

Prince George's County Memorial Library System

Strategic Framework 2021-2024



This strategic framework was developed by the Prince George's County Memorial Library System, in collaboration with Margaret Sullivan Studio and Ashana Crichton of Arc Growth.



This project was made possible in part by the Institute of Museum and Library Services and the Maryland State Library. [Grant No. 520207]



**Table of
Contents**

04	Letters from the Board of Library Trustees & the CEO
06	Prince George's Proud
08	Mission, Vision, Values
10	Strategic Focus Areas
24	The Path Forward
26	Thank You

Letter from the Board of Library Trustees



2019 and 2020 have been important years of transformation for all of us here at the Prince George's County Memorial Library System (PGCMLS). We are entering a new decade with a strong commitment to serving the evolving needs of the vibrant community, while maintaining a focus on championing literacy and building a child-friendly county. The Library's rapid and ongoing response to the COVID-19 pandemic and economic crisis demonstrates its essential role in the lives of all Prince Georgians.

Whether partnering with agencies to provide access to employment relief services, presenting virtual anti-racism programs for a global audience, or opening spectacular new buildings, PGCMLS exemplifies the power of the community working together to create a better future.

The Library's new chief executive officer, Roberta Phillips, and her talented staff share a spirit of collaboration that is attracting new partnerships, like with the Washington Nationals and Black Caucus of the American Library Association. The team is expanding access to services in-person and online, ensuring that every person that engages with the Library feels like its most important customer, regardless of the setting.

Literacy and learning are at the heart of any great library. PGCMLS staff and community partners provide programs that inspire discovery for all ages. Recent highlights include the "Hip-Hop Architecture" program for teens, Ibram X. Kendi's virtual author event for adults, and a visit from NASA astronaut Serena Auñón-Chancellor for children. Our customers always want to grow, improve the community, and share knowledge, making the "everyday" at PGCMLS extraordinary.

PGCMLS plays a vital role in supporting Prince George's County's growth. The Library strives to deepen engagement with the community, providing customers with the tools to illuminate their surroundings, embrace their dreams with a commitment to resoluteness, and together—in this decade—go further than ever before.

A handwritten signature in black ink, appearing to read "Samuel A. Epps IV". The signature is fluid and cursive, with a long horizontal stroke extending to the right.

Samuel A. Epps IV
President, Board of Library Trustees (2016–2019)
Prince George's County Memorial Library System

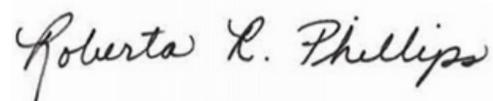
Letter from the CEO

Welcome to the Prince George's County Memorial Library System Strategic Framework! Staff from every part of the Library came together to form a strategic working group with the aim of charting a path forward for PGCMLS. The process relied on input from community members, staff, the Board of Library Trustees, county officials, and partners. This strategy positions the Library as a powerful leader in the effort to advance Prince George's County's strategic priorities through social impact and literacy: education, youth development, quality of life, economic development, healthy communities, and safe neighborhoods.

This framework will guide the work of PGCMLS for the next three years. It enables staff to be intentional, nimble, and flexible with their approach to providing essential services to customers. By living our values and demonstrating an investment in strengthening our institutional culture, PGCMLS will support individual achievement and camaraderie in the County. We will "live in the why," expanding our ability to positively impact the lives of our customers in real and meaningful ways.

PGCMLS invites you to explore the new mission, vision, and values, which guided the Library's response to the global challenges in 2020 and will inspire its forward momentum. The framework's five strategic areas of focus provide a starting point for PGCMLS to evolve services and programs in order to foster community, equity, and opportunity. As a leader in Prince George's County, PGCMLS will serve as a catalyst for change.

With joy,



Roberta Phillips
Chief Executive Officer
Prince George's County Memorial Library System



Prince George's Proud

In 2019 and 2020, PGCMLS engaged in an immersive strategic thinking initiative. The purpose of this effort was to evaluate existing strengths and opportunities for evolution with the goal of renewing the Library's commitment to having a positive impact on the daily lives of county residents. The timing of this work aligned with the arrival of energetic, bold, and aspirational county and library leadership. PGCMLS is poised to more effectively partner with the community to ensure that *all* in Prince George's County are supported in their pursuit of happiness.

