

DESIGNING OUR FUTURE ---- Statewide Plan for Washington Libraries

Actions identified at the Action Plan Meeting, October 29, 1997

* = Tasks already ongoing or in progress by associations/libraries

Goal: Quality Service to Customers

The Washington Library community will meet customers' needs and continuously improve customer services.

Strategy: Take customers' needs and priorities into consideration when developing and improving services, facilities, collections and programs.

Action:	People:	Time:	Funding:
*Develop and implement a statewide database licensing project for Washington libraries, state colleges, state agencies	Washington State Library (WSL)	1998	State/Federal
Communicate the State Plan for Libraries' needs and priorities to the WLA membership	Washington Library Association (WLA) Board	Ongoing	WLA
*Communicate results of State Library's satisfaction and needs assessment survey of library customers and incorporate results into team workplans	WSL	1998	Federal
*Conduct annual assessment of training needs of the Washington library community	WSL	1998-ongoing	Federal
*Conduct periodic user surveys	UW Libraries	Every 3 years	UW Libraries
*Use customer focus group input in strategic planning	Spokane County Library District (SCLD)	Every 3 years	SCLD

Please NOTE: This document is a mixture of local, regional and state level action steps prepared from the perspective of a variety of individual local libraries as well as representatives from statewide associations and the Washington State Library.

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Goal: Quality Service to Customers**The Washington Library community will meet customers' needs and continuously improve customer services.****Strategy:** Develop methodologies to measure responsiveness to customer needs.

Action:	People:	Time:	Funding:
Share methodologies by encouraging interest groups to develop workshops	WLA Board/Interest Group Coordinator	1998-1999	WLA
Research what methodologies are used elsewhere	UW Libraries	1997-1998	UW Libraries
Convene a forum to address/discuss the role of WSL, especially to public libraries and others	WA State Library Commission (WSLC)	1998	Federal
*Develop LSTA evaluation process	WSL	1998	Federal
Institute regular customer service measurement tool	Spokane Public Library (SPL)	1998	Local

Strategy: Develop and maintain effective communication with customers.

Action:	People:	Time:	Funding:
*Keep library directors informed of connectivity project, FCC discounts, K-20 Network, and other library related issues	WSL	Ongoing	Federal
*Use ALKI, Link, homepage and interest group newsletters to communicate	WLA	Ongoing	Local
Use Medium, message, web page to communicate	WLMA	Ongoing	Local
Keep Library Council of Washington informed on current library issues	WSL	Ongoing	Federal
*Maintain and increase web access for information distribution and access to forms for libraries and library customers	WSL	Ongoing	WSL/State
*Develop a communication program targeted to the library community	WSL	1999	WSL/State
*Produce semi-annual newsletter on capital improvement program process	Spokane County Library District (SCLD)	Semi-annual	SCLD
*Formalize communications with school districts	Sno-Isle Regional Library	Ongoing	Local
*Produce newsletter for faculty and donors	UW Libraries	Quarterly	UW Libraries

Goal: Quality Service to Customers

The Washington Library community will meet customers' needs and continuously improve customer services.

Strategy: Seek cost-effective alternatives to retain or improve service effectiveness and efficiency.

Action:	People:	Time:	Funding:
Acquire software that enables libraries to make better use of statistics	WSL	1998	Federal
*Use process analysis	UW Libraries	1997-1998	UW Libraries
*Use learning organization principles	UW Libraries	1997-1998	UW Libraries
*Initiate process improvements where appropriate for WSL services to library customers	WSL	1997-1999	State/Federal
Carry out assessment projects	Community Colleges	Ongoing	Local

Strategy: Serve as "information navigators," adding value to information resources so that customers' use of the resources is satisfying and successful.

Action:	People:	Time:	Funding:
*Continue development of a web-based Government Information Locator Service (GILS) to facilitate public access to government information	WSL	Ongoing	WSL/State
*Provide web page/front end for libraries and library customers	WSL	Ongoing	Federal
*Provide analyses, tips, tracking and interpretation for libraries in high interest areas such as FCC applications	WSL	Ongoing	Federal
Encourage training workshops for librarians	WLA IG Coordinator	1997-1999	WLA
*Create a web guide to Internet resources	Spokane County Library District	Ongoing	Local
View libraries as a gateway to state consumer information	WA Utilities & Transportation Commission	Ongoing	Existing
*Share the expertise of library staffs	All	Ongoing	All

Goal: Quality Service to Customers

The Washington Library community will meet customers' needs and continuously improve customer services.

