



GOALS AND OBJECTIVES (3-5 YEARS)

Goals represent outcome-oriented statements intended to guide and measure the organization's future success. The achievement of each goal will move the organization towards the realization of its "Envisioned Future." Supporting objectives further clarify direction and describe what the Library wants to have happen; a descriptive statement of what constitutes success in measurable terms.

Leadership: HCPL is the leader and vital partner in community conversations and positive change.

Objectives:

1. Increase the Library's role in convening community conversations.
2. Enhance decision makers' awareness and understanding of the Library as a leader and a vital partner.
3. Increase community engagement in relevant issues.

Library Spaces: HCPL provides a dynamic and enriching experience wherever the Library engages with the community.

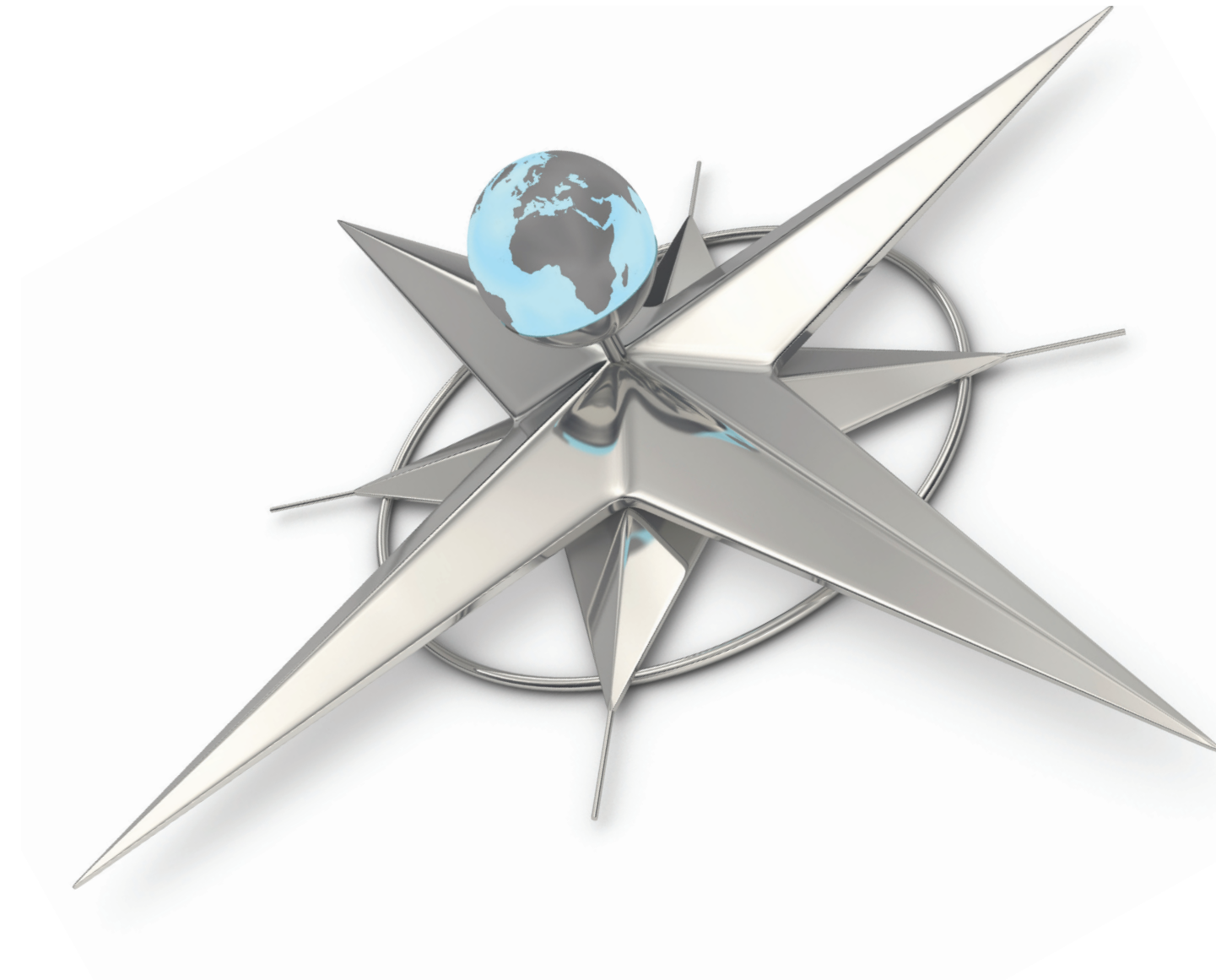
Objectives:

