



Strategic Plan 2012 – 2015

Introduction:

The Idaho Commission for Libraries (ICfL) has experienced a great deal of change since its mission was revised in 2001. In July 2006, these changes resulted in the former Idaho State Library's name change to better reflect the agency's current mission and activities.

The ICfL's work revolves around library development. We work with the library directors, staff, and trustees of Idaho's publicly funded libraries to provide library services that meet the changing information needs of Idaho's citizens.

Idaho libraries have continued to feel the impact of the state's ongoing population growth and recent economic turndown. Visits at local public libraries increased 14.4 percent from 2006 through 2010 with circulation of materials growing a record 38.2 percent during that same time period. While the FY10 figures have leveled a little from the dramatic increases of the two previous years, the traditional increase in public library use during hard economic times is still a reality. Public library visits dipped 4 percent from the previous year even as circulation of library materials rose 5.4 percent – an increase on top of the 11.4 percent increase experienced in 2009. These figures do not include the number of citizens who accessed libraries via the Web. Ongoing improvements, additions, and expansions of library services are needed in academic, public, and school libraries to meet Idaho citizens' expectations.

With the receipt of a federal American Recovery and Reinvestment Act (ARRA) Broadband Technology Opportunities Program (BTOP) award in the Public Computer Center Category from the National Telecommunications and Information Administration in August 2010, ICfL has been able to boldly fulfill its mission in spite of continued state general fund cut backs. (For more information about this BTOP project entitled "online @ your library" see <http://libraries.idaho.gov/landing/online-your-library>.) The following strategic plan outlines the greatest flexibility to manage and maintain current programs and, at the same time, position the Commission to take advantage of opportunities that might appear. This plan declares ICfL's goals to support current and traditional services important to Idaho's citizens while keeping an eye on future trends to enhance information access and services in the 21st Century.

Purpose

The basic purpose of this strategic plan is to

- Meet Idaho Code requirements for state agency planning,
- Outline goals, objectives, and activities which encourage us to meet our preferred future, and
- Provide a tool for staff to develop annual work plans.

Process

In February 2006, the Management Team, Sue Walker, Erin McCusker, and Shirley Hansen met as the Strategic Planning Team to work on a new agency strategic plan. A new plan would allow the agency to:

- Meet legislative mandates,
- Address significant agency changes, and
- Support the 2020 Vision developed by Idaho libraries.

The Strategic Planning Team:

- Agreed that the current ICfL mission and the 2020 Vision are the overarching principles for the new plan
- Reaffirmed the values from the previous strategic plan
- Identified themes from existing agency planning documents (previous strategic plan, 5-year LSTA plan, CE plan, TBS action plan, LiLI work plan, LD work plan, 2020 Vision)
- Developed 4 strategic issues and 9 goals
- Solicited input from staff regarding strategic issues, goals, objectives, and activities
- Received ICfL Board of Commissioners' approval for strategic issues, and goals in April 2006
- Defined the structure of the strategic plan
- Defined the specificity of activities
- Consolidated and incorporated activities into the strategic plan

The strategic plan is reviewed by the Management Team and staff at the beginning of the annual state budgeting process.

2020 Vision:

Idaho libraries are the nexus of global information, innovative services and community, enabling us to sustain our history, empower our present and create our future.

Mission:

The Idaho Commission for Libraries assists libraries to build the capacity to better serve their clientele.

Agency Mission:

The people of Idaho recognize ICfL as the catalyst that empowers their libraries to be community centers and inspires library staff to advocate for quality library services.

Values:

Library Ideals: We believe libraries exist for the public good. They are essential to literacy and informed citizens in a democratic society. We affirm intellectual freedom, life-long learning, customer privacy, and public access to information.

Customer Service: We deliver high quality customer service to internal and external customers.

Relationships: We achieve organizational effectiveness through mutual support, trust, value, and respect.

Collaboration: We accomplish goals using shared leadership, teamwork and consensus.

Learning Organization: We continuously improve services by creating, gathering, and transferring information and modifying behaviors to reflect new knowledge and insights.

Strategies:

Advocacy	Consulting	Marketing
Collaboration	Continuing Education	Research, Planning,
Communication	Grants	and Development

Strategic Issues

- I. How do Idaho libraries strategically position themselves to actively create and embrace the future?

