

White Pine Library Cooperative's Strategic Plan - 2006-2009

White Pine's Shared Vision of Libraries

Library users have 24-hour, 7 day-a-week easy access to information at home, school, or work with fast turnaround on interlibrary lending.

Libraries provide easy access to electronic resources using current technologies and a high-speed telecommunications infrastructure to quickly provide information to their library users.

Library staff, administrators, and trustees are aware of developing technologies, and comfortably use them to create fast, reliable, and efficient libraries, and promote its use by library users.

Regular, ongoing, and progressive learning opportunities for library staff and trustees at all levels help to develop quality services and libraries throughout the region. Library staff possess the skills and abilities necessary to confidently assist users find the things they are looking for.

Well-informed library staff and trustees freely and regularly communicate with local, state, and national policy makers on issues facing libraries in the White Pine region.

Library staffs in the White Pine region freely share their successes and expertise with other library staffs in order to strengthen the quality of library service to a broader area.

The mission of the White Pine Library Cooperative is to coordinate and provide quality cost-effective services that will strengthen member libraries, to assist them in meeting changing patron and community needs.

Values Governing the Mission and Vision Of the White Pine Library Cooperative

Cooperation - All library staffs in the cooperative work together, share information with each other, and help each other. Cooperation on all levels is viewed as extremely important by the membership.

Autonomy - Libraries operate as individual agencies, and it is clearly understood that the cooperative has no jurisdiction over the property or management of its member libraries. The cooperative helps member libraries enhance their individual services.

Mutual Respect - The cooperative and member library staffs respect the individuality of each member library staff's needs, priorities, and opinions.

Voice - Every member library has a voice in the cooperative. Feedback regarding cooperative services programs is encouraged, and member library staffs feel comfortable voicing both their support and/or concerns.

Integrity - The cooperative staff can be trusted to give honest, complete information and advice and to operate consistently in a professional and confidential manner. Member libraries are open and honest with each other.

Inclusiveness - Every member library receives value from the cooperative; it is not necessary for all members to receive identical services or amounts of service.

Professional Growth - The cooperative and member library staffs believe in the value of professional growth and development. Both cooperative and member library staff members constantly expand and improve both professionally and as individuals.

Responsiveness - The cooperative staff is responsive to needs expressed by the member libraries and answers questions and concerns in a timely manner.

Advocacy - The cooperative and member library staffs are active in many areas to promote the cause of libraries as a whole.

Intellectual Freedom – The cooperative and member library staffs recognize the importance of and are active in many areas to promote the cause of intellectual freedom.

Progress - The cooperative and member library staffs strive to keep abreast of technological and social changes in order to provide new and better service.

Fun - The cooperative provides opportunities for member libraries to bring joy to their work and celebrate their achievements and successes with each other.

Goals for Achieving White Pine's Vision Statement

1. **Access** – Assure access to library and information resources within and outside the region using the most effective means for searching, identifying, requesting, and receiving those materials.
2. **Technology Awareness:** Employ extensive use of the Internet for internal and external communications. One of WPLC's primary tasks is keeping members informed about local, regional, statewide, and national topics. E-mail and listservs provide fast and efficient means of alerting member libraries.
3. **Continuing Education** – Develop a progressive, continuous learning program that meets the needs of staff, trustees, and administrators.
4. **Advocacy/Communications** – Inform member libraries of regional, state, and national initiatives/issues, serve as a vehicle for representing those member libraries' collective needs and concerns in those arenas, and promote the accomplishments of those libraries.
5. **Efficient/Effective Cooperative Administration** – Assure that the cooperative is funded well enough to accommodate the design, implementation, and ongoing evaluation of services and programs and that membership is satisfied with the level of service being provided.
6. **State-wide participation** – Coordinates member participation in state-wide activities that are beneficial to services the members provide.

Goal 1: **Access** – Assure access to library and information resources within and outside the region using the most effective means for searching, identifying, requesting, and receiving those materials.