1. Create and enhance the physical library environment.
2. Transform the Library's online experience.
3. Provide dynamic and enriching experiences to the community beyond the Library walls.

Anticipating Services: HCPL provides timely, relevant and visionary services exceeding customer expectations.

Objectives:

1. Increase availability and efficiency of customized services at the point of need.
2. Increase the Library's ability to anticipate needs.
3. Investigate and expand non-traditional services.



LEAD...ENGAGE...EXCEED!

A **Strategic Plan** for Harford County Public Library

Harford County Public Library Continues its Rich History of Strategic Planning

The Library’s first Strategic Plan was written 36 years ago in 1978. Each successive plan has incorporated input from a variety of sources, including customer assessments, surveys, and environmental scans to prioritize goals and objectives for the following three to five years.

This strategic plan, *Lead . . . Engage . . . Exceed! A Strategic Plan for the Harford County Public Library*, identifies the uniqueness of the Library’s role in engaging partners in community conversations, providing enriching experiences for customers of all ages, and fostering the development and launch of innovative and critical products that meet the needs of the community.

As a recognized innovator and leader among the nation’s public libraries, Harford County Public Library (HCPL) is enthusiastically looking forward to implementing this plan. The Library provides opportunities to all through education, training, technology, interactive play and more. This Strategic Plan is the catalyst for change while nurturing the love of reading in the community and narrowing the digital divide.



CORE IDEOLOGY

Core Ideology describes an organization’s consistent identity that transcends all changes related to its relevant environment. Core ideology consists of two elements: **Core Purpose** – the organization’s reason for being, and **Core Organizational Values** – essential and enduring principles that guide the behavior of an organization.

Core Purpose: Connecting people with information and promoting the love of reading in the community.

Core Organizational Values:

- We provide superior customer service and experience.
- We respect all individuals.
- We believe in intellectual freedom.
- We believe in the importance of access to information for all.
- We operate with absolute integrity.
- We respect privacy and confidentiality.
- We believe staff members are integral to the library experience.
- We encourage innovation.
- We support and expect personal and organizational growth.
- We believe in the value of partnerships.
- We commit to engaging and strengthening the community.



LONGER-TERM ENVISIONED FUTURE (10+ YEARS)

The envisioned future conveys a concrete yet unrealized future for the organization. It consists of a vision or big (hairy) audacious goal (BHAG) – a clear and compelling catalyst that serves as a focal point for effort and a vivid description of a desired future which is a vibrant and engaging description of what it will be like to achieve the vision/BHAG.

Vision (BHAG): To be the premier library system recognized for delivering innovative services.

Vivid Description of a Desired Future: As the premier library system, HCPL is recognized by the community as relevant, progressive, and accessible. Customers are constantly amazed and pleasantly surprised by the innovative and personalized services offered by the Library. Their Library experience is always a “Wow!” Customers receive excellent service. Customers are outspoken advocates for the Library. Government decision-makers recognize the value of library staff and actively support the library’s efforts to continuously provide greater value to the community. The Library is always at the table when important community decisions are made, and the Library facilitates relevant community conversations, bringing the community together.

Innovation is ingrained in the Library’s culture in order to create greater relevance within the community. The culture supports reasonable risk-taking, and is flexible and responsive. Resources are used efficiently and creatively. The Library’s physical and virtual presence is seamless. Library staff continuously adapt to the changing definition of information and are committed to seeking new ideas and better ways to deliver services. Other libraries turn to HCPL for new ideas and innovations. They view HCPL as the library system to emulate.