The PGCMLS staff strategic team collaborated with Margaret Sullivan Studio to gather community and stakeholder input on how to support the Library's evolution into a more community-centric institution. The group's findings confirmed that the combination of a wonderfully talented staff and wide-ranging partnerships make PGCMLS an integral part of life in Prince George's County. From these findings, PGCMLS developed an inclusive mission, vision, and set of values that signal the Library's path to a future that places customers' evolving needs at the core of all services.

Public libraries are a gift to the community, a place where graciousness, compassion, and affirmation inform every opportunity to engage as individuals or as a group. This strategic framework articulates the community's preferred future for PGCMLS. It is not a fixed future, but one that focuses on adaptability and the ability



"Ready 2 Read" Story Time at the Baden Branch

to constantly reimagine service models based on evolving community needs. It offers an outcome-driven illustration of how PGCMLS will serve residents no matter their stage of life, interests, background, or educational goals. The strategic areas of focus outlined in the framework are designed to anticipate and facilitate dynamic responses to the community's needs at any given time. PGCMLS will be a leader in creating social capital, resulting in the practical benefits of education, wellness, and economic advancement for a stronger Prince George's County.





1,2,3 Andrés event at the Beltsville Branch

PGCMLS will approach its new mission by looking outward and developing a renewed understanding of community needs through more robust engagement with the County, customers, and partners. Staff will continue to enrich their skill sets to adeptly approach complex issues with compassion, creativity, and integrity. It is not enough to be a passive provider of information. It is critical that PGCMLS embraces its role as a developer, convener, and facilitator of vibrant community life.

The Library and its customers will co-lead the County to a brighter future by deepening relationships through openness and creating conditions for *all* in the community to flourish.



Brainstorming at the D.R.E.A.M. Lab Production Camp at the Fairmount Heights Branch



Book discussion at the Greenbelt Branch

"Whether you are a child learning how to read, a job-seeker, an artist, or a retiree, PGCMLS is here to support your curiosities, aspirations, and imagination."

**— Stephen Fitzgerald
PGCMLS Team Member**

OUR VISION

We provide a collaborative foundation within the community for all Prince Georgians to create the world they want to see.

OUR MISSION

We build relationships that spark and support discovery by providing equal access to opportunities and experiences.

OUR VALUES

We are Prince George's Proud and put community first by being:

Welcoming
Curious
Accessible
Kind
Collaborative
Resilient

Strategic Focus Areas

The new PGCMLS strategic focus areas emerged from identifying the needs, strengths, challenges, and opportunities that communities in Prince George's County are experiencing. The focus areas are informed by an extensive process of gathering and analyzing staff, public, and stakeholder feedback about the future of the Library. By declaring these five priorities, PGCMLS will intentionally activate staff skills and talents, key partnerships, services, collections, technologies, and spaces to create a positive impact throughout the County. Each year, PGCMLS will engage the public to evaluate the successes and new opportunities that emerge from the strategic work. Together with the community, the Library will be bold, aspirational, and Prince George's Proud.

Inclusion

Creativity

**Literacy &
Learning**

**Healthy
Living**

**Personal
Achievement**

Community Impact

"We are committed to our community and to designing experiences that enable individuals to achieve their pursuit of happiness."

**— Roberta Phillips
Chief Executive Officer**

Creating Flourishing Communities

The Aspen Institute's "Rising to the Challenge: Re-Envisioning Public Libraries" report states that the 21st-century public library experience can occur anywhere libraries create community through the deployment of their brand, values, services, and assets. The Aspen report findings, which are reflected in the new PGCMLS mission and the Carnegie model of American public libraries, challenges bold and aspirational libraries to lead by creating conditions for communities to flourish. PGCMLS embraces this call to action by leveraging existing community networks to align strategic areas of focus with countywide initiatives established by civic leaders.



