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 *and delivery to a location of their choice.(keep this?)*

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, ~~so that they can meet~~ 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. ~~Develop~~ **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. ~~Support statewide initiatives to improve access and funding for those resources.~~

F. **Investigate cooperative-wide purchase of e-books by July 2008.**

G. **Investigate cooperative-wide purchase of "downloadable" books July 2008.**

H. **Provide bibliographic access through OCLC and other databases as appropriate.**

~~Long-term objectives:~~

I. ~~Work with other library cooperative directors and the Library of Michigan to set up a statewide electronic library card system, home access to library-supported commercial databases.~~

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. ~~Number of libraries supporting Michicard program.~~
4. Protocols/procedures for interlibrary loan ~~developed and~~ **are monitored and** used consistently.
5. Interlibrary requests are tracked, reported, and lending/borrowing trends identified **monthly.**
6. Turnaround time for requests is ~~improved~~ **less than 10 working days**.
7. **Investigate cooperative-wide purchase of e-books by July 2008.**
8. **Investigate cooperative-wide purchase of "downloadable" books by September 2008.**

Library staff and library user measures:

1. Online comment form provides feedback on the service
2. Satisfaction survey

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.   ~~The Cooperative will work with the Continuing Education Committee to conduct an annual needs assessment and identify high-priority educational needs of member library staff.~~

B.   Create, print, and post ~~an annual~~ Continuing Education calendar **as developed.** ~~in December 2000~~.

C.   Coordinate at least 2 collaborative educational events with other cooperatives **or organizations annually.**

~~*Long-term objectives:*~~

D. Explore co-sponsoring a partnership with library schools to offer **ALA accredited** masters' level courses in the region **by January 2006**.

E. **Workshops are presented to member library boards for their continuing education needs = at least 3 annually.**

F. **At least 8 workshops will be presented annually.**

G. **Workshops will offer Continuing Education Units whenever possible.**

H. ~~Allow for online registration for White Pine Library Cooperative events.~~

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 CEUs offered whenever possible?   Yes _____ No _____**

6. ~~Number of participants attending and libraries represented.~~

7. ~~Number of participants receiving~~ CEUs

8. ~~Creation and~~ **Is there** a**n up-to-date** CE Calendar?   Yes ____ No_____

9. ~~Number of library staff attending CE offered by other member libraries.~~

10. ~~Number of member library staff working on MLS program.~~

~~Library and User Measures:~~

1. ~~Continuing Education opportunities are aligned with user needs.~~

2. ~~Number of participants attending and libraries represented~~

3. ~~Evaluation forms for each event and overall satisfaction surveys.~~

4. ~~Survey and collection of information where learning is applied in the region.~~

5. ~~Comment cards and section for users during events and on the website.~~

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 a~~n regularly updated cooperative-wide~~ 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.**

~~Long-term objectives:~~

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. ~~Regular meetings with Directors of other Cooperatives and the Library of Michigan.~~

2. **Does the Cooperative staff inform members of state and national initiatives that affect them? Yes _____ No _____**

3. **Is there** White Pine Regional representation on statewide committees**? Yes _____ No _____**

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4. **Does White Pine Library Cooperative staff represent the Cooperative and membership at MLA? Yes _____ No _____**
5. **Is there a cadre of advocates working on behalf of libraries? Yes _____ No _____**
6. **Has a advertising/marketing campaign been created for the WPLC Region? Yes _____ No _____**
7. ~~Legislative Day attendance at state and national events and reported to the membership?~~
8. ~~Common language/scripts used by library staff and board members.~~
9. ~~Library card registrations increase after the marketing campaign.~~
10. **Are talking points provided on legislative issues? Yes _____ No _____**
11. **Is consulting available to member libraries? Yes _____ No _____**

~~User Measures:~~

1. ~~Area legislators are aware of library needs through letters, conversations, key votes, bills sponsored.~~
2. ~~Interviews with other cooperative directors and colleagues;~~

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 ~~both~~ monthly ~~and annually~~ 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 offering ~~at least one cooperative purchase and~~ 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.**

Long-term objectives:

J. **At least every 3 years,** set up a cooperative-wide retreat ~~every even-numbered year~~ 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. ~~Total~~ **F**unding 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** _____

