



California
STATE LIBRARY
F O U N D E D 1 8 5 0
PRESERVING OUR HERITAGE, SHAPING OUR FUTURE

Strategic Plan: July 2010 to June 2013

July 2010
Sacramento, California

Message from the State Librarian



Dear Reader,

Welcome to the California State Library's Strategic Plan for July 2010 to June 2013. This plan was developed collaboratively with library staff from all parts of our organization and key stakeholders from across California. I am grateful to all of the participants for their time, thoughtfulness, and energy in the development of this plan.

We've developed exciting new vision and mission statements that better reflect what we do and where we want to go, and we've created seven key goals for the next three years:

1. Increase Californians' awareness, appreciation, and use of the California State Library's (CSL) programs, services, and resources.
2. Enhance and extend CSL services to broaden and deepen our connections to more Californians.
3. Promote an environment that ensures the effectiveness of California State Library operations and equips staff with the resources, processes and professional development to be successful.
4. Increase access to content through innovative uses of technologies.
5. Leverage resources for the benefit of all Californians through partnerships and collaborations.
6. Build CSL's services to California libraries to align with evolving conditions.
7. Ensure libraries in the state have effective connectivity, content, and tools to access resources.

This strategic plan will be our guide for developing and delivering outstanding services for all of the communities we serve.

Kindest Regards,

Stacey A. Aldrich
State Librarian of California

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Executive Summary

Overview

On June 15-16, 2010, California State Librarian Stacey A. Aldrich, initiated a strategic planning summit in Sacramento, California. The purpose of the summit was to build the future pathways for the California State Library (CSL)—one of California’s oldest cultural institutions. This was accomplished by developing a CSL strategic plan (values, mission, vision, strategic focus areas, goals, and objectives) covering the period July 2010 to June 2013. Fifty-five stakeholders representing regional libraries, information technology, education, law, training, State Library Board, library associations, and various CSL divisions, contributed to the development of the strategic plan (see Appendix B: Contributors to Our Strategic Plan).

Current State

Key external forces affecting the CSL are the state’s budget crisis, the rapidly changing nature of information, a perceived disconnect of decision-makers from the library community, and a growing reluctance to fund public institutions without confidence in the value of these entities. A number of challenges currently face the California State Library:

- Expectations of library patrons and clients for easy, instant, 24x7 access to the full array of library services using state-of-the-art technologies;
- Expectation by the California library community for CSL to lead and act strategically;
- The need to communicate the value and relevance of libraries in a changing world;
- The need for CSL to review and establish resource priorities; and
- The need to expand the skills, knowledge and abilities of library professionals to anticipate, understand, and meet the changing needs of the people we serve.

Strategic Focus

This strategic plan is a management tool for improving the CSL system over the next three years. The following strategic focus areas represent the framework for the seven goals and 30 objectives that serve as pathways for the future of the California State Library system.

- Marketing & Outreach to increase awareness of CSL services
- Partnership & Collaborations to leverage resources
- CSL Services to reach more Californians and align with libraries’ needs
- Internal Operations to equip library staff for success
- Technology to increase access to content and library resources

California State Library Background

"Feeling an anxious desire for the promotion of education and establishment of a State Library at the Capitol of the State of my adoption, I respectfully beg leave by the presentation of these books to contribute my mite towards the accomplishment of so desirable an object." Colonel Jonathan Drake Stevenson wrote these words when presenting the first donation to the State Library, December 22, 1849; they express the importance to our early State founders of libraries and access to information.

Founded in 1850, the California State Library is the oldest and most continuous cultural agency in the state. Decades before the advent of university or public library systems, the State Library became California's foremost repository of knowledge, serving as a vital resource for California lawmakers and an early and important locus for cultural awareness in the state.

From the beginning, the State Library has been responsible for collecting, preserving, and connecting Californians to our collective history. Over time the collections grew to include the largest collection of California State documents in the U.S., federal government publications, law, and services to those who cannot read standard print. As the library collections expanded, so too did the role of the library outside of Sacramento. State Librarian James L. Gillis was determined to make these rich resources available to all by opening the State Library to the public and by creating the county library system with the goal of establishing a framework of *free* public libraries throughout California.

Today the California State Library provides not only access to a rich collection of resources, but also leadership and support for many important programs:

Information Services

- Braille and Talking Book Library
- California History Room
- General Information Resources
- Government Publications
- Witkin State Law Library
- Sutro Library and Special Collections

Development and Support of Libraries and Literacy Statewide

- Library Development Services

Legislative and Research Services

- California Research Bureau

Program Administration

- Library Services and Technology Act
- Library Bond Act
- California Cultural and Historical Endowment
- California Civil Liberties Public Education Program

Now celebrating its 160th anniversary, the California State Library looks to the future as it works to preserve and promote California's rich cultural heritage, serve California's information needs, and support libraries in this dynamic, innovative, and diverse state.

Vision

The California State Library: Valued by thirty-eight million and growing.

Mission

The California State Library is the state's information hub, preserving California's cultural heritage and connecting people, libraries and government to the resources and tools they need to succeed and to build a strong California.

Values

Integrity

We value and respect our customers, organization, and each other. We are responsible for ourselves and to others through honest and respectful words and actions.

Openness

We communicate openly. We encourage the best ideas to surface from anywhere. We value multiple perspectives and diverse expertise.

Empowerment

We provide the resources that people need to be successful. We foster teamwork and individual initiative while holding ourselves accountable. We encourage and support thoughtful and informed decision-making.

