

Lewis & Clark Library System

Plan of Service Fiscal Year 2009-2010

Lewis & Clark Library System: Possibilities

Mission

We advance libraries in successfully serving the evolving needs of their communities.

Introduction

This Plan of Service acts as an annual to-do list for the System staff and board. The Plan is based on the System's long-range plan, discussion with the Librarians Advisory Council, comments from the membership, trend forecasting by the consultants, and the System's anticipated funding. The Plan of Service is envisioned to serve as a mechanism that enables the membership to grow and to assist libraries in better meeting the needs of their communities.

Unless otherwise noted, the following applies:

- The System's services are available to all eligible system members.
- LCLS libraries must be full members to participate in automation, bibliographic access, interlibrary loan, reciprocal access, and delivery. Full and developmental members participate in consulting, continuous learning, and communication.
- Non-member non-LCLS libraries may participate in continuing education and interlibrary loan.
- Compensation from libraries that are not members of an Illinois Library System and other organizations is being pursued during FY2008/2009.
- Libraries in the GateNet consortium (LLSAP) will pay an estimated total of \$577,141.00 in fees.
- The System reserves the right to charge cost-recovery fees.

Trends Expected to Impact Libraries

The following trends are adapted from [The Horizon Report, 2007 edition](http://www.nmc.org/pdf/2007_Horizon_Report.pdf) (http://www.nmc.org/pdf/2007_Horizon_Report.pdf):

- The library environment is ever-changing. Costs are rising, budgets are shrinking, and the demand for both traditional and new services is growing. Libraries face competition from the for-profit sector and the Internet. Patrons increasingly demand instant access to information.
- Globalization is changing the way we work, collaborate, and communicate.
- Information literacy should not be considered a given. “Contrary to the conventional wisdom, the information literacy skills of younger people are not improving. At the same time, in a sea of user-created content, collaborative work, and instant access to information of varying quality, the skills of critical thinking, research, and evaluation are increasingly required to make sense of the world.”
- The public’s expectation of library services is being impacted by continually changing technology.

The trends below summarize the Librarians Advisory Council (LAC) and LCLS Board strategic planning sessions on July 17, 2007:

- Politicians will continue to develop new governmental regulations that libraries must meet, often without additional funding.
- The economic divide continues to widen with the “haves” having more, including expectations, and the “have nots” facing multiple challenges to access needed information and services.
- The area is transitioning from mostly agricultural to more suburban. However, a large portion of the LCLS service area remains rural.
- Rapid population fluctuations put stress on many libraries’ resources.
- Demographic diversity impacts collections, services, programs, etc.
- The tension between those who embrace technological change and those who don’t may begin to weaken, but does continue in the short run to remain strong.

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Expectations

1. Focus on continuous improvement
2. Continually assess trends impacting libraries
3. Identify and implement added value for member libraries
4. Embrace transformation of System and library services
5. Ensure communication
6. Remain agile

Assessment

1. Document results through monthly reporting structures
2. Highlight outcomes over outputs
3. Address tasks in the Annual Plan of Service

GOAL A: Support organizational stewardship and sustainability

STRATEGIES:

1. Invest in the resources necessary to recruit and retain quality employees; update equipment; ensure System staff competence as responsibilities evolve
2. Evaluate programs and services to increase efficiency and effectiveness; assess policies and procedures and revise as appropriate
3. Research, identify, and implement supplemental funding sources for LCLS
4. Identify and implement methods of reducing costs
5. Innovate to proactively manage change

TARGETS AND TASKS

1. Provide staff training
 - a. Develop outcome-based assessment
 - b. Create objectives and measurable outcomes
 - c. Develop and prioritize staff project list
 - d. Provide training on LibraryLearning (L2)
 - e. Develop online instruction with Moodle or other appropriate software
 - f. Market and promote LCLS
 - g. Provide advanced training on Financial Edge accounting software
2. Pursue opportunities to adapt and strengthen the System's infrastructure
 - a. Maintain an equipment upgrade schedule and upgrade equipment
 - i. Replace or deactivate servers
 - b. Develop and maintain a master contract schedule
 - c. Pursue opportunities to revamp the building and grounds using high-energy-efficiency equipment and strategies
 - i. Replace HVAC system
3. Assess System services/programs in comparison to new statewide standards and rules
 - a. Revise System policies and procedures to reflect new standards and rules

