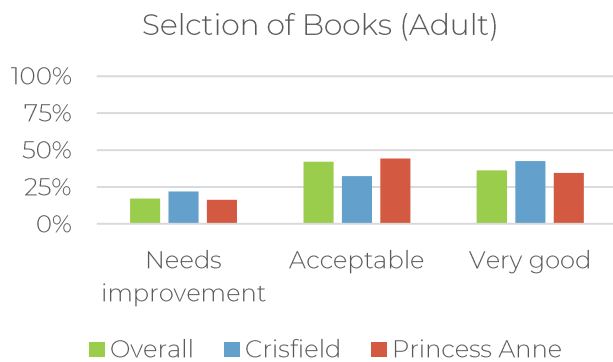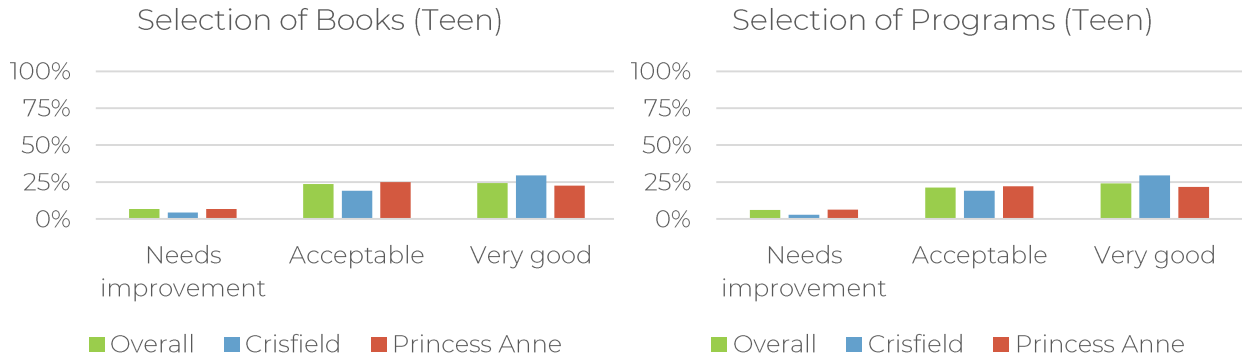
Respondents were asked to rank a set of statements from "Strongly Disagree" to "Strongly Agree."

Library materials are available when I am looking for them.

The library's layout is easy to navigate.
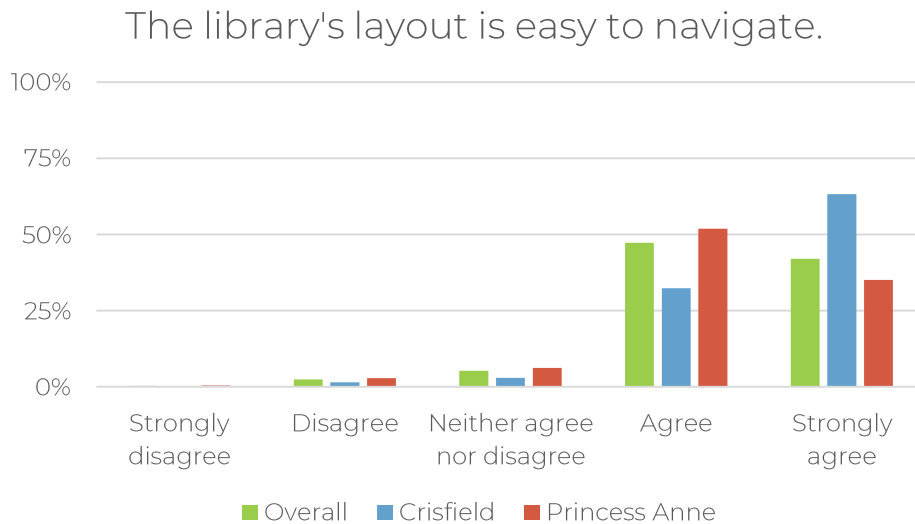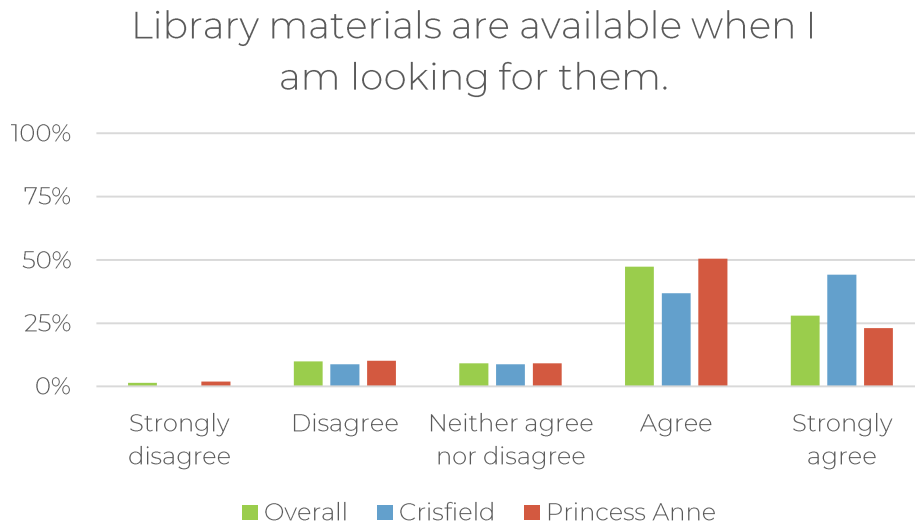
It is easy to find a place to read and study.
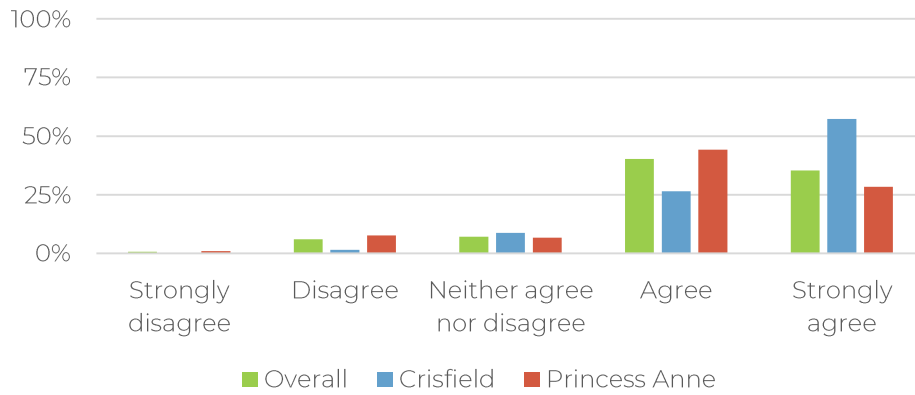
Library staff is knowledgeable.
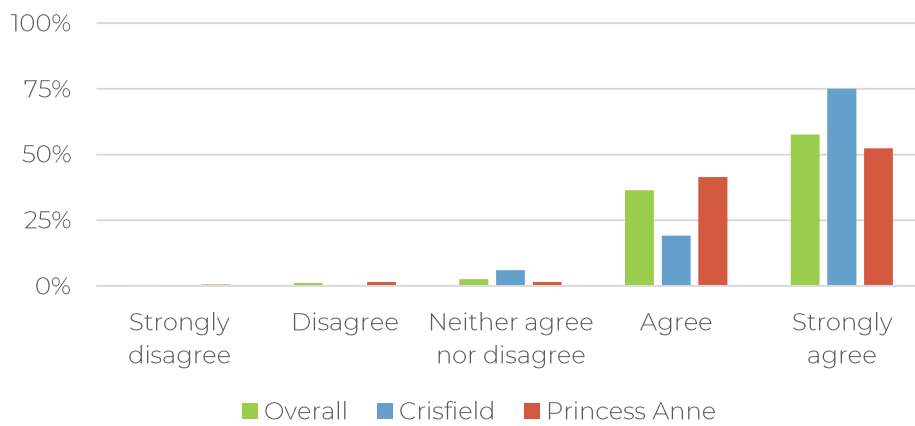
Library staff is courteous and pleasant.
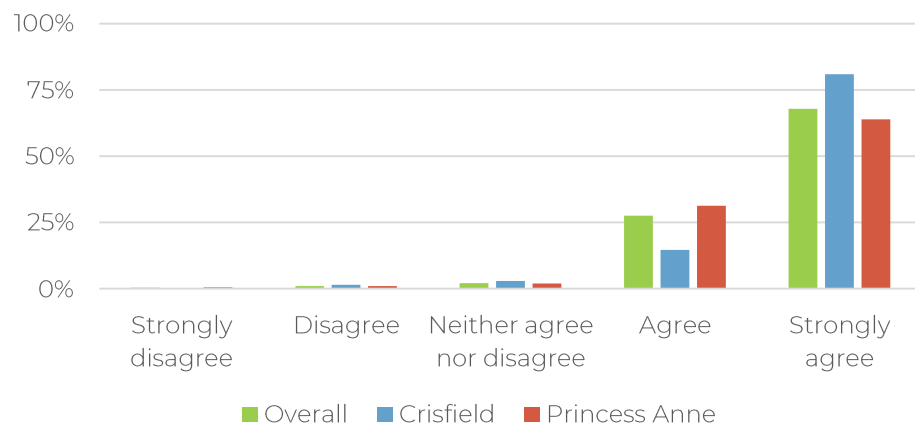
I am satisfied with the hours of the library.
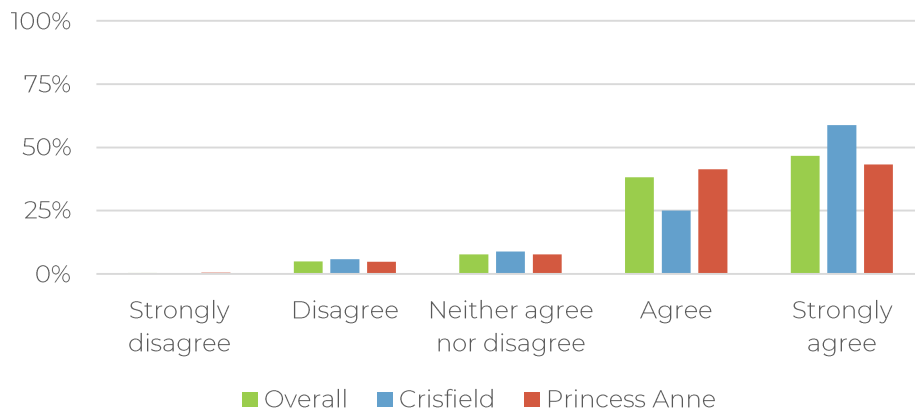
I would recommend this library to others.
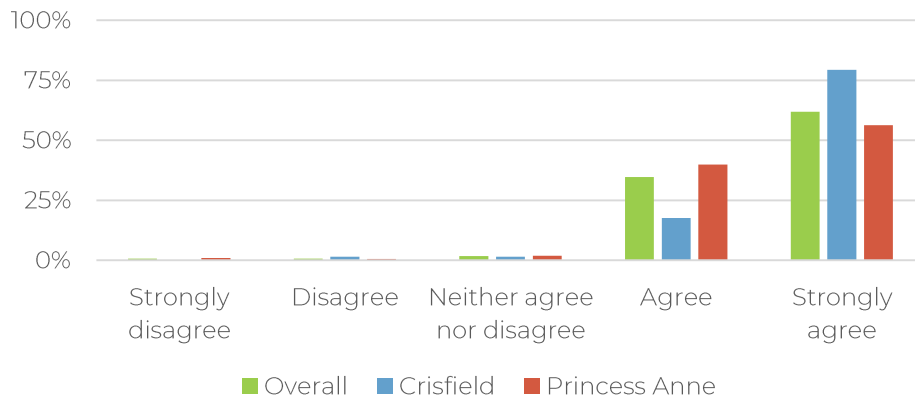
Has the library and its services made a difference in your life? If so, how? (193 responses)

There is a large bit of overlap within responses (e.g., mentioning collections and programs in the same response). Responses mention:

- Collections (45)
- Children's Services (36)
- Programs (19)
- Computers (26)
- Staff (40)
- Generically Positive (e.g., "yes" or "to learn more things") (41)
- Generically Negative (9)

What services, materials, or programs would you like to see added or expanded?

The suggestions and/or complaints related to:

- Programs (56)
- Collections (43)
- Facilities (23)
- Children's Services (16)
- Teen (11)
- Positive (e.g., "everything is great") (3)
- Staff (1)

Demographics

Personal Interests
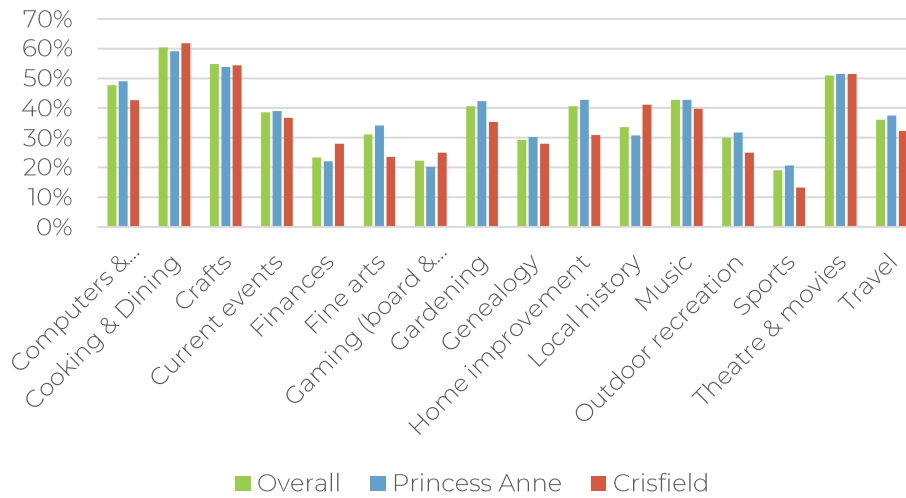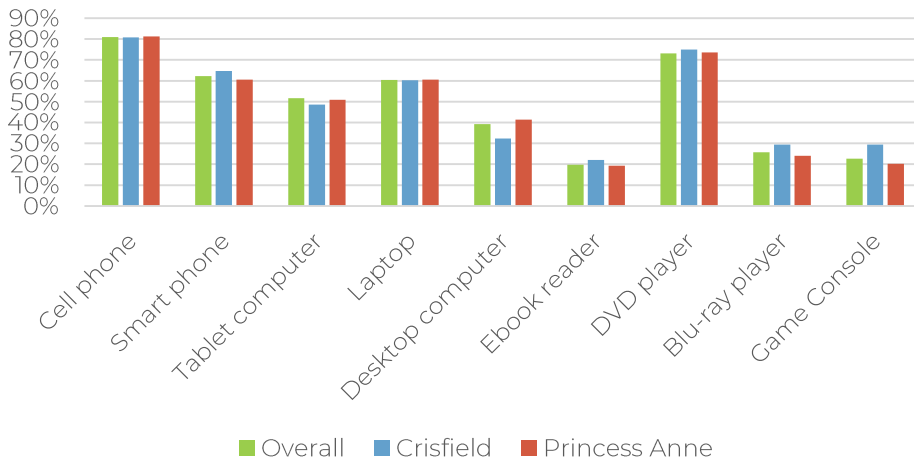
Legend: Overall, Princess Anne, Crisfield

.

