# Strategic Vision for Library Systems in the 21st Century

A road map and timeline for a thorough, transparent and inclusive process to work toward the strategic visions approved by COLAND in January 2015 and also toward efficient and effective service delivery models to provide the best services possible for all libraries and patrons.

This would involve four groups working together to design and implement a process. The following identifies the roles and deliverables of these groups, along with a general road map.

## Process & Roles

**Steering Committee**

- Composed of representatives from COLAND and the LEAN work group with additional members to include large and small libraries in addition to geographic representation.
- Provide Strategic Vision, oversight and general leadership for the process.
- Working with DPI, select a project manager to lead the service model development and implementation process.
- Provide feedback and guidance to the project manager in the development of the work groups and timelines.
- Provide oversight to ensure transparency and appropriate communication to the library community, decision makers and stakeholders.
- Work with DPI to assess, based on information gathered and progress of service work groups, budget and legislative requests for the 2017-2019 biennial budget.

**Project Manager**

- Report to Steering Committee and DPI.
- Coordinate communication, with guidance from the Steering Committee, among the work group participants and the library community as needed.
- In conjunction with the Steering Committee and DPI, create and manage development and implementation process of new service delivery models including managing and leading Service Work groups. This will include:
  - Develop process:
    - Determine composition of 10 work groups (the time line identifies the work groups) that will be composed of experts and stakeholders from inside the Wisconsin library community and outside of it.
    - Lead, coordinate and manage the process and work of each work group including attending and participating in work group meetings as necessary.
  - Develop new service delivery models:
    - Provide expertise, when appropriate, on development of new service delivery models.
    - Coordinate and manage all data gathering and analysis including surveying the library community as needed.
  - Develop pilots for new service delivery models as necessary:
    - With the work groups, determine the process and participants for any pilot.

- Coordinate requests for funding of pilots.
- Coordinate and manage data gathering for pilot and process for feedback to determine impact and effectiveness of potential new service models.
  o Develop implementation plans with work groups for successful new service models:
    - Determine most effective manner to implement new service delivery models.
    - Determine any phase-in funding necessary to facilitate the implementation of any new service delivery models.
    - Determine ongoing funding models to sustain and continually seek to improve coordinated library services for libraries and patrons.

**Service Work Groups**

- Experts within and outside of the library community and major stakeholders for each service area work group.
- The work groups would be developed according to the process developed by the project manager, Steering Committee and DPI and would be charged to develop service delivery models and implementation plans with a focus on improving services to libraries and patrons while gaining efficiency.

**DPI-DLT Staff**

- Provide resources and expertise as needed to work groups and process.

## Timeline of the work groups

| Jul. 1 – Dec. 31 2015 | Jan. 1 – Jun. 30 2016 | Jul. 1 – Dec. 31 2016 | Jan. 1 – Jun. 30 2017 |
|---|---|---|---|
| Resource Libraries | Electronic Resources | CE | |
| Technology | Technology | Consulting | |
| ILS/Discovery | ILS/Discovery | ILS/Discovery | ILS/Discovery |
| Delivery | Delivery | Delivery | Delivery |
| ILL | ILL | ILL | ILL |
| Chapter 43 | Chapter 43 | Chapter 43 | Chapter 43 |

**General**

The service work group process will begin after a project manager is selected and the members of the work groups are chosen.

**Resource Libraries**

Determining the possibilities for new service delivery models in the other areas requires an understanding of the current and potential roles of resource and other libraries, including the provision of direct services, expertise, and pilot projects.  In order to gain that understanding early in the process, this workgroup would be the first to convene.

**Technology**

Models and ideas of how to collaborate and consolidate technology services already exist or are under discussion. This work group will be able to start immediately to continue the momentum of those efforts and to help provide a model of technology support structure to help inform work of the ILS work group.

**Resource Sharing**

ILS/Discovery, Delivery and ILL are interdependent services. Because these services work hand in hand, it is necessary to run these work groups in conjunction with each other. While they will be separate work groups, each work group will require expertise and input from the other work groups to do their work.

**Electronic Resources**

Like technology, models of how to coordinate and manage electronic resources already exists. Because electronic resources are a part of the big picture of resource sharing, having this work group start in Year One to develop opportunities for expanding existing models of cooperative electronic resource purchasing and management will inform the work of the other Resource Sharing work groups.

**CE & Consulting**

The work done by the Resource Libraries, Technology and Resource Sharing work groups and the service models developed by those groups will help to identify the regional layers and service hubs necessary to support the delivery of services. Any statewide and/or regional approach to delivering CE and Consulting services will be informed by having an understanding of what the other service delivery models may look like from a statewide and regional level.

**Chapter 43**

The work of each service area work group may result in the need for changes to Chapter 43 in order to facilitate the recommended changes in service delivery. Also, as these work groups progress, they will identify ways in which statutory language, including governance and funding, needs to change to allow for continual improvement in the effectiveness for how services are delivered. Thus, this work group will be ongoing as it gathers input from the other work groups to guide its efforts.

**System administration**

Addressing the number of systems in Wisconsin to reduce unnecessary duplication of administrative services across the state and maximize the use of resources available to systems and libraries will be done after new service delivery models are developed, tested and implemented. An overlay of the new service delivery models will reveal the necessary logistical, administrative and governance support structure needed to most effectively and efficiently support new service models. A work group would be formed following the work of the service work groups to determine what will be the most effective coordinated library services structure to support the different service delivery models on either a statewide or regional level.

## Road map project management funding

In total, for the 2015/16 and 2016/17 fiscal years, a funding request of $500,000 is recommended to form a pool of funds available to support the following:

- Project manager time and expenses – estimated at $400,000.
- Work group travel and meeting expenses – estimated at $20,000
- Outside expertise and consultants:  as needed and determined by the work groups and Steering Committee – estimated at $40,000
- Data gathering, surveying and analysis – estimated at $40,000

**Pilot Projects**

It is difficult to predict what pilot projects will be needed to test new service delivery models.  It is recommended that the work groups, Steering Committee, DPI Division for Libraries and Technology staff, and the LSTA committee work together to create categories to have LSTA funding available for any service model pilot projects in support of advancing the strategic vision.


## Conclusion

This roadmap provides direction for the first two years of a process intended to lead change at the local and regional level to maximize organizational resources and state funding to deliver the highest quality library services to Wisconsin residents for the tax dollars provided.  The remaining path of the project will be informed by data and information gathered during the first two years of the process.  With participation and input from the library community this process will lead to more effective and efficient services for the citizens of Wisconsin.