Cat Adoption Fair at the Laurel Branch



Curbside Service at the Hyattsville Branch

PGCMLS and county agencies will strengthen collaborations to celebrate the distinct character of the County and the many different local communities that make the area one of the most diverse in the country. The Library's role is to provide individuals with opportunities for learning and discovery that foster personal, economic, and community growth.



The new vision for PGCMLS positions the Library as an essential institution locally for facilitating and modeling inclusion, social justice, cultural awareness, and respect. With a distributed network of facilities and pop-up locations throughout the 27 municipalities that the Library serves, PGCMLS will design experiences that foster a sense of belonging, community pride, strength, support, and prosperity.

Library staff will continue to embrace all cultural identities by creating the spaces and opportunities for customers to share their stories with and their compassion for each other. PGCMLS will encourage and convene the inclusive listening and learning necessary to effectively live the new foundational values. The Library will ensure all Prince Georgians have access to resources, services, and programs that can fill their future with hope, optimism, possibility, and opportunity for all.

"PGCMLS has the greatest people working there. ... Much love and respect."

**— Tosha O'Neal
Community Member**



Teens attending "Show Your Pride" and creating artwork at the Greenbelt Branch



Having fun at "Chess for Kids" at the South Bowie Branch

Inclusion

We strengthen neighborhoods by embracing culture, inclusion, and social justice.

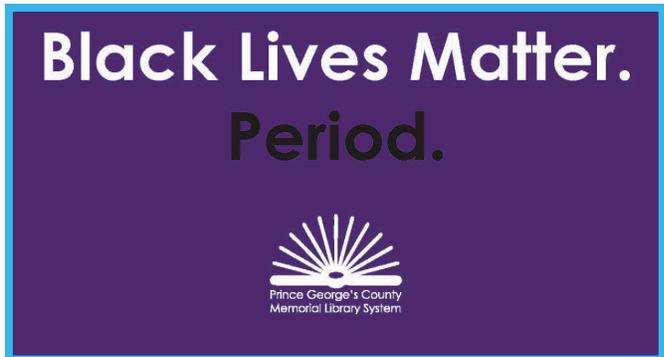
The Prince George's County Memorial Library System is committed to being an anti-racist library, by providing equitable access to inclusive physical and virtual spaces for learning and gathering. The Library will facilitate, model, and create opportunities to celebrate and explore differences and shared heritage. Real change happens when barriers are eliminated and honest conversations raise awareness of community needs. These inclusive conversations allow staff to explore equity, diversity, inclusion, and anti-racism topics in order to expand relationships with partners and provide and adapt services to support customers.

PGCMLS branches will serve as anchors for surrounding neighborhood communities, celebrating the differences and unique qualities of the customers they serve. The Library and its partners will advance the community's sense of belonging at libraries through thoughtful customer service interactions, increased multilingual access to the Library, and engaging outreach.

Staff will promote a library experience that welcomes and affirms all in our community. This vision is reflected in customers' experience of PGCMLS as a trusted resource for supporting their day-to-day needs and aspirational life goals. The Library will foster a deeper sense of belonging in the County by celebrating the many cultures represented in our neighborhoods. At every point of service, whether in person or online, our staff and partners will incorporate best practices for embracing culture, diversity, and social justice advocacy.

"We want to support our communities and help people from all backgrounds and walks of life feel welcome, valued, and enriched by their library experience."

**— Vanessa Chandler-King
PGCMLS Team Member**



Anansegromma of Ghana celebrating Black History Month at the Accokeek Branch

THE WHY, NATIONALLY:

- The United States is growing more racially and ethnically diverse. For many Americans, embracing this shift is challenging and complicated, even though diversity generates stronger, equitable communities and social capital.

THE WHY, LOCALLY:

- Prince George's County enjoys extraordinary diversity, yet there are challenges and immense opportunity for advancing inclusion and understanding.
- Language barriers exist in the Library that limit access to some resources and staff.

THE SOLUTION:

- Create conditions for customers' heritage to be celebrated by facilitating, modeling, convening, and leading cross-cultural engagement.
- Amplify the less-heard voices in our community to help them shape their ideal future for Prince George's County.

