



Prince George's County  
Memorial Library System

# Strategic Partnerships Report

## Fiscal Year 2023





# Introduction

January 31, 2023

The FY23 Prince George's County Memorial Library System (PGCMLS) Strategic Partnerships Report summarizes how intentional collaborations are used to expand the Library's capacity for achieving its mission to "build relationships that support discovery by providing equal access to opportunities and experiences." The report presents contextual information, case studies, and recommendations for evolving partnerships. It also documents PGCMLS' significant partnerships by strategic focus area and other key areas of library operations, including philanthropy, communications/marketing, and advocacy.

The PGCMLS Strategic Framework 2021-2024 established a set of six community-centered values for the Library and its staff: welcoming, curious, accessible, kind, collaborative, and resilient. The value focused on collaboration most directly aligns with the partnership cultivation efforts outlined in this report. It is by expressing the additional five values that PGCMLS staff and partners are highly effective at envisioning, developing, prototyping, and strengthening collaborations for the public's benefit.

The report is a resource for internal stakeholder groups (Board of Library Trustees, Leadership Team, Union/Staff, PGCMLS Foundation, Friends groups) as they evaluate and evolve current partnerships, and explore potential new partnerships. It was prepared by Acting Co-CEO and COO for Communication and Outreach Nicholas A. Brown at the direction of the Board of Library Trustees in January 2023. Members of the Leadership Team and Communication and Outreach Division contributed and/or reviewed content that is included in the report.

A handwritten signature in black ink, appearing to read 'Nicholas A. Brown', with a stylized, flowing script.

Nicholas A. Brown

Acting Co-Chief Executive Officer

COO for Communication and Outreach

# Advancing PGCMLS

## The Importance of Partnerships to Advancing the Mission and Vision

While the Library's process for growing collaborations may appear rather organic to outsiders, staff and leadership are deliberate with seeking out appropriate collaborations. They also creating conditions in which community organizations seek out the Library as a partner through outreach, online engagement, and department/branch-level engagement with customers. The Public Libraries Online Blog states that Libraries are often unable to fully realize their ambitious goals for meeting community needs, but partnerships can be leveraged to "reach these goals in many ways including additional funding, new programming ideas and lesson plans, and more."<sup>1</sup> Partnerships add capacity, in-kind support, direct financial and staffing support, and opportunities for the Library to extend and adapt services to address the needs of customers. Because of the Library's long-term budget constraints, many of the innovative services, programs, and initiatives that customers enjoy are only possible because of the partnerships that PGCMLS has developed over time.

### Mission

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

### Vision

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

PGCMLS utilizes partnerships for a variety of reasons, with the unifying purpose of helping the Library understand and meet customer needs:

1. Identify Customer Needs
2. Expand Programmatic Offerings and Add Programming/Subject Expertise
3. Cross-Promote Library Programs and Services to Prince Georgians
4. Facilitate Library Operations (In-person and Virtual)
5. Contribute to Local, Regional, and National Service Communities
6. Assess Program and Service Impacts

<sup>1</sup> Nadine Kramarz, "Public Libraries Need Partnerships," Public Libraries Online, December 5, 2022. <https://publiclibrariesonline.org/2022/12/public-libraries-need-partnerships/>

# Advancing PGCMLS

According to the “Partnerships: A Critical Element for Libraries” report published by the International Federation of Library Associations and Institutions (IFLA) and Bill & Melinda Gates Foundation, “Partnerships provide libraries with resources and expertise that can expand the library’s impact and reach in a community.”<sup>2</sup> This report utilizes key terminology definitions from this IFLA report and adapts their approach to the PGCMLS environment as the community emerges from the COVID-19 global pandemic.

At its most basic level, a library partnership is “a relationship between people or organizations that results in some type of success and benefits for all parties involved.”<sup>3</sup> It is true that a partnership must benefit all entities involved in order to merit the effort and investment of staff time and resources. PGCMLS’ partnerships all start from a point of mission, vision, and values alignment. This is expressed differently depending on the circumstances or focus area. Whether the Library and a partner intend to combine resources to provide digital literacy programs, serve immigrants and refugees, or co-host a pop-up library, the organizations wish to serve the same audience(s). By partnering, efforts can be combined to pool financial or other resources, reach a wider audience, realize greater quantitative and qualitative impacts, and deepen customer relationships with all participating entities.

