

MARMOT LIBRARY NETWORK, INC.

Strategic Plan

2009-2012

Mission Statement

Marmot serves a consortium of school, public, academic, and special libraries to-optimize customer-oriented automated products and support to enable members to leverage costs, improve services, and facilitate improved communication within the context of the larger Colorado library network.

Introduction

The new strategic plan for Marmot began as a “brainstorming” session by member library directors and key staff during the annual Council meeting at Powderhorn Resort May 8-9, 2008. Shelley Walchack, then with the Colorado Library Consortium and now with the Colorado State Library, facilitated the session. It was refined by the Executive Board, reviewed by the membership, and adopted.

The member library directors and Marmot staff completed a SWOT analysis (Strengths, Weaknesses, Opportunities, and Threats) before the working sessions commenced. The Executive Board revised the Mission Statement during the process.

This Strategic Plan will be annually reviewed, revised, and updated as necessary until an entirely new strategic plan needs to be created.

As a member based organization, the greatest appreciation goes to the member library directors and staff for their participation in the process. The Executive Board spent considerable time and energy making the plan the best it can be; their reward will be in seeing it implemented successfully by the staff and members.

Executive Summary

Marmot has set six goals for the next three years:

- Marmot improves its primary service – providing the best possible Integrated Library System for the member libraries.
- Marmot develops and maintains technology for member libraries beyond the Integrated Library System.
- Increase opportunities and options for Marmot related training for member library staff.
- Support members for Information Technology facilities planning and emergent technologies.
- Improve, increase, and centralize communication among all Marmot members and staff using a variety of resources.
- Develop a PR & Marketing plan to promote Marmot internally and externally.

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Goals, Strategic Directions, Actions and Timetables, and Measures of Success

Goal 1: Marmot improves its primary service – providing the best possible Integrated Library System for the member libraries.

Strategic Directions:

- Provide an excellent, robust, and affordable ILS.
- Develop and maintain an improved user interface to the Online Public Access Catalog.
- Options and improvements to the ILS are investigated by the staff and appropriate member groups.
- Data base cleanup and maintenance is improved.
- ILS vendors and open source products that would better suit the consortium are investigated as alternatives to Millennium.

Actions and Timetables:

1. Marmot staff improves its role as liaison between the members and ILS vendor by following up on open trouble tickets, immediately notifying affected libraries when problems are resolved, seeking input from members about needed improvements, staying abreast of system changes and releases, and notifying members of enhancements.
Ongoing
2. The OPAC Task Force and staff continue to pursue a more contemporary front end to the OPAC. Current examples include Encore, Aquabrowser, WorldCat Local, Drupal, and VUFind.
2010
3. Member groups study new functionality and make recommendations for purchase to the Executive Board. Currently under consideration, development, or implementation: E-commerce, Floating Collections, program registration, WebBridge/link resolver, Teleforms, Acquisitions enhancements, Bursar/Banner/Student records interfaces to Millennium.
Ongoing
4. The Data Base Task Force and staff develop new standards, procedures, and policies to maintain the cleanest possible bibliographic data base.
2009 and ongoing

5. A System Migration Task Force is established to study ILS products and make recommendations to the Executive Board.

2010-2012

Measures of Success:

- Marmot libraries utilize the most current ILS platform that best meets the needs of their staff and patrons.
- Library patrons have a user-friendly interface and find all the resources they are seeking when searching the OPAC.
- The ILS provides all the functionality that members need.
- The bibliographic database meets or exceeds standards.

Goal 2: Marmot develops and maintains technology for member libraries beyond the Integrated Library System.

Marmot provides a full range of technology support and maintenance to libraries that need it. Libraries “pick and choose” the technologies they use and pay for.

Strategic Directions:

- Marmot staff and Task Forces evaluate emerging and existing technologies, such as:
 - Wikis
 - Podcasts
 - RSS Feeds
 - Web 2.0 tools
 - Drupal
- Explore Marmot Consortia Membership with OCLC.
- Revise the Price Schedule.

Actions and Timetables:

1. Emerging technologies that are within Marmot’s capabilities and that would improve internal and external library services are developed and implemented through current committee structures or ad hoc groups.
Ongoing
2. Marmot explores other Colorado technology projects and products and educates member libraries about options.
Ongoing
3. The staff works with member groups to reach agreements for new Marmot group services such as OCLC cataloging, WorldCat Local and WorldCat Navigator, and make recommendations to the Executive Board.
2010-2011
4. The Price Schedule is revised to reflect changing technologies; prices should support individual technologies and affect member libraries equitably.
2010 and ongoing

Measures of Success:

- Emerging technologies are in use at the Marmot office and in libraries.
- OCLC group services are in place for individual members that need them and consortia-wide when they are the best solution for most members.
- Marmot’s Price Schedule and services are economically competitive for existing and prospective members.

Goal 3: Increase opportunities and options for Marmot related training for member library staff.

Strategic Directions:

- Millennium -- Support implementation of new Millennium modules (acquisitions, serials, e-commerce, etc) through training procedures manuals and recommendations for best practices.
- Formalize New Director Orientation program.
- Make job-specific technology training available for new staff in libraries – technical services, new director overview, circulation procedures, etc.
- Provide training in emerging technologies --Web 2.0, Drupal, Wiki, etc.