Personal Devices

Legend: Overall, Crisfield, Princess Anne

Online Services

Legend: ■ Overall ■ Crisfield ■ Princess Anne

Zip Code

Legend:
- ■ 21583
- ■ 21814
- ■ 21817
- ■ 21821
- ■ 21822
- ■ 21824
- ■ 21833
- ■ 21838
- ■ 21851
- ■ 21853
- ■ 21857
- ■ 21866
- ■ 21871
- ■ 21875
- ■ 23356
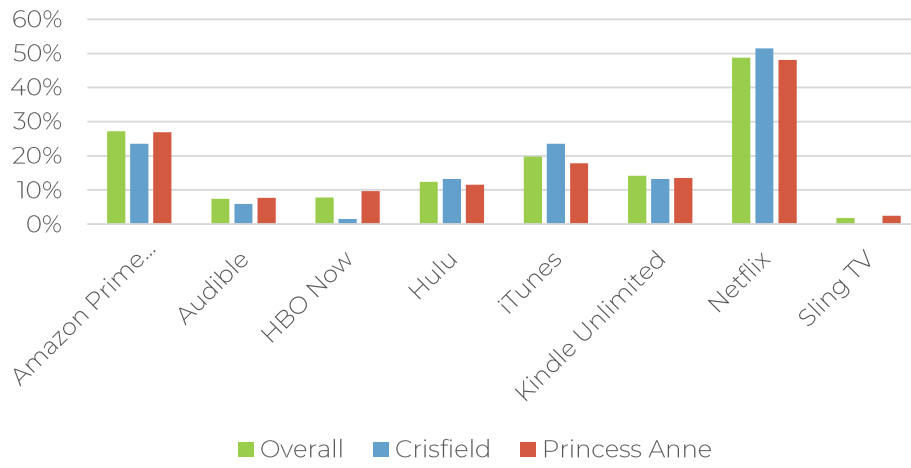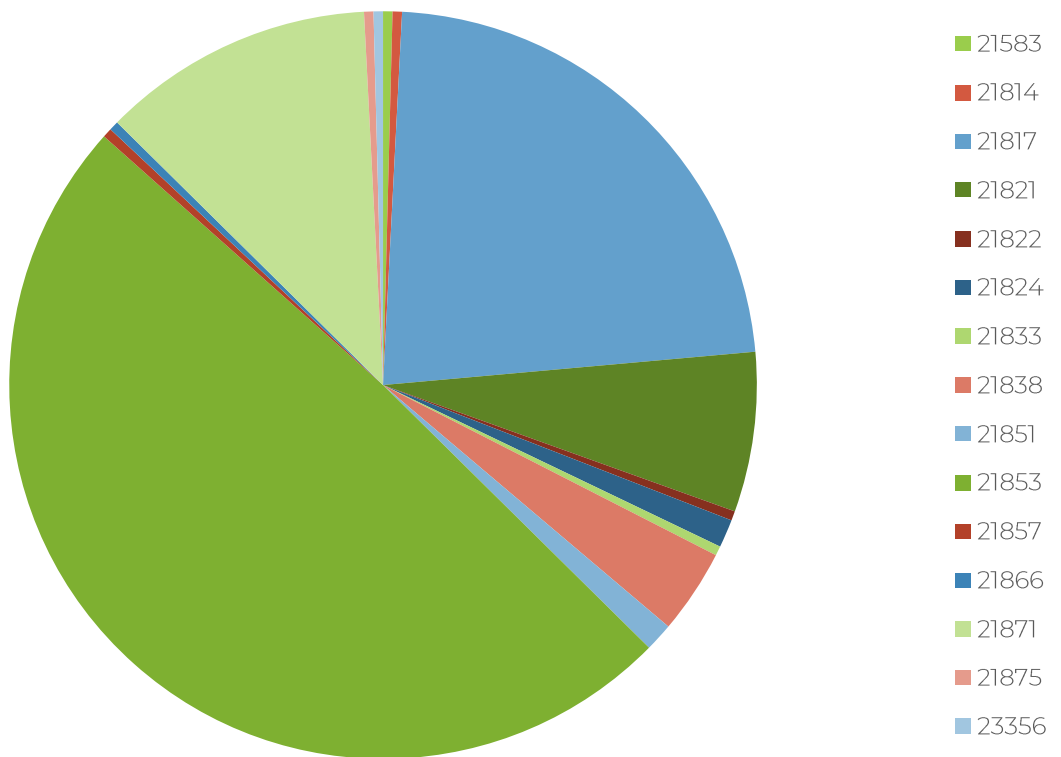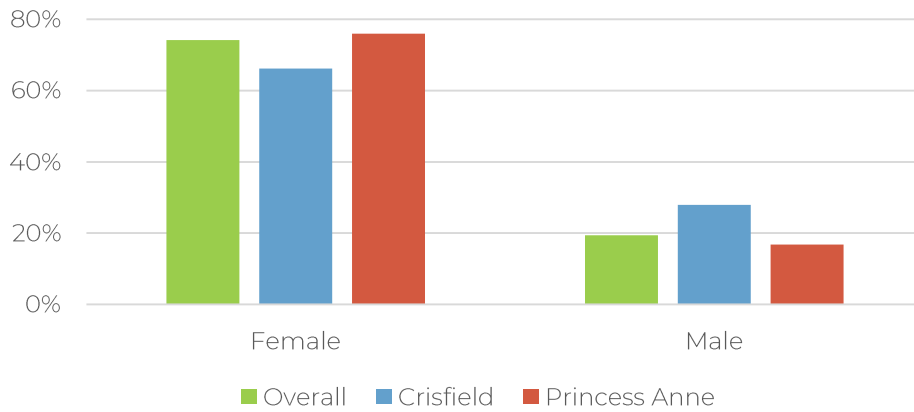
Gender

Age

Education

Employment

Legend: Overall, Crisfield, Princess Anne
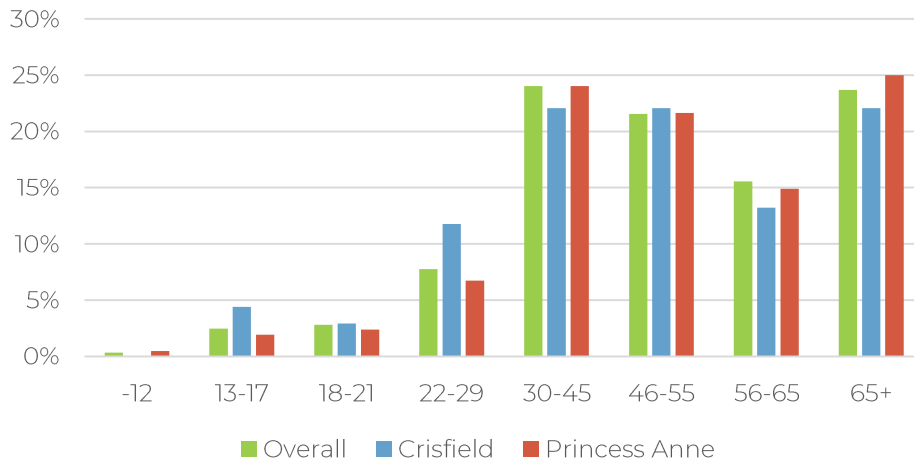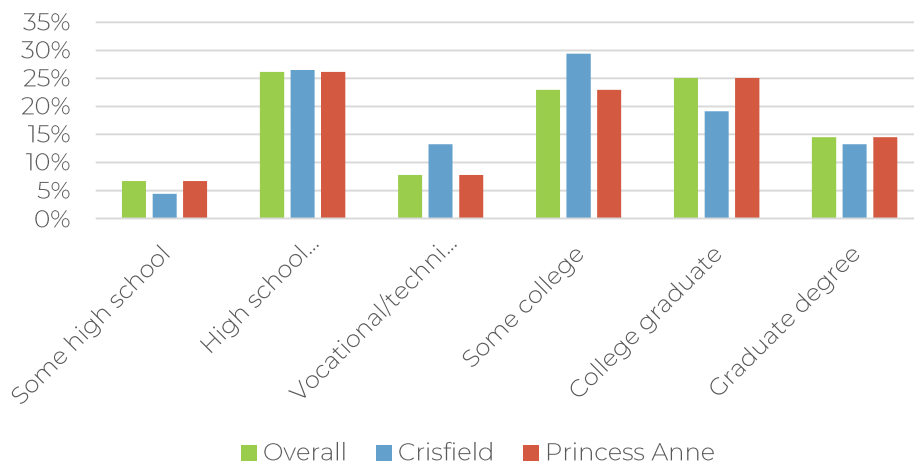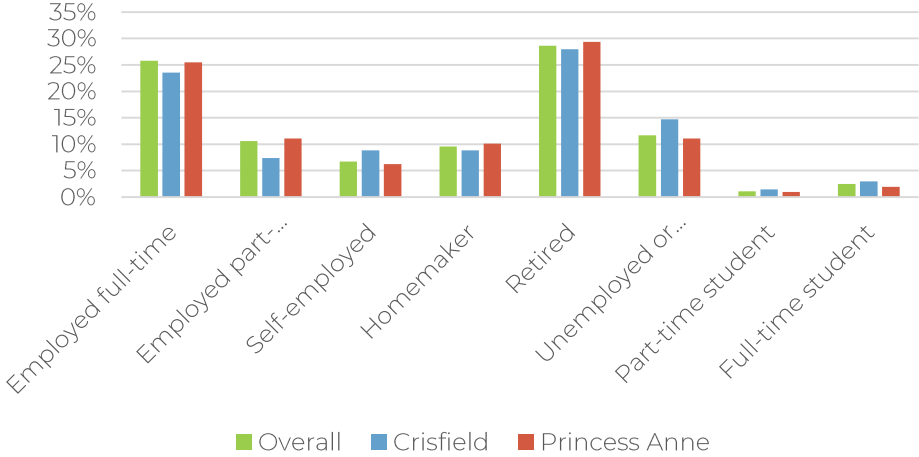
How did you get to the library today?

Legend: Overall, Crisfield, Princess Anne

Are there any children under the age of 18 living in your home?
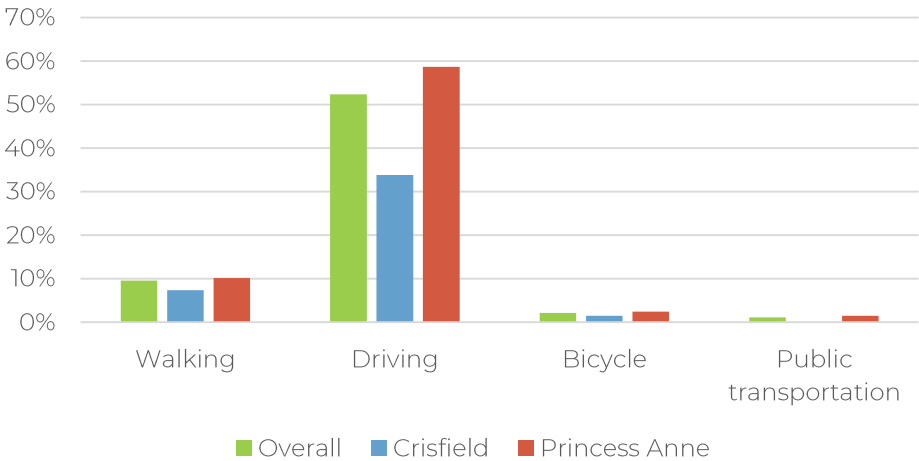
■ Overall ■ Crisfield ■ Princess Anne

Are any of these children of preschool age?

■ Overall ■ Crisfield ■ Princess Anne
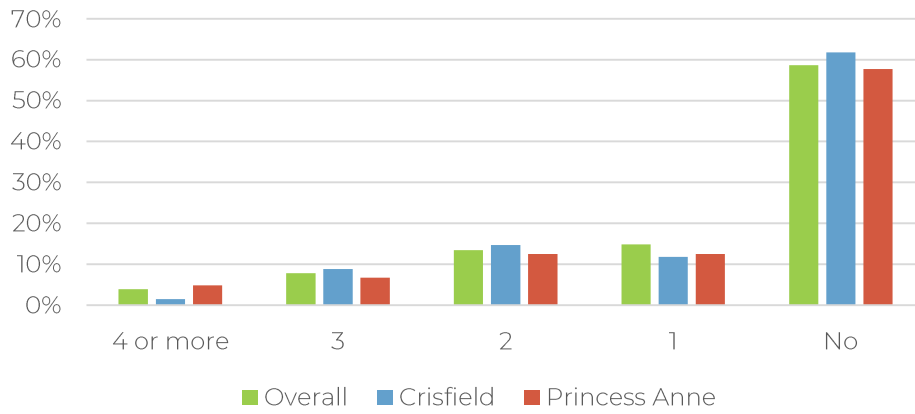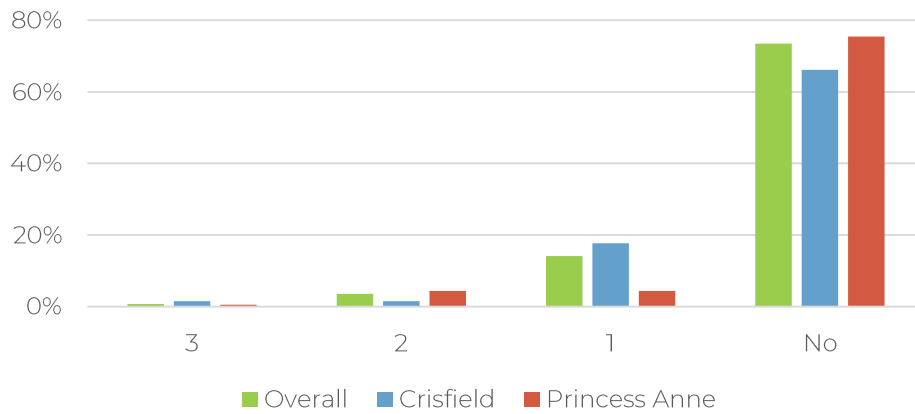
Demographics

Respondents were asked for zip code, gender, age, educational level, work status, and level of school their children attend.

Because the survey went out through Princess Anne schools, almost all data was collected through there. We do not have good points of comparison between libraries.

92% of respondents were female, and 56% were 30-45 years old. (An additional 27% were 22-29).

Education results were fairly split, with 28% high school graduates, 27% some college, and 22% college graduates leading the list.

A near majority (49%) of respondents were employed full-time, followed by part-time employees (13%), homemakers (10%), and the unemployed (9%).
The distribution through the elementary schools biased results on the final data point – 16% had children not yet in school, 42% had children in Pre-K, 81% in elementary school, 9% in middle school, and 18% in high school.

Survey Responses

Do you or does anyone in your household have a Somerset County Library card?
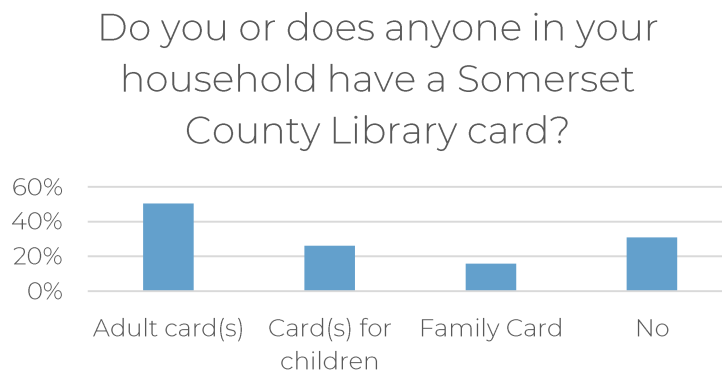
57% of respondents have library cards in their households.

How recently have your children visited a Somerset County Library?

- Never / Longer than a year — 33%
- Within the past week — 13%
- Within the past year — 9%
- Within the past month — 16%
- Within the past six months — 19%
- Within the past three months — 10%
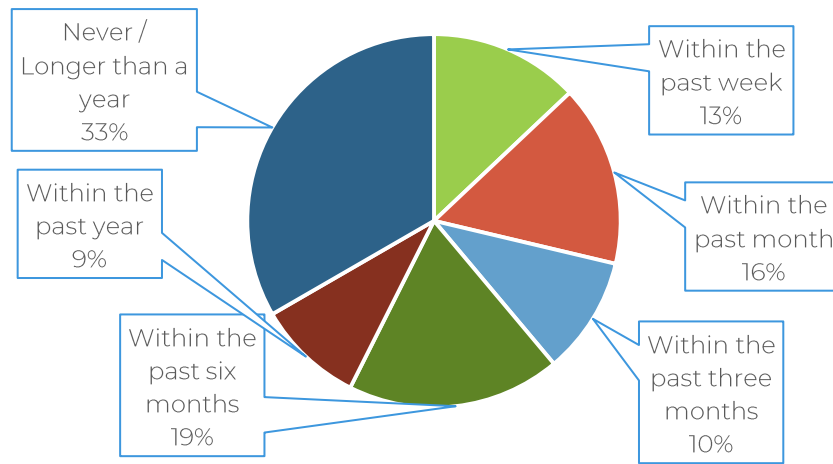
Recency of visits also shows a significant non-user gap. 39% of respondents have been in a library in the past three months, while 33% have not been in a library in at least a year.

What library services have your children used in the past year?
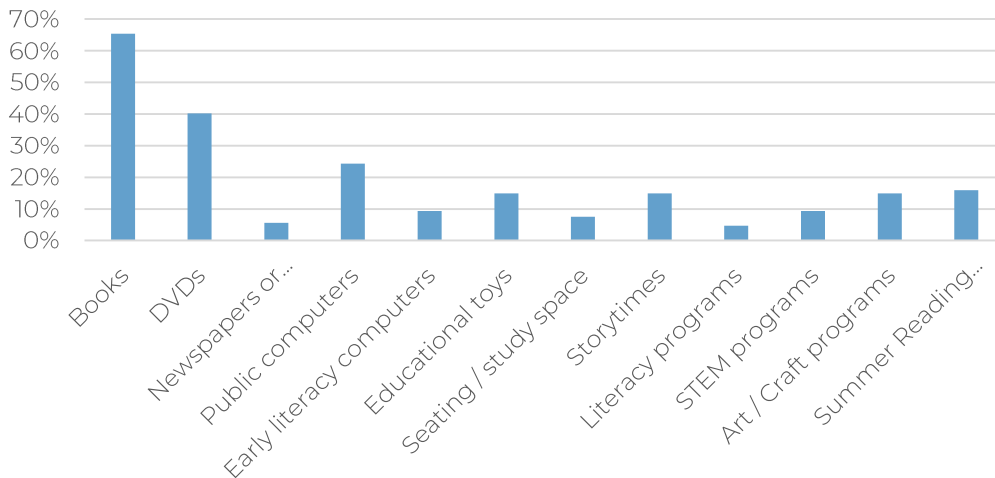
Use of books is nearly parallel with any use – 65% of respondents (97% of those who reported use in the past year) have checked out books. This is followed by DVDs (40%), use of computers (24%), and a cluster at 15% of educational toys, storytimes, art / craft programs, and Summer Reading.

My child uses material from the library for:
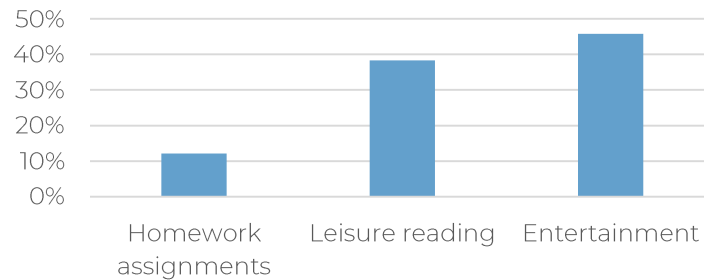
59% report that their child uses the library for entertainment purposes (including leisure reading, after factoring for overlap), while 12% report use of library material for homework.

How do you rate the importance of what the Somerset County Library offers to our community?

