



# UTAH STATE LIBRARY

# STRATEGIC PLAN

FISCAL YEARS 2010-2012



# UTAH STATE LIBRARY FY2010 - 2012 STRATEGIC PLAN



**Director State Library Division/State Librarian  
Donna Jones Morris**

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# UTAH STATE LIBRARY FY2010 – 2012 STRATEGIC PLAN

## INTRODUCTION

The Utah State Library (USL) has a unique place in the labyrinth of state government. It is both a state agency with statutory responsibilities for helping Utah Libraries fulfill the needs of their communities and a library in its own right that directly serves a broad array of Utahns.

USL supports state-wide library services by providing critical funding, training, and consulting. Community Library Enhancement funds provide mission essential additions to traditionally inadequate local library budgets and rewards those libraries that: 1) provide a healthy local financial commitment, 2) meet minimum service requirements, and 3) serve communities dependent on their resources. Lender Support funds help defray the cost to libraries of lending their resources to other libraries across the state through the Interlibrary loan program helps to provide users with materials from across the state and country that would not otherwise be available in their local library. Special grant programs provide funding for worthwhile partnership projects that encourage resource sharing.

Training programs provided by USL enable skill building opportunities for public library directors and key staff of all libraries in Utah. These include training opportunities in management, preservation, technology, cataloging, and other library-related work. In addition to receiving funding and training from USL, public libraries also receive the benefits of expert consulting in all areas of public library operations, including training for boards of trustees.

USL does more than help libraries. As its name makes clear, it is a library. It is the library for blind and disabled users who cannot access traditional library materials or services. It is the library for users of state government publications who want to find documents all in one place and easily searchable on the web. It is the library for users of quality online resources, including downloadable audiobooks and facts on many topics from car repair information and genealogy resources to magazine and newspaper archives. And it is the library that serves rural Utah through nine bookmobiles providing residents in 14 rural counties, in cooperation with local county governments, with otherwise unavailable library services. USL services are provided by a dedicated, well-trained, patron oriented staff, all of whom are supported by the Department of Community and Culture.

The next three years hold a few certainties; 1) digital media, in the form of ebooks, and online audio and visual media, will increase; 2) Internet bandwidth will increase for most users, including libraries that are now on the disadvantaged side of the digital divide; 3) libraries will continue to expand beyond traditional roles to become school, campus, and community centers; and 4) Utah's young "digital native" population will continue to grow rapidly. USL *the agency* will help ensure libraries meet the challenges ahead and USL *the library* will strive to be the model for a 21<sup>st</sup> century library.



# UTAH STATE LIBRARY FY2010 – 2012 STRATEGIC PLAN

## VALUES & VISION

Based on the values of equitable access to information and library materials statewide, diversity, and respect for the individual and the organization, the Utah State Library Division (USL) will lead Utah's library community by preparing them to face the challenges of the 21st century.



# UTAH STATE LIBRARY FY2010 – 2012 STRATEGIC PLAN

## THE STRATEGIC PLANNING PROCESS

The current plan was prepared as Utah and the nation are struggling out of major economic recession and heading into still uncertain times. In this environment, charting the future direction of USL is challenging. But verities still apply: over fifty years of commitment to supporting libraries and their patrons remains the central focus of the Division and representatives of libraries of all types across the state provided input into the plan. A core USL group began the initial strategic planning process, including Library Resources Program Manager Craig Neilson, Assistant Director Cheryl Mansen, State Data Coordinator Juan Tomas Lee, and Library for the Blind Program Manager Bessie Oakes.

**July** – All USL staff had the opportunity to provide input, both via email and through program meetings.

**August – September** - Stakeholder input was gathered through various means: 1) Academic and K-12 libraries contributed ideas at scheduled meetings of the Utah Academic Libraries Consortium (UALC), the Utah Education Network (UEN), and the Utah Library Media Specialists (ULMS). 2) Public Library directors were surveyed to determine their view of the role of the State Library in helping them achieve their goals as well as the future direction of their institutions for the next 3 – 5 years. 3) Regional meetings were held in Richfield, Hyrum, and Salt Lake City to gather further input.

**October** - Finalization of the plan took place, including constituent and staff input into the draft. The State Library Board approved the plan on October 14, 2009.

*“Knowing how to think  
about the future is  
becoming increasingly  
urgent as the pace of  
change in our world  
accelerates.”*

**EDWARD CORNISH**



# UTAH STATE LIBRARY FY2010 - 2012 STRATEGIC PLAN

## MISSION

The Utah State Library will develop, advance and promote library services, and access to information.