PGCMLS encourages staff of all levels and roles to cultivate and develop partnerships. As such, most institutional partnerships are managed by staff in multiple departments and branches. Executives lead select systemwide partnerships, based on the level of engagement between the two organizations and the nature of the partnership. The Library’s relationship with the Washington Nationals, the presenting sponsor of Summer Prince George’s, is managed through the Communication and Outreach Division with programmatic impact for all branches. Other partnerships, like Employ Prince George’s, is managed through branch staff, the cross-departmental Workforce and Community Development Team, and executives.

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<sup>2</sup> Jessica Dorr, Martha Choe, and Kara Hannigan, “Partnerships: A Critical Element for Libraries,” World Library and Information Congress, Oslo, Norway, 2005, p. 2. <https://archive.ifla.org/IV/ifla71/papers/159e-Dorr.pdf>.

<sup>3</sup> Ibid.



# Types of Partnerships

## The Four Types of Partnerships

**Premier Strategic Partnership:** The partnership has been in place for multiple years and is essential to the Library's ability to meet customer needs and provide services and/or programs on a day-to-day basis.

**Strong Multiyear Partnership:** This partnership has been in place for multiple years and helps augment Library services and/or programs.

**Partnership Prime for Expansion or Evolution:** This partnership is either new or has existed for multiple years, but its potential should be prioritized for greater engagement or a pause due to a change the organization's contributions to the joint effort.

**Basic Partnership:** A partnership that could have a more significant positive impact on the Library's offering of services and/or programs.

## What PGCMLS Contributes

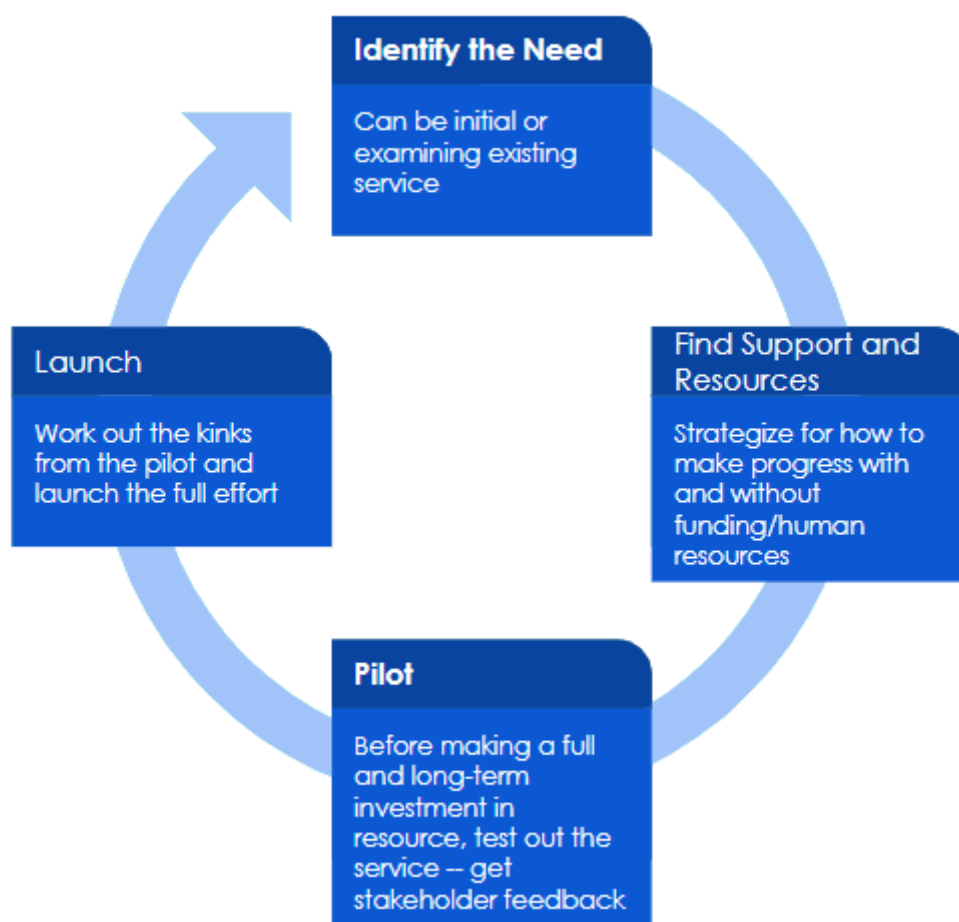
PGCMLS supports each partner organization with a distinct combination of in-kind services based on how each partner complements the other in the pursuit of shared goals.