External Factors

Major changes have occurred over the last 20 years in all areas of information services. The initial technology explosion is in the past. Rapid change is now a constant and even more dramatic change is predicted. The profiles of our users and potential users have changed drastically. Preschoolers are computer literate and seniors love communicating via social media. These were predictions of the future not that long ago; now they are the facts of everyday life.

If librarians are interested in providing library services to these rapidly changing generations in the future, we must take action now. Library staff and governing bodies must work on learning foresight: a skill that enables us to anticipate many of the risks and most importantly the opportunities. We need to understand current trends and their possible consequences while considering the variety of options we have for achieving our goals. We cannot wait for proof of what lies ahead or how things are going to develop. The tools are out there to help us better serve all of our clientele if we have the curiosity to investigate and the skill to listen to what the future has to tell us.

Goals:

- A. Libraries incorporate the 2020 Vision in their strategic planning.
 1. Objective: Develop events to keep the Idaho library community engaged with the future.
 - a. Promote 2020 Vision themes with library planners
 - b. Design meetings and continuing education opportunities for the library community using 2020 Vision themes (new technologies; outreach; digital natives)
 2. Objective: Identify and make available strategic planning training opportunities.
 - a. Encourage library planners to develop strategic plans
 - b. Allocate grant funds to local libraries for strategic planning, continuing education, and related activities
- B. Library leaders dedicate time to shape the future.
 1. Objective: Generate and share innovative ideas.
 - a. Coordinate and support Special Projects Library Action Team
 - b. Develop and present events focusing on the current trends

- C. Libraries create valued services by being aware of and understanding the disparate ways information is accessed and processed.
1. Objective: Develop events to keep the Idaho library community engaged with the emerging trends in information access.
 - a. Encourage use of new technologies to support access to information and services
 - b. Model meeting design and continuing education opportunities using multiple, alternative format presentation methods
 2. Objective: Develop, coordinate, provide and support programs and services to meet the needs of different populations.
 - a. Provide opportunities for ICfL staff to learn and use changing technologies
 - b. Gather data on information accessing and processing trends
 - c. Gather baseline information on current library services
 - d. Increase the print-impaired population's use of local libraries.
 - e. Identify the Spanish-language population and their information needs
 - f. Increase and promote virtual access to library services

II. How do Idaho libraries develop and sustain valued services?

External Factors

In order to sustain library services, those services must be useful to and valued by the library's local community whether it be a school, an academic, a special, or a public library's potential community of users. Services must address the information needs reflected in all cross-sections of the populations served.

A study on public library support in America published by OCLC in 2008 shows that although people say they use, like, and support libraries and think they are important, it does not mean they committed to increasing library funding. While this study was about public libraries, it would be foolish to assume the users of other types of libraries are any different. For example, it seems safe to say the lack of school library media centers and qualified staff is an indication that the same attitudes affect our school library services.

Numerous studies have shown that library services need to be available through a virtual door as well as by physically walking across the threshold of a facility. Relevant services also need to be available through a variety of formats taking advantage of the opportunities provided by changing technologies and the universe of digital resources.

To make library services useful to the variety of our populations, we must study their information needs and discover ways to meet them. Failure to reach and serve the multiplicity of the populations and their needs may well make libraries of all types obsolete.

Goals:

- A. Libraries embrace and enhance evolving approaches to information.
 1. Objective: Create events targeted to the needs of digital users.
 - a. Host workshops on teen services
 - b. Gather data on digital service information needs
 - c. Deliver library services to digital users "where they live"
 2. Objective: Advance the development and expansion of libraries' web presence.
 - a. Increase the number of libraries that have e-branches
 - b. Model evolving web tools through ICfL website
 3. Objective: Identify and promote information technologies.
 - a. Encourage libraries to incorporate evolving information technologies in all aspects of operations and services
 - b. Create continuing education opportunities for the library community regarding emerging technology
 - c. Model understanding and use of technology
 - d. Leverage partnerships to offer services in education, workforce development, and e-government.

