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Maine Library Commission Strategic Plan for Maine State Library 2011-2013

Maine Library Commission

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Maine Library Commission Strategic Plan for Maine State Library 2011-2013



Commission Chairs during Planning Period

James Ritter

Beth Edmonds

State Librarian, Linda H. Lord

Overview and History of the Planning Process

The Maine Library Commission has devised a strategic plan for operation of the Maine State Library. This plan, which shall remain in force from 2011 through 2013, is a working document, subject to revision during that period by the Maine Library Commission.

In developing the plan, the Commission has relied heavily upon information provided by the State Librarian, the Maine State Library staff, the regional councils of the Maine Regional Library System, the Maine Library Association, individual librarians, and surveyed patrons. The Commission extends appreciation to each for their collaborative spirit and support.

The first record of the Maine State Library is in a catalog dated 1839. Since its inception the library has grown considerably to meet the needs of its constituents. Today, the State Library is charged with improving *access, delivery, collection materials, and development* pertaining to how Maine's 1.3 million citizens use library resources and facilities for all kinds of purposes — personal, professional, and academic. Maine's library community represents more than 268 public libraries, 755 school libraries, 38 academic libraries and 55 special libraries.

For close to four decades, the Maine State Library was fortunate to have the leadership of State Librarian Gary Nichols. Mr. Nichols' accomplishments as the State Librarian in that period of time shepherded in numerous advancements in Maine's library community such as the regional library system, the Maine School and Library Network and Maine InfoNet. In 1973 under Mr. Nichols' direction, the Maine State Legislature approved the creation of the Maine State Library Commission — a gubernatorial appointed citizen based Commission — "that serves to give advice and make recommendations in regard to the policies and operations..."

Upon Mr. Nichols' retirement in the fall of 2008, the Maine State Library Commission charged itself with establishing a strategically driven plan to help define the future of the Maine State Library. Preceding that process and of vital importance to the State Library, was finding a successor for Mr. Nichols. In late 2009, the Maine State Library Commission was pleased to announce the selection of Linda Lord as State Librarian. Since Oct. 2009 (and during her previous year

in acting capacity) legislation has been passed giving the Maine Library Commission rule making authority and authorizing the State Library to form a Friends of the Maine State Library. We are grateful to the Maine State Legislature for support of this legislation. The State Library has also received a \$1,346,000 Broadband Technology Opportunities Program federal grant for the state's public libraries. Ms. Lord was formerly the Deputy Maine State Librarian and assisted Mr. Nichols for numerous years. With Ms. Lord in her new official capacity the time was right to develop a strategic plan.

The first step the Commission took was to create three committees to look at how the State Library serves three distinct groups of constituents — Libraries, State Agencies, and Citizens. These committees were made up of Commission members, State Library staff, and individuals from the community. The output from these groups led to numerous observations regarding both the “what” and the “how” the State Library was offering its community. Among some of the most notable observations, in broad general terms, were: resource availability (lack thereof and/or reallocation possibilities), ongoing development and advocacy for libraries, how the State Library serves other governmental agencies, and how the state library can broaden access to library services. In sum, while the Commission had not identified these terms at this stage in the process, the roots of the broad strategic areas of focus (access, delivery, collection resources, and development) began to take form.

As the Commission's work continued, the services of Jane Haskell and Jon Prichard, planning specialists for the University of Maine Cooperative Extension Service, were engaged to help facilitate the planning process. Initially, contributors to the plan were the Maine State Librarian (and staff through Ms. Lord's input), and members of the Maine State Library Commission. All planning sessions were made available to the public.

The premier meeting held on April 2, 2010 at the Blaine House, focused first on expectations and working agreements. The facilitators guided participants through a variety of activities to direct attention on shared definitions designed to help develop both a mission and a vision statement. A subsequent meeting on April 27 at the Hutchinson Center in Belfast resulted in identifying high-level areas of strategic focus. These areas were subsequently broken down into problem statements which could be translated into goals. The goals were

further refined at a planning session on June 8, at the Hutchinson Center in Belfast.

