



Strategic Plan 2017-2020

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 Commission'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 residents. For a comprehensive picture of the ICfL and its projects, programs, and services, please see our website at <http://libraries.idaho.gov/>.

The following plan outlines the greatest flexibility to manage and maintain current programs and, at the same time, strategically positions the Commission to take advantage of opportunities that might appear. All 21st century libraries must build on the proven track records of their past support of their unique communities and rise to the new challenges and opportunities of the digital age. The skills* required by individuals are tools needed to succeed in an information based economy, to create economically viable communities, and to promote healthy civic engagement. This plan declares ICfL's goals to support current and traditional services important to the people of Idaho while keeping an eye on future trends to enhance information access and services in the 21st Century.

(*The 21st century skills are defined by The Partnership for 21st Century Skills as learning [critical thinking, creative thinking, collaborating, and communicating], literacy [information, media, and technology], and life skills [flexibility, initiative, social skills, productivity and leadership]. <https://k12.thoughtfullearning.com/FAQ/what-are-21st-century-skills>)

Purpose:

The basic purpose of this strategic plan is to

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

Planning and Needs Assessment Process:

The strategic plan is reviewed by the Management Team, staff, and the Board of Commissioners as part of the annual state budgeting process as well as each individual's employee performance review.

In order to develop a new 2013-2017 five-year plan as part of our compliance for receiving federal funds, the Idaho Commission for Libraries embarked upon an extensive needs assessment process. Major changes to ICfL's plan began with the results of the 2006 futuring process which gathered the library community in a unique "Think Tank" to consider the future of Idaho libraries. Although ten years have passed since the crafting of the 2020 Vision, its significance is relevant and along with the strategies produced from this process still influence library development in Idaho. Dr. Gregory Raymond, Boise State University professor, reminded library leaders that "we need to look at both continuity and change." Honoring the past while focusing on the future has helped to provide perspective on what strides have been made along with what still remains to be done. Over the years, the comparison of the strategic issues facing libraries shows that while many things have changed rapidly, some basic needs are challenges still begging to be addressed.

*"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."
-Dr. Gregory Raymond*

With its ongoing history of collaborative planning, the Commission's foremost source of information about the needs for information and library services for the citizens of Idaho continues to be the Idaho library community. Regular meetings with the advisory groups and other representative task forces provide input and feedback on statewide programs, initiatives, and the challenges to library development and services. The Commission development staff has ongoing interaction with library directors, staff, and governing boards during site visits, educational sessions, and regional or consortia meetings. This informal input and feedback continues to be integrated into our discussions and planning.

As a part of the formal assessment process for the Commission's revised federal plan, needs assessment activities were conducted with all advisory groups, library development staff, and the ICfL Board of Commissioners. As a result of the assessment process, the following three themes became apparent needs in Idaho:

- access to information and services,
- literacy and education, and
- libraries as community anchors.

The Commission recognizes that these areas of need shape the strategic issues which must be addressed for Idaho in the years to come. The strategic issues are:

1. What can the Idaho Commission for Libraries do to help Idaho's libraries not only sustain but also equitably and conveniently increase public access to information and library services?

2. How will the Idaho Commission for Libraries assist libraries to provide Idahoans with equitable access to literacy and learning opportunities in order to be successful in all of life's endeavors?
3. How can the Idaho Commission for Libraries assist all libraries to become valued community anchors within their unique environments?

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 communities...

Agency Vision:

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

Values:

Library Ideals: We believe libraries exist for the public good. They are essential for an informed and literate 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, and Development
Communication	Grants	

Strategic Priorities:

Most recently the Commission began investigating more fully an ongoing strategy to help change the conversation about Idaho libraries – from a nostalgic character in our past to essential players in our state’s future. We want to help focus the library community’s collective outreach to key policy and decision makers about how libraries uniquely contribute to society in the digital age. By concentrating on this evolving role of libraries, strategic priority areas have been identified. The Commission’s library planning and development efforts will take these following strategic priorities into consideration.

