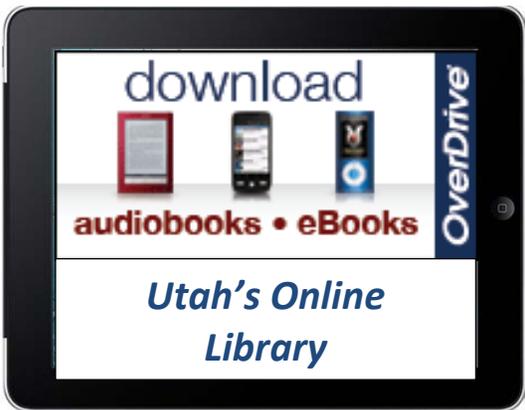


# Utah State Library Strategic Plan

Fiscal Year 2016



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## **Dear Readers:**

*The Utah State Library Division (USL) is pleased to present the Strategic Plan for fiscal year 2016. This plan was developed collaboratively with Utah librarians, the State Library Board, USL staff, and the Department of Heritage and Arts. I am grateful to all the participants for their time, thoughtfulness, and energy in the development of this plan.*

*USL has adopted the following mission and vision statements. This plan will guide the State Library in developing and delivering outstanding future services.*

*Donna Jones Morris  
State Library Director / State Librarian*

## **MISSION**

The Utah State Library develops, leads, and delivers exceptional library services, while optimizing Utah's investment in libraries.

## **CORE PILLARS of SERVICE**

In addition to the common core values of Honesty, Integrity, Fairness and Respect for all views, methods and people, the Utah State Library also follows the four pillars that were developed by the Department of Heritage and Arts (DHA).

**Collaboration:** We seek to strengthen existing partnerships and identify new opportunities to collaborate on projects and services for the mutual benefit of our constituents.

**Education:** We build stakeholder capacity through professional development, best practices, and technical assistance. We foster lifelong learning and provide resources and services to support individuals' education.

**Stewardship:** We focus on the best interests of our customers by maintaining high standards of quality, efficiency, and communication, through timely, professional service, wise use of tax dollars, and putting the interests of the public and libraries first.

**Innovation:** We keep up with technological changes, are forward thinking, not afraid to take risks, and reward creativity.

## **VISION**

The Utah State Library is the primary leadership resource for librarians, while providing equal access to information and enduring services for citizens.

## GOALS

**GOAL 1.** Provide access to high quality materials for all customers.

**GOAL 2.** Train and support library staff to strive for higher quality service and more effective use of resources.

**GOAL 3.** Leverage USL's position to foster and support collaboration between libraries to share best practices for continued improvement, and collaborate with other entities for mutual benefits.

**GOAL 4.** Conduct the Division's operations and programs to provide excellent services and resources for Utah's library community and ensure efficient and effective utilization of State funds.

## OBJECTIVES

**GOAL 1.** Provide access to high quality materials for all customers.

### Objectives:

**01.1** – Provide library users with access to a broad collection of online resources available through Public Pioneer, Utah's Online Library.

**01.2** – Publish all Utah government publications online for permanent public access, employing efficiencies in building content.

**01.3** – Increase the value of The Digital Library to users by developing new collections, providing better access to collections, and by improving the ease and quality of searching.

**01.4** – Increase public access to State government publications.

**01.5** – Smaller public libraries will have access to a broad range of library materials for their customers.

**01.6** – Utah library customers will receive materials sent to them in a timely and efficient manner.

**01.7** – The costs to publish, distribute, and store Utah government publications will diminish by replacing the physical distribution of publications to libraries and to the public with improved online access.

**01.8** – Provide Utah's rural residents with high quality library services by whatever means and delivery modes are most efficient and effective to providing their information needs.

**01.9** – Provide Utah's youth with high quality library services by whatever means and delivery modes are most efficient and effective to providing their information needs.

**01.10** – Provide Utah's new Americans with high quality library services by whatever means and delivery modes are most efficient and effective to providing their information needs.

**01.11** – Circulate special format materials unavailable from other sources that will meet customer informational and leisure reading needs

**GOAL 2.** Train and support library staff to strive for higher quality service and more effective use of resources.

**Objectives:**

- 02.1** – Provide continuous CLEF funds to Utah’s public libraries to expand and enhance services to their customers.
- 02.2** – Provide the means for smaller Utah public libraries to provide their customers with library catalogs of high quality and ease of use.
- 02.3** – Provide library staff, directors and trustees with skills and knowledge to provide professional, high-quality service to their stakeholders.
- 02.4** – Utah's public library community will become certified or remain certified in compliance with USL Certification Standards in order to ensure delivery of the best possible library services to all library customers.
- 02.5** – Provide highly qualified library consulting to all public libraries, and develop expertise in all areas of library operations and librarianship.
- 02.6** – Use 21st Century technology and techniques to provide training and professional development opportunities for librarians, library staff, Boards of trustees and Utah's library community to ensure the best possible library operations and service delivery.
- 02.7** – Provide learning and service support for the Utah library community's efforts toward enhancing literacy among Utah's citizens.
- 02.8** – Provide quality data for local library performance analysis.
- 02.9** – Increase staff training opportunities to maintain customer satisfaction with library services.
- 02.10** - Optimize resources to improve efficiency in all operations.