~~*Library Member Measures:*~~

~~1.   Libraries are willing to contribute to new and ongoing initiatives.~~
~~2.   Libraries understand the services, products, and programs offered by the WPLC.~~
~~3.   Membership agreement that funding meets current needs.~~

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

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White Pine Library Cooperative Technology Plan
2006-2009

The White Pine Library Cooperative's mission is to coordinate and provide quality cost-effective services that will strengthen member libraries so they can meet changing patron and community needs. The White Pine Library Cooperative service district covers the following 11 counties: Arenac, Clare, Gladwin, Huron, Iosco, Isabella, Midland, Ogemaw, Saginaw, Sanilac, and Tuscola Counties.

The members of the White Pine Library Cooperative (WPLC) have the following shared vision for libraries as it relates to technology:

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

- 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.

White Pine Library Cooperative Technology Plan contains the following elements:

I. **Access and resource-sharing** 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.

I. Access and enhance resource-sharing using telecommunications and information technology to improve library services delivered by our member libraries.

Goal: 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/Activities:

- Replace BORIS ILL software to expand access for member libraries and the public **by July 2006**.
- ~~Investigate use of single portal software to search multiple library catalogs at one time for expanded ILL searching.~~
- ~~Study feasibility of patron initiated ILLs~~
- ~~Prepare members to participate in the statewide catalog MelCat.~~
- Improve member access to WorldCat and OCLC ILL services through customization and facilitating placing requests.
- ~~Facilitate the use of Z39.50 and NCIP technologies to interconnect WPLC member library catalogs for the purpose of enabling ILL and, where appropriate, direct borrowing.~~
- ~~Review union database software to enable dynamic record input, improved web access, and compliance with standards. We will also study the feasibility of expanding the union catalog to a full integrated library system to provide a full complement of library collection management and patron management tools including a public web catalog, cataloging, circulation, acquisitions, serials control, reporting and statistical analysis capabilities and other information management functions.~~
- Encourage all member libraries to automate and provide web access to their catalogs. ~~Members will be encouraged to join or form shared systems to further the creation of the statewide library catalog.~~ Grants will be actively sought to assist members to join shared systems.

Goal: Expand broadband access to libraries. The Internet is the primary method used by WPLC, its member libraries, and their patrons to access shared library catalogs and the Mel databases for serials, electronic books, and other online databases.

Objectives/Activities:

- ~~Work with member libraries through LinkMichigan to determine broadband requirements.~~
- Support member libraries applications for USF funding.
- Encourage all member libraries to have a minimum 256k connection.
- ~~Review broadband connection at cooperative headquarters.~~

- Investigate the applicability of Internet II and/or true broadband connectivity for members and implement improvements based on member needs.

Goal: 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~~ provides fast and efficient means of alerting member libraries.

Objectives/Activities:

- Review Internet based e-mail ~~and listserv~~ for member libraries and key staff.
- Maintain, publish, and provide web access to maintain key documents, policies, and procedures for Internet access.
- Implement teleconferencing and videoconferencing for meeting and training sessions that would alleviate travel and time logistics
- ~~Encourage all members to create and maintain a homepage on the Internet. The cooperative will arrange for training for the member libraries to design a homepage and arrange for it to be mounted on a server and for it to be accessible via the web.~~
- **Work with members to create web pages and host them on the White Pine Library Cooperative server.**
- Increase access and awareness of member web pages.

Goal: Assist member libraries in acquiring, supporting and maintaining the technology necessary to achieve their service related goals.

Objectives/Activities:

- Membership in the state of Michigan's Extended Purchasing Plan, providing discounts on technology and telecommunications related products.
- Provide annual cooperative wide purchasing opportunities for hardware and software.
- Provide annual reports on minimum standards for workstations.
- Survey the vendors in the cooperative area and assist in getting group discount pricing to benefit the libraries that need this assistance.
- Compile a list of vendors and have it available on the Cooperative's homepage (www.wplc.org)
- Provide training sessions for libraries to do preventive maintenance as well as training library staff to identify problems for which expert assistance is needed.