- Broadband Access
- Education & Lifelong Learning
 - Early Literacy
 - College & Career Ready
 - Mid-Life and Older Adults
- Economic Development, Workforce Development, and Empowerment
- Community Engagement & Sustainability
- Privacy & Security
- Consumer Health & Welfare
- National Digital Infrastructure
- Public Library Funding
- School Library Services

STRATEGIC ISSUE: ACCESS

- I. What can the Idaho Commission for Libraries do to help Idaho's libraries not only sustain but also increase equitable and convenient public access to information and library services?

External Factors:

The libraries' role as providers of equitable access to information is even more critical in today's environment. With new technologies changing the ways people access and use information in this knowledge driven economy, libraries are logical participants. While libraries have not always been in a leadership position, they have a long tradition of providing open access to information. Today it is even more important that libraries continue in this tradition with diligence focused on the equitable and convenient provision of this all-important commodity: information.

If information becomes available only in certain areas or only to those who can afford it, not only are libraries at risk but also our economy and the basic foundations of our democracy as well as each individual's quality of life.

GOAL #1:

Awareness and understanding of the disparate ways information is accessed and processed create useful and valued library services.

OBJECTIVE:

1. Provide, support, promote, and encourage access to information and library services.

ACTIVITIES WITH TARGETS:

- a. Coordinate, support, and promote Libraries Linking Idaho (LiLI). *Ongoing and with quarterly meetings of the LiLI Steering Committee*
- b. Provide information about current and emerging resource sharing methods and opportunities. *Ongoing*
- c. Encourage use of current and new technologies to support access to information and services. *Ongoing*
- d. Provide consulting, classes, and support for the use of electronic information resources. *Ongoing*

Output Targets:

- Maintain the number of libraries participating in LiLI Unlimited
- Increase the number of interlibrary loans through LiLI Unlimited (to/from) by 2% annually.
- Increase the number of logons/sessions to the LiLI databases by 2% annually.
- 75% of public libraries maintain a web presence as defined in LSTA Eligibility Requirements.
- Develop just-in-time training for LiLI.org tools.
- Maintain an average of at least 10 attendees at each instructional event.

Outcome Targets:

- At the end of an instructional event, 80% of attendees surveyed will indicate their skills and knowledge level is at 4 or 5 with 1 being low and 5 being high.
- 75% of attendees surveyed will indicate they have made changes in their library procedures or services as a result of participating in teleconferences, classes, CE mini-

grant activities, or other types of instructional activities when measured 6 weeks to 6 months after the event.

- 80% of surveyed end users/library staff will indicate the LiLI databases have helped them to meet their information needs. (*biannual*)
- 90% of LiLI Steering Committee members surveyed will feel they have positively contributed to the development of statewide programs and services.

OBJECTIVE:

2. Develop, coordinate, and provide instructional programs, services and educational classes for library staff and trustees.

ACTIVITIES WITH TARGETS:

- a. Provide grants for individuals and/or groups. *Ongoing*
- b. Offer consulting and instructional classes in the development and improvement of library services. *Ongoing*
- c. Offer formal and informal classes for ICfL services. *Ongoing*

Output Targets:

- Maintain an average of 500 e-course completions per year.
- Maintain an average of 50 face-to-face and/or virtual instructional events per year.
- Provide one blended learning opportunity per year.
- Maintain an average of at least 10 attendees at each instructional event.

Outcome Targets:

- At the end of an instructional event, 80% of attendees surveyed will indicate their skills and knowledge level is at 4 or 5 with 1 being low and 5 being high.
- 75% of attendees surveyed will indicate they have made changes in their library procedures or services as a result of participating in teleconferences, classes, CE mini-grant activities, or other types of instructional activities when measured 6 weeks to 6 months after the event.