THE HOW:

- Advance employee skills for supporting intercultural communities and grow confidence for serving the County's diverse population.
- Ensure social justice initiatives are central to PGCMLS' programming and outreach.
- Expand equitable language access to the Library for non-native English speakers with additional staff skills and artificial intelligence technology.

IN THE NEAR FUTURE

• VIRTUAL DIVERSITY EVENTS

Virtual events for all ages expand access to PGCMLS services. Appearances by bestselling authors, community leaders, creators, and library staff provide the community with opportunities to see themselves reflected and learn about equity, diversity, inclusion, and anti-racism.

• LIBRARY PODCASTS

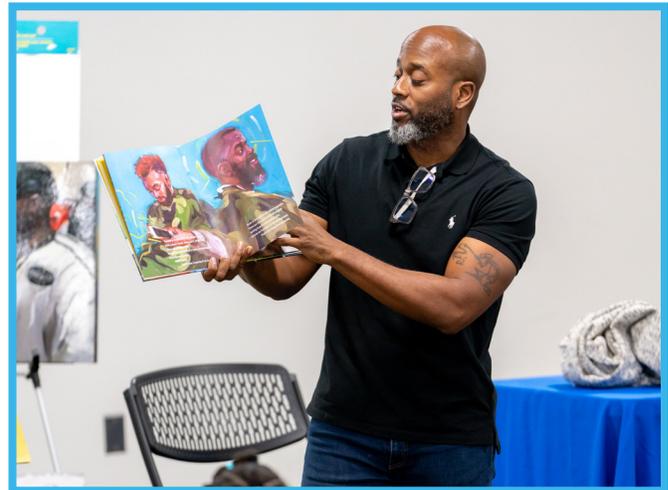
A new PGCMLS podcast series will highlight the successes and dreams of County residents. Stories of inspiration, hope, and kindness will be shared by customers and library staff.

• PRINCE GEORGE'S COUNTY HERITAGE PROJECT

In 2020, the Library launched the Prince George's County Heritage Project, which is a hub for learning about the cultures that compose the diverse local community. These dynamic pages will grow and evolve throughout 2021-2024 with new resources and programs that reflect the Library's commitment to celebrating diverse communities year-round, not just during heritage months.

• MOVIES THAT MATTER

The Library will host film screenings and watch parties of thought-provoking movies in collaboration with the Prince George's County Human Relations Commission. Screenings will be paired with discussions of the films' themes, led by community members.



Award-winning illustrator Gordon C. James presenting to community members at the Oxon Hill Branch

Literacy & Learning

We are strong partners in education and promote lifelong learning for all.

Preparing Prince George's County citizens for change involves teaching the following essential skills: literacy and a love of reading, critical thinking, communication, creativity, and collaboration. PGCMLS provides customers with the educational tools and resources to prepare for and respond to the rapid technological, economic, and social change in the County.

The Library will expand its role as the primary countywide convener for community partners to work together to provide customized learning for residents at every age and stage of life. To support this commitment, customers will be encouraged to advance their love of learning through discovery, exploration, and embracing their passions.

The PGCMLS vision will be realized through the positive impact of programs, services, and opportunities developed to help all styles of learners obtain 21st-century skill sets. The Library will create customized experiences that embrace effective learning techniques, such as project-based, intergenerational, and co-created learning.

Customers will improve their understanding of human development, health, and wellness, with a specific focus on early childhood development, family development, tween and teen development, veterans, and seniors. With a focus on the four Cs—creativity, collaboration, critical thinking, and communication—PGCMLS customers will be resilient in the 21st century knowledge economy.

"I have always loved learning how to do things. At my library I can find a variety of resources that inspire me to keep learning and creating. Whether it is from books, online resources like Creativebug, or the people I meet, I always find something that sparks my desire to learn or try something new."

**— Gia Schwatka
PGCMLS Team Member**



"Young Women in STEM" fair at the Bowie Branch



"Meet the Author" event with Dolen Perkins-Valdez at the Oxon Hill Branch

THE WHY, NATIONALLY:

- Citizens need to be equipped with 21st-century skill sets—literacy, curiosity, critical thinking, communication, creativity, and collaboration—to evolve and be prepared for a rapidly changing future.

