



**MARYLAND
STATE LIBRARY RESOURCE CENTER
STRATEGIC PLAN**

FY2006 TO FY2008

SEPTEMBER 2004

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EXECUTIVE SUMMARY

Background

The Division of Library Development and Services (DLDS), a division of Maryland State Department of Education (MSDE), is the State Library Administrative Agency in Maryland. The responsibilities of DLDS are to administer the state and federal funds that support development and management of the library services in public schools and libraries across the state and to operate the Maryland State Library for the Blind and Physically Handicapped.

In 1971, as an alternative to maintaining a separate state library facility and collection, the Central Library of the Enoch Pratt Free Library (EPFL) system was designated as the location for the State Library Resource Center (SLRC). The purpose of SLRC is to provide and expand access to specialized library materials and services that are necessary for coordinated, efficient, and economical library services in Maryland. In addition, SLRC provides lending opportunities for libraries within the State Library Network. When information is not easily accessible, SLRC assures access to resources through the Maryland Inter-Library Loan Organization (MILO). SLRC also provides valuable information to state government employees through the Government Reference Service.

DLDS administers per capita state funding and contracts with the EPFL to operate the SLRC. State funding support is included for Sailor, MARINA, and Maryland Digital Cultural Heritage (MDCH). Summaries of the Sailor and MDCH strategic plans are included in the Appendix (pages 22 and 23).

The SLRC Oversight Commission, appointed by DLDS, consists of representatives from various library agencies. The SLRC Oversight Commission reviews and makes recommendations to DLDS on the proposed SLRC plan of service and budget as well as the previous year's accomplishments.

Strategic Plan

Ms. Irene M. Padilla, Assistant State Superintendent for Libraries, MSDE, hosted the SLRC Strategic Planning Conference at Hunt Valley, Maryland, on August 2 and 3, 2004. Fifty-one stakeholders representing special and government librarians, citizens who use SLRC services, public library administrators, regional library directors, higher education librarians, reference librarians/staff, K-12 school librarians, SLRC staff and DLDS staff contributed to the development of the SLRC strategic plan, which covers the time period FY 2006 to FY 2008.

This strategic plan reflects the strategic direction for SLRC as expressed by SLRC customers, finalized by the SLRC Oversight Commission, and approved by DLDS.

Point of Contact

The point of contact for additional information about this strategic plan is Ms. Irene M. Padilla, Assistant State Superintendent for Libraries, Division of Library Development and Services, Maryland State Department of Education, 200 West Baltimore Street, Baltimore, Maryland 21201, Phone: 410.767.0435, Email: mdstatelibrary@msde.state.md.us.

Strategic Goals

Sailor

Sailor enables and guides Maryland residents' access to electronic information and services from anywhere, any time, and at no charge. The goals and objectives for Sailor are in the Sailor strategic plan, published February 2004.

Statewide Databases

End-users and library staff have direct access to databases that meet their information needs. The Maryland Digital Cultural Heritage (MDCH) strategic plan, published February 2004, supports this service area.

Inter-Library Loan

Maryland library customers have easy, comprehensive and convenient access to library materials.

Specialized Reference Services and Collections

Customers receive specialized reference services and materials to satisfy their information needs.

Professional Development and Training

SLRC in cooperation with DLDS, MLA, regional libraries and other training groups, provides opportunities for Maryland library staff to excel in their jobs, to refine their knowledge, skills, and abilities, and to meet state certification requirements.

Marketing and Public Relations

SLRC customers are aware of SLRC products and services, and avenues to provide customer feedback.

Measuring Program Outcomes

Key SLRC programs have associated performance measures for management to make informed program and resource decisions.

CORE VALUES AND GUIDING PRINCIPLES

“We” applies to all those involved in the management and delivery of SLRC services (DLDS, SLRC Oversight Commission, MDCH, Sailor, and SLRC Management and Staff).

Accountability

- We freely and regularly share complete information about the SLRC organization, finances and operations.
- We employ the most appropriate avenues and methods to deliver desired results.
- We ensure the efficient and effective use of resources.

Equity of Access

- We believe in and consistently practice equitable access and fairness in our service development and delivery.
- We strive to provide free access to services.

Integrity

- We act with candor and the highest ethical behavior.
- We say what we do and do what we say.
- We seek and respect a variety of viewpoints when making a decision.

Open Communication

- We are open, clear, and truthful in our communication while maintaining and respecting confidentiality.
- We inform and give complete information to invite and maintain trust within the library community.
- We build consensus through cooperation and collaboration.