Actions and Timetables:

1. Marmot staff and “expert” library staff create training agendas, tutorials, and provide training with the release of new ILS modules.
2009-2012
2. Marmot staff and committees prepare standards and procedures for ILS functions.
2009-2012
3. Marmot staff secures additional continuing education in training techniques.
2009
4. Newly adopted technologies are supported with training materials and workshops.
Ongoing
5. An ad hoc committee of recent and “seasoned” library directors determines orientation practices for new Council members.
2009-2010
6. Marmot develops new distance-based methods to deliver training to members.
2009 and ongoing

Measures of Success:

- Everyone has a “local” opportunity to be trained by regional trainers (some by library type).
- Member library staffs develop and maintain their library Web presence.
- A variety of methods of training are in place, such as: Distance learning, Web 2.0, on site, Online, Regional, “Train the Trainers”, MUG Presentations, and Video/Phone Conferencing.
- Marmot training is scheduled in conjunction with meetings of other groups.
- Marmot staff training is rated Excellent by all members.

Goal 4: Support members for Information Technology facilities planning and emergent technologies.

Strategic Directions:

- Establish a structure for research and development of appropriate technologies.
- Monitor and evaluate the potential for shared electronic resources, such as augmenting state funded databases, or consortium wide access to media/databases.
- The downloadable collections are evaluated vis-a-vis patron needs.
- Support IT planning for new and remodeled library facilities.
- Marmot staff remains involved in discussions at the state level that may complement, threaten, or improve Marmot's services.
- Marmot staff constantly monitors and upgrades the network for stability.

Actions and Timetables:

1. When new technologies emerge, key Marmot staff and members analyze their usefulness, determine their cost, and make recommendations to the Executive Board for adoption.
2009-2012
2. The Resource Sharing Task Force works with AIRS, BCR, and vendors to obtain group licensing and pricing for Marmot.
2009-2010
3. The Downloadables (OverDrive) Task Force monitors patron use of the collections and adjusts purchases to reflect needs. The committee determines the acquisition of new formats and makes recommendations to the Executive Board.
Ongoing
4. Marmot staff provides library staff, architects, and consultants advice for infrastructure needs for new and remodeled library facilities.
Ongoing
5. The Marmot director and appropriate staff participate in state-wide discussions about ILS and other technologies.
2009-2012
6. Marmot's network bandwidth is upgraded and maintained at a level that supports the ILS and library services utilizing the network.
2009 and ongoing

Measures of Success:

- New technologies are implemented that improve library services.
- Library users have access to electronic resources that are affordable for libraries. Library staff decisions about data base licensing are improved through coordination by Marmot.
- Multiple copies of downloadable titles are available to meet demand. Additional formats such as e-books are available.
- Marmot staff regularly reviews IT plans, advises and consults for member libraries pursuing new facilities.

- State-wide ILS and technology initiatives enhance Marmot's ability to serve member libraries.
- Bandwidth is optimized.

Goal 5: Improve, increase, and centralize communication among all Marmot members and staff using a variety of resources.

Strategic Directions:

- Ensure that the Marmot Web presence is a useful tool for fostering communication between member libraries and Marmot staff.
- Inform all Marmot members and staff about Marmot’s projects, task forces, statistics, etc.
- Improve the Marmot Web presence to provide project updates, task force updates, staff calendars, training schedules, policies, procedures, best practices, communications chart (who does what/whom to call for answers), and problem resolutions.

Actions and Timetables:

1. Contact information, e-mail list access, committee rosters, etc. are maintained on the Marmot website with accurate and current information.
2009 and ongoing
2. Marmot staff contacts each member library regularly and “shadows” selected sites.
2009-2012
3. The Marmot Web presence expands to improve access to information about Marmot services and activities.
2009 and ongoing

Measures of Success:

- Members regularly rely on the Marmot Web presence and find the information they are looking for at least 90% of the time.
- Communication among members and Marmot staff is seamless.
- Marmot staff responds to all communication from members within 24 hours at least 90% of the time.

Goal 6: Develop a PR & Marketing plan to promote Marmot internally and externally.

Strategic Directions:

- Maintain current membership by optimizing their use of Marmot staff, products, and services.
- Develop brochures, posters, and packets of materials for distribution by members to market Marmot.
- Develop online tutorials defining Marmot and its services for new Trustees/Administrators/Governing Authorities.
- Solicit staff testimonials about Marmot's products and services and disseminate them as needed.

Actions and Timetables:

1. Marmot staff promotes its services to members and prospective members.
Ongoing
2. Print and online materials are developed that explain Marmot's mission and value.
2009
3. Marmot staff makes presentations to member staff, trustees, and government officials, and potential members, explaining the benefits of Marmot membership.
2009-2012
4. "Brand" Marmot within member libraries (note that some libraries do not choose to do this).
2009-2012
5. Provide lists of strengths, opportunities, and testimonials about Marmot services.
2009 and ongoing

Measures of Success:

- 100% of current membership is maintained over the next 3 years.
- All members are able to articulate Marmot's services and benefits.
- Libraries contact Marmot regularly about membership in the consortium.