THE WHY, LOCALLY:

- Prince George's County faces challenges with meeting goals for:
 - Workforce readiness
 - Graduation rates
 - Kindergarten readiness
 - Fourth grade reading proficiency

THE SOLUTION:

- Provide access to educational resources and programs so customers can obtain new skills and achieve their personal goals while minimizing economic barriers.
- Build parents' confidence for supporting and strengthening family connections.
- Ensure that every child starts life with an abundance of resources to advance literacy skills.

THE HOW:

- The Library provides learning and enrichment opportunities for all community members to explore their interests, passions, and goals.
- The Library promotes the enjoyment, accomplishment, and self-awareness that come from a love of reading and learning.
- The Library creates learning experiences that are customized to meet community members where they are in their lifelong learning journeys.

IN THE NEAR FUTURE

• REIMAGINE THE CURIOSITY CUBE

The Curiosity Cube vehicle will be reimaged to provide internet access and opportunities to engage with services in unusual places, serving customers in their own neighborhoods and increasing awareness of the Library's offerings.

• BOOKS FROM BIRTH

Promotion and increased participation in "Books from Birth" will establish home libraries for children up to age five, fostering early literacy, kindergarten readiness, and a love of reading between parents and their children.

• D.R.E.A.M. LAB EXPANSION

Expanding the D.R.E.A.M. Lab at the Fairmount Heights Branch, with support from the PGCMLS Foundation, will increase the Library's engagement with teens and young adults looking to explore careers and passions in the areas of music, digital production, media, and graphic arts.

• UNICEF CHILD-FRIENDLY CITIES INITIATIVE

The Library will partner with the County's health, human services, and education agencies to ensure that all children in the community have equal access to resources for health, education, and happiness. Prince George's County is the first county jurisdiction to participate in UNICEF's Child-Friendly Cities Initiative.



Teens using technology to produce music at the D.R.E.A.M. Lab Production Camp at the Fairmount Heights Branch

Personal Achievement

We foster economic growth through career and business development.

The County workforce needs to be ready for a changing economy with diverse skills, including coding, robotics, artificial intelligence, and engineering. PGCMLS will work with educational institutions, local businesses, and workforce development programs to connect customers with skills development opportunities, networking, and entrepreneur training. These services will be enhanced throughout the Library's own facilities and beyond, as staff develop ways to promote workforce development through a robust network of partners like Employ Prince George's.

PGCMLS will enhance its role as an essential partner in the County's economic development initiatives by connecting customers with training and employment opportunities that facilitate their own personal achievement and growth, which in turn drives workforce development.

The Library's vision for fostering economic growth will be realized in conjunction with economic development partners, including local government agencies, social services providers, educational institutions, and employers. Outcome goals will be developed based on the effectiveness of library-based career and small business development programs in contributing to countywide economic growth. All county residents will have access to the training, career development, financial literacy programs, and spaces they need to develop individual goals and see immediate results for themselves, their businesses, and their families.

"Workforce skill-building is essential. Each individual will not only be a key factor in providing for their immediate family, but the community family as a whole. A functioning workforce will pour the resources it has gained back into the community. These resources can lead to internships, job opportunities, and, above all, overall sustainability. Every worker is an intricate piece of the puzzle that keeps the community flourishing. You are only as strong as your weakest link. By strengthening each link we are creating a chain that can be passed onto future generations."

**— Zachary Jones
PGCMLS Team Member**



"Career Change" panel discussion at the Hyattsville Branch

THE WHY, NATIONALLY:

- Public libraries play a key role as providers of access to information, education, and workforce development opportunities that contribute to financial sustainability for individuals and community economic prosperity.

THE SOLUTION:

- Serve as a visible, valuable contributor to a thriving, growing Prince George's County economy.
- Provide a foundation for individual and community achievement with essential tools and resources.

THE WHY, LOCALLY:

- Prince George's County residents are not all experiencing economic sustainability. Needs include:
 - Employment opportunities
 - Skills development
 - Small business support

THE HOW:

- Maintain spaces and resources for entrepreneurs, small businesses, and partner organizations.
- Help customers achieve career goals with workforce development initiatives and essential skills training.