Objectives:

- A. All libraries have their holdings in an updated shared catalog and available on the Internet.
- B. Encourage and maintain linked or shared catalogs to ease the search and identification of resources within the region and state-wide.
- C. Assure that all member libraries and their branches have high-quality, high-speed access to the Internet by October 2007.
- D. Improve the effectiveness and use of the interlibrary lending of materials.
- E. Investigate cooperative-wide purchase of e-books by July 2008.
- F. Investigate cooperative-wide purchase of “downloadable” books July 2008.
- G. Provide bibliographic access through OCLC and other databases as appropriate.

Measurements for this Goal:

Cooperative measures:

- 1. Percent of library holdings in a shared database accessible via the Internet. =100%
- 2. Number of libraries with high-speed access and websites. =41 + branches
- 3. Protocols/procedures for interlibrary loan are monitored and used consistently.
- 4. Interlibrary requests are tracked, reported, and lending/borrowing trends identified monthly.
- 5. Turnaround time for requests is less than 10 working days.
- 6. Investigate cooperative-wide purchase of e-books by July 2008.
- 7. Investigate cooperative-wide purchase of “downloadable” books by September 2008.

Goal 2: Technology Awareness – Identify and explore the use of new technologies to improve effectiveness of library services and staff.

See Technology Plan for complete details. (Appendix A for more details)

White Pine Library Cooperative Technology Plan contains the following elements:

- I. **Access and resource-sharing, including bibliographic access**, using telecommunications and information technology to improve library services delivered by our member libraries.
- II. A **professional development** strategy to ensure that staff knows how to use these new technologies to improve library services.
- III. An **assessment** of the telecommunication services, hardware, software, and other services that are currently available at the cooperative headquarters and from member libraries.
- IV. A **sufficient budget** to acquire and support the elements of the plan; the hardware, software, professional development, and other services that will be needed to implement the strategy.
- V. An **evaluation process** that enables the library to monitor progress toward the specified goals and make mid-course corrections in response to new developments and opportunities as they arise.

Goal 3: Continuing Education – Develop a progressive, continuous learning program that meets the needs of staff, trustees, and administrators.

Objectives:

- A. Create, print, and post a Continuing Education calendar as developed.
- B. Coordinate at least 2 collaborative educational events with other cooperatives or organizations annually.
- C. Explore co-sponsoring a partnership with library schools to offer ALA accredited masters' level courses in the region by January 2006.
- D. Workshops are presented to member library boards for their continuing education needs = at least 3 annually.
- E. At least 8 workshops will be presented annually.
- F. Workshops will offer Continuing Education Units whenever possible.

Measurements for the Continuing Education Goal:

Cooperative Measures:

1. Have two collaborative workshops been presented each year? Yes _____ No _____
2. Has a partnership with library schools to offer ALA accredited masters' level courses in the region by January 2006 been explored? Yes _____ No _____
3. Are at least 3 workshops presented to boards each year? Yes _____ No _____
4. Are at least 8 workshops presented annually Yes _____ No _____
5. Are Continuing Education Units (CEUs) offered whenever possible? Yes _____ No _____
6. Is there an up-to-date CE Calendar? Yes _____ No _____

Goal 4: Advocacy/Communications – Inform member libraries of regional, state, and national initiatives/issues, serve as a vehicle for representing those member libraries' collective needs and concerns in those arenas, and promote the accomplishments of those libraries.

Objectives:

- A. Identify regional, state, and national initiatives that have an impact on the White Pine region and either participate in them or communicate regularly with someone who does. On-going.
- B. Participate in the Public Library Funding Initiative Group as a representative of both the cooperative and the member libraries. On-going.
- C. Participate in the Michigan Library Association as a representative of both the cooperative and the member libraries. On-going.
- D. Publish an online newsletter for library staff and trustees as news is submitted by members.
- E. Develop a cadre of library staff, trustees and friends/citizens willing to advocate on behalf of libraries by July 2006.
- F. Create an advertising/marketing campaign for libraries across the White Pine Library Cooperative region by October 2008.
- G. Provide on-going consulting services to members on library issues and operations.
- H. Develop a way to regularly inform local, state, and federal politicians the developments among the libraries in their cooperative and the issues that those libraries are facing on an ongoing basis.
- I. Talking points are provided as needed for legislative activities. On-going.

