



SAILS LIBRARY NETWORK

Strategic Plan

2012-2015

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NEEDS STATEMENT

S.A.I.L.S. Library Network was established in order to equalize and improve access to information to the residents of Southeastern Massachusetts through the cooperative use of technology. Because of the diverse user populations served by member libraries, S.A.I.L.S. LIBRARY NETWORK must respond to these diverse needs with a dynamic and flexible service plan.

MISSION STATEMENT

S.A.I.L.S. is a multitype consortium of libraries in Southeastern Massachusetts. Its mission is:

- To work cooperatively with its members to promote the collection and sharing of library resources
- To provide innovative leadership
- To encourage the joint use of technology
- To support activities that enhances an individual library's ability to meet the needs of its users
- To provide direct and equal access to diverse information resources

SERVICES

STRATEGIC GOAL: Efficient and timely communication channels between SAILS and member libraries. Member libraries will communicate directly to their users.

OBJECTIVE 1: Investigate more efficient methods for notification for end users i.e. Telephone notification

OBJECTIVE 2: Continue to foster communication between libraries via online means i.e. web forms

OBJECTIVE 3: Simplify access to forms on the website

OBJECTIVE 4: Increase use of error forms or just contacting SAILS staff when having problem.

Task 1: Conduct a formal evaluation and cost benefit evaluation methods of notifying patrons of overdues and available holds.

Task 2: Develop an online wiki for libraries to post questions and answers about the SAILS services they use such as Envisionware, self-check, 9XX.

Task 3: Provide non-password protected access to SAILS forms.

Task 4: Make greater use of Wonderdesk for reporting problems beyond PC Support.

STRATEGIC GOAL: Provide training to member libraries in all modules SAILS supports

OBJECTIVE 1: Provide online and onsite training.

OBJECTIVE 2: Create an FAQ for library staff for common tasks

OBJECTIVE 3: Create online tutorials for common tasks

OBJECTIVE 4: Direct training for Overdrive

OBJECTIVE 5: Create an FAQ for Library Directors

OBJECTIVE 6: Provide specialized support for school library members

OBJECTIVE 7: Increase staff comfort with new technologies – i.e. Tumblebooks and Overdrive

Task 1: Develop a suite of pre-recorded and on demand tutorials available 24/7 online for staff members.

Task 2: Ensure that on-line tutorials do not require that a telephone be used for the audio portion.

Task 3: Expand the use of Wonderdesk's FAQ features.

Task 4: Encourage staff participation Overdrive training offered by Overdrive.

Task 5: Expand the SAILS staff site to include an FAQ for directors about network policies and management.

Task 6: Participate in K-12 in-service days.

Task 7: Expand contact with K-12 technology departments to keep them apprised of SAILS services.

STRATEGIC GOAL: Provide avenues for member libraries to inform stake holders about services and offerings that SAILS provides.

OBJECTIVE 1: Develop appropriate publicity materials for the use of member libraries that explain network services.

OBJECTIVE 2: Develop the means for SAILS members involved at the statewide level to report back to the membership what is happening

OBJECTIVE 3: Ability to provide access to library statistics

OBJECTIVE 4: Find easier ways to share news and tools between Member Libraries.

Task 1: Create a SAILS mobile “road show” media kit with handouts, banners, and brochures.

Task 2: Expand the use of Directors Station by libraries for accessing library statistics.

STRATEGIC GOAL: Provide core services to Member Libraries.

OBJECTIVE 1: Provide core services in the most cost effective manner.

OBJECTIVE 2: Continue providing PC support

OBJECTIVE 3: Continue providing all Symphony services to Member Libraries that includes training in all modules

OBJECTIVE 4: Continue to investigate new group purchasing options.

Task 1: Adopt a service level agreement outlining services and expected response time to service requests.

Task 2: Decrease the number of members not using a service or option offered by SAILS.

Task 3: Increase responses to SAILS surveys.

Task 4: Ensure all member library employees are enrolled in the appropriate email lists.

Task 5: Ensure that all libraries have one staff member trained in Directors Station.