Excellent Customer Service

- We proactively encourage customer feedback and are dedicated to improving services.
- We empower and recognize staff for innovative and resourceful solutions in service to our customers.
- We strive to exceed customer expectations.

MISSION

SLRC in collaboration with its library partners provides cooperative, cost effective, statewide resources and services for Maryland libraries and their customers.

CUSTOMERS

Primary Focus

All Libraries (Public, School, Academic, Special, etc.)
Government Agencies

Secondary Focus

Maryland Library Users

GOALS, OBJECTIVES, STRATEGIES

Goal - Describes a long-term desired end state or outcome.

Objective - Outlines performance targets or major steps to achieve the goal.

Strategy - Suggested approach to achieve an objective.

Statewide Databases

Goal 1

End-users and library staff have direct access to databases that meet their information needs.

Objective 1.1

By September 2006, coordinate collaborative collection development process for statewide common licensing and purchasing options.

Strategies

- Assess current database licensing, cost and usage for all types of Maryland libraries.
- Determine end-user's information needs and wants to influence database selection decisions.
- Explore consortia or cooperative purchasing for cost effectiveness.
- Coordinate negotiations including feasibility of tiered licensing.
- Benchmark with other states and consortia to learn about and apply best practices.

Objective 1.2

By July 2006, develop a statewide union list that includes licensed and locally created databases.

Strategies

- Survey groups such as MD K-12, academic libraries, MDCH stakeholders, Maryland Digital Library (MDL), Regional Libraries and 24 county public library systems.
- Publish union list on SLRC and Sailor website and continually update.

Objective 1.3

By August 2007, implement federated searching where possible to allow simultaneous access to multiple databases and library catalogs.

Strategy

- Appoint a statewide task force to develop requirements and implementation plan.

Inter-Library Loan

Goal 2

Maryland library customers have easy, comprehensive and convenient access to library materials.

Objective 2.1

By July 2006, clarify the role, functions and responsibilities of Maryland Inter Library Loan Organization (MILO).

Strategies

- Survey Maryland library leaders and staff to assess their level of understanding about MILO's role, functions and responsibilities.
- Assess use of MILO services.
- Develop and implement an educational program to inform Maryland library leaders and staff about the role, functions and responsibilities of MILO.

Objective 2.2

By December 2007, evaluate statewide delivery services and change them to meet customer needs.

Strategies

- Assess level of customer satisfaction with delivery services.
- Develop project plan and budget to support changes.
- Make approved changes to improve delivery service to meet customer expectations.

Objective 2.3

By March 2008, MARINA has enhanced functionality that meets library and individual user needs.

Strategies

- Work with vendors so that MARINA users are able to cancel their own requests.
- Work with vendors so that MARINA participants can generate reports that they need (e.g., for collection development).
- Work with vendors to provide end-user electronic document delivery through MARINA.
- Work with vendors to provide end-user a means to make collection recommendations online.
- Hold periodic meetings with MARINA participants to identify future enhancements and local collection management implications.

Objective 2.4

By April 2007, investigate the feasibility of adding other libraries to MARINA.

Strategies

- Involve the appropriate stakeholders in analyzing advantages of adding all types of libraries to MARINA and in developing recommendations.
- Report the analysis and recommendations, including budget implications, to the SLRC Oversight Commission for decision.

Specialized Reference Services and Collections

Goal 3

Customers receive specialized reference services and materials to satisfy their information needs.

Objective 3.1

By July 2007, review and enhance the State Publications Depository and Distribution Program (SPDDP).

Strategies

- SLRC Oversight Commission convenes three times a year to address issues related to improving the SPDDP.
- SLRC Oversight Commission considers outsourcing the program.
- Market the SPDDP to end-users.
- In collaboration with stakeholders, publish a plan for end-user to have electronic access to state documents.
- Consider integration with objectives under statewide databases.

Objective 3.2

By April 2006, review and update the policy for retrospective and current print collections, and for electronic resources.

Strategies

- Identify libraries with retrospective collections.
- Assist in the revision of the SLRC collection policy, a component of “How Baltimore Chooses,” with input from statewide stakeholders and the SLRC Oversight Commission, approved by the Enoch Pratt Free Library Board, and reviewed regularly.
- Consider developing a separate SLRC collection development policy.
- Consider increasing the number of electronic resources to include digital collections (in-house, home-grown or commercial databases).
- Develop a plan for which retrospective collections are to be retained and which are to be weeded.

Objective 3.3

By January 2008, provide unique and effective information and reference services at SLRC.