- Average 27%
- Not Important 1%
- High 72%
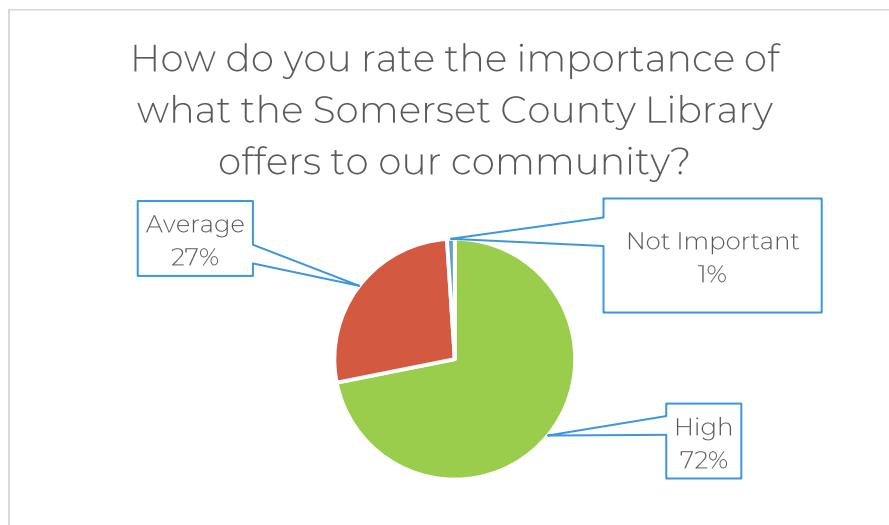
72% of respondents rate the library's importantce as high, 27% as average, and 1% as not important.

What programs, services, or materials would you like the Somerset County Library to offer?

There were 16 responses to this question, all with a fair degree of specificity. Most (69%) concerned programs.

Program related:

- Afterschool program
- Finance classes, credit, home buyer
- Health workshops, career fair, book fair
- I like the movie night. However, all the programs are during the time I work.
- More adult activities.
- More family movie nights
- My children enjoy the arts and craft night with a free book/prize.
- Programs for school cancellation days. Halloween concert.
- Reading program to help my kids to learn more
- study hall
- Tutoring programs for older students

Collection related:

- Expanded ebook library, though that would be statewide
- More new books for kids
- Have more books for ELL community (Arabic/Spanish books for parents and students (kids))

Facility related:

- Daycare
- More computers for the children the way they have computers for adults.

How do you, or how would you like to, learn about programs and services for children?
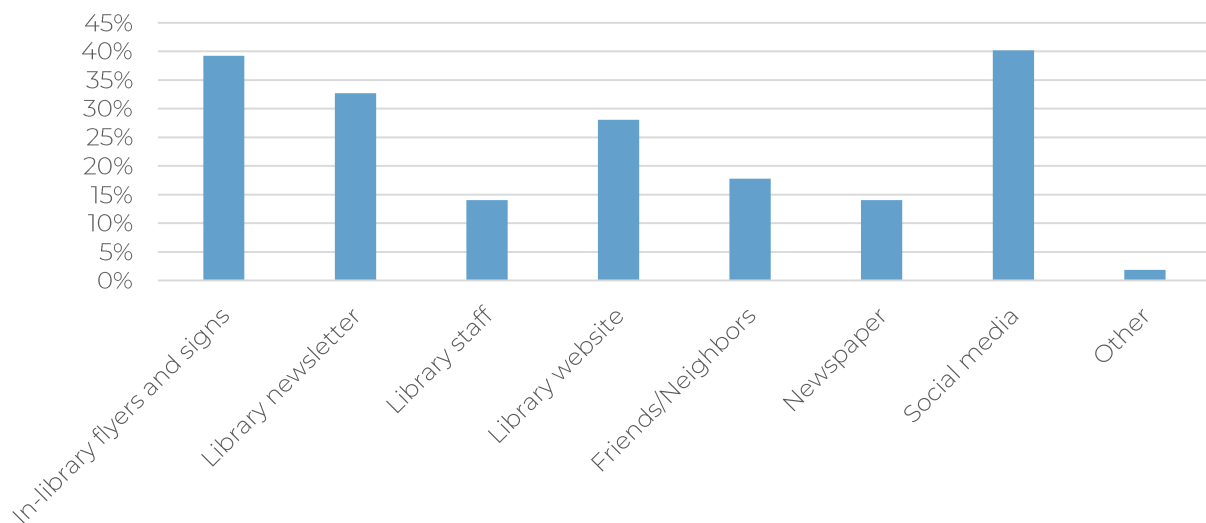
Social media (40%) slightly edged out in-library flyers and signs (39%), followed by the library newsletter (33%) amd website (28%).

Active Users

Of the 31 active users (within the past week or within the past month), 77% had cards in their households. However, 94% cited using library books as a service. The teen survey shows similar results – of teens who had used the library in the past month, only 82% had a card in their household and only 61% had their own card. These results suggest that the correlation between library usage and library card possession is not guaranteed.

While usage figures are universally higher than the general response, there is no deviation in the relative usage of each service. Most preferred forms of marketing also increased in parallel, although preference for social media remained flat.

What library services have your children used in the past year? (active)
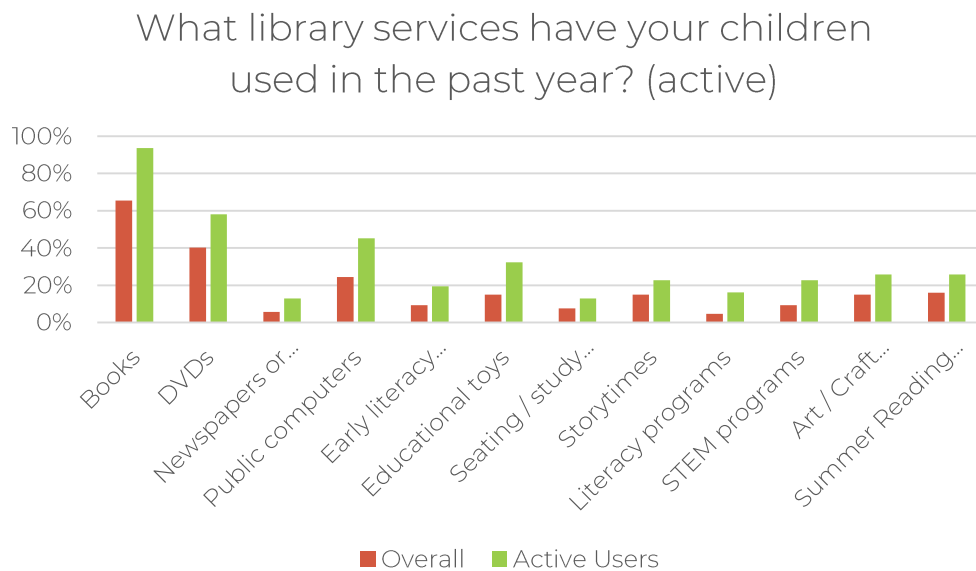
Most other measures were similar between active users and all users. The percentage rating the library's importance as high increased only from 72% to 77%. While usage patterns do not vary much between active users and the general population, there are significant differences in the demographics of active users.

Age condenses into the 30-45 range.

Age (all responses)

- 56-65 3%
- 46-55 9%
- 30-45 57%
- 21 or under 4%
- 22-29 27%

Age (active)

- 46-55 3%
- 22-29 16%
- 30-45 81%
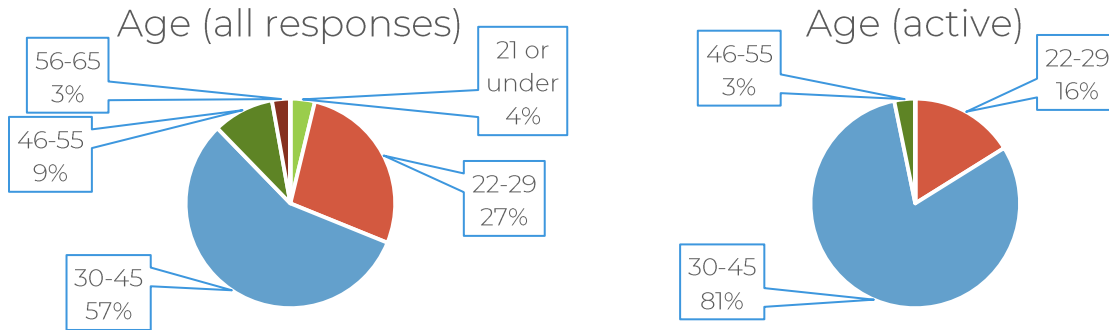
There is also a significant shift away from some high school and high school gradutes towards vocational school and college graduates. (Some college and graduate degrees are relatively unaffected.)

Education

- Graduate degree 13%
- Some high school 5%
- High school grad
- College graduate
- Some college 26%
- Vocational/technical school 6%

Education (Active)

- High school grad 18%
- Graduate degree 12%
- Voc/Tech School 12%
- College graduate 32%
- Some college 26%
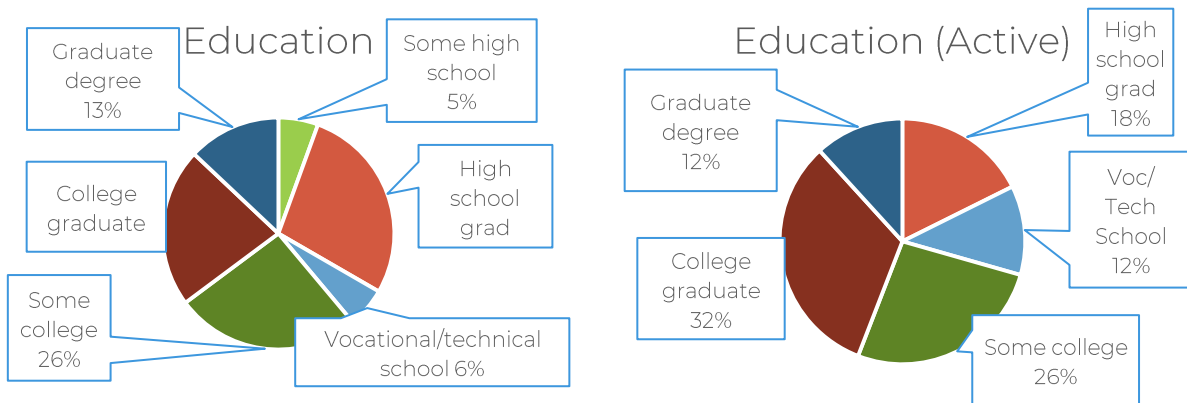
Part-time employment increases significantly (22% vs. 13%), balanced with small decreases in every field except homemaker.

Employment

- Full-time student
- Retired
- Unemploye
- Part-time student
- Homemaker
- Self-employed
- Employed part-time

Employment (Active)

- Employed full-time
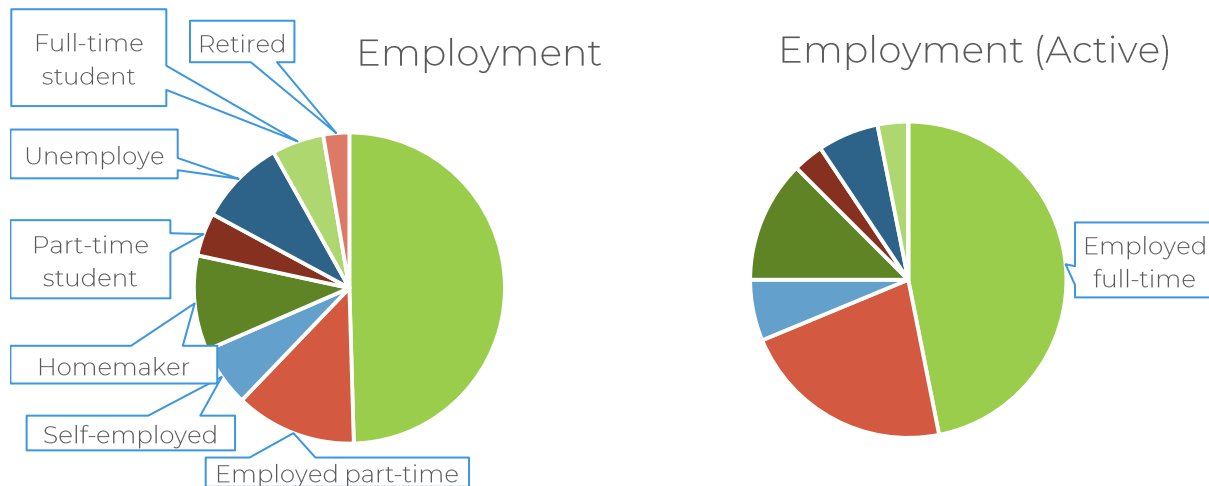
Teen Survey

Demographics

Only two demographic questions were asked in the teen survey – zip code and gender. As surveys were collected at the high schools only, it is easier to use collection point as a substitute for library facility. Surveys were fairly evenly split between the schools – 223 from Crisfield High School and 256 from Washington High School.

Gender of survey respondents leaned slightly female at 53% of respondents who answered the question (55% in Crisfield and 52% in Princess Anne).

Method of transportation to the library was also asked. Overall results were 58% driving, 31% on foot, 9% by bicycle, and 2% by public transportation. Crisfield results were 10% more favorable towards walking and biking compared to driving. Note that the distance between the high school and library in Princess Anne is double that in Crisfield – 2 miles vs. 1 mile. Note also that this survey was conducted in February.

Survey Responses

Do you or does anyone in your household have a Somerset County Library card?
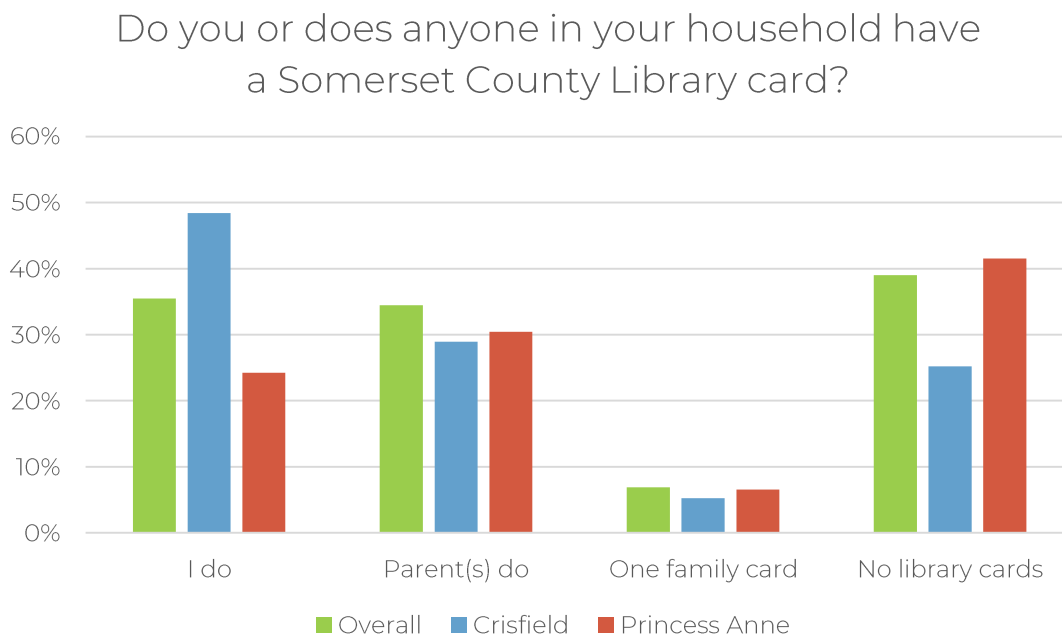
57% of teens in the survey had some access, whether through personal or parental cards. However, there is a significant difference between the branches. 66% of Crisfield teens have access, while 49% of Princess Anne teens do.

There is an inversion in personal cardholders between the branches: in Crisfield, 48% have personal cards and 25% have no access. In Princess Anne, 24% have cards and 42% do not.

How recently have you visited a Somerset County Library?
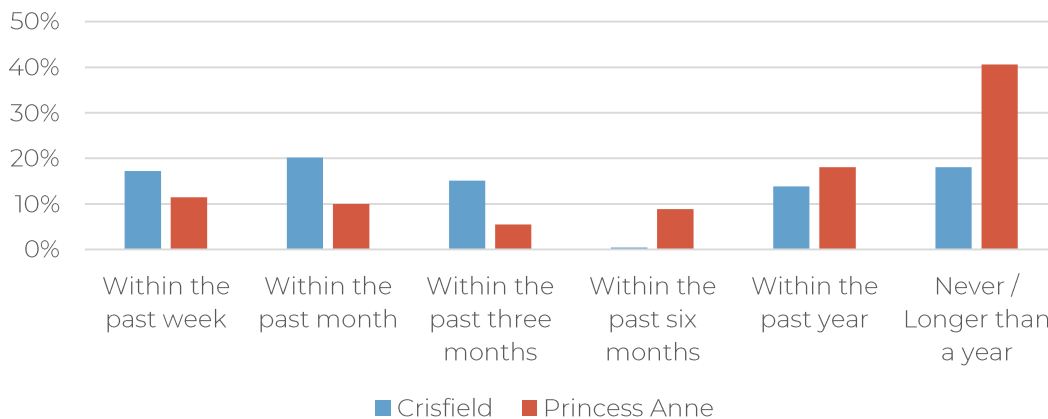
The gap is likewise pronounced in the time period of the most recent visit, with 44% of Crisfield students visiting in the past week or month and 21% not visiting in the past year vs. 23% of Princess Anne students visiting in the past week or past month and 43% not visiting in the past year.