Strategy: Ensure that library staff and trustees are trained to provide continuously improving quality service.

*Provide training opportunities for library staff and trustees	WSL	Ongoing	Federal
*Provide continuing education grants for library staff and trustees	WSL	1999	Federal
Provide public libraries with distance education technology	WSL	1998-2000	Federal
*Provide release time/funding for staff training/continuing education	LMDC Directors	Ongoing	Local institutions
Encourage colleges/universities to upgrade/initiate programs to train school librarians	WLMA	1997-1998	None
*Conduct an annual professional development conference	WLMA	Each October	WLMA
Provide distance education opportunities to Washington library staff based on annual assessment of needs	WSL	Ongoing	Federal
Provide biennial Workshop in Library Leadership (WILL) for trustees	WSL	Ongoing	Federal
*Implemented and funded a staff development program (internally)	UW Libraries	Ongoing	UW Libraries
Provide training through WLFTA interest group	WLA, WLFTA	1998-1999	WLA
*Set aside educational time at each board meeting	WLFTA/WLA	Ongoing	WLA
*Work with neighboring public libraries to create a cooperative management training program	PCLD, TRL, TPL	1998	Local

Goal: Access

The Washington Library community will improve their customers' access to library service and resources.

Strategy: Assist customers in developing skills for lifelong learning including basic literacy and information literacy.

Action:	People:	Time:	Funding:
Provide a forum to identify information literacy strategies and roles for all types of libraries	WSLC/Council/WSL	1998-1999	Federal
Decide how LSTA grant funds will be used--special, targeted and/or open competitive or combinations	WSLC/Council	1998	Federal
Develop and share lifelong learning paths for topics of customer interest	Public libraries (SPL)	1998-2002	Local

Goal: Access**The Washington Library community will improve their customers' access to library service and resources.****Strategy (cont't):** Assist customers in developing skills for lifelong learning including basic literacy and information literacy.

*Continue UWired Program	UW	Ongoing	Institution
*Provide bibliographic instruction within courses	City University	Ongoing	Local
*Continue information competence development facilitation	LMDC	Ongoing	Local institutions
Use "passionate" trained volunteers to assist and mentor	Friends of Libraries	Ongoing	Volunteers
School librarians teach information literacy all day, every day	School Librarians	Ongoing	Staff school libraries w/trained librarians

Strategy: Develop and expand access where it is constrained by culture, language, literacy level, age, abilities, economics and geography.

Action:	People:	Time:	Funding:
Develop a plan for addressing LSTA-identified issues of services to special populations	WSLC/Council/WSL/ Library community	1998-1999	Federal
*Identify adaptive technology resources in the community and integrate into the library plan	Mid Columbia Library/ RECA Foundation/ School districts/ Americorps/library staff	1997-1998	CDBG/Americorps/ DSHS/NSF/ private funds
*Continue literacy programs, remote terminals, bookmobile, home-bound service	Staff/volunteers/JCLD/ Friends of the Library	Ongoing	Grants
*Continue dial-in access	Staff/JCLD/Jefferson County	Ongoing/ 1999	Local
Set up collections of books in alternate formats from the Washington Talking Book & Braille Library in public libraries in Washington	WTBBL and WA libraries	1998-2000	State, local
Conduct "Do It" Program and a training module	UW Libraries	Ongoing	Local

Goal: Access**The Washington Library community will improve their customers' access to library service and resources.****Strategy:** Develop strategies to identify and address the needs of the underserved.

Action:	People:	Time:	Funding:
*Provide and/or provide for consulting to new library districts	WSL	Ongoing	Federal
Sponsor satellite telecasts statewide which respond to needs of the underserved	WSL	1998-1999	Federal
Contact social services agencies	Friends of the Library	1999	Volunteer
Have articles in the local press emphasizing what the library can offer (especially foreign language press)	Friends/Trustees	On-going	Volunteer
Develop contracts with targeted Pierce County communities and create services to meet their needs	PCLS	1998	PCLS

Strategy: Ensure that all people in Washington have access to local and global information.