- SPACE: Complimentary use of meeting rooms (limited premier strategic and multiyear partners only, in accordance with Board-approved policy)
- MARKETING: Cross-promotion of partner events to PGCMLS customers
- PRODUCTION: Production and technical expertise/platform access for programs
- EXPERTISE: Reference support and curatorial/subject expertise
- INSTRUCTION: Facilitate trainings and workshops
- DEVELOPMENT: Pilot large scale initiatives for roll out to coalitions of partners

**See the Addendum: Partnership Spreadsheet for a detailed breakdown of how each significant partnership relates to the five focus areas and the Library's operations.**

# Partnership Development

Below is a visualization of the Library's partnership development cycle. This cycle can take place discretely for an individual initiative and can also be used multiple times in the life of a strategic partnership. This model is used for all of the featured premier partnerships discussed on subsequent pages.

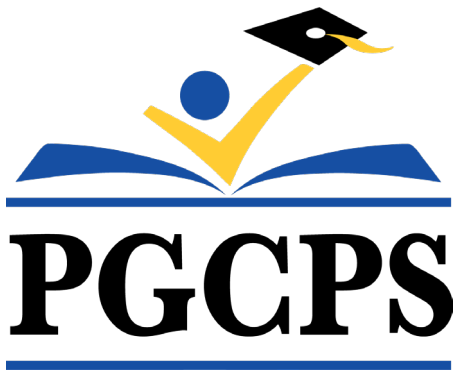




# Strategic Focus Areas

## Literacy and Learning

### Premier Strategic Partner



Rainbow Storytime at New Carrollton Branch Library

### Program & Service Highlights

- LINK Card Program for PGCPS Students
- Programs for English Language Learners (e.g., Kids Achieve Club)
- In-School Outreach and Instruction
- Direct Partnership on Special Initiatives
- Co-Located Facility - Baden Branch Library

### Selected Additional Partners

- **Strong Multiyear:** Mahogany Books, PGC Office of Veterans Affairs, CETAT, Dolly Parton Imagination Library, Latin American Youth Center, Prince George's Child Resource Center, M-NCPPC Prince George's County Parks & Recreation
- **Prime for Expansion/Evolution:** National Park Service, U.S. Customs and Immigration Service, Prince George's Community College, NASA - Webb Space Telescope
- **Basic:** Patuxent Wildlife Refuge, National Aquarium, Library of Congress



# Strategic Focus Areas

## Inclusion

### Premier Strategic Partner



Dolores Huerta Keynote Event for Hispanic Heritage Month

### Program & Service Highlights

- Civil Rights and Social Justice Education Programs for Adults, Teens, and Children
- Prince George's County Reads Initiative
- Training for Race and Social Equity Team; Facilitation of All-Staff Discussions
- Disability Awareness Programs for Adults
- Young Adult Book Discussion Series

### Selected Additional Partners

- **Strong Multiyear:** Solutions in Hometown Connections, PGC Office of Community Affairs, CASA de Maryland, Maryland Legal Aid, City of Laurel
- **Prime for Expansion/Evolution:** Black Caucus of the American Library Association, PGC Human Trafficking Task Force, International Rescue Committee
- **Basic:** Washington Commanders, Pets on Wheels, M-NCPPC Montpelier House





# Strategic Focus Areas

## Healthy Living

### Premier Strategic Partner



COVID-19 Vaccine Clinic for Children and Families, Hyattsville

### Program & Service Highlights

- COVID-19 Relief Programs: Vaccine Clinics, Test Kit/Mask Distribution, Communications
- Health Insurance Enrollment with Prince George's County Health Connect
- Case Worker Services at Branches
- Disability Awareness Programs for Adults

### Selected Additional Partners

- **Strong Multiyear:** National Alliance on Mental Illness, Mental Health Association of Maryland, Kaiser Permanente, Mary's Center, Inova, THE ARC, U.S. Social Security Administration, Prince George's Senior Provider Network, M-NCPPC
- **Prime for Expansion/Evolution:** UMD Capital Region Medical Center, Luminis Health
- **Basic:** UMD School of Public Health, UMD TOGETHER Program, American Heart Association

**"I got the covid vaccine hotline number for my elderly neighbor who does not have access to the internet in his home. He called and was easily able to get an appointment for the vaccine a day or two later. What a great resource for the community!"**