- e. Gather baseline information on libraries' use of information technologies
- f. Develop measures of success to demonstrate effective delivery of services to target audience

III. How do Idaho libraries create and promote a vital identity?

External Factors

Stereotypes of libraries and librarians hamper our ability to deliver good library services. We have years of misconceptions to overcome. We want libraries to be recognized as an essential part of education. Increased communication and interaction among all types of libraries is needed to best meet citizens' diverse needs. To most citizens a library is a library is a library. We do not want cookie-cutter libraries. We know communities are different and need different services.

The preferred future vision says that "Idaho libraries in 2020 are strongly branded, so that when people in Idaho think of libraries they think of dynamic places of passion and opportunity." Without a vital identity, libraries of all types may face disappearance in the future.

Goals:

- A. Libraries flourish as a central place in a learning society.
 - 1. Objective: Develop, coordinate, provide, and support reading and literacy programs and services.
 - a. Coordinate and support Read To Me
 - b. Coordinate and support Let's Talk About It
 - c. Coordinate and support the Talking Book Service
 - 2. Objective: Provide and support access to information.
 - a. Enhance access to information in school libraries
 - b. Demonstrate the role of libraries in the education process
 - c. Identify tools which are economical, easy to learn and use
 - d. Encourage remote access to library services
 - e. Eliminate barriers to library services
 - 3. Objective: Provide professional development opportunities and training in multiple formats.
 - a. Provide training for school librarians
 - b. Create CE opportunities on the "new basics" (merchandising, outreach, customer service, web presence/using technology, needs assessment, marketing segments, communication, collaboration)
- B. The citizens of Idaho identify their libraries as vital.

1. Objective: Raise awareness about libraries.
 - a. Develop statewide marketing campaigns
 - b. Promote marketing at the local library
 - c. Explore new concepts or models of library as THE place
 - d. Recruit library champions on the local and state-wide levels
 - e. Develop a clearinghouse for library success stories
2. Objective: Survey and evaluate library programs and services.
 - a. Collect, publish, and disseminate annual library statistics
 - b. Collect feedback on agency programs and services
 - c. Gather information on what citizens view as vital library services

IV. How do Idaho libraries sustain an infrastructure that provides for services in an atmosphere of innovation and change and the ever present economic challenges?

External Factors

Quality library services are the basis for a good reputation and the foundation for building the services of the future. Library staff and governing boards must deal with the demands of the present so we can position ourselves for the future. To do this successfully, the underlying base of the library organization needs to be strong and healthy.

At the 2020 Vision Think Tank, Gregory Raymond said, “It is important to keep in mind that we need to look at both continuity and change. When people examine the future we tend to look around the corner and emphasize what will be different. But in fact not everything changes.” The challenge is in making sure the continuity provides us something strong upon which to build the future. There needs to be more than a tolerance for change. Failure to anticipate and embrace change will weaken current services and doom those of the future.

Goals:

- A. Libraries thrive in an environment that encourages innovation, risk, and change.
1. Objective: Utilize members of the library community to develop statewide programs and services.
 - a. Coordinate and support agency advisory groups
 2. Objective: Encourage libraries to develop and deliver innovative programs or services.
 - a. Provide funding and opportunities through state-administered grant programs

3. Objective: Advance library development through ICfL staff endeavors.
 - a. Provide a leadership role in the community
 - b. Manage agency services in compliance with state and federal regulations
 - c. Implement and support ICfL's projects, activities, and tasks
- B. Libraries' infrastructures empower service development and delivery.
1. Objective: Maintain, revise, and develop opportunities for basic services.
 - a. Provide training on flexible models of organization and management
 - b. Develop criteria for centralizing services
 - c. Continue training in basic library skills
 2. Objective: Provide training for statewide programs and services.
 - a. Offer ongoing training for agency services
 3. Objective: Promote and encourage resource sharing.
 - a. Raise awareness of resource sharing opportunities
 - b. Increase participation in resource sharing activities
 - c. Expand resource sharing beyond books and traditional materials
 4. Objective: Promote and encourage access to information and library services.
 - a. Coordinate and support Libraries Linking Idaho (LiLI)
 - b. Provide information on evolving ways to promote library services
 - c. Model a high quality digital ICfL presence
 5. Objective: Coordinate and support initiatives that improve library services.
 - a. Coordinate and support the Library Law Task Force
 - b. Coordinate and support grant or foundation opportunities
 - c. Promote stable and sufficient funding
 6. Objective: Hone and vitalize library organizational structure.
 - a. Visit and talk with librarians and trustees at the local level about effective organizational structures