OBJECTIVE:

3. Develop innovative methods of service delivery.

ACTIVITIES WITH TARGETS:

- a. Coordinate and support Special Projects Library Action Team (SPLAT). *Meets quarterly*
- b. Identify and promote evolving information technologies in all aspects of operations and services. *Ongoing*
- c. Develop and present instructional classes focusing on current trends in delivering information and services. *Ongoing along with annual and regional association conferences*

Output Targets:

- Facilitate a minimum of 4 SPLAT meetings per year.
- Maintain an average of 10 attendees at each class.

- Present at least 1 event per year dealing with current trends in delivering information and services.

Outcome Targets:

- 90% of SPLAT members surveyed will feel they have positively contributed to the development of statewide programs and services.
- At the end of an instructional event, 80% of attendees surveyed will indicate their skills and knowledge level is at 4 or 5 with 1 being low and 5 being high.
- 75% of attendees surveyed will indicate they have made changes in their library procedures or services as a result of participating in teleconferences, classes, CE mini-grant activities, or other types of instructional activities when measured 6 weeks to 6 months after the event.

GOAL #2:

Libraries reach out to all segments of Idaho's populations.

OBJECTIVE:

1. Develop, coordinate, provide, and support programs and services to meet the needs of different target populations.

ACTIVITIES WITH TARGETS:

- a. Provide Talking Book Service (TBS) programs and services. *Ongoing*
- b. Coordinate outreach for TBS. *Ongoing with quarterly advisory committee meetings*
- c. Promote new formats for TBS. *Ongoing*
- d. Provide consulting, training, and support in designing and providing services that eliminate access barriers for special population groups such as job seekers, veterans, over 50, etc. *Annually/Ongoing*

Output Targets:

- Increase the number of new TBS patrons by 2% annually.
- Increase the number of TBS patrons using their local public libraries by 5% biannually.
- Conduct an outside evaluation of the TBS program by 2017.
- Maintain an average of 10 individuals at instructional activities.

Outcome Targets:

- Increase public library referrals of TBS activities by 2% annually.
- Increase the active users of BARD (on-line database) by 2% annually.
- At the end of an instructional event, 80% of respondents surveyed will indicate their skills and knowledge level is at 4 or 5 with 1 being low and 5 being high.
- 75% of attendees surveyed will indicate they have made changes in their library procedures or services as a result of participating in instructional opportunities when measured 6 weeks to 6 months after the event.
- 80% of respondents surveyed will feel their project partnerships have been successful.

STRATEGIC ISSUE: LITERACY

- II. How will the Idaho Commission for Libraries assist libraries to provide Idahoans with equitable access to literacy and education opportunities in order to be successful in all of life's endeavors?

External Factors:

In a society built upon knowledge and flooded with a staggering amount of information, an individual's literacy, which is the ability not merely to read and write but also to understand and use language, determines the quality of life and ultimately society's well-being. Libraries have always been a part of the learning experience. Traditionally, public libraries fulfilled the informal learning role in an individual's life, while academic and school libraries were at the heart of the formal learning communities. Because of the link between reading and libraries, issues of literacy naturally find support in library classes, programming and services.

While libraries enjoy a beloved history associated with books and the love of reading, this history carries with it greater than ever responsibilities. Without libraries taking advantage of their rich resources to contribute toward the improvement of literacy issues at all levels of society, the challenges and deficiencies will only grow.

GOAL #1:

Libraries flourish as a central place in a learning society.

OBJECTIVE:

1. Develop, coordinate, provide, and support reading and literacy programs and services.

ACTIVITIES WITH TARGETS:

- a. Promote literacy instructional classes. *Ongoing*
- b. Coordinate and support early literacy programs. *Annually/Ongoing*
- c. Conduct early literacy instructional classes. *Annually*
- d. Coordinate and support summer reading programs. *Annually/Ongoing*
- e. Provide programs that foster college and career readiness and 21st Century skills. *Annually/Ongoing*
- f. Demonstrate the role of libraries in the education process. *Ongoing*
- g. Promote the role of the teacher-librarian. *Ongoing*
- h. Leverage state and/or federal funding for additional program support. *Ongoing*

Output Targets:

- Provide annual early literacy instructional classes for librarians and partners.
- 12 times per year, publish email newsletter for improving services to children and young adults.
- Increase the number of children/families served through Read to Me outreach programs by 3% annually.
- Increase the number of children participating in Summer Reading programs by 3% annually.
- Increase the number of new libraries participating in Read to Me outreach programs annually.
- Increase the number of new libraries participating in Summer Reading outreach programs annually.
- Establish process to address college and career readiness by fall 2016/spring 2017.