Goal: **Maintain the computer networks of the cooperative office and training center.**

Objectives/Activities:

- **Create a plan, including budget forecasts, for the regular replacement of hardware and software programs and applications.**
- Maintain the latest version and patches on cooperative server equipment.

II. A **professional development** strategy to ensure that staff knows how to use these new technologies to improve library services.

Goal: To strengthen and enhance technology-related training

Objectives/Activities:

- Assist member libraries in technology planning.
- Facilitate and provide/increase access to ongoing training **for library technology uses.** ~~on Mel databases, cataloging and interlibrary loan, software applications, enhanced/expanded broadband services, basic computer hardware maintenance and support, and computer security/networking.~~
- Develop training and continuing education programs based on identified member needs. WPLC offers a regular calendar of technology training classes. The schedule changes each year based on member needs. WPLC develops its training calendar on a six-month rotation with new classes offered when member needs are identified. Rotation at different locations such as public library labs, REMCs, RESDs, private and community colleges will be explored.
- Facilitate trustee education in technology topics such as automation, CIPA, and broadband.
- Investigate brokering or reselling MLC classes or outside vendor classes to member libraries.
- Investigate and implement where possible continuing education opportunities to include web-based, videoconferencing, and self-study tutorial cds to allow members to choose which program they want to attend and at what time.
- Develop a set of Basic and Advanced Technology Competencies to be approved by the WPLC advisory and board as recommendations for all member libraries. These standards will be reviewed annually and revised as needed.

Goal: Collaborate with members on the identification, assessment, application, and/or implementation of emerging technologies.

Objectives/Activities:

- Participate in grant projects to increase involvement in statewide projects.
- Investigate access to Internet II applications.
- Develop ~~of~~ a wireless guide for member libraries.
- Investigate a cooperative-wide virtual reference service.

III. An **assessment** of the telecommunication services, hardware, software, and other services that will be needed to improve library services.

- See the attached hardware/software report of the cooperative headquarters and computer training lab.
- See the attached survey of technology available at 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.

Objectives/Activities:

- Encourage and support cooperative purchasing of hardware, software, etc., which will reduce costs and technical support problems.
- Designate funds for resource-sharing systems from existing accounts and capital reserve fund.
- Identify alternative funds for technology services (Gates, LSTA, etc).
- ~~Identify money for purchase of a digital photocopier for the cooperative headquarters.~~
- Work with member libraries to identify money for automation, hardware and software.

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.

This plan covers a three-year period. At the beginning of the second and third years of this plan, a participatory process will be used to undertake a review and

revision of the plan. Each goal and target benchmarks will be assessed yearly for completion and success. Goals will be revised, if target benchmarks are missed. New goals will be developed based on a yearly needs assessments and input from the member libraries.

Target Benchmarks

2004
- ~~Key WPLC documents are web accessible by July 2004.~~
- ~~Investigate single portal searching ability by July 2004.~~
- The cooperative headquarters will have videoconferencing and teleconferencing ability by September 2004.
- ~~Expand vendor and discount listing by October 2004.~~
- Each October prepare hardware specifications for cooperative-wide purchasing opportunity in January.
- ~~New ILL software operational at 41 member libraries by December 2004.~~

2005
- ~~Train one staff member from each member library to use new ILL software by January 2005.~~
- Develop technology continuing education curriculum by January 200~~5~~**7**.
- Adopt of set of Basic and Advanced Technologies competencies by January 2005.
- 75% of member libraries will have a home page for their library by March 200~~5~~**7**.
- 75% of all member webpages will be updated at least twice a year.
- ~~Test feasibility of patron initiated ILLs at two libraries by April 2005.~~
- Computer replacement plan for the cooperative headquarters developed by July 2005.
- ~~Investigate and implement cooperative-wide virtual reference service by October 2005.~~

2006
- 75% of member libraries will have a technology plan, including automation goals, by January 2006.
- 75% of member libraries provide web access to their holdings by June 2006.
- 75% of member libraries have a 256K or better Internet access by July 2006.
- One staff member from each library will attend a basic computer hardware maintenance and support workshop by July 2006.

2007
- All member libraries will be automated by January 2007.
- All member libraries will be able to participate in MelCat by June 2007.