The tenets of this strategic plan are divided into the following sections: Vision Statement, Mission Statement, Goals, and Objectives. The four overarching goals rise from a process that identified strategic areas of focus, i.e., **access to library services, delivery of library services, support of collection resources, and development of libraries.**

The goals that follow from these strategic areas of focus have been designed to enable the Maine State Library to continue its mission with a clear understanding of its vision.

The State Librarian, in consultation with the staff of the Maine State Library, has developed specific measurable objectives that will move the Maine State Library toward accomplishment of the stated goals. The Commission views this plan as a 'living' plan—that will be used to keep the State Library moving forward for the benefit of its numerous constituents. Not only will this plan be used to guide the State Library now and over the next few years, but will also be used as a tool to provide direction for the State Library in the future.

A Commitment to Maine Who We Serve – Who We Are

Through this process, the Maine State Library identified its constituents while also defining its Core Services. As a result, the State Library is committed to:

Federal Interaction/Government Conduit: serving in a capacity to be a government 'conduit' by interacting with Federal agencies and the Maine State Legislature (i.e. LSTA Funds, BTOP Grant, etc.)

Services to Other Libraries: serving libraries of all types—and therefore Maine's citizens via libraries

Services to State Agencies: serving state agencies to help disseminate valuable information via the library system and to provide resources to state agencies

Services to the Public: serving citizens directly through specific offerings—such as Talking Books (books for the visually impaired)

This focus on serving our constituents will ensure that the State Library directs its resources and efforts for the benefit of Maine and its people.

The success of the State Library is dependent upon its staff — people who have a deep commitment to libraries — and Maine — a staff that, through their efforts to make the library more successful, will help make the Maine library system a model for the nation.

The Maine State Library employs 46.5 people who call Maine home. They are led by State Librarian Linda Lord, a life-long Maine resident who currently resides in Brooks, ME.

The Maine State Library Commission is a 17-member board appointed by the Governor, is broadly representative of the state's library community. Its charge is "... to give advice and make recommendations in regard to the policies and operations of the Maine State Library and the State's library program..." At the time of this publication, the current members of the Maine State Library Commission are: Debe Averill, Charles Campo, Beth Edmonds, Inese Gruber, Moorehead Kennedy, Molly Larson, Barbara McDade, Steve Podgajny, James Ritter, Joyce Rumery, and Arthur Turley.

“Nothing stops an organization faster than people who believe that the way you worked yesterday is the best way to work tomorrow.”

- Jon Madonna

Clearly stated vision and mission statements were the first items to be finalized during this process. From these statements all other strategic planning work was developed.

These statements reflect the future direction of the Maine State Library.

Vision Statement

The Maine State Library contributes to the prosperity of the state and the quality of life of its people through access to knowledge, ideas and inspiration.

Mission Statement

The Maine State Library will advance and promote library services and collection resources for all of Maine.

The Goals for the Maine State Library were developed after identifying a number of concise “problem statements”— areas that needed specific attention in order to move the library effectively into the future.

Once specific areas of attention were identified, specific goals were written so the Commission could provide clear strategic direction to the State Librarian, who in collaboration with the MSL staff will set forth specific and measurable objectives to meet the goals set forth.