- Include the importance of 21st Century Skills in at least two workshops conducted each year.

Outcome Targets:

- In annual Read to Me project evaluations, 85% of participating parents and caregivers will indicate positive changes in early literacy knowledge and behaviors.
- At the end of Read to Me instructional classes, 80% of attendees surveyed will indicate their skills and knowledge level is at a 4 or 5 with 1 being low and 5 being high.
- Annually, 80% of librarians participating in Read to Me outreach programs will indicate an improvement in their capacity to better serve families and children.
- Annually, 80% of librarians participating in Summer Reading outreach programs will indicate an improvement in their capacity to better serve children and young adults.
- By 2017, 75% of program respondents will indicate they have developed programs/services to address college and career readiness.
- 75% of attendees surveyed will indicate they have made changes in their library procedures or services as a result of participating in instructional opportunities when measured 6 weeks to 6 months after the event.

STRATEGIC ISSUE: COMMUNITY ANCHOR

III. How can the Idaho Commission for Libraries assist all libraries to become valued community anchors within their unique communities?

External Factors:

The concept of a library as a valued community anchor fits perfectly with the 2020 Vision developed by and for all libraries in the state. In this vision, any type of library, academic, school, or public, has been designated as the nexus of the community. It is envisioned as the center, something vibrant in its unique community.

The idea of a community anchor carries with it the concepts of economic vitality, civic engagement, and cultural opportunities. Retaining the history and heritage of a community was an important issue in the futures conference where the 2020 Vision was developed. With the recent Idaho 150th territorial commemoration activities, history, heritage, and culture remain important factors.

A place for people to gather, but more importantly to connect, was a recurring theme in the needs assessment activities conducted with ICfL's advisory groups. To accomplish this, all libraries should be connected to the needs and opportunities of their respective communities.

The Commission's national broadband grant project, online @ your library, as well as national trends show the important contributions libraries can make to a community's well-being. Libraries concerned about their own sustainability can help themselves by working with and supporting other organizations and agencies for sustainable local communities. Through the ICfL's broadband initiative, the Idaho Department of Labor (DOL) staff discovered that the over 140 public library outlets throughout Idaho provided them with much greater access to and contact with their clients than the state's 25 DOL outlets.

Another need, which is coupled with the need to access agencies like DOL, is the ability to function in the digital world. Digital literacy, defined as learning about technology and most importantly being able to use technology, is a needed 21st Century skill. With online job applications and government forms, basic computer skills are essential.

While the community anchor concept is generally applied to public libraries, the idea of each library being a valuable contributor within its community is universal to all types of libraries. Without this concept, the resources and potential of library services are wasted and libraries are in jeopardy of becoming obsolete.

GOAL #1:

The citizens of Idaho identify their libraries as vital.

OBJECTIVE:

1. Raise awareness about library services and programs.

ACTIVITIES WITH TARGETS:

- a. Advance libraries as community anchor institutions. *Ongoing*
- b. Expand and support digital literacy instruction started with the broadband opportunity. *Ongoing*
- c. Coordinate and support development of public and private partnerships. *Ongoing*
- d. Teach library staff and public library trustees how to promote their local libraries' services and programs. *Ongoing*
- e. Develop and implement instructional opportunities and programs to foster leadership within the library community. *Ongoing*
- f. Develop a clearinghouse for library success stories. *By 2016; ongoing*

Output Targets:

- Maintain an average of 10 attendees at each instructional activity.
- Conduct four digital literacy instructional events each year.
- Conduct one instructional opportunity per year which maintains and expands partnerships started with the broadband opportunities that enhance workforce development.
- Collect and post library and partnership success stories.
- Publish trustee newsletter quarterly.