Task 6: Ensure that every new library employee receives training from SAILS in the use of network services.

NEW TECHNOLOGIES

STRATEGIC GOAL: Provide residents in Southeastern Massachusetts with state of the art access to information resources.

OBJECTIVE: 1: To supply libraries and patrons with access to the latest developments in online information resources.

Task 1: Continue to expand the Overdrive service by having libraries increase their contribution to 3% of their media budget in year 1. Year 2 will increase to 4%, Year 3 will increase to 5%.

Task 2: Continue to review and install as appropriate, a new user interface that provides access to all S.A.I.L.S. resources.

Task 3: Research other available e-content services.

Task 4: Work with Overdrive to install download workstations at public libraries.

STRATEGIC GOAL: To establish support programs to ensure that libraries are able to provide quality on site access to electronic resources.

OBJECTIVE 1 To provide on-site PC support to subscribing libraries to ensure maximum uptime of public computers.

OBJECTIVE 2: The network will be a resource for professional consulting services.

OBJECTIVE 3: To provide member libraries with the most cost effective means to provide access to their patrons

Task 1: Add one digital collection to “History SAILS On” site per year.

Task 2: Respond to requests for assistance on-site or network projects within 48 hours.

Task 3: Work with libraries as they digitize collections and make available through our online site, as appropriate.

Task 4: Serve as a collaborative partner with member libraries and the Digital Commonwealth initiative.

Task 5: Refer libraries to recommended vendors for internal wiring, networking or wireless installations.

Task 6: SAILS will continue to inform libraries of new hardware and software options that will address their needs.

Task 7: Host libraries’ websites at a cost which is calculated at 10 percent of commercial rates.

Task 8: Serve as lead purchaser of commonly used services and software.

Task 9: Assist with configuration of self-check system on fee for service basis.

Task 10: Continue to invite vendors to present to membership.

STRATEGIC GOAL: SAILS staff will be proficient in using new technologies that will benefit the SAILS' member libraries.

OBJECTIVE: member libraries will save time & money by sharing the knowledge provided by the SAILS staff.

Task1: Each SAILS staff member will attend at least one conference per year.

Task 2: Submit a written report to the membership within 30 days of the conference.

MANAGEMENT

STRATEGIC GOAL: Encourage more participation on the part of library directors in the management of the network.

OBJECTIVE 1: Support peer to peer mentoring between directors

OBJECTIVE 2: Implement Web 2.0 technologies to encourage off-site participation in meetings

OBJECTIVE 3: Support the open exchange of information between directors

Task 1: Develop a core group of directors willing to mentor new directors or directors interested in participating in SAILS management meetings.

Task 2: Develop the means for directors to participate in meetings while off-site but in real time mode through the use of video conferencing, telephone conference or web-based meetings.

Task 3: Provide time at the end of each membership meeting after the conclusion of the SAILS business meeting for library directors to have an open discussion about issues relating to their libraries.

STRATEGIC GOAL: Develop creative methods for the use of SAILS Personnel funding to allow for the efficient provision of services to member libraries

OBJECTIVE 1: Use contractors or consultants for specific projects.

OBJECTIVE 2: Contract with vendors for the provision of off-site training.

OBJECTIVE 3: Supply SAILS staff with technologies/training needed to provide services.

Task 1: Contract with SirsiDynix for custom programming for enhancing the capabilities of the Symphony software.

Task 2: Contract with SirsiDynix for web based training in the basics of Symphony, Directors Station, and eLibrary.

Task 3: Make use of Skype, conference call, and Ready Talk for advisory and management meetings as appropriate.

STRATEGIC GOAL: Ensure that SAILS provides staff members with adequate compensation and professional development.

OBJECTIVE 1: Regularly evaluate salaries and benefits

OBJECTIVE 2: Provide means for staff to enhance skills

OBJECTIVE 3: Encourage staff members to participate in professional activities

Task 1: Conduct an annual comparison of Massachusetts network salary schedules to ensure that SAILS salary ranges are mid-range.