Strategies

- Assess needs for reference services not available elsewhere in the state.
- Identify and profile the unique services.
- Develop recommendations, to include cost benefit analysis, to SLRC Oversight Commission for decision.
- Annually analyze the performance of each reference service to determine ongoing effectiveness.

Professional Development and Training

Goal 4

SLRC in cooperation with DLDS, MLA, Regional Libraries and other training groups, provides opportunities for Maryland library staff to excel in their jobs, to refine their knowledge, skills, and abilities, and to meet state certification requirements.

Objective 4.1

By February 2006, assess the training needs for Maryland library staff and the resources required.

Strategies

- Survey all Maryland libraries.
- Analyze survey results for trends and develop recommendations.
- Publish survey results.

Objective 4.2

By June 2007, coordinate with DLDS, MLA, Regional Libraries and other training groups to develop integrated training programs that collectively meet training requirements identified in needs assessment.

Strategies

- Publish a training catalog with a calendar outlining training opportunities.
- Publish a roster of potential presenters and trainers with expertise in specialized areas.
- Include awarding of continuing education units for appropriate training and/or certification.

Objective 4.3

By June 2006, explore application of innovative learning technologies to provide equitable training access for staff development.

Strategies

- Incorporate and use emergent technologies statewide (e.g., video conferencing, internet-based courses, web casting, “training mobile” and hand-held devices).
- Coordinate with similar Sailor initiatives.
- SLRC takes a leadership role in the effort to adopt innovative learning technologies and develop policies for their use.
- Include training in use of the technologies.

Marketing and Public Relations

Goal 5

SLRC customers are aware of SLRC products and services, and avenues to provide customer feedback.

Objective 5.1

By June 2007, publish a comprehensive marketing plan for SLRC services and products.

Strategies

- Include a communications plan in the marketing plan for SLRC products and services.
- Develop multiple avenues for customers to provide and receive feedback regarding SLRC.

Objective 5.2

By January 2007, create a clear brand identity for SLRC.

Strategies

- Use identifying marks/logos on SLRC materials and services purchased with SLRC funds.
- Continue building a web presence for SLRC.
- Explore an appropriate catalog entry stating that the material was purchased with SLRC funds.
- Develop ways to acknowledge state funding for SLRC materials used and services provided.
- Consult with a marketing specialist regarding methods to create brand identity.

Measuring Program Outcomes

Goal 6

Key SLRC programs have associated performance measures for management to make informed program and resource decisions.

Objective 6.1

By October 2005, develop program outcome measures.

Strategies

- Develop a game plan to develop program outcome measures.
- Select and organize an SLRC program outcomes work group.
- Train work group on measuring program outcomes to include logic model (inputs, activities, outputs, outcomes).
- Develop SLRC program outcome measures.
- Consider using program outcome measure expertise available at DLDS.

Objective 6.2

By September 2006, conduct a cost benefit analysis for each program.

Objective 6.3

By September 2005, develop a process to identify and integrate statewide programs into SLRC.

SLRC ADMINISTRATION RECOMMENDATIONS

Background

As part of the SLRC strategic planning process, the planning committee set out to recommend ways to improve the SLRC administration. SLRC customers provided their ideas during five regional customer assessment focus groups. Results of the regional customer assessment (see page 19) validated the need to improve SLRC administration. The planning committee began the difficult task of formulating a new organizational model and identifying administration improvements. This task proved to require more analysis, dialogue, and vetting than the SLRC strategic planning process allowed. As a result, the planning committee developed the following strategy to continue the vital work of improving SLRC administration.

Strategy

1. By September 2004, DLDS selects and charters a Task Force (TF). *Because of their knowledge and history of working together, members of SLRC planning committee will serve on the Governance TF.*
2. By September 2004, DLDS coordinates with the Maryland Attorney General to render a comprehensive legal interpretation of the law *Maryland Code Title 23, Libraries.*
3. By December 2004, TF develops a proposed organizational model and administration improvements.
4. By April 2005, TF vets the proposed organizational model and administration improvements with key stakeholder groups to obtain feedback.
5. By May 2005, TF analyzes the stakeholder feedback and finalizes the organizational model and administration improvements for a decision brief to DLDS.
6. By June 2005, DLDS makes a decision on the organizational model and administration improvements.
7. By August 2005, TF develops an implementation plan to install the new organizational model and make improvements to administration.

APPENDIX

Planning Committee

Raineyl Coiro

Administrator, Eastern Shore Regional Library, Inc.