What library services have you used in the past year?
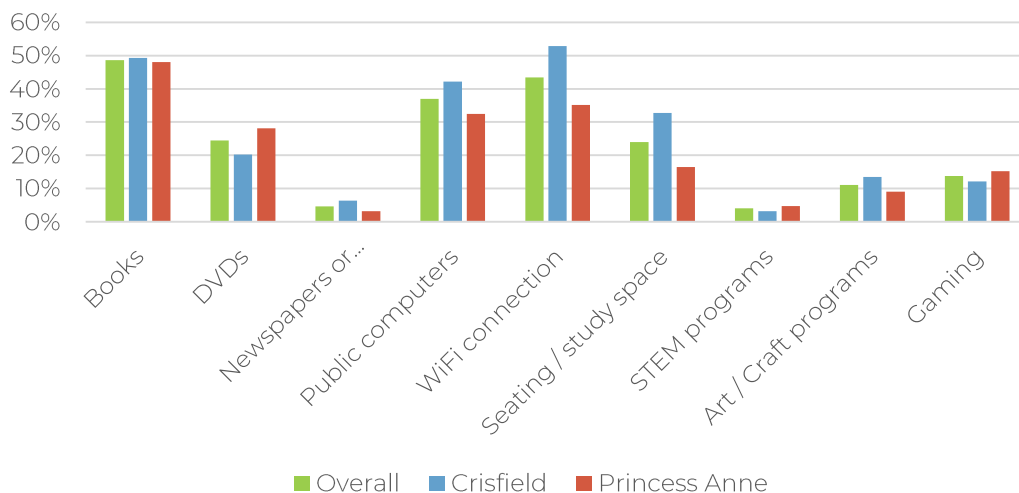
Services that involve spending time in the library (public computers, wifi, and seating and study space) are significantly more popular Crisfield. While there are minor differences in types of programming selected, the totals are nearly identical (28% Crisfield vs. 29% Princess Anne).

Of note, arts programming has nearly triple the response rate as STEM programming.

What times do you usually come to the library, or when would you like to come?
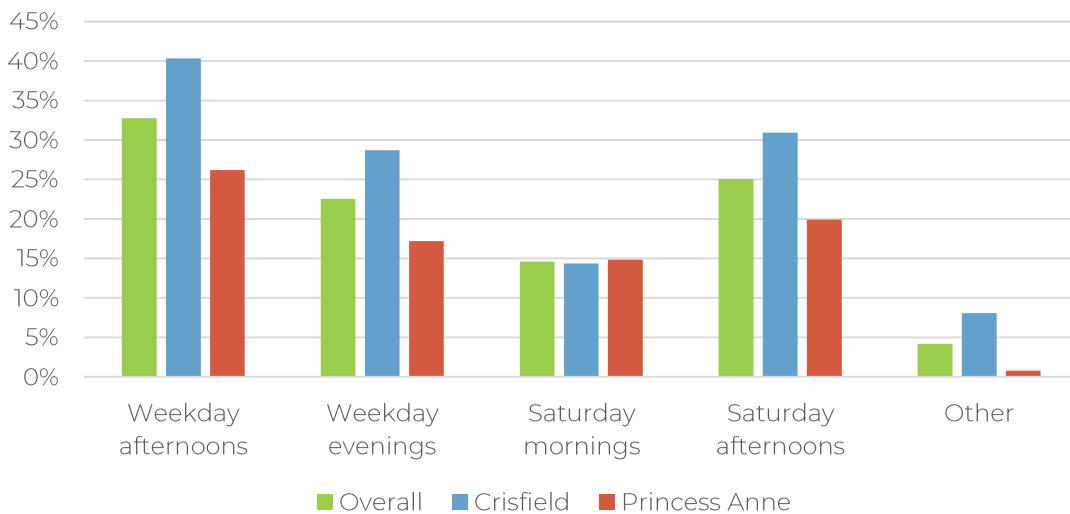
Despite higher response in Crisfield, the pattern holds between branches – Weekday afternoons most popular by a large margin, followed by Saturday afternoons and weekday evenings in a close heat, and finally Saturday mornings. Of 20 "other" responses, 17 referenced Sundays. (2 were during the school day, and 1 was holidays.)

What do you like about the library?

Of 397 responses, library collections (139) and a quiet (or peaceful or relaxing) space to study (137) were mentioned the most times. Use of the computers and wifi (108) was also mentioned by a large number of respondents, as were the building's aesthetics (64, almost all from Crisfield). Rounding out results were programs (35), library staff (20), a place to hangout (17), and "everything" (5).

What programs, services, or materials for teens would you like the Somerset County Library to offer?

Of 248 responses, expansion of programs is mentioned most often (106 times). 30 of these relate to gaming, 20 to "fun" (and the Crisfield Glow Party is directly cited three times), 15 to arts & crafts, 11 to literature (book and creative writing clubs), 7 to school-related programs (learning clubs), 6 to STEM, 2 to health, and 25 are generic.

Additional books are mentioned 34 times, food is mentioned 18 times, and tutoring and sports (including a gymnasium in Crisfield and a basketball court in Princess Anne) are mentioned 15 times each.

Computers are mentioned 18 times, and in addition to requests for more, also include specific requests for hands-on 3D printing (8), CAD access (2) circulating hotspots (2), programming classes (1), tablets (1), a photo kiosk (1), a charging station (1), and Google classroom (1).

Additional hours are mentioned 16 times: 9 for Sundays, 5 for evenings, and twice generic ("more hours").

Direct employment is mentioned 7 times, and community service hours 6.

College prep resources are specifically mentioned 3 times.

Library-provided trips are mentioned twice. A bus from the school to the library is also mentioned twice, once in each locale. There is also a request for "a room for teens because are (sic) section is out in the open of the library." While from Princess Anne, this is applicable in both facilities.

What discourages you from using the library?

Legend: Overall, Crisfield, Princess Anne
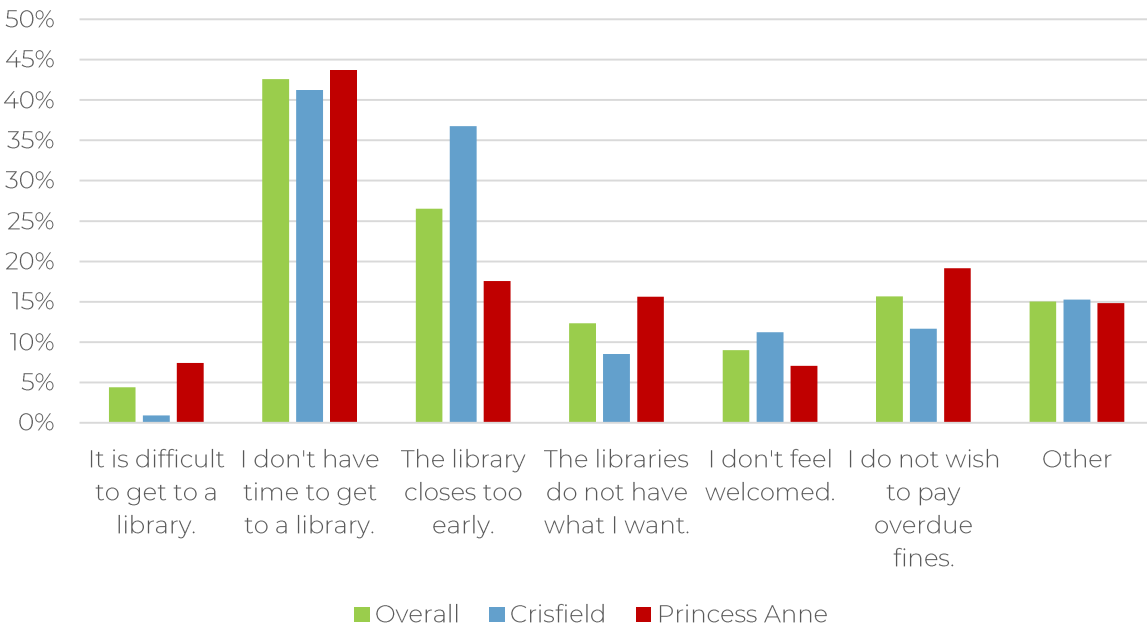
Of the 70 "other" responses, the majority were of the "don't feel like it / don't want to / don't need to" variety, with 41 responses. 7 of those specifically cited not needing to because of personal computers and/or Internet connections. Following that, 11 cited inconvenient hours (9 requesting Sundays and 2 requesting later hours in the evenings). 5 complained about staff, 3 the location, and 3 buy their own books. 2 cited that their parents won't let them, accompanied by another noting that they do not have a card.

Unique responses include a complaint about the metal roof in Crisfield, too short checkout periods, a request for a bookshop, and a request for food and Fortnite.

Active Users

Active users (those who report using the library in the past week or past month) were more likely to have library cards, but this trait is far from universal – 82% have a card in the household, and 61% a personal card. Note that this parallels data on active users in the parent survey - only 77% of active users there had cards - again suggesting that the correlation between library usage and library card possession is not guaranteed.

There is also a drastic increase in method of travel for active teens – 54% walk. While driving (65%) and bicycle usage (12%) increase, the increase is not of the same magnitude.

What library services have you used in the past year?
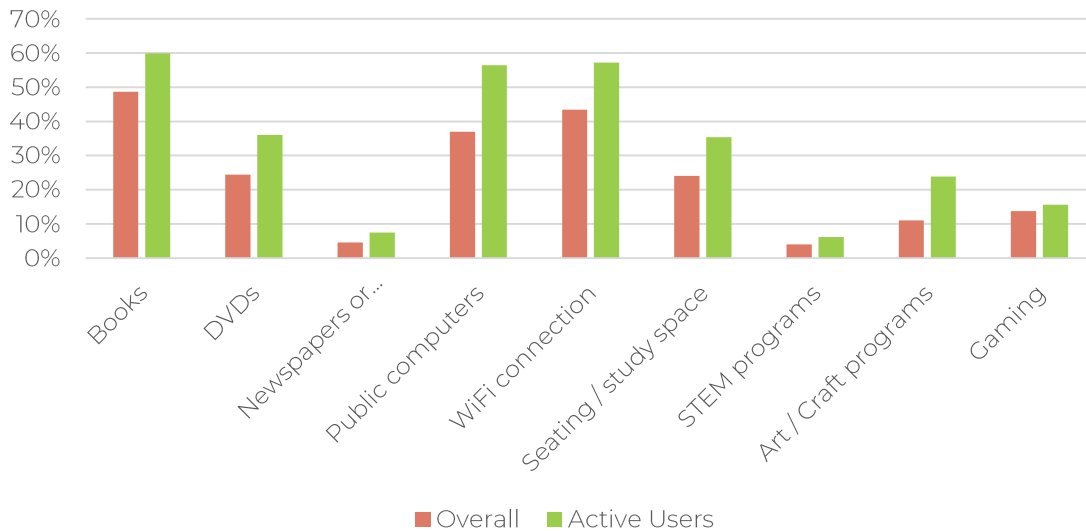
Active users' services used follow the same trendlines as all respondents, simply amplified. The major exception being a significant increase (11% to 24%) in Art & Craft programs.

What discourages you from using the library?
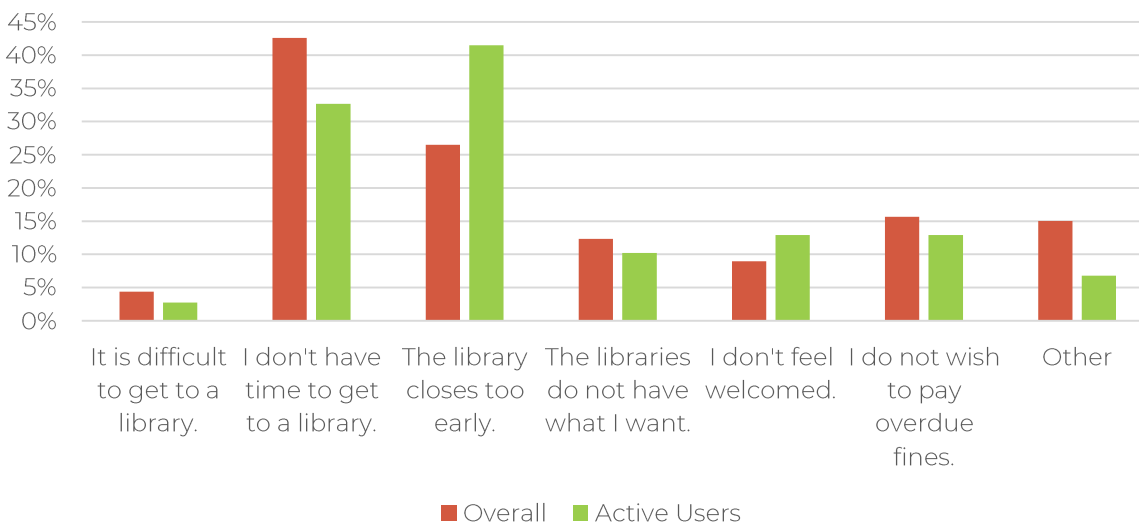
Teen detriments to library usage generally decrease among active users. However, there is a significant increase in the rate at which the library's closing time was selected. This is more prevalent (51% vs. 35%) in Crisfield compared to Princess Anne. There is also an increase in the "I don't feel welcomed" category. 22% of

Crisfield active teens report not feeling welcomed, compared to 4% of Princess Anne active teens.

Active and Branch comparisons

Legend:
- Overall
- Crisfield
- Princess Anne
- Active Users
- Crisfield Active
- Princess Anne Active

X-axis categories: The library closes too early. | I don't feel welcomed.
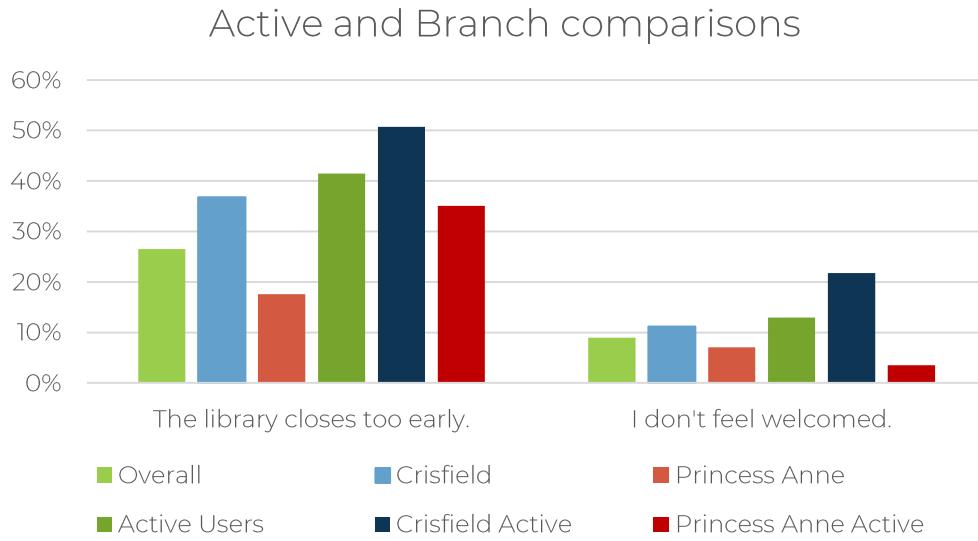
Committees and Minutes

Over the months of February and March, members of the community were recruited for committees to focus on: Arts & Culture, Children's Services, Community Outreach, Staff Development, Technology & Workforce Development, and Teen Services. The rosters of these committees were:

Arts & Culture

Chair: Ann Smith
Board representatives: Ann Smith and Father Robert Laws
Staff representatives: Danielle Craig and Jennifer Lewis
Community representatives: Gina Gerhard, Jay Tawes, Susan Holt, and William Gray

Children's Services

Chair: Becky Pratte
Board representative: Marlena Turner
Staff representatives: Ashley Gilson and Becky Pratte
Community representatives: Christa Taylor, Karen Karten, Kari Pusey, Joan Schoepf, Marwa Ghabir, Phaedra Spencer, and Zuri Brown

Community Outreach

Chair: Heather Hurst
Board representatives: Beth Holmes-Mayson and Heather Hurst
Staff representatives: Anna Fontaine and Jo Wooster
Community representatives: Brian Laird, Bruce Wooster, Rev. Charles Bagley, Eileen Cross, Dennis Williams, Garland Hayward, Ginger Rizzi, and Jennifer Timmons

Staff Development

Chair: Ed Goyda
Staff representatives: Ed Goyda, Gabe Stuckey and Troy Gale
Community representatives: Sam Eddington (Eastern Shore Regional Library)

Technology & Workforce Development

Chair: Michele Henry
Board representatives: Lois Outten and Marilyn Cottman
Staff representatives: Gabe Stuckey, Jesse Drewer, and Michele Henry
Community representatives: Arlene Ginn, Dave Parke, Janet Parke, and Jon Hurst

Teen Services

Chair: Jaime Bradshaw
Staff Representatives: Ashley Gilson and Terron Corbin
Community Representatives: Alexis Carter and Annette Bagley

Orientation

At 5:30 p.m. on March 15, all committee members attended a joint orientation meeting at the Crisfield Library. Committee members were given the results of the public, parent, and teen surveys; the existing 2012-2015 strategic plan; the Maryland Department of Commerce's Brief Economic Fact Sheet for Somerset County; and the following presentation by Ed Goyda.

