

**IX. NEW BUSINESS**

**A. FY2014 – 2017 Strategic Plan**

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The strategic plan has been revised based upon the needs assessments conducted for the new Library Services and Technology Act state plan submitted last year. 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 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. 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 21<sup>st</sup> Century.

New in this strategic plan is a goal which specifically addresses ICfL's public stewardship. While the agency has a long history of being good stewards of Idaho's resources, this goal and its objectives provides a means of clearly identifying the roles and activities important to this responsibility.

Our plan is to be submitted to the Division of Financial Management by July 1. The agency profile and FY2013 performance measures report will be submitted along with our FY2015 budget request to DFM in early September.

**Suggested motion:** I move that the vision, values, strategic directions, and goals of the 2014 -2017 strategic plan as described in Board Document 13-36 be approved.

MSC \_\_\_\_\_



## **Strategic Plan 2014-2017 DRAFT**

### **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. 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 21<sup>st</sup> 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 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.

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 seven years ago based upon the results of the 2006 futuring process which gathered the library community in a unique “Think Tank” to consider the future of Idaho libraries. The strategies and 2020 Vision 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, training sessions, and regional or consortia meetings. This informal input and feedback has been 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 clientele.

**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,
Communication	Grants	and Development

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.
2. Develop, coordinate, and provide continuing education and training programs and services for library staff and trustees.
3. Develop innovative methods of service delivery.

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.

STRATEGIC ISSUE: LITERACY

- II. 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?

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 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.

**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 Idaho's 150<sup>th</sup> territorial commemorations underway, 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 143 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 21<sup>st</sup> 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 to the 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.

**Goal #2:**

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

**OBJECTIVE:**

1. Support the activities necessary to administer funds allocated to the Idaho Commission for Libraries.
2. Encourage libraries to develop and deliver innovative programs or services based upon funding priorities.
3. Survey and evaluate library programs and services.

**Program Information:**

Program action and work plans along with program information that supports 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/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/page/library-services-technology>

<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.