Excellence

We provide quality service to our customers and each other. We continually improve our skills and competencies by pursuing professional growth. We are adaptable and flexible to a constantly changing environment. We celebrate achievement.

Goals and Objectives

Goal 1: Increase Californians’ awareness, appreciation, and use of the California State Library’s programs, services, and resources.	
Marketing & Outreach	<p>Objectives</p> <p>1.1: By February 2011, develop and implement a dynamic marketing plan to promote CSL.</p> <p>1.2: By March 2011, develop a customizable portfolio for communicating the programs and services of CSL.</p> <p>1.3: By July 2011, periodically distribute informative communications to public libraries, state agencies, and stakeholders.</p> <p>1.4: By January 2012, conduct outreach to all California State agencies on the full range of CSL products and services.</p>
Goal 2: Enhance and extend CSL services to broaden and deepen our connections to more Californians.	
CSL Services	<p>Objectives</p> <p>2.1: By December 2010, develop metrics that measure the extent to which users successfully use CSL services.</p> <p>2.2: By June 2012, review services provided by the California State Library and create models for enabling all Californians to have a state library card.</p> <p>2.3: By January 2013, implement at least one reform in each CSL service area to enhance services based on the findings of patron/client service needs assessments.</p> <p>2.4: By January 2013, provide library cards to at least 50% of state employees.</p> <p>2.5: By June 2013, increase by 20% the number of state employees who use CSL services.</p>

Goal 3: Promote an environment that ensures the effectiveness of California State Library operations and equips staff with the resources, processes and professional development to be successful.

Internal Operations	Objectives
	3.1: By December 2010, implement a strategic statistical-data collection plan.
	3.2: By June 2011, implement a collection development plan, for all formats, with clearly defined priorities for acquisition and storage allocation.
	3.3: By June 2012, 75% of CSL staff will have completed at least one learning activity based on individual development plans.
	3.4: By December 2012, 80% of CSL policies and procedures will be reviewed, revised, and stored in a central repository in a common format accessible to all employees.
	3.5: By June 2013, implement two projects to enhance cross-sectional collaboration.

Goal 4: Increase access to content through innovative uses of technologies.

Technology	Objectives
	4.1: By December 2011, implement a statewide plan to prioritize and collect digitally created state government content.
	4.2: By December 2012, digitize 10% of collections identified as priority in a formal digitization plan.
	4.3: By June 2013, create better access to CSL resources through the implementation of at least three new online tools and improvement of the CSL website.

Goal 5: Leverage partnership opportunities to enhance services to the communities we serve.

Partnerships & Collaborations	Objectives
	5.1: By March 2011, establish a process that identifies partners for collaboration among State and non-State entities.
	5.2: By June 2011, develop a set of standards for partnership agreements.
	5.3: By June 2013, review relevant statutes, regulations, funding, and contracts to identify how they can be modified to better support statewide library collaboration.
	5.4: By June 2013, implement three new partnership agreements to provide enhanced library services.

Goal 6: Build CSL's services to California libraries to align with evolving conditions.

Objectives

CSL Services

- 6.1: By July 2011, review, evaluate, create, and implement new models for statewide sharing of resources.
- 6.2: By September 2011, create a California library think tank to identify trends and forces affecting library services and develop at least two new projects that can address them.
- 6.3: By December 2012, develop objectives for the next 5-year Library Services and Technology Act plan.
- 6.4: By January 2013, review and evaluate current services to libraries and create a plan for working with libraries to serve Californians.
- 6.5: By June 2013, analyze, recommend, and implement new models for expansion of the statewide library literacy services.
- 6.6: By June 2013, ensure that at least 75% of library staff members throughout California have increased their knowledge, skills, or abilities to provide services for their communities. This will include the increase of leadership skills of at least 200 career librarians and middle managers.

Goal 7: Ensure libraries in the state have effective connectivity, content, and tools to access resources.	
Technology	Objectives 7.1: By January 2012, implement a plan for collaboration and cooperation to support access to online resources. 7.2: By June 2013, increase by 50% the broadband connectivity for 75% of public libraries in the state. 7.3: By June 2013, ensure that 90% of public libraries in the state offer digital literacy services to enhance the ability of Californians to find, evaluate, create, and communicate information.

Appendix A: Language of Our Process

California State Library System - Includes the library and all of the stakeholders served (e.g., state legislature, public, libraries, state government)

Challenge - Brief description of the issue we are trying to address

Current Reality - The strengths, challenges, opportunities, and customer expectations facing the CSL system

Current State Assessment - The “as is” state of the CSL system consisting of the External Impacts and the Current Reality

External Impacts - External trends and forces affecting the CSL system

Goal - A statement that describes a long-term (3 year – FY2011 to FY2014) desired end state, result, or outcome that CSL wants to achieve

Mission - A statement of what CSL does and for whom CSL does it

Objective - Major steps or strategies to achieve a goal. Objectives are Specific, Measurable, Attainable, Relevant, and Time Bound (SMART)

Patrons/Clients - The people or organizations served by CSL

Stakeholders - People or groups inside and outside of the CSL system who have some level of interest in CSL

Strategic Focus Area - Major area in which CSL wants to improve or to succeed

Strategic Planning - The process of developing a game plan to align and to focus the CSL effort on achieving a desired future over the next three years

Vision - A vivid, present-tense statement of CSL’s desired future state

Appendix B: Contributors to Our Strategic Plan

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