SOMERSET COUNTY LIBRARY

Strategic Plan Orientation
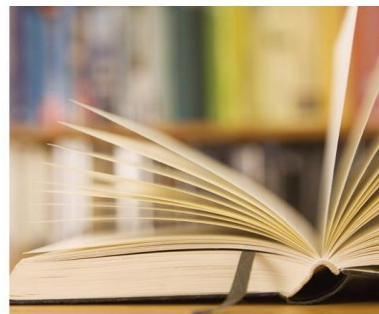
Agenda

▶ About the Library
▶ Background Information
▶ Current Strategic Plan
▶ Committees

Mission & Vision

Mission

The Somerset County Library System promotes learning by providing materials, services, and access to information that enrich our community and excite the imagination.

Vision

SCLS is every person's place to explore, learn, dream, and become.

About the Library

▶ Three locations in Crisfield, Ewell, and Princess Anne
  ▶ While public libraries existed in Crisfield and Princess Anne in the early 1900's, the County Library was created in 1967.
  ▶ The current Crisfield Library (12,344 square feet) opened June 2016. The Princess Anne Library (8,291 sf) was built 1985, and the Ewell Library (200 sf) opened in 1977.
▶ County population: 26,750 in 2020
  ▶ 3,290 in Princess Anne
  ▶ 2,726 in Crisfield

Library Usage

- $880,000 operating budget
- 50,000 item collection
- 70,000 item ebook collection

Annual visits: 108,737 customers annually
- 105,146 books and DVDs checked out
    - 25,235 children's collections
    - plus 21,608 eBooks circulated
- 17,591 computer users
- 33,981 WiFi users
- 8,917 attendees at 508 programs
    - 7,350 at 376 children's programs
    - 1,567 at 132 adult programs
- 13,726 reference transactions

Total cardholders: 8,376
- 2,972 in Crisfield
- 90 in Ewell
- 5,017 in Princess Anne

Background - Surveys

- In-library survey
    - 6 page survey circulated at all three branches and posted online
    - 284 responses
        - 180 paper; 104 online
        - 68 Crisfield; 208 Princess Anne; 4 Smith Island
- Parent survey distributed through school district
    - 107 responses, mostly from Princess Anne
- Teen survey conducted at high schools
    - 479 responses
        - 223 Crisfield; 256 from Princess Anne
- Public survey distributed to 10 County locations, including the 6 post offices.
    - 16 responses

Background – Usage sampling

3:00 People Count: _____ 81 _____

Demographics

	Census	Library Card Holders		Survey Responses
Under 5	4.8% (1,248)	1.2% (87)	Under 13	0.4% (1)
5 - 19	17.5% (4,525)	21.6% (1,454)	13 - 17	2.5% (7)
20-44	36.6% (9,488)	38.4% (2,584)	18 - 45	35.3% (98)
45-64	25.2% (6,525)	25.8% (1,734)	46-65	37.5% (104)
65 and over	16.0% (4,142)	12.8% (862)	66 and over	24.2% (67)

Census figures are taken from the Maryland Department of Commerce's 2018 "Brief Economic Facts - Somerset County. Library card holder data reflects those patrons that we have birthdates for.

Demographics

- Are there any children under the age of 18 living in your home? (How many?)
- Are any of these children of preschool age? (How many?)

	Census	Library Cardholders	Survey Participants, including children
Under 5	4.8% (1,248)	1.2% (87)	13.3% (67)
5 - 19	17.5% (4,525)	21.6% (1,454)	33.5% (169)
20-44	36.6% (9,488)	38.4% (2,584)	19.4% (98)
45-64	25.2% (6,525)	25.8% (1,734)	20.6% (104)
65 and over	16.0% (4,142)	12.8% (862)	13.3% (67)

Surveys
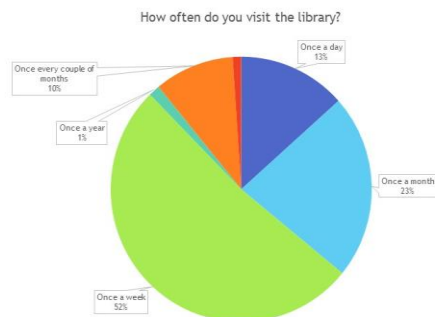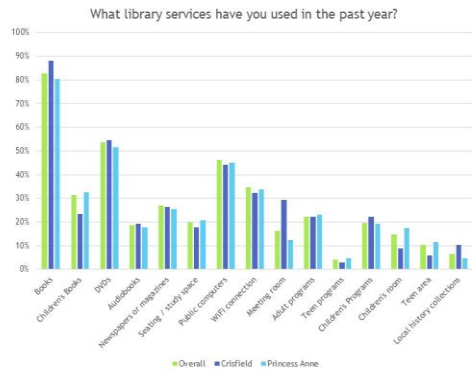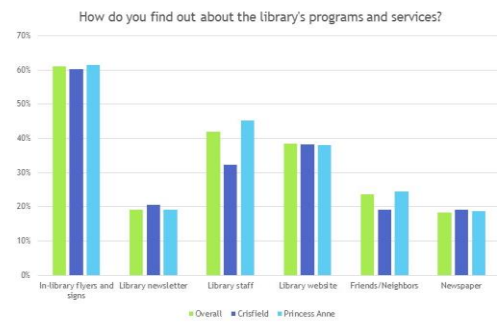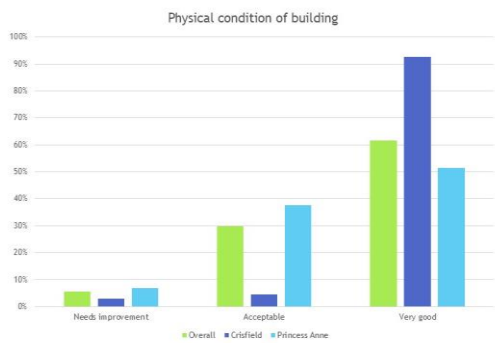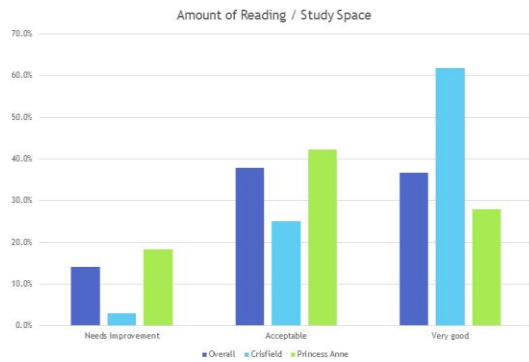
How often do you visit the library?

- Once a day 13%
- Once a month 23%
- Once a week 52%
- Once a year 1%
- Once every couple of months 10%

Surveys

What library services have you used in the past year?

Surveys

How do you find out about the library's programs and services?

Surveys - Facilities

Physical condition of building

Surveys - Appraisal

Library staff is knowledgeable.

Library staff is courteous and pleasant.

Surveys - Appraisal

I would recommend this library to others.
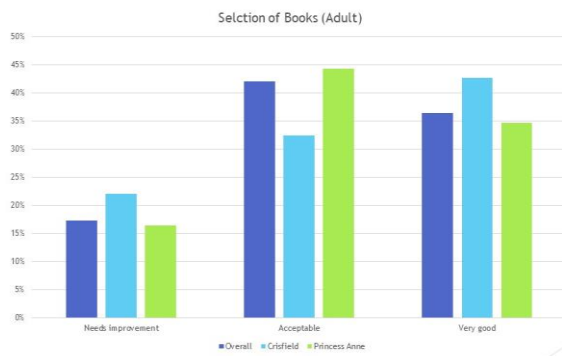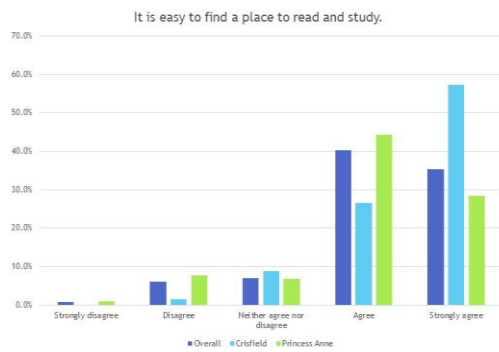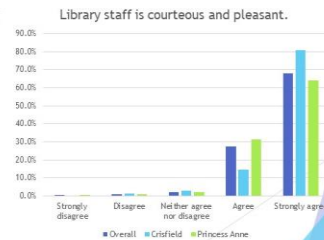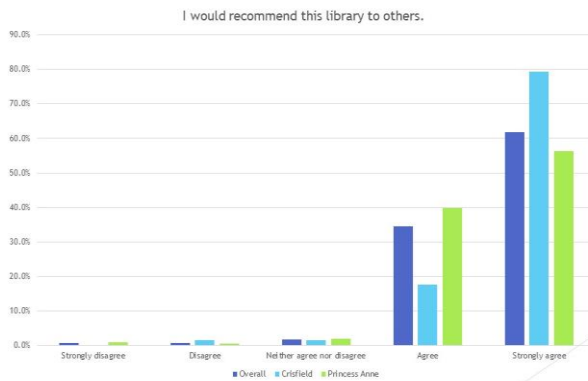
Has the library and its services made a difference in your life? If so, how?

- The staff and the library have made a great difference in my life: being able to use the WiFi connection has been very important to my job search and the staff have been wonderfully supportive and welcoming.

- Since I retired I have utilized the programs and services more... I look forward to the adult programs.

- It is like a second home to me because I visit here several times a week. I have found it to be a safe place in the community due to the staff being so diligent and always accessible.   I do not have internet at home and the 2 hour block of time is perfect for me to do what I need to do with online banking, checking emails, etc, I also use my flashdrive a lot and the printer services and sometimes fax. I am grateful for everything this library has for the public.

Has the library and its services made a difference in your life? If so, how?

- Being a single parent of 8 I'm just glad it's close. The library interaction with young kids makes it easier for them to read books.

- We are a family of 5 with one income and 3 children. Thanks to the library we can watch movies, have a wide assortment of reading material, and my children can always have something to do for FREE! That is huge for this family. We have come to know the staff and they are very understanding about my son having autism and him not being able to control his inside voice. They were the only place I could afford to go to when I didn't have a computer to work on while I was in college. They let my children checkout large amounts of books because they read large amounts of books. In short, the library offered my children a chance to go places we couldn't afford and me a chance to be places while my children were small so I could get a break.

What services, materials, or programs would you like to see added or expanded?

- More programs for adults

- I couldn't utilize most programs when I worked because of day programs - could use some evening programs for the working set.

- Would like computer classes. Maybe some on how to access / use eBay, Craigslist, etc. Offered on different days/times. Maybe also offer a few Sunday hours.

- Would like better selection in audios - too many murder mysteries. Would like more biographies, history, travel. Wish you'd have more regional and historical lectures.

What services, materials, or programs would you like to see added or expanded?

- Stools, low seats in fiction room - bending to look at lower shelves is a challenge. I'd like to be able to sit & peruse those shelves. Put a decent hand dryer in the bathroom.

- Maybe programs for homeschooling families or people who want to homeschool their kids but don't know what to do or where to look for help or support

- A program I would like to see is Homework Help. After school program is something else I would like to see added. Need a game room. Upstairs.

Strategic Plan 2012 - 2015

Collection: We expand, diversify, and market a collection that is attractive to our patrons.

Programs: We market and implement successful programming that is responsive to the needs and interests of our diverse patron groups.

Public Spaces: We foster community relations by improving the functionality and transforming library facilities into places where patrons can better meet, exchange information, and/or learn.

Community Partnerships: We partner with civic, government, and other community organizations to promote use of the library and alignment of efforts between organizations.

Staff Development: We develop our capacity to provide world-class customer service.

Strategic Plan 2012 - 2015

Collection: We expand, diversify, and market a collection that is attractive to our patrons.

► Increase and diversify electronic resources.

► Promote awareness of online resources, accessibility to regional collection, and alignment to school system curricula.

► Improve collections for targeted audiences (e.g. teen) and genres (e.g., nonfiction)

Roger Levien
Confronting the Future

Totally Physical (facilities and media) ↔ Totally Virtual (facilities and media)

Individual Focus ↔ Community Focus

Collection Library (physical or virtual) ↔ Creation Library

Portal ↔ Archive
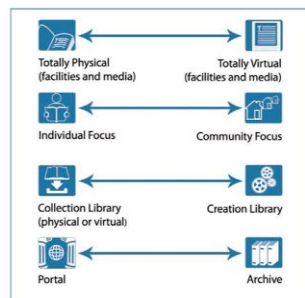
Figure 1. The visions for public libraries of the future will consist of strategic choices along four distinct dimensions, each encompassing a continuum of possibilities lying between two extremes. Illustration by Jennifer Bishop.

Seaford District Library

Strategy I: Utilize demographics to focus library in order to meet the needs of the community.

Strategy II: Obtain and manage resources to meet the mission of the Library.

Strategy III: Strengthen organizational and operational structures to accomplish the mission of the library.
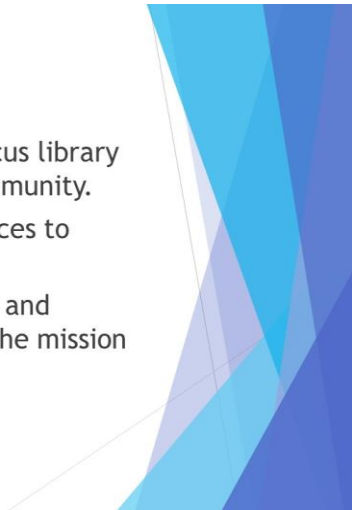
Committees
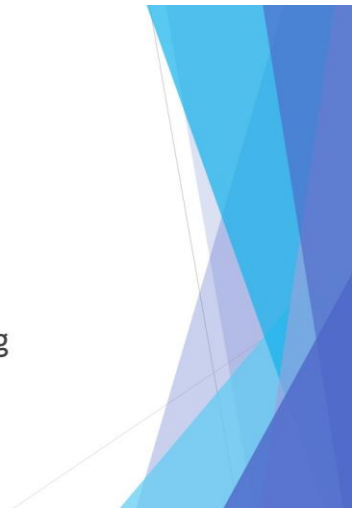
▶ Arts & Culture
▶ Children's Services
▶ Community Outreach
▶ Staff Development
▶ Technology & Workforce Training
▶ Teen Services

Committees

▶ Arts & Culture
▶ Children's Services
▶ Community Outreach
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▶ Teen Services

▶ Collection
▶ Programs
▶ Public Spaces
▶ Community Partnerships
▶ Staff Development

Committees – Arts & Culture

- Chair: Ann Smith
- Board representatives: Ann Smith and Robert Laws
- Staff representatives: Danielle Craig and Jennifer Lewis
- Community representatives: Brian Dean, Gina Gerhard, Jay Tawes, Susan Holt, and William Gray

Committees – Children's Services

- Chair: Becky Pratte
- Board representative: Marlena Turner
- Staff representatives: Ashley Gilson and Becky Pratte
- Community representatives: Christa Taylor, Karen Karten, Kari Pusey, Marwa Ghabir, Phaedra Spencer, and Zuri Brown

Committees – Community Outreach

- Chair: Heather Hurst
- Board representatives: Beth Holmes-Mayson and Heather Hurst
- Staff representatives: Anna Fontaine and Jo Wooster
- Community representatives: Brian Laird, Bruce Wooster, Eileen Cross, Dennis Williams, Garland Hayward, Ginger Rizzi, and Jennifer Timmons

Committees – Staff Development

- Chair: Troy Gale
- Staff representatives: Gabe Stuckey and Troy Gale
- Community representatives: Sam Eddington (Eastern Shore Regional Library)
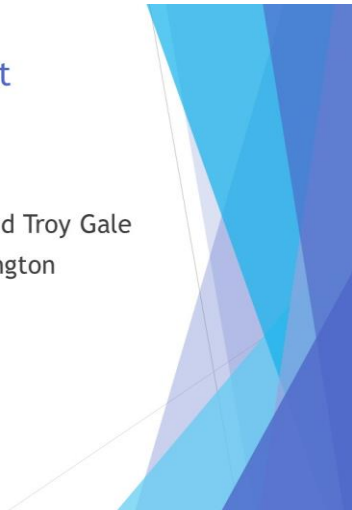
Committees – Technology & Workforce Training

- Chair: Lois Outten
- Board representatives: Lois Outten and Marilyn Cottman
- Staff representatives: Gabe Stuckey, Jesse Drewer, Michele Henry
- Community representatives: Arlene Ginn, Dave Parke, Janet Parke, Jon Hurst, Keith O'Neal, and Mark DeMorra

Committees – Teen Services

- Chair: Keisha Evans
- Board representative: Keisha Evans
- Staff representatives: Ashley Gilson and Terron Corbin
- Community representatives: Alexis Carter, Annette Bagley, Rev. Charles Bagley, Joan Schoepf, Lily Welch

People, Places, and Things

People:
- Patrons
- Staff
- Partnerships

Places:
- Facility
- Outreach
- Website

Things:
- Collections
- Technology
- Programming

Brainstorming Sessions

1. What's really good about the library?
2. What needs to be improved? What's missing? What would we like to see?
3. Describe your dream library.
4. What added benefits can the library bring to the quality of life for residents?
5. Where are we going? How are we going to get there?

Arts & Culture Committee

Chair: Ann Smith
Board representatives: Ann Smith and Father Robert Laws
Staff representatives: Danielle Craig and Jennifer Lewis
Community representatives: Gina Gerhard, Jay Tawes, Susan Holt, and William Gray

Committee meeting, March 28

The Arts & Culture committee met for the first time at 5:15 p.m. on March 28 at the Princess Anne Library. Items discussed were:

1. Need and ability to increase displays of local artwork in the branches.
   - Gallery space in Princess Anne meeting room for UMES / adult art.
   - Ample wall space in Crisfield and Princess Anne children's areas.
2. Programming
   - Increased painting and culinary arts programming has been very popular.
   - Need to incorporate more music and literary programming into schedule.
   - Music: The Arts Council & the A&E District both artists registries.
   - Literary: journaling & memoir classes; book clubs for teens and children; more author visits; juried short story collection.
3. Public relations
   - Already have a wide reach on Facebook. Explore Facebook advertising.
   - Wider reach through television and radio.
4. Cultural programming
   - More programming on local heritage and genealogy
   - More multicultural programming for ELL (Hispanic / Arabic) populations.