Action:	People:	Time:	Funding:
*Expand public library connectivity project to include other types of libraries	WSL	1998-1999	Federal
Advocate for and support state connectivity project	WLA Board	Ongoing	WLA
Support Community Technology Centers (CTC) and integrate into libraries - as an extension of the library	RECA, CTC, schools, WA State Migrant Council, library staff	1997-1999	CDBG, State, NTIA, local
Develop consortium that facilitates access to Pacific Rim information	Seattle Public Library	1998-2000	State, grants
Promote joy of reading	Washington Center for the Book/Seattle Public Library	1998-2000	Grants, local
Develop a plan for and implement the digitization of local unique collections	WSL	1999-2000	Federal
*Develop print and electronic information as a resource	UW Libraries	Ongoing	UW, grant

Goal: Access**The Washington Library community will improve their customers' access to library service and resources.****Strategy:** Develop strategies to address disparities in resources.

Action:	People:	Time:	Funding:
Identify what role the state should have in funding library services; ask the Governor to appoint a committee to investigate	WSLC/Council/WSL	1999-2000	Federal
Provide a forum for and coordination of community college's efforts to improve collections	LMDC	Ongoing	N/A
Establish networks through regional trustee meetings	WLFTA	1999	WLFTA

Goal: Technology and Telecommunications The Washington Library community will pursue technical solutions to service challenges through a combination of statewide leadership and local efforts, as appropriate.**Strategy:** Coordinate statewide database licensing, collections development, and information sharing on successful local technology efforts.

Action:	People:	Time:	Funding:
*Develop and implement a statewide database licensing project for Washington libraries, state colleges, state agencies	WSL	1998	Federal
Set up an advisory committee of public libraries (initially) and WSL staff to investigate, set initial contract terms. (Eventually including schools, community colleges, and 4-year college libraries.)	WSLC, public library directors	1998	LSCA funds committed to "brokering" activities
Continue cooperation in Government Information Locator Service (GILS)	WSL/State Archives, et. al.	Ongoing	State
Research, develop and fund a Virtual Library providing coordinated 'front end' for access to electronic resources in Washington	WSL	1998-1999	Federal
*Document the "state of the state" in networking by collecting data and reporting progress	WSL	1999	Federal
*Develop a clearinghouse for use of library information technologies and successful local technology efforts	WSL	1998-1999	Federal
*Continue cooperative library project (4-year universities)	Council of Presidents/ICCL	Ongoing	State Legislature

Goal: Technology and Telecommunications The Washington Library community will pursue technical solutions to service challenges through a combination of statewide leadership and local efforts, as appropriate.

Strategy(con't): Coordinate statewide database licensing, collections development, and information sharing on successful local technology efforts.

*Continue First Search Consortium	WA university libraries	Ongoing	Member libraries
Coordinate community colleges efforts to join in licensing project(s)	LMDC	Ongoing	Local libraries

Strategy: Collaborate to develop approaches to finance the opportunities for universal access, including partnerships with the private sector.

Action:	People:	Time:	Funding:
*Continue work with Gates Library Foundation	WSL	Ongoing	State/Federal
Set up a local foundation	Yakima Valley Regional Library	1998	Start-up funds committed

Strategy: Pursue funding from every possible source, including the private sector, foundations and telecommunication industries to take advantage of technology.

Action:	People:	Time:	Funding:
Explore availability of training through vendors	WSL	1998-1999	Federal
Work with Rural Development Council for funding for community Information Technology projects	WSL	Ongoing	Federal
Develop a resource tool to identify potential funding resources	Spokane Public Library	1999	SPL
*Provide access to Telco database in the state	WUTC	Ongoing	Existing

Goal: Technology and Telecommunications

The Washington Library community will pursue technical solutions to service challenges through a combination of statewide leadership and local efforts, as appropriate.

Strategy: Facilitate libraries' access to technical training and support.

Action:	People:	Time:	Funding:
Conduct workshops	GSLIS will investigate	1997-1998	Self-support (cost recovery)
*Provide training through public library connectivity project	WSL	1998	Federal
Coordinate conferences: Librarians As Teacher, and Creating Programs	CLAMS/LMDC	4 in next two years	Conference fee
Offer training via workshops and conference programs	WLA (Continuing Education Coordinator/Interest Groups)	Ongoing	WLA

Strategy: Facilitate libraries' access to technical training and support.

Action:	People:	Time:	Funding:
Research Conference	WLMA Board	Summer 1998 and ongoing	Organization funds
*Conduct workshops	AM Society for Info Sciences-Pacific Northwest Chapter	1998	ASIS & registration fees
Develop WEB page	WLMA Board	Summer 1998 and ongoing	Organization funds

Goal: Technology and Telecommunications

The Washington Library community will pursue technical solutions to service challenges through a combination of statewide leadership and local efforts, as appropriate.