*"These changes are fundamental. They alter long-held assumptions about how we prepare our youth, how we retrain our adults, when we begin and how and by what criteria we measure success. No longer can we limit our perspective to a state, regional or even national level. One thing is clear: we need to recognize the impact of these changes on our state. And we need to respond appropriately and decisively. This effort - Utah's 21st Century Workforce Initiative - is our initial response to this global challenge."*

**UTAH GOVERNOR GARY HERBERT**



# UTAH STATE LIBRARY FY2010 – 2012 STRATEGIC PLAN

## GOALS

- 1-** Promote training of 21<sup>st</sup> Century Skills in Utah libraries: Library staff, directors and trustees across the state will have skills and knowledge to provide professional, high-quality service to their stakeholders.
- 2-** Promote expanded multi-type cooperation between all Utah libraries: Libraries across the state will recognize the benefits of collaboration to promote and improve libraries across the state.
- 3-** Increase partnerships: The Utah State Library Division will leverage its support and commitment to partnerships with other libraries, local organizations, and state agencies.
- 4-** Provide library resources for Utah's rural residents delivered via traditional bookmobiles enhanced by innovative, efficient and effective delivery technologies.
- 5-** Meet the changing library needs of blind and disabled residents in Utah and contracting states.
- 6-** All Utah residents of diverse abilities and backgrounds will have equitable access to library materials and resources to improve the quality of their lives.
- 7-** All Utah residents of diverse abilities and backgrounds will have convenient and permanent access to the informational resources provided by their state government.
- 8-** All Utah residents will receive exceptional value and professional management from their investment in the Utah State Library Division: USL's commitment to professionalism and high return on investment is manifest in its valuable statewide programs, commitment to quality library services throughout the Utah library community and vision for Utah's 21st Century libraries.
- 9-** The Utah State Library's most valuable resource is its employees: Division employees will pursue opportunities to strengthen existing skills and learn new ones; share and implement new ideas to support USL's mission; and be recognized for their contribution to the success of Utah libraries.

The USL strives to keep its services relevant and effective by assessing needs, planning responses, and evaluating results in a dynamic cycle.



# UTAH STATE LIBRARY FY2010 – 2012 STRATEGIC PLAN

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## **GOAL 1 -**

**Promote training of 21<sup>st</sup> Century Skills in Utah libraries: Library staff, directors and trustees across the state will have skills and knowledge to provide professional, high-quality service to their stakeholders.**

### **Objective 1-1**

Library staff will gain the skills and tools they need to manage and promote the use of 21st century technology at their libraries, including the use of social media resources and mobile technologies.

### **Objective 1-2**

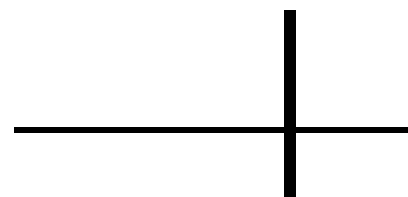
Library board members will be equipped with the skills and tools (including advocacy) to effectively position their libraries to move into the 21st century.

### **Objective 1-3**

Library directors and staff members of smaller and rural public libraries will receive the training they need in core library management and operations skills to provide high quality library service to their users.

### **Objective 1-4**

USL will foster quality public library service through the application of minimum certification standards for library service.





**UTAH STATE LIBRARY  
FY2010 – 2012 STRATEGIC PLAN**

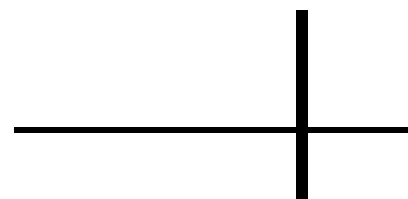
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**Objective 1-5**

Library staff and trustees will be informed about training and grant opportunities, library news, and resources to help them more effectively provide library service.

**Objective 1-6**

Every Public library director, key staff member, and board member, will have access to a USL consultant familiar with the needs of their library to provide advice, assistance, and information.





# UTAH STATE LIBRARY FY2010 - 2012 STRATEGIC PLAN

## GOAL 2 -

Promote expanded multi-type cooperation between all Utah libraries:  
Libraries across the state will recognize the benefits of collaboration to promote and improve libraries across the state

### Objective 2-1

Libraries in Utah will share their resources with library users across the state.

### Objective 2-2

Users of smaller public libraries and state agency libraries will be able to obtain materials not available at their local library.