IN THE NEAR FUTURE

• CAREER KICKSTART FOR 18-24-YEAR-OLDS

PGCMLS Career Kickstart is an instructional program that equips participants with the skills necessary to achieve employment in the workforce. Whether it's gaining the information for first-time employment, reentry to the workforce, or sharpening skills while currently employed, Career Kickstart is a launchpad for personal advancement.

• WORKFORCE DEVELOPMENT COMPUTERS & TECHNOLOGY

Designated technologies will enable customers to have the tools needed to advance their skills for the job market or build small businesses.

• NETWORKING OPPORTUNITIES FOR ENTREPRENEURS

The Library will provide spaces and meetups for entrepreneurs to offer support and collaboration within the community.

• EXPANDED INTERNET ACCESS

The COVID-19 pandemic has highlighted the urgent need to increase the availability of free internet access through pop-up locations, boosted drive-up WiFi, additional mobile hotspots, and a partnership with the Department of Housing. Internet access supports customers transitioning between careers.



"Hip-Hop Architecture" camp at the Oxon Hill Branch

Creativity

We champion creatives and value their unique contributions to the community.

The arts are fundamental to nourishing our collective humanity by providing avenues for the expression of personal and shared experiences. Music, visual art, dance, theater, spoken word, and design have a transformative impact on individuals of all ages in Prince George's County, cultivating community and encouraging creative expression in daily life. Access to interactive arts programs, live performances, and makerspaces—like the D.R.E.A.M. Lab—all contribute to fostering curiosity, collaboration, and discovery among youth and lifelong learners. These skills improve academic achievement and are highly valued by employers.

PGCMLS will expand its commitment to serving and supporting the County's vibrant artistic community by reaffirming its role as an essential and valued resource for creators. The Library will provide open access to the spaces, tools, and networking opportunities that support established and aspiring artists as they advance their skills and share their passions with the public and consumers. PGCMLS will also create meaningful opportunities for customers to interact with the vibrant array of painters, poets, musicians, dancers, actors, writers, and designers of the region.

By providing resources and platforms for creators and their work, PGCMLS will become a leader in the local creative economy through collaborations with arts organizations, resident artists, and educational institutions. The arts will be more accessible to our community, the vibrancy of the County will be enhanced, the customer experience will be enriched, and moments for creative self-discovery will be central to the PGCMLS experience.

"Artists and creatives are essential members of our local, national, and global communities. The goal of PGCMLS creative programs is to ensure that PGCMLS does its part to empower artists by providing opportunities for professional development, while also encouraging community engagement and contribution."

**— Francesca Whaley
PGCMLS Team Member**



Children creating electric vehicles at a FutureMakers program at the Greenbelt Branch



Teens performing at the "Libraries Rock!" block party at the Hyattsville Branch

THE WHY, NATIONALLY:

- The creative economy, inclusive of the arts and culture sector, is a critical factor driving economic development in the community.

THE WHY, LOCALLY:

- Local creative talent needs space and entrepreneurial support to realize individual goals and benefit from the local economy.
- Many residents are unable to enjoy or access the vibrant local arts scene due to cost barriers.

THE SOLUTION:

- Provide creative individuals with the tools, resources, opportunities, and spaces needed to advance their craft and engage with their audiences.
- Connect creatives with the entrepreneurship and financial skills needed to sustain a rewarding career in the arts.

THE HOW:

- Create programs and initiatives that showcase artists' work and allow them to teach community members how to express themselves through the arts.
- Develop opportunities for the exploration of the arts for holistic education and give creatives access to networking, resources, and audiences.

IN THE NEAR FUTURE

- **TEEN ART PROGRAM**
The Teen Artist Amplified Program will guide high school seniors as they prepare for careers in creative fields by providing access to professional artistic training, while encouraging career exploration and self-reflection, and boosting creative confidence.
- **HYATTSVILLE ART STUDIO**
The new Hyattsville Branch will feature an art studio to support creatives and host an artist in residence.
- **LOCAL AUTHOR EXPO & OPEN MIC SERIES**
The annual local author expo, which was adapted for the virtual environment in 2020, will allow local writers to promote their work, network with other artists, and engage with the community. A new open mic series, featuring distinguished poets, launched in summer 2020 and will continue throughout 2021-2024.
- **PERFORMING ARTS RESIDENCIES**
PGCMLS will collaborate with local arts organizations to host residencies for performers in Prince George's County to advance their careers and present their work, contributing to the creative economy.
- **ART GALLERY SPACES**
Curated gallery spaces in selected libraries will promote artists' works throughout the County.