Committee Meeting, April 18
The committee held its second and final meeting at 5:15 p.m. on April 18 at the Princess Anne Library. Items discussed were:

1. Local history programs
   - Site visit
2. Schools
   - Arts programs aren't respected
   - Ones who are interested already come to everything at the library and realize that it's not just books.
   - Programs at school for students who have earned it through PBIS to show what the library offers.
3. Arts Programming
   - UMES - Brad Hudson (or his upper level students) to do a program on sequential arts.
   - UMES – Can also offer photography, painting, Arts History / Appreciation (Susan), Music Performances / Appreciations
   - Dani has connection to music chair
   - Jazz Band
   - Ideal – Friday nights and Sunday nights. (Instructor has to be willing.)
4. Art displays

- Washington High (Scott Smith).
- Susan has contact at Pocomoke High who has brought students to Mosley
- William Gray – United Way is looking for Somerset site for Drug Awareness artwork
- Princess Anne – displays about shelves in fiction room
- Opening reception for students
- Hawk's Corner – rotating exhibit from UMES seniors, but low traffic

5. Theatre program
   - Dani teaching basics to teens
   - 4 week program; 1 night a week
   - Has people and interest from LSPAC.
   - There is no theatre program at Crisfield High.

6. Arts Programs
   - Poetry slams / open mic nights (Friday nights)

7. Publicity
   - Instagram; Twitter
   - Newsletter – Mosley opening, etc. Get data from all organizations
   - Art Walks
     - Salisbury and Pocomoke
     - Crisfield already effectively has with 4th Saturdays; nothing in Princess Anne.
     - UMES students, Jean du Norde. Build up then recruit SU.

8. Arts programs
   - Crafts - Adult jewelry making, gooey bead program, felting, knitting, sewing (especially 101), tie dye.
   - Pinterest night – pick a popular pin and provide the supplies.
   - More programming on Saturdays.
   - Gina – Basket weaving class.
   - Photography for teens
   - Garden Club
   - Chess – contact St. Mary's in Pocomoke about chess club.
   - Interior decorating – make your room look more lively, organized, etc.
   - Nature studies – meet in field
     - Pocomoke State Park
     - Focus on birding, trees, etc.
   - Genealogy
     - Graveyard project
       - Cemetery on Greenwood grounds
   - Antique appraisal

- ○ Jean or Jetta
- ○ Sharon Upton runs Somerset Choice and helps at St. Andrew's bazaar

9. Art displays
   - Washington High does Veterans Day art show that doesn't get seen much
   - Salisbury Library does art show at the end of the year for kids in County
   - Redo mural in Princess Anne
   - UMES students do temporary murals (paste to brick wall).

10. Programs
   - Nabb Center had a History of War of 1812 with a visit to Deal Island to visit Joshua Thomas gravesite.
   - History of churches
   - History lectures in general
   - Forensic lectures
   - MAC Center – slavery on the Eastern Shore.

11. Art displays
   - Susan is doing a Paul Henderson exhibition in February. Also has local photos of civil rights era. – could have tie-in display, discussions, and personal history.

12. Teen Art – corkboard trifolds – let teachers pick and send in.

Children's Services Committee

Chair: Becky Pratte
Board representative: Marlena Turner
Staff representatives: Ashley Gilson and Becky Pratte
Community representatives: Christa Taylor, Karen Karten, Kari Pusey, Joan Schoepf, Marwa Ghabir, Phaedra Spencer, and Zuri Brown

Committee Meeting, March 23

The committee met at 5:00 p.m. on March 23 at the Princess Anne Library. Focus groups were scheduled for April 4 in Crisfield and April 5 in Princess Anne. Services discussed during this meeting included:

1. Daycare/Head start kits – themed educational kits being created through grant money for daycares, head start, or homeschoolers
2. Additional movie nights at Princess Anne location, add popcorn, purchase a variety of chairs and seats for patrons

3. Books for ELL community
   - Muzzy English has been purchased
   - Marwa will suggest Arabic to English book titles that can be purchased
   - Looking into more bilingual (Spanish and English books)
   - Multicultural pot luck style dinner for community members to come together
   - Hello! – Highlights for younger kids
   - High 5 – bilingual for 2-6 years old (bilingual, Spanish only)
   - Interpreter for programs – Arabic and Spanish
4. More new children's books
   - Just weeded collection and are ordering more books
   - Suggested books and online materials for social and emotional behaviors
   - Look into bringing back Brain Pop and Brain Pop Jr. now that students will be able to log in themselves with their student library card information
   - Look into World Book Encyclopedias – electronic version for teachers to have access
5. Programs for school cancelation days
   - Tubs with crafts and activities that can be pulled out for snow days or Professional Development days for kids
6. More computers for kids' area
   - Looking into purchasing a round station for 4 kids' computers
7. Toddler programs
   - Asked for suggestions from committee
   - Toddler paint night
8. Children's programs
   - Practice your public reading classes
   - Reading to dogs (or turtles)
   - Adding stories to the paint parties
9. Tween programs
   - Cooking class
     - Judy Center has $7,000 that can be used for cooking class
   - Book clubs
   - STEM night with multiple stations
   - STEM and building games (ex. Legos, K'Nex, circuits, ect.)
   - "Make It!" club – kids can use different outlets for create and tell stories
     - Film it – video
     - Animate it – cartoons and stop animation
     - Write it – stories and poetry written down

    ○ Sing it – singing and song writing

Crisfield Focus Group, April 4

The committee held a focus group for parents in Crisfield on April 4. One parent was attended. Questions asked were:

1. What types of programs do you like that the library is currently offering?
   - Activities that involve the whole family
   - Cooking
   - Apron decorating
   - Movies
   - Family night
   - Music that is instructive and interactive
2. What types of programs would you like to see the library offer that we are not currently?
   - Story time at Crisfield location
   - Activities during the day – not always in the evenings
   - Toddler focused activities besides story time and play pals
   - Tween centered activities (8-11 years old)
   - Dance parties
   - "make it" series – draw it, film it, sing it, write it
   - Writing and drawing
3. What times and days would you like to see programs offered?
   - Weekdays during the day
4. What can the library offer to support homeschool curriculum?
   - Homeschoolers being able to have use of the meeting room for teaching
   - More homeschool reference books that can be checked out
   - Local history and science – nonfiction (books and DVDs)
   - Math related resources and programs
   - There is an American history/cookbook that cannot be checked out and I would like to check it out
   - Volunteers/tutors/HW helpers – with parental permission
5. What extracurricular educational programs would you like to see in the library to add to your child's current educational needs?
   - More hands-on exploring / STEM
   - Experiments
   - Engineering Design Process
   - Scientific Method

6. What extracurricular **opportunities** would you like to see in the library to add to your child's current educational needs?
   - Using high school students for helping to create a program for kids
7. Are there any book types or collections you would like to see added to the library's collection?
   - Chris Colfer
   - "Goddess Girls"
8. What suggestions do you have for the children's room in regards to its layout and design?
   - Kids giving a book review of things they have read and suggest to others
9. How can the library offer more assistance for you child in their educational studies?
   - N/A
10. What types of programs or activities would you like to the see the library offer on days when schools are closed for in service or inclement weather?
    - N/A
11. What are the best ways that the library can reach you on information about upcoming events and activities?
    - Flyers
    - Posters
    - Website sometimes
12. What social media sites do you use the most frequently, which could help reach a larger audience?
    - N/A

Princess Anne Focus Group, April 5

1. What types of programs do you like that the library is currently offering?
   - Play pals
   - STEM – especially slime and balloons
2. What types of programs would you like to see the library offer that we are not currently?
   - Toddler paint night like at Crisfield
   - Lego club (girls vs. boys)
   - Puzzles for older kids (50+ pieces)
   - Anatomical model puzzles; science toys and models.
   - More infant toddler activities (besides story time and play pals)
3. What times and days would you like to see programs offered?
   - Friday evenings and Saturday mornings
4. What can the library offer to support homeschool curriculum?

- Grade level kids' tablets with programs for their age
- Creative home-schooling books
- Books/resources that teach (especially history and Social Studies) in a more creative way

5. What extracurricular educational programs would you like to see in the library to add to your child's current educational needs?
    - ABC mouse types of programs
    - More computer games/programs for young kids
    - AdaptedMind software

6. What extracurricular opportunities would you like to see in the library to add to your child's current educational needs?
    - N/A

7. Are there any book types or collections you would like to see added to the library's collection?
    - Arabic books
    - Middle Eastern books
    - Encyclopedias – even ones on DVD

8. What suggestions do you have for the children's room in regards to its layout and design?
    - More space
    - Large round table
    - Vinyl Bean bag chairs
    - More creative seating options
    - Long bench for young kids to sit on
    - Tablets with educational software

9. How can the library offer more assistance for you child in their educational studies?
    - Education bins/kits for older kids (elementary/middle school age)

10. What types of programs or activities would you like to the see the library offer on days when schools are closed for in service or inclement weather?
    - Anything would be helpful
    - Anatomy models
    - Science models and interactive educational toys
    - Tween/teen science and STEM toys

11. What are the best ways that the library can reach you on information about upcoming events and activities?
    - Text messaging reminder app

12. What social media sites do you use the most frequently, which could help reach a larger audience?
    - Instagram

Committee Meeting, April 20

A final meeting was at 5:00 p.m. on April 20 at the Princess Anne Library. Becky Pratte covered near-term and long-term plans to address issues raised by the committee. In the near-term, the Summer Reading program, including promotion in the schools, was discussed, as were several upcoming STEM and other educational manipulatives soon to be added to the collection.

Community Outreach Committee

Chair: Heather Hurst
Board representatives: Beth Holmes-Mayson and Heather Hurst
Staff representatives: Anna Fontaine and Jo Wooster
Community representatives: Brian Laird, Bruce Wooster, Rev. Charles Bagley, Eileen Cross, Dennis Williams, Garland Hayward, Ginger Rizzi, and Jennifer Timmons

Committee Meeting, March 19

The committee met at 5:30 p.m. on March 19 at the Princess Anne Library. Discussion was guided by those posed in the orientation presentation.

1. What's really good about the Library?
    a. Programs and Events (both large and small)
    b. Accessibility for a variety of individual needs, both on and off site
    c. Destination for Field Trips
    d. Place for community projects and workshops
    e. Courteous/helpful staff
    f. Good wifi location
2. What needs to improved? What's missing? What would we like to see?
    a. What's Happening- Newsletter/eNewsletter/Pamphlets
    b. Library Representatives at local group meetings
    c. Linking our website with other local websites
    d. Consistent/regular presence in schools, elementary, middle and high
    e. Marquis type sign to announce various upcoming events or current happenings
    f. Distribution of flyers/brochures to churches and fire companies.
    g. Book Mobile
    h. Social Media Presence
3. Describe your dream library:
    a. Outside reading space

b. Comfy indoor spaces
c. Food Truck/Snack space
d. Diverse collection
4. What added benefits can the library bring to the quality of life for residents?
    a. Law Library, legal advice/education events
    b. Community Service opportunities for teenagers
    c. Source of Entertainment
    d. Venue for art shows, showcases, local collections, musical performances, music instruction, sports themed displays and coinciding classes, presentations, workshops, etc.
    e. Valuable Escape for members of our community
    f. Quiet spaces
    g. Catalyst for bonding opportunities between generations
    h. Mentoring/tutoring programs
    i. Mindfulness Classes
    j. Book Mobile (giving access to those not easily able to get to our libraries)

Committee Meeting, April 16

The committee met again at 5:30 p.m. on April 16 at the Crisfield Library to solidify ideas discussed during brainstorming into actionable ideas. Items discussed were:

1. Increased outreach to local groups
    - Town meetings, churches, fire companies, schools/PTAs.
    - Email list?
    - Publicize meeting room.
    - Create "library services for organizations" PR piece.
2. Increased social media presences & content
3. Outreach vehicle
    - Little free libraries as outreach?
    - Nursing homes / Chamber of Commerce
    - 2 people at least (2 staff or staff and volunteer).
4. Teen mentoring & community services
    - Service enhancements
    - Added programs & collections
    - Parental controls on Xbox to control shutdown time and age ratings?
    - Children's Poetry Alive.
    - Teen – research skills, responsible tech skills, more socialization.
    - Quiet spaces.
5. Library business hours review.

6. Increased publicity
    - Every Door direct mail?
    - Better publicity for the electronic newsletter.
    - Library app?
    - Revisions to newspaper ad.
    - Publicity on school websites – Leo Lawson
    - Signs in community for major events
        - Melody Nelson, All State, Fire Station, Manokin Park
    - Electronic sign – side of Hawk's corner would be ideal location.
    - Community events
        - 4th Saturdays, Crab Derby.
    - Brochure distribution locations
        - Visitors Center, Park.
    - Genealogy Pamphlet
        - For Visitors Center in particular.
        - Church records, etc.
        - Linda Laird – Jo's church.
        - Joe Payton
        - Cemetery project.

Staff Development Committee

Chair: Ed Goyda
Staff representatives: Ed Goyda, Gabe Stuckey and Troy Gale
Community representatives: Sam Eddington (Eastern Shore Regional Library)

Committee Meeting, March 28

The Staff Development Committee met once, on March 28. This committee had a much narrower purpose than other committees. Namely, to lay the groundwork for three initiatives: creation of on-boarding materials and training, creation of a formalized professional development plan, and formalization of customer service and procedural standards. This meeting was scheduled to discuss initiatives underway in other Counties that we could use as models. Issues discussed were:

1. Personal vs. Guided Development
    a. Incentivization
    b. Howard & Sussex
    c. Wicomico has been working on a formal plan (Tim Roberts)
2. On-boarding
    a. Caroline has an on-boarding plan (Ann Reinecke)
3. Models
    a. Howard County University (Katie George)

b. Anythink Libraries and State of Colorado Tech Competencies
c. Skillsoft for basics; Gale Courses for in-depth.

Technology & Workforce Development Committee

Chair: Michele Henry
Board representatives: Lois Outten and Marilyn Cottman
Staff representatives: Gabe Stuckey, Jesse Drewer, and Michele Henry
Community representatives: Arlene Ginn, Dave Parke, Janet Parke, and Jon Hurst

Committee Meeting, March 23

The Technology & Workforce Development Committee met for the first time on March 23, 2018, at 9 a.m. at the Princess Anne Library. Ideas discussed during brainstorming were:

1. Janet – free testing and study resources.
2. Database promotion
   - Specials list like Applebee's to look at for databases
   - Hot links on desktop
   - Regional Library has rack cards for a lot of databases
   - Go to businesses.
   - Take the show on the road.
   - Real estate agents
   - Advertisements throughout building
3. Resumes & job classes for teens.
4. 3D Printing – teens are catching on, parents are oblivious
   - Hands on 3D requests
   - 3D printing classes; software on computers
   - CAD drawing
     - Coordinate with tech that the high school / vo tech has.
   - Offer to instructors at schools.
     - Go through teachers at Vo Tech
     - Teacher's meetings to plug resources
     - Get on in-service calendar.
5. Promotion
   - Ads in Salisbury Independent, Craigslist, Let it Go.
   - Local TV / radio,
   - Facebook pushes (paid ads).
   - MD Tech Connect
     - Paying for Facebook marketing is where you get the most bang for your buck.

- Flyers with pictures.
- Check Worcester Library's Facebook.
6. Minneapolis – Hennepin County – Best Buy Teen Tech Clubhouse Network
  - How to use & create technology
  - 100 locations in 19 countries.
  - 12 – 19 year olds.
7. Updates on accessibility station
8. Tablet associated with Overdrive for large print
  - Books pre-loaded
  - Talk to special ed teachers about cases.
  - Dept. of Aging bough each County an accessibility kit
    - Sherry Marshall in Westover has it.
    - Staff use as show & tell.
    - Hearing amplifier.
9. Computers are usually available for teens.
10. Cameras in children's wing
11. Rotating display on public computer desktops

Committee Meeting, April 13

The committee met again on April 13, at 9 am, at the Princess Anne Library to solidify ideas discussed during brainstorming into actionable ideas. Items discussed were:

1. Increased marketing of electronic resources (in-house / outreach / media).
  - TERC ad by GED books, Medline by medical, Novelist by fiction.
    - Tear off tabs.
  - Direct links on desktops.
  - Messages on receipts; holds emails.
  - Condense website categories.
    - "Home use" for databases.
    - Discuss out-of-state borrowing with ESRL.
    - "Statewide borrowing" vs. "Marina."
  - Facebook – see Worcester's page.
  - Jon on image design.
2. Increased presence in:
  - Schools.
  - Nursing homes.
    - E.g., MS Office 101 class, 3D printer.
  - Outreach to churches.
  - Work with One-Stop and PRMC buses (already going to Crisfield Library).
  - Historical Society (Sally Ridgeway).

- ● ECI (Virginia Warren) – use of Gale databases.
3. Acquisition of patron-usable / loanable technology.
    - ● Teen tablets / computers
    - ● Circulating tablets for ebooks – parental controls to lock at loan expiration.
    - ● Procedure for appraisal of new tech.
    - ● Funding:
        - ○ Humphreys Foundation
        - ○ Sysco (Fred or Tom Langford) or Purdue (Jon has connection to tech) for computer recycling.
4. Increase technology programming.
    - ● Jon – build your own computer class.
    - ● More training classes.