**GOAL 3.** Leverage USL's position to foster and support collaboration between libraries to share best practices for continued improvement, and collaborate with other entities for mutual benefits.

**Objectives:**

- 03.1** – Collaborate with Utah’s libraries and other organizations to provide high quality information resources to Utah residents efficiently.
- 03.2** – Provide the means for libraries in Utah to share their resources with library users across the State.
- 03.3** – Provide transparent and efficient management of resources to stakeholders so that they will receive maximum benefit for their dollars invested.
- 03.4** – Work collaboratively with state agencies and libraries to build useful and valuable collections of State publications.
- 03.5** – Provide administration and management of the shared library management system for State agencies, mobile libraries and interested, qualified public libraries, so that partners will have access to an online catalog, statistics, reports, inventory management, circulation system, cataloging entry and serial control.
- 03.6** – Seek knowledgeable library workers at all levels and throughout the State to serve on ad hoc committees to provide input on special activities as they arise.
- 03.7** – Pursue opportunities to participate in outreach events to provide more public exposure for its mission and programs, and to foster and explore strategic partnerships.
- 03.8** – Extend USL's reach and influence to all types of libraries within the Utah library community.

**03.9** – Engage in activities with professional library and librarianship associations within Utah and other places where it can foster collaboration in all areas of library operations and librarianship practices.

**03.10** – Engage in activities with government agencies within Utah and other agencies where it can foster collaboration and improved service delivery in all areas of library operations and librarianship practices.

**03.11** – Involve public libraries statewide in promoting blind services.

**GOAL 4.** Conduct the Division's operations and programs to provide excellent services and resources for Utah's library community and ensure efficient and effective utilization of State funds.

### **Objectives:**

**04.1** – Develop a comprehensive marketing plan for all areas of USL programs and operations to effectively communicate its services, capabilities and value to Utahns.

**04.2** – Collect a wide variety of data and information for use in timely reports and presentations to USL's constituents, partners and other government agencies.

**04.3** – Provide the highest quality administrative operations in response to all of USL's statutory obligations.

**04.4** – Study alternatives to all USL operations to create a more efficient and effective agency and library.

**04.5** – Conduct customer surveys on a routine basis to solicit feedback regarding appropriateness, quality and value of USL services.

## **2016 Strategic Plan Executive Summary**

The Utah State Library (USL) is a unique entity within State government. It is a State agency with responsibility for fulfilling statutory regulation regarding the needs of local libraries within their communities. It is also a library in its own right that directly serves a broad array of special Utahns' information needs.

USL supports State-wide library services by providing critical funding, training, and consulting to Utah's library community. Community Library Enhancement Funds provide mission essential additions to traditionally inadequate local public library budgets, and rewards those libraries that meet established service requirements, and demonstrate a strong local financial commitment. Lender Support funding helps promote libraries lending their resources to other libraries across the State. Through the Inter-Library Loan Program local libraries share their resources with other libraries across the State and nation that would not otherwise be available to their local customers. USL administers special grant programs that provide funding for valuable partnership projects that encourage technology advancements in services. Training programs provided by USL offer professional development opportunities that include training opportunities in management, preservation, technology, cataloging, and other library-related work for public library directors and key staff of all libraries in Utah. All public libraries receive the benefits of expert consulting in all areas of public library operations, to include training for Boards of Trustees.

Utah State Library is a library. It is the library for blind and reading disabled users in Utah and other states. It is the library for users of State government publications seeking easily searchable, Internet

accessible information. It is the library for users of digital resources, including downloadable audiobooks, and a wide variety of knowledge databases. USL is the library that serves rural Utah, in cooperation with 14 local county governments, through nine Mobile Libraries providing materials and services to residents without easily available library access.

The next year holds few certainties for government or libraries. Educated estimates from USL staff and library consultants give credibility to the following assumptions: 1) Digital media, in all its forms, will increase; 2) Internet bandwidth demands will increase for all libraries, especially those that are on the disadvantaged side of the "digital divide"; 3) Libraries will continue to transform beyond traditional roles to remain relevant to their community's needs; 4) Utah's young "Digital Native" population will continue to grow rapidly. The State Library Division will help ensure libraries meet the challenges ahead, and the State Library will strive to be the model for a 21st Century library.