Strategy: Ensure that libraries are knowledgeable about and able to secure discounts to telecommunications tariffs, under the Telecommunications Act of 1996, and other opportunities.

Action:	People:	Time:	Funding:
*Create a Web site/manual on process	Collaborative: DIS, Rural & Econ Dev Council, WSL, WUTC	DONE	Existing
Link/reference library resources from WUTC web site.	WUTC	Ongoing	Existing
*Provide information on FCC discounts, assistance with applications, and help with other issues such as RFP's, contracting	WSL	Ongoing	Federal
*Research and track telecommunication issues	WSL	Ongoing	Federal
*Provide certification of Washington library technology plans	WSL	Ongoing	Federal
*Provide training on technology planning	WSL	Ongoing	Federal

Goal: Collaboration

The Washington Library community will use coalitions to develop new services, coordinate existing services and share resources.

Strategy: Identify the common missions, goals, issues, or needs for which collaborative solutions are appropriate.

Action:	People:	Time:	Funding:
Participate in collaborative planning venture	WLMA	Ongoing	WLMA
Assist in finding librarians to serve on teams	CLAMS	Ongoing	CLAMS
Develop a plan for a State Heritage Center	State Archives/WSL	1999-2005+	State + funding
Create a State Library council that advises the Library Commission and WSL on State Plan implementation and evaluation - assists WSLC/WSL in planning/implementation/communication issues	WSLC/WSL (Child of WSACL)	1998	State/Federal

Goal: Collaboration

The Washington Library community will use coalitions to develop new services, coordinate existing services and share resources.

Strategy: Ensure that collaborative solutions benefit participating organizations and their customers.

Action:	People:	Time:	Funding:
Develop criteria to determine when collaboration is practical and feasible	SPL	1998	Existing

Strategy: Encourage collaborative projects as a means to add value to library collections, facilities, programs, and services.

Action:	People:	Time:	Funding:
*Continue cooperative Library Project	COP/ICCL	Ongoing	State Legislation
*Continue cooperative library grants	City U. Library + libraries near instructional sites	Ongoing	City University

Strategy: Minimize jurisdictional boundaries that pose barriers to equitable access.

Action:	People:	Time:	Funding:
*Update and publish current status of library laws	WSL	1999	Federal
Provide consultation and information to policy-makers, citizens, and libraries	WSL	Ongoing	Federal

Strategy: Identify and pursue strategies that leverage buying power.

Action:	People:	Time:	Funding:
*Develop and implement a statewide database licensing project for Washington libraries and develop a process for coordination of statewide database licensing efforts in the future	WSL	1998-1999	Federal
Identify other opportunities for consortia buying, such as insurance	WSL	Ongoing	Federal
Serve as a forum and catalyst to form groups for cooperative projects	LMDC	Ongoing	N/A

Goal: Leadership

The Washington Library community will strive for a balance between statewide leadership and local initiative appropriate to each issue. For some issues, local leadership and solutions are appropriate; for others, statewide; for still others leadership may be shared.

Strategy: Employ leadership strategies appropriate to the issue.

Action:	People:	Time:	Funding:
Support local Friends of Library issues: letters to the editors	WLFTA	As requested	Volunteer
Write legislators on library issues	WLA Legislative Planning Committee; WLFTA	As requested	Volunteer

Strategy: Ensure there is ongoing training and development of library leaders.

Action:	People:	Time:	Funding:
*Provide leadership training for public library trustees, including WILL	WSL/WLFTA	1998-1999	Federal
*Complete the reference section of the Trustee Manual	WSL/WLFTA	1998-1999	Federal
Developing leaders is the focus for 1997-1998	WLMA	1997-1998	Organization funds
Establish a summer institute focused on some aspect of the state plan		1999-2000	Organizations/LSTA
Investigate conducting workshops/CE	UW GSLIS	1997-1998	Cost recovery
Provide for training of directors of small public libraries, including leadership training	WSL	1999-2000	Federal
*Provide mentoring and assistance to new community college library directors	LMDC	Now forward	N/A
Encourage leadership and training opportunities in associations.	WLA Board/Interest Group Coord; CLAMS	Ongoing	WLA

Goal: Leadership The Washington Library community will strive for a balance between statewide leadership and local initiative appropriate to each issue. For some issues, local leadership and solutions are appropriate; for others, statewide; for still others leadership may be shared.