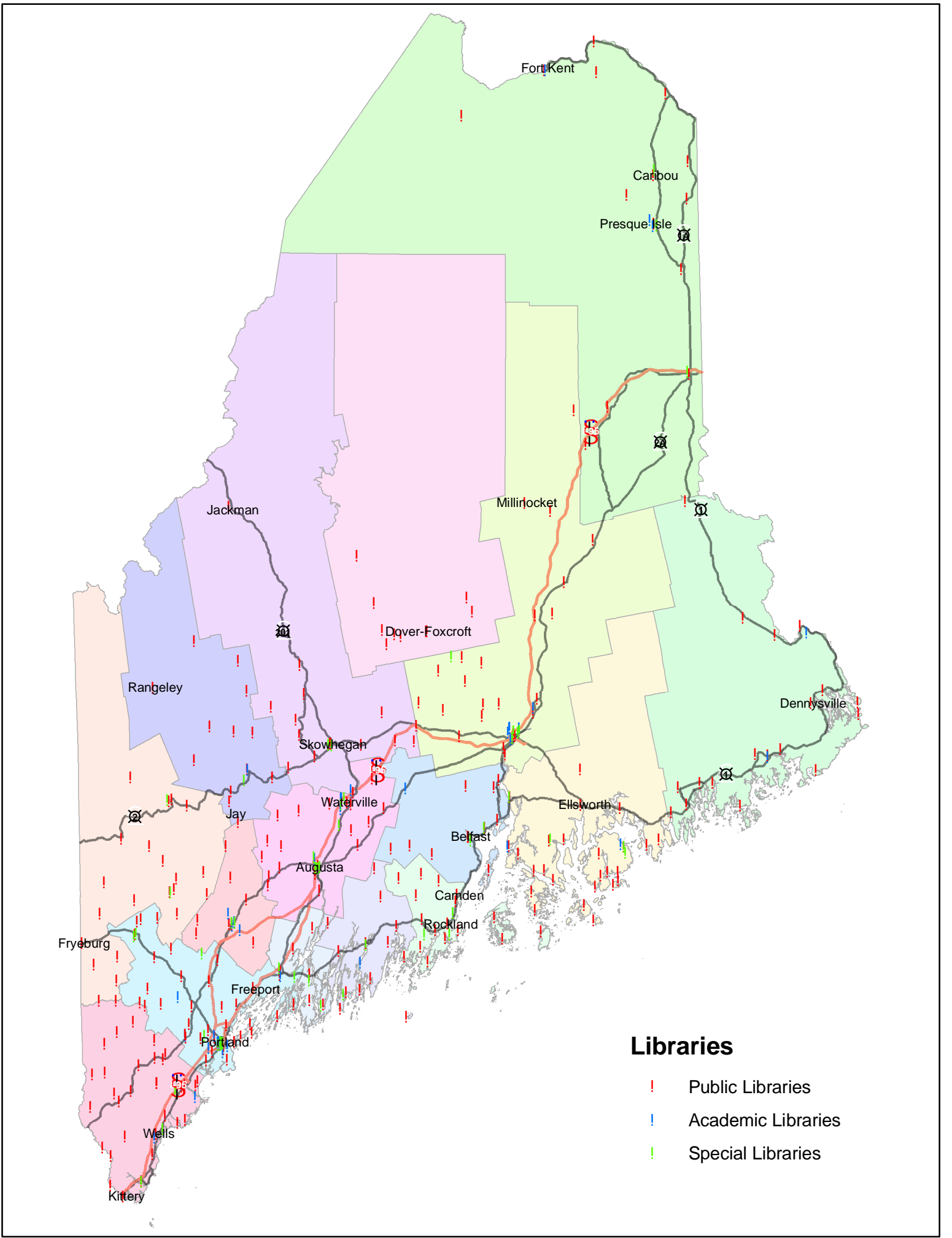
Goals

- Align State Library resources to maximize output to core service areas.
- Strengthen the relationship between the Maine State Library and the Maine Department of Education in order to better serve the K-12 population of Maine through its school libraries.
- Advocate for libraries within the state of Maine.
- Establish continuing education plan/programs for Maine State Library staff development.
- Improve library services throughout the state by identifying and defining minimum standards.

The following Objectives were developed by the Maine State Library staff. Focus and attention to these objectives will allow for quantifiable and objective-based review of accomplishments and results, thus enabling fine tuning of future objectives and priorities.

***“Discipline is the bridge between goals
and accomplishment”***

- Jim Rohn



Libraries

- ! Public Libraries
- ! Academic Libraries
- ! Special Libraries

Maine State Library

Goal 1: Align State Library resources to maximize output to core service areas.