Denise Davis

Director, Cecil County Public Library

Jim Fish

Director, Baltimore County Public Library

Irene Padilla

State Librarian, Maryland State Department of Education

George Sands

Director, Caroline County Public Library

Cindy Steinhoff

Director, Andrew G. Truxal Library, Anne Arundel Community College

John Taube

Director, Allegany County Library System

Pat Wallace

Assistant Director, Enoch Pratt Free Library

***Glennor Shirley**

Administrator of State Correctional Libraries, Maryland State Department of Education

***Sheila Grap**

Coordinator of School Library Media Centers, Baltimore City Public Schools

* Contributed as planning committee member to develop the SLRC mission, service areas, governance recommendations, and drafting of the core values.

Glossary of Terms and Acronyms

Strategic Planning Terms

Core Values - What SLRC believes is important in (1) accomplishing its mission, and (2) its daily operational practices.

Current State Assessment - An examination of SLRC's strengths and weaknesses, and the key organizational issues.

Customers - The people or organizations which are served by SLRC – a key stakeholder.

Goal - A statement that describes a long-term (FY 2008), desired end state, result, or outcome for a service/focus area.

Guiding Principles - Codes of conduct that describe expected behavior honoring the value.

Logic Model - A diagram that describes how a program theoretically works to achieve benefits for customers. The model helps planners identify key program components that must be tracked to assess program effectiveness.

Mission - A statement of what SLRC does and for whom SLRC does it.

Objective - A specific, measurable, attainable, result-oriented and time-bound statement that outlines performance targets or major steps to achieve the goal.

Performance Indicator - The specific characteristics or behaviors measured to track the performance of an objective.

Service/Focus Area - Major area for which SLRC wants to commit resources to serve customers or to improve organizational effectiveness.

Strategy - Suggested approach to achieve an objective.

Maryland State Library System Terms

Division of Library Development & Services (DLDS) - DLDS, Maryland State Department of Education, provides leadership and guidance for the planning and coordinated development of library and information service in Maryland (Ed, 23-105).

Enoch Pratt Free Library (EPFL) - Established in 1882 as the public library system for the City of Baltimore. The Central Branch was designated as the State Library Resource Center by law in 1971 (Ed, 23-201).

Library Associate Training Institute (LATI) - Provides training and staff development activities leading to certification of Bachelor's Degree Librarians in Maryland's Public Libraries.

MARINA - End-user software application and resource sharing service supporting union catalog searching and direct inter-library loan among Maryland public library systems and their customers.

Maryland Digital Cultural Heritage (MDCH) - A collaborative project among Maryland libraries focusing on the digital preservation of and public access to Maryland's cultural heritage. The MDCH Coordinator is based at SLRC.

Maryland Digital Library (MDL) - A gateway to electronic resources available to students and faculty at universities and colleges across the State of Maryland.

Maryland Inter-library Loan Organization (MILO) - Based at SLRC, provides coordination of statewide interlibrary loan and delivery services.

Maryland Public Electronic Resource Librarians (MPERL) - Librarians responsible for electronic resource management in Maryland's Public Library Systems. Makes recommendations regarding the selection of electronic resource databases for statewide access via Sailor.

Maryland Public Library Electronic Resource Consortium (MPLERC) - Committee of Maryland public librarians whose work is focused on exploring the acquisition of electronic resources as a statewide endeavor to decrease resource costs and save staff time and also to serve as a basis for working collaboratively with other statewide consortia.

Maryland State Department of Education (MSDE) - Provides leadership, support, and accountability for effective systems of public education, library services, and rehabilitation services.

Night Owl - Statewide after-hours reference service (phone, fax, web) based at SLRC. Operates until 11:00 p.m., Monday through Friday.



Sailor - Maryland's Public Information Network. Celebrating 10 years of service in 2004. Sailor Network Operations Center staff and central network infrastructure are based at SLRC.

Sailor Governance Board (SGB) - Appointed by DLDS, representatives from various library agencies meet five times per year to review and make recommendations on the Sailor budget and projects.

SLRC Oversight Commission - Appointed by DLDS, representatives from various library agencies meet at least three times a year to review and make recommendations on the proposed SLRC plan of service and budget as well as the previous year's accomplishments.

State Publications Depository and Distribution Program (SPDDP) - Also known as State Documents Depository and Distribution Program (SDDDP), is a program created by State law 23-302 to manage, as part of the State Library Resource Center at the Enoch Pratt Free Library, the collection and distribution of state publications among depository libraries.