### Objective 2-3

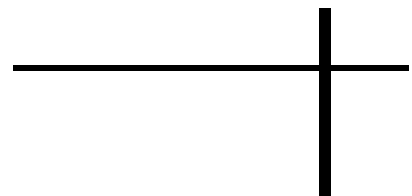
USL will cooperate with large public libraries, plus other entities and agencies to provide library staff and boards with quality training.

### Objective 2-4

Public libraries will share ideas, cooperate on projects, and work together to provide quality library service.

### Objective 2-5

USL will cooperate with organizations and agencies supporting school librarians to provide quality training and support.





# UTAH STATE LIBRARY FY2010 - 2012 STRATEGIC PLAN

## GOAL 3 -

**Increase partnerships: The Utah State Library Division will leverage its support and commitment to partnerships with other libraries, local organizations, and state agencies.**

### **Objective 3-1**

Utahns will use quality online resources through Public Pioneer: Utah's Online Library as made available through the State Library's collaboration with the Utah Education Network, Utah Academic Libraries Consortium, the Utah State Office of Education, public libraries, and other groups.

### **Objective 3-2**

USL will partner with state agencies to provide improved public access to state publications and government information.

### **Objective 3-3**

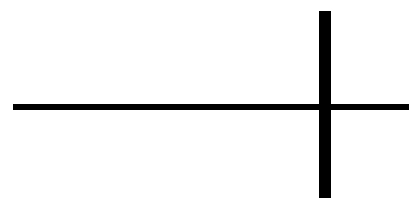
USL will cooperate with other agencies to provide and leverage funding commitments for library services.

### **Objective 3-4**

USL will partner with the Utah Education Network (UEN) to expand broadband Internet access to Utah's public libraries.

### **Objective 3-5**

USL will cooperate and pursue partnerships with other library organizations, government entities, businesses, and private organizations to provide the most efficient and high quality service possible to library users.





# UTAH STATE LIBRARY FY2010 - 2012 STRATEGIC PLAN

## GOAL 4 -

Provide library resources for Utah's rural residents delivered via traditional bookmobiles enhanced by innovative, efficient and effective delivery technologies.

### Objective 4-1

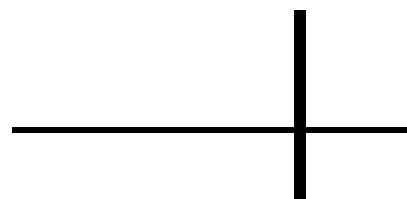
Bookmobiles will provide access to their collections through an effective online catalog.

### Objective 4-2

Residents of rural Utah, who lack equitable access to information and library materials, will receive quality library service via bookmobiles, in partnership with local and county governments and school districts.

### Objective 4-3

Bookmobile users and staff will experience safe and secure operation of bookmobile services.





# UTAH STATE LIBRARY FY2010 – 2012 STRATEGIC PLAN

## GOAL 5-

Meet the changing library needs of blind and disabled residents in Utah and contracting states.

### Objective 5-1

Blind, visually impaired, and physically, and learning, disabled Utah citizens who qualify for service will have increased access to the Newsline service.

### Objective 5-2

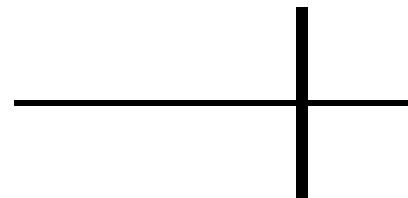
People in Utah who are blind, visually impaired, or have a reading disability will have the library materials they need in the format they need.

### Objective 5-3

Blind, visually impaired and physically and learning disabled Utahns will use audio access to print material through the 24/7 radio broadcast and web streaming.

### Objective 5-4

Patrons throughout the national network of Libraries for the Blind and Physically Handicapped (LBPH) will benefit from USL's partnerships with the Library of Congress, National Library Service and individual network libraries.





# UTAH STATE LIBRARY FY2010 – 2012 STRATEGIC PLAN

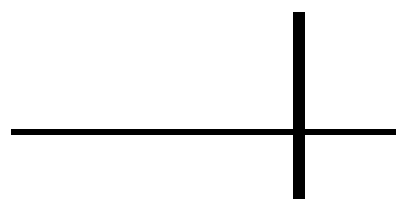
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## **Objective 5-5**

USL will circulate library materials to blind, visually impaired, and physically and learning disabled Utahns in a timely manner.