Objective 1: To optimize library and information services for all Maine citizens through communication with agencies and organizations at the state and federal level.

| Action Steps | Core Service Areas | Responsible | Timeline | Measurement |
|---|-------------------------------------|---|----------|-------------|
| 1. Monitor and communicate to stakeholders all state and federal legislation related to libraries and information technology. | Citizens, State Agencies, Libraries | State Librarian | Ongoing | |
| 2. Maintain communication with federal agencies (e.g. Institute of Museum and Library Services, National Library Service for the Blind and Physically Handicapped, Federal Communications Commission, National Telecommunications Information Administration) to ensure Maine's participation in all applicable federal funding programs. | Citizens, State Agencies, Libraries | State Librarian, Director of Library Development, Director of Outreach Services | Ongoing | |
| 3. Communicate as required with the Joint Legislative Committee on Education and Cultural Services. | Citizens and Libraries | State Librarian | Ongoing | |
| 4. Participate in the Cultural Affairs Council to maximize efficiency and share resources. | Citizens, State Agencies, Libraries | State Librarian | Ongoing | |
| 5. Communicate with Maine Congressional delegation regarding issues of concern to libraries and library services. | Citizens and Libraries | State Librarian | Ongoing | |

| | | | | |
|---|------------------|--|----------------|--|
| <p>6. Communicate with professional organizations (e.g. American Library Association, American Association of School Librarians, Maine Library Association, and Maine Association of School Libraries).</p> | <p>Libraries</p> | <p>State Librarian, Director of Library Development, Department of Education Liaison</p> | <p>Ongoing</p> | |
|---|------------------|--|----------------|--|

Maine State Library

Goal 1: Align State Library resources to maximize output to core service areas.

Objective 2: To optimize library and information services to all Maine citizens through resource sharing.

| Action Steps | Core Service Area | Responsible | Timeline | Measurement |
|---|-------------------------------------|--|---------------------|-------------|
| 1. Facilitate Interlibrary Loan by securing state-supported funding for at least once per week van delivery services to all libraries. | Citizens and Libraries | State Librarian, Maine Library Commission, All Libraries, Legislature | End of FY 2011 | |
| 2. Continue and expand support for NetworkMaine for those libraries meeting the responsibilities defined by Maine Library Commission Rule Making. | Citizens and Libraries | State Librarian, Director of Library Development, University of Maine, Maine InfoNet | Ongoing | |
| 3. Develop a unified online catalog. | Citizens and Libraries | Maine InfoNet | FY 2014 | |
| 4. Expand staff and financial support for Maine InfoNet. | Citizens and Libraries | Maine Library Commission, Exec. Dir. and Board of Maine InfoNet | FY 2011 and ongoing | |
| 5. Investigate the feasibility of state-wide borrowing privileges for Maine residents. | Citizens and Libraries | Maine Library Commission | By FY 2012 | |
| 6. Digitize state government documents, vertical file materials and genealogy materials housed at MSL. | Citizens, State Agencies, Libraries | State Librarian, Director of Reader and Information Services | FY 2011 - FY 2014 | |

| | | | | |
|--|-------------------------------------|--|---|--|
| 7. Study the current status of Area Reference and Resource Centers including reference call service, Interlibrary Loan, budget, Maine State Library staffing and submit recommendations to the Maine Library Commission. | Citizens and Libraries | ARRC Directors, State Librarians, Maine Library Commission | FY 2011 | |
| 8. Participate in the Institute of Museum and Library Services, Print Collection Development Grant. | Libraries | State Librarian, Director of Reader and Information Services | FY 2011 – FY 2013 | |
| 9. Evaluate current and prospective services to special needs populations to maximize service and efficiency. | Citizens | Coordinator of Outreach Services, Director of Library Development, State Librarian, Maine Library Commission | FY 2012 | |
| 10. Review and update the Maine State Library collection development policy annually. | Citizens, Libraries, State Agencies | Director of Reader and Information Services | Ongoing | |
| 11. Study and evaluate the use of social media in optimizing library and information services to all Maine citizens. | Citizens, Libraries | MSL Web Coordinator, Interim Library Development Director, Director of Reader and Information Services | FY 2011-FY 2012 Twitter Fall 2010 Facebook Jan 2011 | |

Maine State Library

Goal 1: Align State Library resources to maximize output to core service areas.