Teen Services Committee

Chair: Jaime Bradshaw
Staff Representatives: Ashley Gilson, Jaime Bradshaw, and Terron Corbin
Community Representatives: Alexis Carter and Annette Bagley

Committee Meeting, March 23

The Teen Services Committee met on March 23, at 6:30 p.m. at the Crisfield Library. Teen focus groups were scheduled for April 11 in Princess Anne and April 12 in Crisfield, both at 4:00 p.m. Other services and programs discussed during this meeting included:

1. Programs
    - ● 3D printer day
        - ○ Tie in Mondays with Homework, Minecraft, BeeBots, green screen, etc.
    - ● 70 teens for Glow Party.
        - ○ Princess Anne has meeting room issues.
        - ○ Use as an incentive for summer reading?
        - ○ Summer afterhours? Outside?
    - ● Adulting 101 in Crisfield in the Fall.
    - ● BB&T Banking series; Jennifer Howell (4H) for sewing club.
    - ● Crisfield family movies failed at 2 pm; failed at 11 am. Friday nights?
2. Collections
    - ● Circulating video games?
        - ○ People steal from Redbox
        - ○ Theft issue

- 3 game systems; 2 branches means multiple copies of any one title.
3. Facilities & Equipment
    - Teen focused tablets
    - Headphones for teen computers
    - Nook as teen area or Makerspace?
    - Teens come in Crisfield at 3; gone at 5 – 5:30 p.m.
    - Princess Anne till 6:15 – 6:30.
    - Vending machines?
    - Re-doing teen areas
    - Charging stations
    - Key is updating space, bringing in tablets, charging stations.
4. Outreach
    - Go to High School when they have programs
        - High School doesn't follow through; SIS doesn't respond.
        - Filter through Holly Grove more.
        - Were supposed to have incentives for Homework Club.
        - Get on announcements
            - 7:35 a.m. at SIS.
        - Go into schools for teen afterschool programs
            - Holly Grove, etc., will have gaps afterschool before sports.
            - Do book clubs afterschool at school
5. Social media
    - Ashley's Instagram
    - Shanlaia's Snapchat
        - Can buy event-specific filters for $5
    - Youtube channel.

Princess Anne Teen Focus Group – April 11, 2018

At 4 pm on April 11, the Teen Services Committee met with seven teens at the Princess Anne Library. Questions asked, and summaries of responses, are as follows:

Programs:
1. What types of programs do you like that the library is currently offering?
    - Minecraft
    - Xbox
    - Computer
2. What types of programs would you like to see the library offer that we are not currently?
    - Ice cream party

- Pizza party
- Incentive for how many books you read
- Fried chicken class
- School bus to library
- Write their own book program
3. What times and days would you like to see programs offered?
    - Afterschool – 4, 5:30
    - Summer – 12 (One "too early" comment -> 2 pm
4. What technology would you like to see the library offer?
    - iPads - Play games, Facebook, Read a book
5. Are there any book types or collections you would like to see added to the library's collection?
    - (some didn't know about the Xbox)
    - Complete runs of graphic novels (fix issue with series missing titles)
    - Video games you can borrow
    - Tablets you can borrow
    - More Dork Diaries
6. What suggestions do you have for the teen area in regards to its layout and design?
    - More space (current space is a "sliver")
    - Game room
    - Vending machine
    - Office chairs (spinning chairs that recline)
    - Ice cream machine
    - Bean bag chairs
7. What are the best ways that the library can reach you on information about upcoming events and activities?
    - Phone
    - In person
    - Flyers around library
    - Email and websites
8. What social media sites do you use the most frequently, which could help reach a larger audience?
    - Instagram
    - Snapchat
    - Facebook
    - Twitter

Crisfield Teen Focus Group – April 11, 2018

At 4 pm on April 12, the Teen Services Committee met at the Crisfield Library. Only one teen attended. Questions asked, and summaries of responses, are as follows:

1. What types of programs do you like that the library is currently offering?
   - All of them.
2. What types of programs would you like to see the library offer that we are not currently?
   - More afterhours parties.
   - More paint parties.
   - Candy at programs.
   - Smith Island Cake Demo.
   - Karaoke Night.
   - Cooking with Rose.
3. What times and days would you like to see programs offered?
   - Afterschool – 5:30 pm
   - Fridays/Saturdays – 3 pm
   - Summer – 2 pm
4. What technology would you like to see the library offer?
   - Already have laptops, Wii, Xbox
   - iPads - Play games, Facebook
5. Are there any book types or collections you would like to see added to the library's collection?
   - Way too many graphic novels, need more regular books.
   - Book selection is too girly. More guy-type books.
6. What suggestions do you have for the teen area in regards to its layout and design?
   - More teen computers.
   - Bean bag chairs.
   - Snack & soda machines.
7. What are the best ways that the library can reach you on information about upcoming events and activities?
   - Social media
8. What social media sites do you use the most frequently, which could help reach a larger audience?
   - Snapchat
   - Facebook

Debriefing

A debriefing meeting was held at 5:30 p.m. on May 23 at the Crisfield Library. Each committee presented the results of their meetings, and Ed Goyda discussed many of the commonalities and overlap revealed in these meetings. The conversation was guided by a presentation, focusing on a mindmap of the committee's input, as below.

Community Outreach

- Teachers Meetings In-services
- PR on school websites
- Brochure Distribution through schools
- Regular Presence at School / PTO Meetings (CO&CH)
- Go into schools for programs, morning announcements, at-school aftershool programs
- Library App (CO)
- EveryDoor Direct Mail (CO)
- Custom Content (AC - GG)
- Text Messaging App (TS & CH)
- Push Newsletter (CO)
- Local organizations, leaders, gatherings (AC)
- Health Department
- Nursing Homes
- Crisfield Chamber
- Little Free Libraries (CO)
- Outreach Vehicle (CH&CO&CH KK&CO GR)
- Salisbury Independent / Let it Go / Craiglist / Freecycle (TW)
- Flyers to churches, fire stations, Hayward Center, Visitor Center, Park, etc. (CO)
- Reaching Somerset Residents working in Salisbury?
- Big Signs (Fire Station, Gary Marshall, PA City Sign) (CO)
- Real Estate Agents (TW)
- TV & Radio (AC & TW)
- Other Social Media (Instagram / Twitter / Snapchat)
- Facebook Advertising (AC&CO)
- Check Worcester's Facebook page
- Revise Newspaper Ad (CO)
- Library 101 Class (AC - GG)
- Library Services for organizations

Technology

- Charging Stations (TS&TW)
- Advertise throughout building
- Better database promotion (TW)
- Direct links on library PCs
- More Children's PCs (AC&CH&TW)
- "Make It" Club
- Best Buy Teen Tech Clubhouse Network (TW)
- Teen tablets in house (TS)
- Educational Software on PCs & Tablets (CH)
- Brain Pop / Online World Book (CH)
- Hands on 3D printing / CAD drawing (TW)
- Coordinate w/ High Schools & Vo Tech Technology (TW)
- Improve website database lists (TW&CO)
- Tech Appraisal Process (TW)
- Pre-loaded tablets / ebook readers (TW)
- Dept. of Aging Accessibility Kit (TW)
- Need tech (sound system, etc.) for performances (AC)
- Computer Security Classes
- Job search & Resume writing
- including for teens
- Computer Building Class
- Church Record Graveyard Project (AC&CO)
- Fiber, Jewelry, Dance, Film History

Staff Development

- Customer Service Standards
- Professional Development Plan
- Onboarding Manual

Community Engagement / Partnerships

- UMES Jean du Norde
- Arts Walk in Princess Anne
- Mindfulness (CO)
- Choose Civility (AC GG)
- In-building displays as well (300 people per day) (CO GR)
- Aggregate & disseminate Local event info (AC GG)
- Gathering place Meet other community members (AC GG)
- Gallery Space UMES / Public Schools Meeting Room / Fiction Room / Corkboards
- Several local organizations looking for display space
- High Schools UMES
- Link to volunteer opportunies for us and other organizations (AC GG)
- Mentoring / Big Brothers and Sisters
- Build Ownership
- Community Service for Teens (CO)
- Tutor seniors on Computers
- Nursing Home Computer Classes (TW)
- Programming connections to Teackle, Furnacetown, Ker Place, etc.

Core Services

- Programming
- Theatre, Gardening, Antiques, Gaming (chess, backgammon), Birding (Audubon?)
- Local Experts
- Food Literacy (AC&TS)
- Increased painting, culinary (AC&TS)
- Journaling / Memoirs Class ALL (AC AS)
- Juried Short Story Collection
- Literary
- Virtual Author Visits (Library of Congress) (AC)
- Teen Book Clubs, Read-ins Poetry, Open Mic Night (AC&CO&TS)
- School Cancellation or In-service Programming
- Time programs to Friday/ Saturday/Sunday Evenings
- Collection Enhancements (CH)
- ELL (AC&CH)
- Heritage & Genealogy (AC)
- Parallel Programs (GG)
- Music Performances and Instruction
- Arts Council & Arts District
- Site visits (AC)
- Genealogy Pamphlet (CO)

Facilities

- Sundays, Vary Evenings, Special Summers
- PA Seating, Study Space, Small Meeting Space (AC&CO&TW)
- Comfortable Seating (CO)
- Outdoor Reading Space (CO)
- Quiet Spaces (CO TS)
- PA Parking Lot Size (CO)
- PA Bathrooms (Stall Space & Dryers) (AC&CO&TW)
- Bean bags, office chairs, tablets, games
- Teen Space (TS&TW)
- School bus to Library
- Home School Meeting Space (CH)
- Children's: More space, bean bags, bench, round table (CH)
- Food (CO&TS)
- Daycare / Head Start Kits (CH)
- Advertise / Incentivize in schools

Youth Services

- Teen Parties (TS)
- Children's Book Club
- Crisfield Storytime (CH)
- Off the Shelf Programs (CH)
- More bins / kits (CH)
- More Methodical / Design Approach to STEM programs (CH)
- Manipulatives (puzzles, LEGO, anatomical models) (CH)
- Tween Activities (CH)

Committees

- ▶ Arts & Culture
- ▶ Children's Services
- ▶ Community Outreach
- ▶ Staff Development
- ▶ Technology & Workforce Training
- ▶ Teen Services

Arts & Culture

Arts Programming

- ▶ Reach out to UMES departments, high school programs, and local organizations for experts to teach classes, present performances, etc.
- ▶ Explore site visits for local history and nature programs.
- ▶ Offer programs at or in conjunction with high schools.
- ▶ Arts walk.

Art Displays

- ▶ Several local programs that are looking for display locations.
- ▶ Both meeting room have high traffic. There are also possibilities above the shelves in the Princess Anne fiction room and in the Crisfield children's area.
- ▶ Corkboard displays can be set up easily.

Publicity

- ▶ Additional social media platforms.
- ▶ Use the library newsletter and other publicity streams to promote other local arts & cultural events.

Children's Services

Toddler – Tween Programs

- ▶ Book discussion groups
- ▶ Cooking classes for tweens
- ▶ STEM nights
- ▶ "Make It" Clubs

Program in a Box – for snow days, parental use, and childcare centers

Space Redesigns

- ▶ More computers for children's area
- ▶ More seating options

More new children's books

More manipulatives

Community Outreach

Increased publicity
- ► Signs in community for major events
- ► Expand presence at community events
- ► Expand brochure distribution locations
- ► Better publicity for the electronic newsletter
- ► Publicity on school websites
- ► Direct mail? Library app?

Increased outreach to local groups
- ► Town meetings, churches, fire companies, schools/PTAs

Outreach vehicle & permanent Little Free Libraries.

Service enhancements
- ► Added programs & collections
- ► Quiet spaces
- ► Expanded hours for consideration

Staff Development

Personal vs. Guided Development

Professional Development Planning
- ► Howard & Sussex Models
- ► Wicomico has a model under development
- ► Anythink Libraries

On-boarding plan
- ► Caroline County model

Technology & Workforce Development

Increased marketing of electronic resources (in-house / outreach / media)
- ► Tear off tabs
- ► Direct links on desktops
- ► Messages on receipts; holds emails

Increased presence in schools and other local organizations

Acquisition of patron-usable / loanable technology.
- ► Teen tablets / computers
- ► Circulating tablets for ebooks

Increase technology programming.
- ► Jon - build your own computer class
- ► Hands-on CAD & 3D printing
- ► Coordination with high schools and career center

Teen Services

Redevelop teen spaces
- Current Princess Anne space is a "sliver"
- Office chairs (spinning chairs that recline)
- Bean bag chairs
- Tablets
- Vending machine

Expand teen programs
- Cooking classes
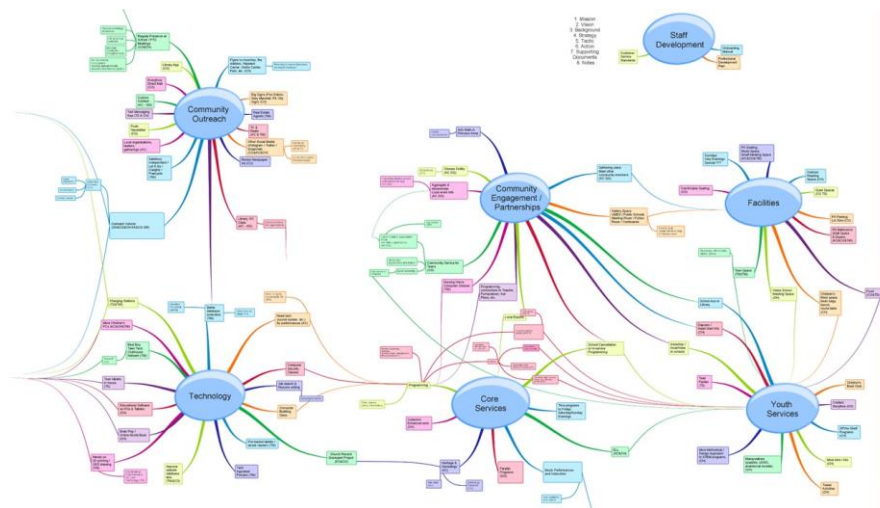- Book discussion and authoring programs.
- iPads – Play games, Facebook, Read a book

Expanded social media presences
- Instagram, Snapchat, Facebook, & Twitter

Committees

- Arts & Culture
- Children's Services
- Community Outreach
- Staff Development
- Technology & Workforce Training
- Teen Services

- Collection
- Programs
- Public Spaces
- Community Partnerships
- Staff Development

Formalization

Core Services

Strategy: Increase the range of programming opportunities that the library offers to the community.

Strategy: Bring programming schedules parallel between the Crisfield and Princess Anne Libraries.

Strategy: Diversify collections to include non-traditional materials.

Formalization

Core Services

Strategy: Increase the range of programming opportunities that the library offers to the community.

▶ Tactic: Increase collaboration with local experts and organizations.

▶ Tactic: Increase the range of creative programming available for community members.

▶ Tactic: Include programming as part of library outreach to community events and/or sites.

Formalization

Core Services

Tactic: Increase the range of creative programming available for community members.

▶ Example action: Create programs to encourage literary aspirations, such as journaling and memoir classes, juried short story collections, or poetry nights.

▶ Example action: Increase hands-on technology programming, such as coding classes and opportunities to interact with programmable devices including robots, microcomputers, and 3D printers.

Next Steps

▶ Finish formalization of the plan
▶ Plan presentation
▶ Initiate objectives

Miscellaneous Documents

Strategic Plan 2012 - 2015
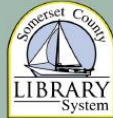
Princess Anne Library
11767 Beechwood Street
Princess Anne, MD 21853
410.651.0852

Monday - Thursday ....10 am - 7 pm
Friday - Saturday ....10 am - 5 pm
Sunday .... Closed

Corbin Memorial Library
4 E. Main Street
Crisfield, MD 21817
410.968.0955

Monday - Thursday ....11 am - 7 pm
Friday............................11 am - 5 pm
Saturday.........................10 am - 5 pm
Sunday.....................................Closed

Ewell Library, Smith Island
20910 Caleb Jones Road
Ewell, MD 21824
410.425.5141

Monday .... Closed
Tuesday .... 1 pm - 4 pm/6 pm - 9 pm
Wednesday.......................6 pm - 9 pm
Thursday ....1 pm - 4 pm
Friday................................6 pm - 7 pm
Saturday - Sunday.....................Closed

Your library is available 24 hours a day:
www.somelibrary.org

Somerset County Library System

Strategic Plan 2012 - 2015

The Somerset County Library System (SCLS) was officially formed in 1967 when the Princess Anne Public Library and the Lilyan Stratton Corbin Memorial Library in Crisfield joined together under one Board of Library Trustees. However, library service in Somerset County has a long history. The first library in Crisfield was organized around 1910 and the first library in Princess Anne was organized in 1914. The Ewell branch opened in 1977 during one of the coldest winters ever recorded.

SCLS strives to be a leading resource for our community and to respond to the new and emerging needs of our users. We recognize that we are often the first point of technology for many users. We value our role in supporting school readiness and helping school-aged children succeed. We seek to encourage reading and to provide enrichment programs. We are a safe and friendly place where people can explore, learn, and connect.

We eagerly look to our future in this 2012-2015 Strategic Plan.

Mission Statement
The Somerset County Library System promotes learning by providing materials, services, and access to information that enrich our community and excite the imagination.
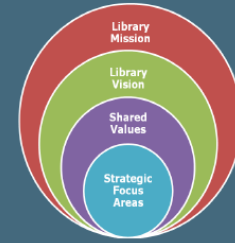
Vision
SCLS is every person's place
to explore, learn, and connect.