**-Rachel C., Prince George's County Resident**

# Strategic Focus Areas

## Personal Achievement

### Premier Strategic Partner



Older Adults Job and Resource Fair, Bowie Branch Library

### Program & Service Highlights

- Job and Resource Fairs at Branch Libraries
- Joint Skills Development Programs for Teens, Adults, and Immigrants
- Future Co-Location at Beltsville Branch Library Commons - Life Lab
- Employ Prince George's Trains PGCMLS Staff

### Selected Additional Partners

- **Strong Multiyear:** Financial Empowerment Center @ PGCC, Prince George's County Correctional Center, American Jobs Center
- **Prime for Expansion/Evolution:** Purple Line Corridor Coalition, Prince George's Economic Development Corporation, Capital One, Greater Washington Hispanic Chamber of Commerce, PEPCO Small Business Programs
- **Basic:** Consumer Financial Protection Bureau, FCC





# Strategic Focus Areas

## Creativity

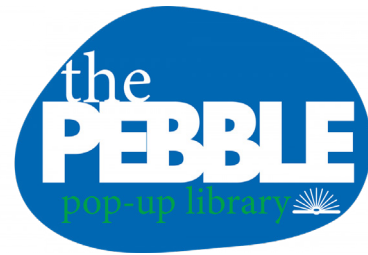
### Premier Strategic Partner



Hyattsville Flying Saucer Art Commission

### Program & Service Highlights

- Pebble Pop-up Library, Ars'tination/National Harbor
- Art in Public Places Program
- Poetry and Arts Programs



### Selected Additional Partners

- **Strong Multiyear:** Prince George's Community College Center for Performing Arts, Joe's Movement Emporium, Prince George's County Poet Laureate
- **Prime for Expansion/Evolution:** The Society, Inc. - Harbor City Maryland Chapter, Brentwood Arts Exchange, Hurston/Wright Foundation, UMD English Department
- **Basic:** Washington Performing Arts, Write Now Academy



# Additional Partnerships

## Philanthropy

Premier Strategic Partner

foundation  
PGCMLS



Ride and Read at Accokeek Branch Library

### Program & Service Highlights

- Primary Focus is to Support the Library's Mission through Philanthropy
- Individual Giving Program & Restricted Funds
- Supplemental Project Funding for Branch Programs and Services
- Corporate and Foundation Giving Program
- Fundraiser Events and Campaigns

### Selected Additional Partners

- **Strong Multiyear:** Capital One, Pull Up Fund, Friends Groups
- **Prime for Expansion/Evolution:** Local Impact Council, Operation Warm
- **Basic:** Public Library Association (Grants), NFL Foundation, ICF Consulting Group



**“Libraries are so vitally important to our communities and have always been ahead of the curve in the way they serve our citizens. An investment in libraries is an investment in an educated populace.”**  
- Michelle, Supporter



# Additional Partnerships

## Communications/Marketing

### Premier Strategic Partner



PGCMLS This Week with Adrianna Hopkins

### Program & Service Highlights

- Weekly digital video with anchor Adrianna Hopkins promotes PGCMLS services, programs, and initiatives
- PGCMLS' Communications Department writes and produces each video
- Hopkins promotes the video on her platforms and provides PGCMLS with priority for earned media coverage with 7News DC

### Selected Additional Partners

- **Strong Multiyear:** PG Suite Magazine, National Harbor, Maryland Libraries Together, Prince George's County Elected Officials
- **Prime for Expansion/Evolution:** UMD Center for Literary and Comparative Studies, Howard University Radio WHUR 96.3 FM
- **Basic:** City of Bowie, City of Hyattsville, Town of Bladensburg, VOYA Magazine



Adrianna Hopkins ✓  
@AdriannaHopkins

I tell you what... there's ALWAYS something happening at @PGCMLS! If you don't know, now ya know!

# Additional Partnerships

## Library Operations

Premier Strategic Partner

### the Neighborhood DesignCenter



Design Rendering for The Foundry at Oxon Hill

### Program & Service Highlights

- Design Services for The Commons @ PGCMLS
- Staff Focus Group Design Workshops
- Community Needs Assessment
- Subject Experts Contributed to Master Facilities Plan Development in FY23

### Selected Additional Partners

- **Strong Multiyear:** PGPD, City of Bowie Police, Davies UUC, Judy Centers, Grimm + Parker, MMAD, Friends Groups, PGC Office of Emergency Management, PGC Office of Central Services, Prince George's County Council Members
- **Prime for Expansion/Evolution:** The SPACE, Statewide Elected Officials
- **Basic:** PGC Department of the Environment, PGC Office of IT