Objective 3: To optimize library and information services to all Maine citizens by supporting public, school, academic and special libraries.

| Action Steps | Core Service Areas | Responsible | Timeline | Measurement |
|--|------------------------|--|---|-------------|
| 1. Maximize continuing education opportunities for Maine Libraries by utilizing a variety of formats and focusing on best practices. | Libraries and Citizens | Consultants | Ongoing | |
| 2. Broaden the Maine Regional Library System Regional Purchasing Cooperative (SCOOP) by inviting New Hampshire and Vermont to participate. | Libraries | Consultants | FY 2013 | |
| 3. Expand consulting staff to four positions. | Libraries | State Library, Legislature, Maine Library Commission | FY 2012 (Southern Maine Library District) FY 2013 – 4 th position | |
| 4. Investigate and submit recommendations in the geographic designations for district consultants. | Libraries | Maine Library Commission, Consultants | FY 2013 | |
| 5. Initiate new methods of communicating with libraries using emerging technologies. | Libraries | Maine State Library Division Leaders and Consultants | Ongoing Electronic newsletter 2010 | |

Maine State Library

Goal 1: Align State Library resources to maximize output to core service areas.

Objective 4: To maximize information to citizens by collaborating with state agencies.

| Action Steps | Core Services Areas | Responsible | Timeline | Measurement |
|--|----------------------------------|--|---------------------------------|-------------|
| 1. Expand the “about agencies services” section of the Maine State Library web site. | State Agencies | Maine State Library Reference Staff, Maine State Library Web Coordinator | Expanded Nov. 2010 and Ongoing | |
| 2. Survey state agencies regarding the services and collections of the Maine State Library. | State Agencies | Maine State Library Reference Staff | June 2011 | |
| 3. Provide training opportunities to state employees (e.g. One Search and Marvel). | State Agency Employees | Maine State Library Reference Staff | Beginning Feb. 2011 and Ongoing | |
| 4. Investigate real time communication technology directed toward agency ready reference needs. | State Agencies | Maine State Library Reference Staff | By February 2011 | |
| 5. Implement the Public Computing Center Broadband Technology Opportunity Program federal grant. | Public Libraries, State Agencies | Interim Library Development Director, State Librarian, Project Manager (Tilson Government Services); Maine InfoNet | December 1, 2010 – June 1, 2012 | |

| | | | | |
|--|--------------------------------|--|----------------|--|
| <p>6. To organize a financial workshop for teens through Maine's public libraries in conjunction with the Dept. of Professional and Financial Regulation Office of Securities.</p> | <p>Libraries, State Agency</p> | <p>District Consultants</p> | <p>2011</p> | |
| <p>7. To continue work with Maine's Center for Disease Control in providing research help and disseminating information.</p> | <p>State Agency</p> | <p>Maine State Library Head of Reference</p> | <p>Ongoing</p> | |

Maine State Library

Goal 1: Align State Library resources to maximize output to core service areas.

Objective 5: To increase access to state government services to Maine citizens through library resources.

| Action Steps | Core Services Areas | Responsible | Timeline | Measurement |
|--|--|---|-----------------|--------------------|
| 1. Provide a conduit between InforME and Maine Libraries. | Citizens of Maine, State Agencies, Libraries | Maine State Librarian, Director of Reader and Information Services, Reference Staff | Ongoing | |
| 2. Provide training opportunities for using Maine Government online forms. | Citizens, Libraries | Consultants, Reference Staff, Broadband Technology Opportunity Program (BTOP) Libraries and BTOP Educator/Trainer | Ongoing | |
| 3. Disseminate information on using State government resources. | Citizens, State Agencies, Libraries | Consultants, Director of Reader and Information Services, Reference Staff, BTOP Libraries and BTOP Educator/Trainer | Ongoing | |
| 4. Provide prompt, accurate referrals to appropriate government agencies in response to reference questions. | Citizens, State Agencies, Libraries | Reference Staff | Ongoing | |

Maine State Library

Goal 2: Strengthen the relationship between the Maine State Library and the Maine Department of Education in order to better serve the K-12 population of Maine through its school libraries.