Children painting at the "Libraries Rock!" block party at the Hyattsville Branch

Healthy Living

We develop and promote skills and resources for healthy living.

The role of public libraries as conveners of community organizations and resources is especially important for the promotion of health and wellness. Libraries across the country are at the forefront of mobilizing collaborations with health and social services providers to increase access to health insurance, screenings, immunizations, social workers, mental health experts, dental care, and healthy food options.

PGCMLS is committed to enhancing equitable access to health and wellness information, programs, and services throughout Prince George's County. This effort is emblematic of the ethos behind all of the Library's strategic work, which aims to serve, anticipate, and respond to the holistic needs of community members. The initiative is essential to the success of all of the Library's strategic initiatives.

The Library will have a tangible impact on the health and wellness of its customers by expanding the types and availability of services and information throughout the County. PGCMLS will provide access to health and wellness resources through connections, programs, and partnerships that enable individuals to set and pursue their goals for maintaining a positive quality of life. Beyond core health and wellness services, PGCMLS will identify and implement creative programs that combine engagement with wellness and artists, such as dance fitness and music therapy programs.

"Communities thrive when their members are physically, mentally and socially healthy. For me, a strategic focus on health and wellness demonstrates that our library understands that this issue is essential to the advancement and sustainability of our communities. It shows that we are committed to using our unique skills, services, and resources to encourage healthy living, and are keen to connect people to opportunities in the health and wellness industry."

**— Quemar Rhoden
PGCMLS Team Member**



Library customers getting active at a fitness event at the Oxon Hill Branch

THE WHY, NATIONALLY:

- Health and wellness are the foundation of a thriving community, affecting economic prosperity, educational achievement, and social cohesion.

THE WHY, LOCALLY:

- The Library can be an essential partner for achieving the County's health and wellness goals.

THE SOLUTION:

- Contribute to the County's efforts to disseminate information and resources that will help customers make choices that improve their health and wellness.

THE HOW:

- Expand and cultivate partnerships and programs to support healthy lifestyle choices, mindfulness, and mental health resiliency.
- Partner with Prince George's County Health Connect to promote access to health insurance.
- Develop creative opportunities for customers to engage in wellness activities that reflect the local cultural diversity.

IN THE NEAR FUTURE

- **SUMMER MEALS**
PGCMLS will collaborate with Prince George's County Public Schools to expand access to summer meals at the Library for children.
- **SOCIAL WORKER INTERN PROGRAM**
Working with local universities, the Library will employ graduate social work interns to support customers in need of specific social services.
- **COMMUNITY GARDEN**
Staff will establish a community garden that promotes unity in the community and access to fresh food.
- **FREE IMMUNIZATIONS**
Free immunizations will be provided for community members at PGCMLS, removing barriers to important preventive care.
- **DENTAL SCREENINGS**
Free dental screenings are available for children via a mobile dental van parked outside selected library locations in Prince George's County.



Children dancing at "Ready 2 Read" storytime at The Waterhole in Mount Rainier

The Path Forward

With the adoption of this plan in 2020, PGCMLS embraces a path forward that positions the Library as a foundation for community advancement. Library staff, the Board of Library Trustees, and community members will expand their capacity as influencers and storytellers. The Library will strengthen the public's trust by being relevant and impactful in the daily life of the community. In the first year of implementation, the Staff Working Group and Board of Library Trustees will partner to establish performance measures that will be used to engage the wider community in reflecting on the progress of the Strategic Framework, which is a living and dynamic document. Ultimately, this work represents the commitment of the Board and staff to demonstrate how vital and powerful PGCMLS can be in Prince George's County.