- C. Leaders inspire passionate commitment to libraries.
1. Objective: Promote and support outreach projects that encourage partnerships.
 - a. Coordinate the Talking Book Service outreach
 - b. Coordinate Read To Me outreach
 - c. Coordinate Transforming Life After 50 outreach
 2. Objective: Encourage staff to serve on library association and community boards and committees.
 - a. Model involvement in professional and community organizations
 - b. Encourage libraries to allow staff participation in professional and community activities
 3. Objective: Identify and make available leadership training opportunities.
 - a. Promote leadership training opportunities
 - b. Facilitate participation in leadership training events
 4. Objective: Raise awareness of libraries with opinion leaders.
 - a. Communicate with legislators
 - b. Identify and utilize library champions
 - c. Promote partnerships and collaboration
 5. Objective: Promote and present library programs and services.
 - a. Speak with non-library groups
 - b. Present to state and national library groups

Program Information

Program action and work plans along with program information that support the strategic plan can be found through the following links:

- Broadband Grant Program
<http://libraries.idaho.gov/page/broadband-grant-program>
- Continuing Library Education
<http://libraries.idaho.gov/landing/continuing-education>
- E-branch in a Box
<http://libraries.idaho.gov/e-branch>
- Let's Talk About It (LTAI)
<http://libraries.idaho.gov/landing/lets-talk-about-it>

- ❑ Libraries Linking Idaho (LiLI)
<http://libraries.idaho.gov/landing/lili-libraries-linking-idaho>
- ❑ Library Services and Technology Act (LSTA)
<http://libraries.idaho.gov/page/library-services-technology>
<http://libraries.idaho.gov/doc/idaho-state-plan-fy2008-2012>
- ❑ Read to Me program (RTM)
<http://libraries.idaho.gov/landing/read-to-me>
- ❑ School Libraries
<http://libraries.idaho.gov/landing/school-libraries>
- ❑ [Stacks] (Idaho Digital Publications)
<http://libraries.idaho.gov/landing/stacks>
- ❑ Statistics
<http://libraries.idaho.gov/landing/idaho-public-library-statistics>
- ❑ Talking Book Service (TBS)
<http://libraries.idaho.gov/landing/talking-book-service>

Measuring Success and Effectiveness:

ICFL will judge success and progress towards the goals by tracking the following:

- LiLI Databases Sessions
- LiLI Databases Searches
- LearningExpress Library Site Visits
- LearningExpress Library Learning Resources
- Talking Book Service Patrons
- Talking Book Service Circulations
- Attendance at Public Libraries
- Continuing Library Education
 - Events Sponsored/Participants
- E-Course Completions

Performance Measures with Benchmarks:

1. % increase in interlibrary loans through LiLI Unlimited (to/from)

Benchmark: 2% annual increase

Explanation: Expectations are based upon the increase in Idaho libraries' interlibrary loan statistics.

Baseline: 98,921 interlibrary loans through LiLI Unlimited for July 2005-June 2006 (FY06), the first complete fiscal year of the program.

2. % increase in LiLI Unlimited participating libraries

Benchmark: 0% annual increase

Explanation: Beginning with the FY10 report, the benchmark has been adjusted to a maintenance level for LiLI Unlimited membership due to the economic turndown.

Baseline: 220 libraries as of June 30, 2009 (FY09).

3. % increase in registrations at summer reading programs

Benchmark: 5% annual increase

Explanation: This benchmark has been reduced from 10% to 5% beginning with FY11 to reflect reasonable expectations of the staffing capabilities at the local public libraries.

Baseline: 27,632 registrations for the summer of 2004.

4. % of participants who indicate they have made changes in their library procedures or services as a result of training or continuing education activities

Benchmark: 80% or higher/year

Explanation: A measure of the effectiveness of training and continuing education activities is the percentage of participants who put the content into practice.

5. Value of the LiLI Database licenses if purchased individually by all libraries compared to actual cost

Benchmark: $V > A$

Explanation: To remain a viable service, the value (V) of the database licenses if purchased individually by all libraries needs to be greater than the actual cost (A). LiLI-D contract runs January-December.

Approved: June 03, 2011 by the Board of Library Commissioners