Objective: Coordinate increased services to school libraries.

| Action Steps | Core Service Areas | Responsible | Timeline | Measurement |
|--|--|--|--------------------|-------------|
| 1. Meet regularly to coordinate direct services and plan continuing education opportunities. | K-12 Citizens of Maine, School library personnel | Consultants, Department of Education Liaison | Monthly meeting | |
| 2. Use data available from the Department of Education and other resources to create a tool that School Library Media Specialists can use to identify needs and facilitate long-term planning. | K-12 schools | Department of Education Liaison, Consultants | By May 2011 | |
| 3. Plan yearly School Library Media Specialist "Director" Institute. | School Libraries | Department of Education Liaison, Consultants, Maine Library Commission School Library Representative | 2011 and following | |
| 4. Meet semi-annually with the Commissioner of Education. | School Libraries K-12, Citizens | State Librarian, Maine Library Commission Chair | Two times per year | |

Maine State Library

Goal 3: Advocate for libraries within the state of Maine.

Objective: To develop a statewide advocacy plan for all types of libraries.

| Action Steps | Core Service Areas | Responsible | Timeline | Measurement |
|--|---------------------|---|--|-------------|
| 1. Meet with stakeholders to develop an advocacy plan. | Libraries | Maine State Library Staff, Consultants, State Librarian, Maine Library Commission | The first Advocacy Committee meeting was held on Nov. 9, 2010; the second will be held on January 20, 2011. This will be ongoing... | |
| 2. Develop and expand a Friends of the State Library (501C3) to provide advocacy support and financial support to state-wide services, programs and projects carried out - or to be carried out -by the Maine State Library. | Libraries, Citizens | Maine Library Commission, State Librarian, Directors and Officers of the Friends of the Maine State Library | Friends of the Maine State Library Approved by 2d Session of 124th Maine State Legislature. Incorporated with State of Maine - October 2010 Incorporators meeting on Dec. 8, 2010. This will be ongoing. | |

Maine State Library

Goal 4: Establish continuing education plan/programs for Maine State Library staff development.

Objective: To identify and provide opportunities for Maine State Library staff to keep abreast of the changing world of library service.

| Action Steps | Core Service Areas | Responsible | Timeline | Measurement |
|--|--|--|---------------------------|-------------|
| <p>1. Maine State Library (MSL) employees may propose continuing education opportunities to their supervisors that meet the needs of the MSL. Supervisors will then determine the continuing education needs of their staff and coordinate educational opportunities for them.</p> | <p>Libraries, State Agencies, Citizens</p> | <p>Maine State Library supervisors</p> | <p>Begin Jan. 1, 2011</p> | |
| <p>2. Each Maine State Library staff person will complete at least eight hours of continuing education annually.</p> | <p>Libraries, State Agencies, Citizens</p> | <p>Maine State Library supervisors in collaboration with State Librarian</p> | <p>Quarterly/Yearly</p> | |
| <p>3. Continuing education goals will be reflected in employee evaluation documents.</p> | <p>Libraries, State Agencies, Citizens</p> | <p>Maine State Library supervisors</p> | <p>Yearly</p> | |

Maine State Library

Goal 5: Improve library services throughout the state by identifying and defining minimum standards.

Objective: To define minimum standards for public libraries.

| Action Steps | Core Service Areas | Responsible | Timeline | Measurement |
|---|---------------------|---|--|-------------|
| 1. Use rule-making authority to define requirements for annual reporting. | Libraries, Citizens | Maine Library Commission, State Librarian | Dates of current rule-making effort: <ul style="list-style-type: none"> • Date of public notice: Oct. 13, 2010 • Date of Public Hearing: Nov. 1, 2010 • End of Public Comment Period: Nov. 13, 2010 | |
| 2. Continue to use rule-making authority (MRSA Title 27 Section 11212) to codify definitions and requirements for public libraries. | Libraries, Citizens | Maine Library Commission, State Librarian | Ongoing | |