Strategy: Provide input to local, state and national groups on issues which affect the libraries of Washington.

Action:	People:	Time:	Funding:
Lobby the legislature	WLFTA/Friends of Library	Annually at session	Volunteers
Give information to the news media.	WLFTA/Friends of Library	Annually at session	Volunteers
Include the library community in formulating FCC comments	WUTC	Ongoing	Existing
Fund participation by UW staff in such groups	UW Libraries	Ongoing	Libraries budget

Strategy: Seek state funding for special projects with statewide impact.

Action:	People:	Time:	Funding:
Obtain ongoing funding for GILS (Government Information Locator Service)	WSL/WLA Legislative Planning Committee/selected state agencies	1998	State supplemental budget

Strategy: Seek a balance between the funding of local initiatives and of statewide programs.

Action:	People:	Time:	Funding:

Goal: Leadership **The Washington Library community will strive for a balance between statewide leadership and local initiative appropriate to issue. For some issues, local leadership and solutions are appropriate; for others, statewide; for still others leadership may be shared.**

Strategy: Actively work to ensure that every type of library has strong leadership and advocacy at the state and national levels.

Action:	People:	Time:	Funding:
Meet to discuss and define issues regarding school libraries and determine leadership responsibilities	WLMA, SPI, State Library, and State Board for Education	1998	Local/State
*Encourage and promote the formation of Friends of Library groups for every type of library	WLFTA	1998	Volunteer

Goal: Building Support for Libraries **The Washington Library community will inspire a passionate interest and support for libraries.**

Strategy: Meet and exceed customer expectations for service.

Action:	People:	Time:	Funding:
*Publish Friends of Library/WLFTA newsletter	WLFTA	Ongoing	Volunteer
*Showcase local Friends of Library groups achievements	WLFTA/WILL	Annually	Volunteer
*Initiate process improvement methods, where appropriate, for WSL service to libraries (e.g. LSTA grant process)	WSL	1998	State

Strategy: Incorporate appropriate marketing strategies as libraries position their services within their communities.

Action:	People:	Time:	Funding:
Investigate conducting marketing workshops	UW GSLIS	1998	Cost recovery
Provide library statistics for use in marketing	WSL	1999	Federal

Strategy: Develop and strengthen advocacy groups for all libraries.

Action:	People:	Time:	Funding:
Develop a series of regional trustee and Friends meetings to discuss mutual concerns	WLFTA Board	1998-1999	WLFTA
*Publish manuals to assist trustees and friends in their work for and with libraries	WSL/WLFTA	1998	WSL/WSL
*Develop conference programs.	WLFTA	Ongoing	WLA
Encourage good people to apply for library board vacancies.	Individual trustees	Ongoing	Local
*Recruit Friends	WLFTA	Ongoing	WLA/WLFTA
Provide advocacy training at the annual WLMA Conference	WLMA President	10-97, 10-98	None needed
Develop advocacy skills/political savvy of the community college library directors	LMDC	1998+	LMDC
*Provide a forum for diverse library activities across all types of libraries to share and develop expertise, interests and knowledge	WLA Interest Groups	Ongoing	WLA
*Publish position papers	WLA PR Committee	Ongoing	WLA

Glossary

ASIS: American Society for Information Services
CDBG: Community Development Block Grant
CLAMS: Community and Technical College Librarians and Media Specialists
COP: Council of Presidents
CTC: Community Technology Centers
DIS: Department of Information Services
DSHS: Department of Social and Health Services
FOL: Friends of the Library
ICCL: Now Council of Presidents/Library Directors
GSLIS: Graduate School of Library and Information Science
LMDC: Community College Library/Media Directors Council
LSTA: Library Services and Technology Act
NSF: National Science Foundation
NTIA: National Telecommunication and Information Agency
PCLS: Pierce County Library System

RECA: a non-profit group to inform the public on issues
SCLD: Spokane County Library District
SIRL: Sno Isle Regional Library
SPI: Superintendent of Public Instruction
TPL: Tacoma Public Library
TRL: Timberland Regional Library
WLA: Washington Library Association
WLFTA: Washington Library Friends and Trustees Association
WLMA: Washington Library Media Association
WSLC: Washington State Library Commission
WSACL: Washington State Advisory Council on Libraries
WSL: Washington State Library
WUTC: Washington Utilities and Transportation Commission

Participants in the Designing Our Future Action Plan Meeting, October 29, 1997

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