Children working on projects at the "Young Women in STEM" fair at the Bowie Branch

Really Know Our Community

IMPLEMENTATION PLAN: YEAR ONE

LISTENING, LEARNING, PROTOTYPING, AND PLAYING

- Adopt and embody our core values in every customer and staff experience and interaction.
- Improve cultural empathy and awareness.
- Strengthen relationships with community members and institutions.
- Strengthen trust.
- Establish a better alignment between community needs and the Library's services.
- Develop staff skills and talents in alignment with the strategic areas of focus.



Loving the library at the "Rockin' to Rhythm" event at the Laurel Branch

Prioritizing and Prototyping

IMPLEMENTATION PLAN: YEAR TWO

CREATING, COLLABORATING, COMMUNICATING, AND ASSESSING

- Implement new services and programs aligned with community-identified wants and needs.
- Add new staff skill sets and cultivate talents.
- Improve community relationships, which will generate increased opportunities.
- Increase competency for evaluating and assessing impact, successes, and areas that require improvement.



Art activity at the South Bowie Branch

Refine and Embrace

IMPLEMENTATION PLAN: YEAR THREE

ADVANCING THE COMMUNITY

- Staff expand their core competencies with newly acquired skills from year two.
- Improve the reach and interaction with the community across all demographic and geographic areas.
- Align facilities, services, assets, resources, and staff skills and talents with the strategic areas of focus.



"BrainSTEM: Neuroscience in the Afternoon" at the Bowie Branch

Thank You

Special thanks to the Board of Library Trustees, the Library Leadership Team, and the Staff Working Group for their hard work and dedication to this project. These dedicated staff members analyzed staff and community input, assisted in developing strategic areas of focus, and designed visions for future strategic initiatives. Applying the service design techniques learned during this process, these groups will lead the organization into its dynamic future. Participants represent a diverse cross-section of the entire organization.

STAFF WORKING GROUP

Ella Alonso
Synamon Better
Gidae Campbell
Vanessa Chandler-King
Forlesia Cook
Jon Denny
Nestor Diaz
Shabham Farhadi
Jeffrey Farmer
Denice Fini
Stephen Fitzgerald
Jessica Freeman
Sarah Garifo
Yesenia Gutierrez
Dwyn Griffin
Richard Hamilton
Brendan Harder
Olivia Horvath
Kelsey Hughes
Spencer Jones
Zach Jones
Yassin Kargbo
Colin Khem*
John Krivak
Andrine Nichols
Shelley O'Brien
Roberta Phillips
Quemar Rhoden
Vilma Sandoval-Sall
Gianna Schwatka
Ryiesha Simms
Jaleen Walker
Francesca Whaley
Swami White

(*Project Manager)

LEADERSHIP TEAM

Nicholas A. Brown
Stephen Fitzgerald
Moneik Frazier
Michael Gannon
Lunden Gillespie
Blane Halliday
Michelle Hamiel
Sara Hays
Heather Jackson
Megan Jones
Colin Khem
Luis Labra
Karin Luoma
Carla Moore
Shelley O'Brien
Roberta Phillips
Aishar Pinnock
Dereje Salehudres
Otis Saunders
Andrea Thomas
Melanie Townsend-Diggs
Rachel Zukowski

STAKEHOLDERS

Dr. George Askew
Renee Battle-Brooks
Phil Davis
Dannielle Glaros
Kyla Hanington
Jennifer Iverson
Jolene Ivey
Walter Simmons
Deni Taveras
Linda Washington Douglas

BOARD OF LIBRARY TRUSTEES

Sylvia Bolivar
Brett Crawford, Vice President
Samuel A. Epps IV, President
Dr. Hiram Larew
Angela D. Smith
Toni A. Smith
Dr. Arthuree R. M. Wright

ABOUT THE COVER ART

"Exhale" (2019) by Jay Durrah

Used with permission

Jay Durrah is a resident of Cheverly, Maryland. His work has been exhibited across the U.S. and internationally, including at the Essence Festival, Prince George's County African American Museum and Cultural Center, and the U.S. Embassy in Rome. He is an alumnus of Howard University.



**Prince George's County
Memorial Library System
9601 Capital Lane
Largo, MD 20774**