Task 2: Contingent upon network receipts ensure that SAILS employees go no more than 2 years without a salary increase.

Task 3: Conduct an annual goal setting assessment for each employee, identifying areas for skill enhancement.

Task 4: Budget sufficient funds to provide continuing education possibilities for SAILS staff.

Task 5: Budget sufficient travel funds to allow SAILS staff to participation in professional meetings.

STRATEGIC GOAL: Ensure that SAILS is supportive of the needs of other library agencies and nonprofits if the relationships are mutually beneficial.

OBJECTIVE 1: Actively participate in statewide library organizations

OBJECTIVE 2: Actively participate in regional/national library organizations

Task 1: Attend all meetings of Massachusetts network administrators and/or presidents.

Task 2: Attend all MBLC meetings to which networks are invited.

Task 3: Provide meeting space and resources to MLS for regional training/meetings.

Task 4: Maintain network membership in the Massachusetts Library Association, the Digital Commonwealth, and the COSUGI SirsiDynix Users group.

FINANCE

STRATEGIC GOAL: Ensure members fees are reasonable

OBJECTIVE 1 The annual network operating budget will be developed with the financial limitations facing member libraries in mind.

OBJECTIVE 2 The network will look for creative solutions to assist libraries facing financial difficulties in order to assist them in maintaining their network membership while not using other member assessments as a subsidy.

OBJECTIVE 3: The network will provide member libraries with background data that will allow them to provide justification for the costs of network membership.

OBJECTIVE 4: The network will explore new sources for revenue

Task 1: Annual assessment increases are to remain at or below the annual cost of living index increase.

Task 2: Distribute value of service letter to all directors by July 15 each fiscal year.

Task 3: Present and distribute an analysis of network expenditures and revenues compared to other networks in the state as well as a plan for the upcoming fiscal year expenditure and revenues for the August membership meeting.

Task 4: The network will apply for grants and subsidies to that will underwrite operating costs.

STRATEGIC GOAL: Ensure prudent management of SAILS funds :

OBJECTIVE 1 The network will obtain and maintain the services of an outside investment manager.

OBJECTIVE 2 The network will maintain a current investment policy that outlines investment options for SAILS operating and capital reserve funds.

OBJECTIVE 3 The network will conduct an annual audit of the its financial accounts

Tasks

Task 1: The investment manager will report monthly to the Executive Director and annually to the membership.

Task 2: The investment manager will provide regular reports about whether the network's current investments are meeting the goals of the network investment policy.

Task 3: The network will receive a satisfactory review of its annual management practices by the network auditor.

STRATEGIC GOAL: Ensure creative use of SAILS funds

OBJECTIVE 1 The network will work closely with the investment manager and bank to safely maximize the return on its investment.

OBJECTIVE 2 The network will enter into vendor contracts that allows the network to predict expenditures for several years in advance and that minimize annual increases.

OBJECTIVE 3. The network will negotiate for group contracts for services when available.

Task 1: Annual increases for services do not exceed the increase of the annual cost of living index.

Task 2: Contracts will only be approved where increases are known.

Task 3: All services purchased for the members will include group, state, or nonprofit discounts.

PLANNING COMMITTEE MEMBERS

Chair Person – Many Leite, East Bridgewater
Olivia Melo, Lakeville
Beth Smith, West Bridgewater

Staff Liaison – Debby Conrad, Executive Director

Working Committees:

Finance

Chair Person - Carole Julius, Carver
Walter Stitt, Attleboro
Jerry Cirillo, Foxboro (Boyden)
Susan Pizzoloto, Mattapoisett
Staff Liaison - Debby Conrad

Services

Chair Person – Manny Leite, East Bridgewater
Bonnie Mendes, Somerset
Jocelyn Tavares, Dighton
Melissa Campbell, Plainville
Staff Liaison - Kristin Slater

Technology

Chair Person – Beth Smith, West Bridgewater
Daisy Delano, Taunton
Janice Allman, East Bridgewater
John Spinney, Norfolk
Sharon St. Hilaire, Seekonk
Staff Liaison - Laurie Lessner