Shared Values
- Customer Service
- Community
- Learning

Strategic Focus Areas
- Technology
- Communication & Marketing
- Diversity

Library Mission
Library Vision
Shared Values
Strategic Focus Areas

Outcomes and Strategies

Collection	Programs	Public Spaces	Community Partnerships	Staff Development
We expand, diversify, and market a collection that is attractive to our patrons.	**We market and implement successful programming that is responsive to the needs and interests of our diverse patron groups.**	**We foster community relations by improving the functionality and transforming library facilities into places where patrons can better meet, exchange information, and/or learn.**	**We partner with civic, government, and other community organizations to promote use of the library and alignment of efforts between organizations.**	**We develop our capacity to provide world-class customer service.**
• Increase and diversify electronic resources. • Promote awareness of online resources, accessibility to regional collection, and alignment to school system curricula. • Improve collections for targeted audiences (e.g. teen) and genres (e.g., nonfiction)	• Design and offer a range of classes and workshops addressing technology and the educational, cultural, and recreational needs of our patrons • Create a marketing plan to promotes and support library programming. • Assess and address the needs of specific demographic patron groups (e.g., teens) with customized programs.	• Increase and improve accessibility to computers, eBooks, and emerging technologies • Market the range of uses for library space (e.g., fax/copy, meeting space, free wifi) • Continue to assess the facility needs at each library branch; including constructing a new library for Crisfield and reallocating space at the Ewell and Princess Anne branches.	• Develop relationships and lines of communication between partners (e.g., school system) in order to market library services, increase patronage, and support goals of both parties. • Advertise the library's meeting space, equipment, and materials available to use by other community organizations • Expand number and types of partnerships.	• Provide systematic, customized training for all staff to increase proficiency with technology. • Identify components of excellent customer service and engage all staff in ongoing staff development based on the components. • Cross-train staff in the various roles and responsibility within each branch.

Brief Economic Facts

SOMERSET COUNTY, MARYLAND

Somerset County on Maryland's Eastern Shore is bounded by the Chesapeake Bay to the west and Virginia to the south, and is the state's southernmost county. It is located approximately 100 miles from the Baltimore/Washington, Wilmington/Philadelphia, and Norfolk/Hampton Roads metro areas. Crisfield and Princess Anne are the major municipalities. Somerset's 415 businesses employ 3,730 workers, which include Sysco Eastern Maryland, Handy International, Mountaire Farms, Sherwin Williams/Rubberset, McCready Health, Eastern Correctional Institute and the University of Maryland Eastern Shore (UMES).

Somerset County, on Maryland's Eastern Shore, is the state's southernmost county, bounded on the west by the Chesapeake Bay and the south by Virginia.
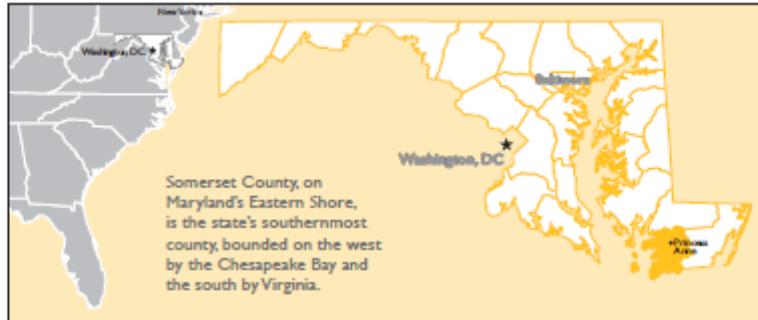
Somerset is a major seafood processor and poultry producer. Princess Anne is the county seat and home of UMES. The county has two established Enterprise Zones (Crisfield and Princess Anne) and also participates in the One Maryland Program. Sixty-five acres of land along Rt. 13 has recently been purchased with plans for mixed-use development consisting of a hotel, with retail/commercial pad sites. The Smith Island Baking Company recently invested approximately $1 million dollars, added 30 employees, and now ships roughly 1,000 cakes per day. The 1744 Washington Inn & Tavern, through a public private partnership, was renovated and added 20 employees.

The EDC continues to assist in commercial/industrial development, and in attracting aerospace industry, natural gas and broadband.

LOCATION

Driving distance from Princess Anne:	Miles	Kilometers
Atlanta, Georgia	681	1,097
Baltimore, Maryland	114	184
Boston, Massachusetts	442	712
Chicago, Illinois	805	1,296
New York, New York	232	373
Philadelphia, Pennsylvania	143	230
Pittsburgh, Pennsylvania	336	540
Richmond, Virginia	202	325
Washington, DC	126	203

CLIMATE AND GEOGRAPHY[1]

Yearly Precipitation (inches)	44.8
Yearly Snowfall (inches)	8.0
Summer Temperature (°F)	74.5
Winter Temperature (°F)	38.0
Days Below Freezing	102.0
Land Area (square miles)	338.4
Water Area (square miles)	35.9
Shoreline (miles)	1,106
Elevation (feet)	sea level to 46

POPULATION[2,3]

| | Somerset County | | Lower | |
	Households	Population	Eastern Shore*	Maryland
2000	8,361	24,747	155,934	5,296,486
2010	8,788	26,470	176,657	5,773,552
2020**	9,150	26,750	186,050	6,141,900

*Somerset, Wicomico and Worcester counties

**Projections

Selected places population (2010): Princess Anne 3,290; Crisfield 2,726; Eden 823; Mount Vernon 779

POPULATION DISTRIBUTION[2,3] (2016)

Age	Number	Percent
Under 5	1,248	4.8
5 - 19	4,525	17.5
20 - 44	9,488	36.6
45 - 64	6,525	25.2
65 and over	4,142	16.0
Total	25,928	100.0
Median age		36.8 years

Maryland
DEPARTMENT OF COMMERCE

888-246-6736 | Open.Maryland.gov

2018

Brief Economic Facts // SOMERSET COUNTY, MARYLAND

LABOR AVAILABILITY[3,4,5] (BY PLACE OF RESIDENCE)

Civilian Labor Force (2016 avg.)	County	Labor Mkt. Area*
Total civilian labor force	9,234	85,288
Employment	8,586	79,334
Unemployment	648	5,954
Unemployment rate	7.0%	7.0%

Residents commuting outside the county to work (2012-2016)	Number 3,842	Percent 47.9%

Employment in selected occupations (2012-2016)		
Management, business, science and arts	2,339	28.3%
Service	2,101	25.4%
Sales and office	2,026	24.5%
Production, transp. and material moving	1,005	12.2%

* Somerset, Wicomico and Worcester counties

MAJOR EMPLOYERS[6,7] (2017)

Employer	Product/Service	Employment
University of Maryland Eastern Shore (UMES)	Higher education	895
Sysco Eastern Maryland	Food products distribution	450
Somerset Community Services	Services for the disabled	425
McCready Health	Medical services	300
Aurora Sr. Living of Manokin	Nursing care	175
Sherwin Williams / Rubberset	Paint brushes	150
Southern Connection Seafood**	Seafood processing, distribution	130
Three Lower Counties Community Services	Medical services	105
Metompkin Bay Oyster**	Seafood processing, distrib.	70
Eastern Shore Drywall	Drywall, insulation contract.	60
Mountaire Farms	Chicken hatchery	50
Tidewater Express	Trucking services	40
Northrop Grumman	Engineering services	35
Halal Poultry	Food processing	30
Handy International**	Seafood processing	30
PNC Financial Services Grp.	Banking services	30
Peaky's Restaurant	Restaurant	25
Smith Island Baking	Cake manuf. and distribution	25
U.S. Coast Guard^	Mariner assistance	25
Washington Inn & Tavern	Restaurant	25

Excludes post offices, state and local governments, national retail and national foodservice
* Revised
** Includes seasonal workers
^ Employee counts for federal and military facilities exclude contractors to the extent possible; embedded contractors may be included

EMPLOYMENT[4] (2016, BY PLACE OF WORK)

Industry	Estab- lishments	Annual Avg. Empl.	Emp. %	Avg. Wkly. Wage
Federal government	12	49	0.7	$905
State government	10	1,986	29.7	985
Local government	21	923	13.8	843
Private sector	415	3,734	55.8	716
Natural resources and mining	14	184	2.7	727
Construction	68	276	4.1	686
Manufacturing	12	210	3.1	1,174
Trade, transportation and utilities	118	1,072	16.0	846
Information	5	17	0.3	642
Financial activities	29	179	2.7	702
Professional and business services	38	146	2.2	710
Education and health services	57	1,107	16.5	700
Leisure and hospitality	42	393	5.9	237
Other services	32	150	2.2	587
Total	458	6,692	100.0	815

Includes civilian employment only

HOURLY WAGE RATES[4] (2016)

Selected Occupations	Median	Entry	Experienced
Accountants	$28.95	$20.83	$35.95
Bookkeeping/accounting clerks	16.08	11.17	19.34
Computer user support specialists	20.27	13.18	24.62
Customer service representatives	13.62	9.98	17.80
Electronics engineering technicians	23.60	17.53	31.06
Freight, stock and material movers, hand	13.26	9.86	17.50
Industrial truck operators	15.19	13.07	18.47
Inspectors, testers, sorters	13.65	9.48	18.14
Maintenance and repair workers, general	14.58	10.36	19.07
Network administrators	34.63	26.79	39.85
Packaging and filling machine operators	13.33	11.79	14.70
Packers and packagers, hand	9.77	8.80	10.66
Secretaries	15.56	11.19	18.28
Shipping/receiving clerks	12.87	10.36	14.63
Team assemblers	14.06	10.81	17.39
Telemarketers	14.59	12.10	21.59

Wages are an estimate of what workers might expect to receive on the Lower Eastern Shore (Somerset, Wicomico and Worcester counties) and may vary by industry, employer and locality

Brief Economic Facts // SOMERSET COUNTY, MARYLAND

SCHOOLS AND COLLEGES[3,8]

Educational Attainment - age 25 & over (2012-2016)

High school graduate or higher	79.2%
Bachelor's degree or higher	14.0%

Public Schools

Number: 4 elementary; 2 middle/combined; 3 high

Enrollment: 2,918 (Sept. 2017)

Cost per pupil: $15,370 (2014-2015)

Students per teacher: 12.9 (Oct. 2016)

High school career / tech enrollment: 261 (2017)

High school graduates: 150 (July 2016)

Nonpublic Schools

Number: 2 (Sept. 2016)

Higher Education	Enrollment ('17)	Degrees ('16)
4-year institution		
University of Maryland Eastern Shore	3,490	768

Wor-Wic Community College in neighboring Wicomico County offers coursework throughout the Lower Eastern Shore.

TAX RATES[9]

	Somerset Co.	Maryland
Corporate Income Tax (2018)	none	8.25%

Base – federal taxable income

Personal Income Tax (2018)	3.20%	2.0%-5.75%*

Base – federal adjusted gross income
*Graduated rate peaking at 5.75% on taxable income over $300,000

Sales & Use Tax (2018)	none	6.0%

Exempt – sales for resale; manufacturer's purchase of raw materials; manufacturing machinery and equipment; purchases of materials and equipment used in R&D and testing of finished products; purchases of computer programs for reproduction or incorporation into another computer program for resale

Real Property Tax (FY 18)	$1.00	$0.112

Effective rate per $100 of assessed value
In an incorporated area, a municipal rate will also apply

Business Personal Property Tax (FY 18)	$2.50	none

Rate per $100 of depreciated value
Exempt – manufacturing, R&D and warehousing inventory (Upon application to the county, a new or expanding firm may be eligible for a tax credit on manufacturing and R&D machinery, equipment, materials and supplies)
In an incorporated area, a municipal rate will also apply; municipal exemptions may be available

Major Tax Credits Available

One Maryland, Enterprise Zone, Job Creation, More Jobs for Marylanders (Tier 1), R&D, Biotechnology and Cybersecurity Investment

INCOME[3] (2012-2016)

		Percent Households	
Distribution	Somerset Co.	Maryland	U.S.
Under $25,000	35.6	14.9	22.3
$25,000 - $49,999	25.5	17.6	23.1
$50,000 - $74,999	16.4	16.9	17.8
$75,000 - $99,999	10.5	13.3	12.2
$100,000 - $149,999	7.6	18.4	13.5
$150,000 - $199,999	3.1	9.2	5.4
$200,000 and over	1.2	9.7	5.7
Median household	$35,886	$76,067	$55,322
Average household	$50,909	$100,071	$77,866
Per capita	$17,143	$37,756	$29,829
Total income (millions)	$424	$217,904	$9,166,046

HOUSING[2,3,10]

Occupied Units (2012-2016)		8,328 (64.4% owner occupied)

Housing Transactions	Units	Median Selling Price
All arms-length transactions (2016)	123	$129,500
All multiple-listed properties (2017)*	185	$108,426

*Excludes auctions and FSBO

BUSINESS AND INDUSTRIAL PROPERTY[6]

Princess Anne Industrial Park - Located within the incorporated city limits of the town of Princess Anne is a 65-acre park divided into lots, ranging from approximately three to six acres in size. The park is conveniently accessible to U.S. Route 13 and to markets north and south with accessible rail alongside the park. Sites are level, cleared and ready for immediate construction.

Crisfield Industrial Park - 50-acre industrial park in the city of Crisfield.

Both industrial parks are located within a designated Enterprise Zone. The parks are fully equipped with water, sewer, utilities and access roads.

Princess Anne Village and **Chase Plaza**, located along Rt. 13 in Princess Anne, offer both commercial and retail space. Units are available for sale or lease.

Market Profile Data (2017)	Low	High	Average
Land – cost per acre			
Industrial	$10,500	$30,000	$25,000
Rental Rates – per square foot			
Warehouse / Industrial	$1.50	$3.25	$2.50

Brief Economic Facts // SOMERSET COUNTY, MARYLAND

TRANSPORTATION

Highways: U.S. 13

Rail: Norfolk Southern Railway

Truck: 66 local and long-distance trucking establishments are located on the Lower Eastern Shore

Water: Served by the Port of Baltimore, 50' channel; a leading U.S. automobile and break-bulk port; seven public terminals including the state-of-the-art Intermodal Container Transfer Facility; also served by Crisfield Harbor, 8'-10' channel

Air: Scheduled service available at Salisbury-Ocean City Wicomico Regional Airport, 16 miles from Princess Anne; Crisfield Airport has one 2500' x 75' paved, lighted runway, and one 3350' x 100' grass runway; further improvements are currently planned and/or underway

RECREATION AND CULTURE

Parks and Recreation: Janes Island State Park; Somerset County Recreation and Parks received funding from DNR Open Space program to purchase 45 acres to be used for public playing fields, trails and an indoor recreation facility; organized recreational activities include football, baseball, basketball, softball, racquetball, swimming, dance, volleyball, weight lifting, soccer, biking, karate, yoga, aerobics and after-school programs; an athletic center is also planned for Princess Anne in a cooperative effort between the town and UMES

Golf: Great Hope Golf Course, developed in 1995 as the county's first golf course, offers 18 holes on 213 acres

Water Activities: 11 county boat ramps; Somers Cove Marina, located in Crisfield, is a state-owned marina with over 455 slips; charter fishing boats and cruise boats departing the City of Crisfield are available

Attractions: Crisfield Historical Museum, Ward Brothers Homeplace, Teackle Mansion, Princess Anne Farmers Market, many antique shops and historic buildings and sites

Events: Old Princess Anne Days, Princess Anne Street Fest, Christmas in Princess Anne, Crisfield Hard Crab Derby, Skipjack Race of Deal Island, Tawes Annual Crab & Clam Bake, Somerset County Fair, Colonial Christmas Candlelight Tour, Fairmount Academy 1800s Festival, Waterman's Folklife Festival, Pro-Am Fishing Tournament, Daffodil Show, Terrapin Sands Fish Fry, Native American Indian Heritage Festival and Powwow, Softshell Spring Fair, July 4th Festival, J. Millard Tawes Oyster and Bull Roast and Christmas in Crisfield

UTILITIES

Electricity: Delmarva Power, Choptank Electric Cooperative, and A & N Electric Cooperative; customers of investor-owned utilities and major cooperatives may choose their electric supplier

Water: County systems in Crisfield (outside city limit), Princess Anne, Rumbley-Frenchtown, and Upper and Lower Fairmount; municipal system serves city limits of Crisfield

Sewer: County systems in Crisfield (outside city limit), Princess Anne, Smith Island, and Upper and Lower Fairmount; municipal system serves city limits of Crisfield

Telecommunications: Predominant local carrier is Verizon Maryland; fiber broadband availability through Maryland Broadband Cooperative; fiber optic cable extended from Wallops Island along U.S. Rt. 13

GOVERNMENT[11]

County Seat: Princess Anne

Government: Five commissioners elected by district for four-year terms; commissioner form of government limits county legislative power to areas authorized by the General Assembly Randy Laird, President, Board of County Commissioners 410.651.0320
Ralph D. Taylor, County Administrator 410.651.0320

Website: www.somersetmd.us

Somerset County Economic Development Commission

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Sources:
1 National Oceanic and Atmospheric Administration (1981-2010 normals); Maryland Geological Survey
2 Maryland Department of Planning
3 U.S. Bureau of the Census
4 Maryland Department of Labor, Licensing and Regulation, Office of Workforce Information and Performance
5 U.S. Bureau of Labor Statistics
6 Somerset County Economic Development Commission
7 Maryland Department of Commerce
8 Maryland State Department of Education; Maryland Higher Education Commission
9 Maryland State Department of Assessments and Taxation; Comptroller of the Treasury
10 Maryland Association of Realtors
11 Maryland State Archives

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