Measurements for this Goal:

Cooperative Measures:

- 1. Does the Cooperative staff inform members of state and national initiatives that affect them? Yes _____ No _____
- 2. Is there White Pine Regional representation on statewide committees? Yes _____ No _____
- 3. Does White Pine Library Cooperative staff represent the Cooperative and membership at MLA? Yes _____ No _____

4. Is there a cadre of advocates working on behalf of libraries? Yes _____ No _____
5. Has an advertising/marketing campaign been created for the WPLC Region? Yes _____ No _____
6. Are talking points provided on legislative issues? Yes _____ No _____
7. Is consulting available to member libraries? Yes _____ No _____

Goal 5: Efficient/Effective Cooperative Administration – Assure that the cooperative is funded well enough to accommodate the design, implementation, and ongoing evaluation of services and programs and that membership is satisfied with the level of service being provided.

Objectives:

- A. Annually survey the membership regarding services and programs to determine effectiveness, use, satisfaction, and continued program funding needs. Report the results back to the membership.
- B. Report monthly to the board and for general distribution among the membership.
- C. There is an annual audit reported to the Board.
- D. Annually, track overall and unit costs of programs.
- E. Save libraries money through an ongoing vendor discount directory.
- F. Save libraries money by offering at least one cooperative purchase annually.
- G. Assist in the coordination of hiring performers for library programs. On-going.
- H. Position the White Pine Library Cooperative for seeking and accepting funding for cooperative-wide grants. On-going.
- I. Seek funding sources and assist member libraries in writing grants to obtain them. On-going.
- J. At least every 3 years, set up a cooperative-wide retreat to review accomplishments and this plan.
- K. Work with the board to review various cooperative policy documents on a scheduled and ongoing basis to assure that they are up to date and applicable. (fiscal, bylaws, long-range plan, etc.)

Cooperative Measures:

1. Does Review of overall and unit costs for each program take place? Yes _____
No _____.
2. Program usage is tracked, analyzed, and reported to the membership monthly.
3. Use statistics are published monthly.
4. Funding for the cooperative is tracked, analyzed and reported monthly.
5. Money saved is communicated to the membership annually.
6. Does the Cooperative assist in coordinating in the booking of library programs?
Yes _____ No _____
7. Is there an annual audit reported to the Board? Yes _____ No _____
8. Is there an annual group purchase offered? Yes _____ No _____
9. Are there on-going discounts available to the membership? Yes _____ No

Goal 5: State-wide participation – Coordinates member participation in state-wide activities that are beneficial to services they provide.

Objectives

- A. Work with the Library of Michigan and MLC to ensure that all White Pine Library Cooperative members are able to participate in MelCat by June 2006.
- B. Ensure that training is available for members to work with MelCat by June 2006.
- C. Provide technical assistance as needed for MelCat by June 2006.
- D. Lobby for State level funding for MelCat. On-going.
- E. Provide delivery for MelCat participating members. On-going.
- F. Monitor participation in MelCat. On-going.
- G. Monitor ILL activity via MelCat. On-going.
- H. Libraries will be encouraged to meet the QSAC goals. On-going.

I. Libraries will be encouraged support Michicard program. On-going.

Cooperative Measures:

1. MelCat usage is tracked, analyzed, and reported to the membership quarterly.
2. Money saved is communicated to the membership. Annually
3. Libraries will be able to contribute holdings and patron data directly into MelCat by July 2007.
4. Library staff will be able to place requests by June 2006.
5. Library patrons will be able to place requests remotely by June 2006.
6. Patrons will be able to monitor their own ILL activity by June 2006.
7. 50% of the member libraries will attain QSAC essential status by November 1, 2007