# Additional Partnerships

## Advocacy

### Premier Strategic Partner



Federal and State Elected Officials at New Carrollton

### Program & Service Highlights

- COVID-19 Vaccine Equity Media Event with White House Advisor Dr. Cameron Webb
- Consultation on the PGCMLS Rover: Library 2Go FY23 Federal Appropriations Request
- Banned Books Week & Intellectual Freedom Resources
- Resources for Federal Budget and Policy Advocacy

### Selected Additional Partners

- **Strong Multiyear:** Maryland Library Association, MAPLA, Citizens for Maryland Libraries, PGCMLS Foundation, Friends Groups, Urban Libraries Council
- **Prime for Expansion/Evolution:** Prince George's County Chamber of Commerce, National Summer Learning Association
- **Basic:** Prince George's Food Equity Council, National Digital Inclusion Alliance





# Additional Partnerships

## Staff Development & Library Industry

Premier Strategic Partner



Fall 2022 Library Associate Training Institute Graduation

### Program & Service Highlights

- Staff Development Programs & Funding; Staff Certifications
- Statewide Data Analytics Program
- State Capital Grant Program
- Working Groups for Senior Leadership and Maryland Libraries Together
- Communities of Practice (Programs, Marketing, Youth Services, Adult Services, Workforce)

### Selected Additional Partners

- **Strong Multiyear:** UFCW-1994/MCGEO, Urban Libraries Council, YALSA, Public Library Association
- **Prime for Expansion/Evolution:** National Career Development Association, Institute of Museum and Library Services
- **Basic:** MMAD, UMD iSchool



# Recommendations

This report and the enclosed reference materials provide a brief glimpse into the expansive network of partnerships that PGCMLS staff maintain to accomplish the Library's mission. The following recommendations are offered to ensure that the momentum and successes with growing partnerships during the past three years continues into the future.

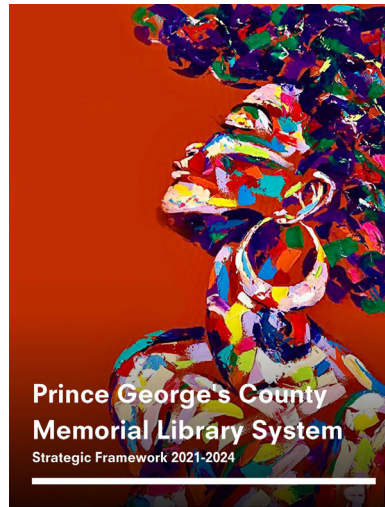
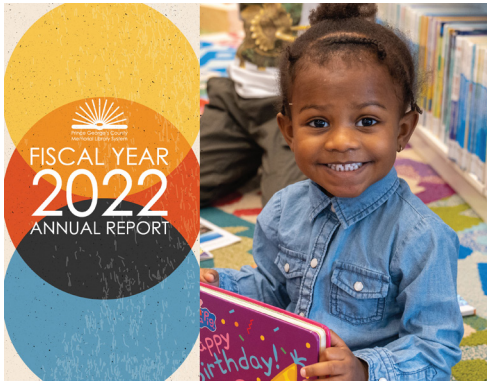
Because the Library is in an extended transition period, with the new search for a new CEO and the recent departure of several experienced branch-level managers, it is imperative that the Library and its stakeholders maintain awareness of the ebbs and flows of the partnerships help staff sustain the Library's impact. The COVID-19 pandemic period has proven how PGCMLS can help Prince Georgians in countless ways, demonstrating the value of the Library to local, state, and federal government officials, and customers themselves.

## **Recommendations**

1. Ensure partnership information and internal contact information is accessible to all staff via Connect (intranet) or other platforms.
2. Review existing Memoranda of Understanding with premier strategic partners and update agreements as needed. Maintain current archive of Memoranda of Understanding on Connect.
3. Encourage senior leaders to train more members of their team to liaise with partner organizations. This would relieve overextended senior leaders so they can focus on ensuring smooth continuity of operations, which is a priority during the current period of high vacancies in all divisions.
4. Pilot a formal process for after action reviews of special initiatives with partners. Document the reviews and make them available to all Leadership Team members to adopt lessons learned in future initiatives.
5. Limit the number of partner organizations receiving free meeting room usage, given the Library's need to increase earned revenue.

# Reference Material

## Institutional Materials



[FY20 Partnerships Chart](#)

## Select Publications About PGCMLS & Partnerships