Outcome Targets:

- At the end of an instructional event, 80% of respondents surveyed will indicate their skills and knowledge level is at 4 or 5 with 1 being low and 5 being high.
- 75% of attendees surveyed will indicate they have made changes in their library procedures or services as a result of participating in instructional opportunities when measured 6 weeks to 6 months after the event.
- 80% of program respondents will feel their project partnerships have been successful.

Goal #2:

ICfL's public stewardship empowers service development and delivery and inspires a passionate commitment to libraries.

OBJECTIVE:

1. Support effective and efficient activities necessary to administer funds allocated to the Idaho Commission for Libraries.

ACTIVITIES WITH TARGETS:

- a. Administer grant funds for projects and services to carry out funding source priorities. *Ongoing*
- b. Conduct periodic needs assessments and collect, analyze, and disseminate relevant statistical and baseline data on Idaho libraries and their services in the areas of funding priorities. *Ongoing*

Output Targets:

- Provide information regarding programs and services in quarterly newsletters and on website.
- Meet reporting requirements in a timely manner.

OBJECTIVE:

2. Encourage libraries to develop and deliver innovative programs or services based upon community needs and priorities.

ACTIVITIES WITH TARGETS:

- a. Utilize members of the library community to develop statewide programs and services. *Annually/Quarterly/Ongoing*
- b. Provide opportunities for ICfL staff to learn and use changing technologies. *Ongoing*
- c. Promote events that help to keep the Idaho library community engaged with emerging trends relevant to library services. *Ongoing*

Output Targets:

- Conduct 12 library advisory group meetings per year.
- Develop one program annually on emerging trends.

Outcome Target:

- 90% of library advisory group members surveyed will feel they have positively contributed to the development of statewide programs and services.
- At the end of an instructional event, 80% of respondents surveyed will indicate their skills and knowledge level is at 4 or 5 with 1 being low and 5 being high.
- 75% of attendees surveyed will indicate they have made changes in their library procedures or services as a result of participating in instructional opportunities when measured 6 weeks to 6 months after the event.

OBJECTIVE:

3. Survey and evaluate library programs and services.

ACTIVITIES WITH TARGETS:

- a. Collect, publish, and disseminate annual library statistics. *Annually for public libraries*
- b. Collect and disseminate feedback on agency programs and services. *Ongoing – tied to every instructional event and program*

Output Targets:

- Preliminary public library data will be available by May of each year.
- 95% of public libraries will submit their data for inclusion in the annual statistical report.
- Develop one data product or application per year.
- Provide at least one opportunity for the library community members to learn current library research methods and statistical data usage.

Outcome Targets:

- Annual averages indicate that programs and services meet or exceed projected outputs and/or outcomes.
- At the end of an instructional event, 80% of respondents surveyed will indicate their skills and knowledge level is at 4 or 5 with 1 being low and 5 being high.
- Five-year evaluation finds that overall, ICfL met LSTA purposes, outputs, and outcomes as outlined in the 2013-2017 plan.

Program Information:

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

- ❑ Continuing Library Education
<http://libraries.idaho.gov/ContinuingEducation>
- ❑ 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/icfl-funding-libraries>
<http://libraries.idaho.gov/files/2013-2017LSTAPLan20120612Mhoo.pdf>
- ❑ 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 children participating in library summer reading programs

Benchmark: 3% annual increase

Explanation: This benchmark has been reduced from 5% to 3% beginning with FY14 to reflect reasonable expectations of the staffing capabilities at the local public libraries.

Baseline: 27,632 children participated during 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: 75% 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 BY THE BOARD OF COMMISSIONERS AT THEIR July 15, 2015 MEETING)