## **Objective 5-6**

Blind, visually impaired, and physically, and learning disabled Utahns will have access to a greater number of locally produced audio materials through USL's partnership with the Utah Department of Corrections.





# UTAH STATE LIBRARY FY2010 - 2012 STRATEGIC PLAN

## GOAL 6 -

All Utah residents of diverse abilities and backgrounds will have equitable access to library materials and resources to improve the quality of their lives.

### Objective 6-1

Utah's children will have the opportunity to participate in emergent literacy experiences through their local library.

### Objective 6-2

Utah's children will have the opportunity to participate in reading and learning experiences through their local library.

### Objective 6-3

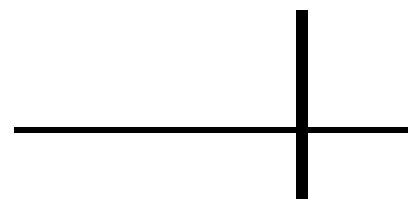
Young adults will have more services available at their library.

### Objective 6-4

English language learners will receive library materials and services that will improve their lives.

### Objective 6-5

American Indian residents will receive enhanced library services and collections that will improve their lives.





# UTAH STATE LIBRARY FY2010 - 2012 STRATEGIC PLAN

## GOAL 7 -

All Utah residents of diverse abilities and backgrounds will have convenient and permanent access to the informational resources provided by their state government.

### Objective 7-1

USL will make the Digital Library for State Publications easier to use and more relevant for users.

### Objective 7-2

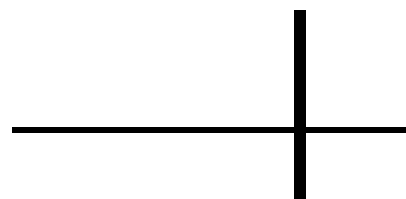
USL will add value to the Digital Library by significantly increasing its annual growth, developing collections and access to collections, and by increasing efficiencies in building content.

### Objective 7-3

USL will increase usage of the Digital Library by promoting its public value with user constituencies.

### Objective 7-4

USL will support library initiatives to preserve and provide access to government publications.





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## GOAL 8 -

All Utah residents will receive exceptional value and professional management from their investment in the Utah State Library Division: USL's commitment to professionalism and high return on investment is manifest in its valuable statewide programs, commitment to quality library services throughout the Utah library community, and vision for Utah's 21st Century libraries.

### Objective 8-1

Libraries will benefit from USL's commitment to leverage the availability of Federal (LSTA) funds to provide statewide resources and reward cooperation among libraries and other community agencies and organizations.

### Objective 8-2

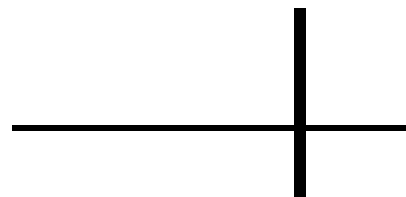
Public libraries will enhance services to users through the Community Library Enhancement Funds Program (CLEF) as funding allows.

### Objective 8-3

The Utah State Library Board will advocate for excellence in library service.

### Objective 8-4

USL will provide information about its services in a timely and efficient manner using multiple technologies.





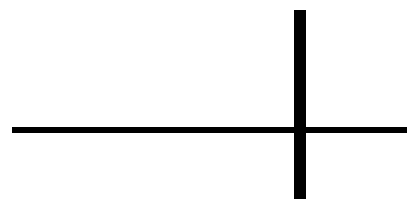
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## **Objective 8-5**

USL will manage its finances with attention to adhering to state financial rules and to providing oversight for state and federal funds distributed to libraries.

## **Objective 8-6**

USL will participate in the Public Library Statistics Cooperative in partnership with the Institute of Museum and Library Services, State Library Agencies, and local public libraries to collect current and accurate data to plan and evaluate public library services.





# UTAH STATE LIBRARY FY2010 - 2012 STRATEGIC PLAN

## GOAL 9 -

The Utah State Library's most valuable resource is its employees: Division employees will pursue opportunities to strengthen existing skills and learn new ones; share and implement new ideas to support USL's mission; and be recognized for their contribution to the success of Utah libraries.

### Objective 9-1

Through training opportunities USL staff will increase skills and learn tools to assist Utah libraries.

### Objective 9-2

Utah State Library staff will seek opportunities to share ideas, experiment with new projects, and explore new ways to improve library services.

### Objective 9-3

Utah State Library staff will seek opportunities to collaborate across programs and across divisions within the Department of Community and Culture to learn more about the resources available to our constituents and provide improved services.