4. Pursue and market supplemental funding sources
 - a. Seek sponsors for the item bands
 - b. Recruit sponsors for ads on our Web site
 - c. Seek sponsors for vehicle donation
 - d. Locate subscribers for illinoismap.info
 - e. Seek other opportunities

5. Strengthen and update business office procedures
 - a. Complete the documentation for business office activities
 - b. Implement a reporting system for managing financial projects
 - c. Investigate and consider implementing online bill paying
 - d. Investigate and consider implementing a process to accept credit cards for payment
 - e. Review financial manual

GOAL B: Orient members to new and evolving opportunities and challenges impacting library services

STRATEGIES:

1. Provide relevant consulting to share discoveries and assist members in improving the effectiveness of library services
2. Increase the outreach of consulting
3. Support staff development of libraries through professional development programs and consulting services
4. Provide professional development beyond traditional delivery methods
5. Partner with educational organizations, consortia, and library organizations to enhance professional development opportunities
6. Share new information, ideas, and trends obtained via conferences, training, and the reading of professional and trade literature

TARGETS AND TASKS

1. Regularly post to the Conduit blog concerning new trends, professional development ideas, and other issues impacting library services

2. Identify specific needs of members to proactively deliver timely information
 - a. Share research findings on specific library-related topics with appropriate members
 - b. Assist member library boards/governing bodies with director searches

3. Contact members regularly to touch base, especially those members rarely in contact with LCLS staff
 - a. Continue site visits to members (year two of the three-year cycle)
 - b. Continue the Executive Director's welcome letters to new member librarians
 - c. Visit member boards/governing authorities to convey what services the System provides

- d. Initiate Executive Director phone calls to members: one member daily when in the office.
 - e. Implement e-list management of member contact information
 - f. Continue statistical analysis to determine under-represented members
4. Implement findings and recommendations from the Continuing Education Survey
- a. Host **Library Bus Trip**
 - b. Explore development of online courses
 - c. Explore implementing **CE2Me** project, to provide direct on-demand staff training at member libraries
 - d. Develop core CE classes
 - i. Present core classes internally for development and feedback
 - ii. Develop and implement peer presenter evaluation forms
 - e. Deliver instruction and materials to members unable to attend events
 - f. Extend training on outcome development to members
 - g. Recover actual costs for events with outside presenters

GOAL C: Enhance resource sharing among LCLS members

STRATEGIES:

1. Provide courier services to deliver materials
2. Act as legal authority for the Local Library System Automation Project (LLSAP), known as GateNet
3. Investigate larger units of shared resources

TARGETS AND TASKS

1. Continue seeking efficiencies and best practices about resource sharing
 - a. Encourage growing use of WebJunction Illinois capabilities
 - b. Seek out and promote use of OCLC tutorials on a wide variety of topics relevant to members
 - c. Continue to promote the use of WorldCat.org, where members and patrons can use social networking, list creating, tagging, RSS feeds, and more
2. Continue exploring and developing group discount offers for the members
 - a. Coordinate with Library Partnership Trust whenever possible
 - b. Pursue and update appropriate direct vendor discounts as needed
3. Continue evaluating courier services for efficiency and effectiveness
 - a. Deliver material using USPS as warranted
4. Continue expanding the LLSAP capabilities
 - a. Develop a password-protected area on the Web site to deliver Millennium proprietary content to GateNet members
 - b. Investigate and test a discovery layer for GateNet with possible implementation by others
 - c. Continue efforts to increase LLSAP membership

GOAL D: **Strengthen alliances and partnerships**

STRATEGIES:

1. Encourage member participation in System and statewide initiatives
2. Seek projects and/or funding with regional and/or statewide library implications
3. Pursue appropriate partnerships with non-library organizations to advocate the value of libraries
4. Share resources, expertise, and knowledge among members and with other regional multitype Library Systems
5. Represent the System and members in regional, state, and national library and policy forums

TARGETS AND TASKS

1. Use the Participation Survey results to encourage member participation in applicable projects
2. Develop relationships with legislators that benefit members
 - a. Initiate quarterly meetings between local legislators and Executive Director
 - b. Conduct visits to local legislative offices with member libraries' staff
3. Share LCLS-developed instruction and programs with other Library Systems
4. Widely market findings and recommendations from *Researching Communities to Prepare for the Future* grant project
5. Focus efforts more regionally to develop networks and relationships that benefit member libraries
6. Continue consultant representation in regional, state, and national organizations
7. Encourage member libraries to share expertise in content-specific workshops
8. Continue to promote the Illinois Talking Book and Braille services

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