State Library Resource Center (SLRC) - The Central Library of the Enoch Pratt Free Library in Baltimore. Provides specialized and backup reference services and the collection and distribution of state publications by state law (Ed, 23-201) (Ed, 23-302). SLRC carries out a variety of statewide resource sharing programs including inter-library loan and specialized training.

Current State Assessment

The initial data developed for the current state assessment represented the expressed perceptions of 86 SLRC customers during five regional focus groups in the spring of 2004. The SLRC planning committee analyzed the data and presented it at the SLRC strategic planning conference for review and for recommended amendments and additions. The planning committee considered the recommendations and finalized the current state assessment outlined below.

What SLRC Does Well

- Sailor (telecommunications backbone, databases, web resources, technology support)
- Inter-Library Loan (MARINA, MILO, OCLC, delivery)
- Training (library staff development, tours, special public programs)
- Specialized Collections and Reference Services (e.g., government, businesses)

SLRC Challenges

- Lack of accountability on how SLRC resources (to include funding) are used
- Lack of clarity among MSDE, DLDS, SLRC, EPFL, Regional libraries and other libraries as to their roles, responsibilities and structures
- Inadequate public relations program to market and communicate services provided by SLRC to customers
- Lack of systemic, ongoing assessment of needs, evaluation of services, and spending priorities to ensure SLRC is meeting customer needs
- Lack of equity of access to state-funded databases and resources
- Lack of clear service expectations

Emerging Needs and Issues SLRC Should Address

- SLRC must stay in the forefront of emerging technology and continually assess how appropriate technologies could be used within the library community
- SLRC must continue to coordinate customer-focused training and maximize the use of technology to deliver training in the most effective and efficient method
- DLDS, SLRC and Regional libraries must coordinate, collaborate and communicate with Maryland libraries to address issues and meet the changing needs of libraries and customers
- SLRC must build digital content (e.g., databases, collections) with expanded accessibility
- SLRC and DLDS must continually examine their governance and administration of the SLRC within the EPFL system to ensure effective use of state resources, to meet changing customer needs, and to take advantage of opportunities

Summary of Sailor Strategic Plan

Background

On February 3 to 5, 2004, the Sailor Governance Board hosted the Sailor Strategic Planning Forum at Hunt Valley, Maryland, using the *Future Search* whole-system, collaborative planning process. Over sixty stakeholders representing technology, government, librarians, education, library administration, the public, Sailor Operations Center and the Sailor Governance Board contributed to the development of the Sailor strategic plan, which covers the period July 2004, to June 2008.

Mission

Enable and guide Maryland residents' access to electronic information and services from anywhere, any time, and at no charge.

Vision

Sailor is a trusted, customizable resource that anticipates and delivers information to meet the needs of all Maryland residents.

Strategic Goals

Administration

Sailor has a clearly defined, effective and responsive governance structure.

Technology

Sailor has a robust, statewide telecommunication backbone and technical infrastructure.

Design

Sailor is a user-friendly, customizable website accessible by wireless devices.

Content

Sailor seamlessly connects Marylanders to authoritative information about all things Maryland, educational resources and databases, and Maryland library services.

Training

Staff and customers are trained in the use and application of information resources.

Marketing

Maryland residents are aware of and use Sailor.

Partnerships

Strategic relationships support Sailor's efforts financially and in other ways.

Summary of MDCH Strategic Plan

Background

MDCH is concerned with capturing the cultural heritage of Maryland through digital scanning and photography of the historically and culturally significant collections in Maryland's public libraries, museums, and historical societies and genealogical societies. MDCH connects people and institutions with Maryland's rich history.

In January 2004, the MDCH Advisory Committee engaged in a collaborative planning process to organize and guide their work efforts for the next three years.

Principles of Cooperation

- Focus on user needs.
- Always act with integrity.
- Curate an authoritative and coherent group of collections.
- Steward collections responsibly.
- Foster equity and collaboration among institutions.
- Utilize and promote frank and open communication.

Core Purpose

Build and sustain Maryland's cultural heritage digital collections through a dynamic collaborative process to connect people and institutions with Maryland's rich history.

Vision

Experience Maryland's past through the Cultural Heritage Digital Gateway – "Maryland's There and Then is Here and Now."

Strategic Goals

Governance

Effective governing structure that maximizes mission performance.

Marketing

Recognized as a primary source for Maryland cultural heritage information.

Funding

Financially viable and robust organization.

Preservation

Confidence in long-term viability of content.

Interface

Seamless integration of digital content from multiple sources.

Content

Authoritative information source of Maryland's cultural heritage digital resources.

Training and Education

Partners and users have the skills and knowledge to succeed.

