

Springfield City Library

Strategic Plan 2011-2016



Springfield City Library
A Brighter Future for Springfield Today
Strategic Plan 2011 – 2016

Mission

Building connections ● Broadening horizons ● Strengthening community
The community source for literacy, technology and information

Vision

Working toward a brighter future for Springfield *today* –

- Celebrating community, culture and history
- Promoting success for Springfield residents in education, work and life

Values

A welcoming place for all
Responsive, quality customer service
A strong partner in the Springfield community

Strategic Priorities

Goal 1) Success in education, work and life
The library will build strong programs and collections to foster success for Springfield residents in education, work and life.

Focus on:

- A. Adult literacy
- B. Career opportunities and workforce development
- C. Health and wellness
- D. Literacy and academic success for children
- E. Local businesses and economy
- F. Technology literacy

Goal 2) Community leadership
The library will strengthen its relationships with local leaders to inspire community members to use Springfield City resources to start a business, advance their education and explore new careers.

Focus on:

- A. Presence and leadership on collaborations to address city-wide concerns
- B. Early childhood literacy and education
- C. Workforce readiness and development
- D. E-Government services

Goal 3) Springfield City Library - A place for you

The library will continue to enhance the central and neighborhood branches to provide resources, programs, collections and physical spaces to encourage community, learning, fun and reflection.

Focus on:

- A. Local community culture, outreach and programs
- B. Local businesses and partners

Goal 4) Celebrate Springfield

The library will be an advocate for the City and the community with programs and collections that celebrate the rich culture, people, history and achievements in Springfield.

Focus on:

- A. Community, diversity, culture, history
- B. Fun programming

Goal 5) Building awareness and advocacy

The library will expand efforts to improve awareness of library programs and resources, to attract new library users and to build library advocates.

Focus on:

- A. Welcoming and empowering signage
- B. Attracting new library users
- C. Library advocacy
- D. Outreach to newcomers
- E. Strong, active volunteer engagement

Goal 6) Institutional effectiveness

The library will continue its focus on effective services and programs and will develop metrics that demonstrate library contributions to Springfield.

Focus on:

- A. Programs and events
- B. Assessment

Goal 1. Success in Education, Work and Life

The Library will build strong programs and collections to promote success for Springfield residents in education, work, and life.

Objective 1. The Library will define, design, and provide collections, programs, and services that support the changing cultural and educational needs of Springfield Adults and Seniors:

- 1a. Respond to societal changes with information to help Adults and Seniors manage and improve their lives.
- 1b. Provide access to collections in ever-increasing formats to further educational opportunities and meet the needs of the Adult and Senior community.
- 1c. Provide programs, activities, and opportunities for Springfield Adults and Seniors.

Objective 2. The Library will continue to define, design, and provide programs and collections that promote literacy and academic success for Springfield Youth and contribute to the growth and development of Springfield Families and Children:

- 2a. Provide literacy-based programming for pre-school and school-aged children and their families and caregivers.
- 2b. Offer programs, activities, information, and reading opportunities for Springfield Teens for their social, educational, and civic development.
- 2c. Strengthen and provide collections in a variety of formats that continue to support the information and reading needs of Springfield Youth and families.

Objective 3. The library will continue to meet the needs of adults with low literacy skills for reading, writing, and other necessary lifelong learning skills:

- 3a. Continue to pursue funding for the Read/Write/Now Adult Learning Center.
- 3b. Promote partnerships with Community agencies that support adult literacy.
- 3c. Develop programs and services to meet the needs of ESL learners.
- 3d. Expand adult literacy services to meet the needs of Springfield residents.

Objective 4. The library will define and design programs that enhance workforce development and career opportunities that meet the needs of local businesses and support the economic vitality of Springfield:

- 4a. Provide the hardware, software, and technology skill training needed by those seeking new work and career opportunities.
- 4b. Provide services that enhance skills and resources required to identify career opportunities and job seeking skills.
- 4c. Develop career centers at all Library locations to provide career-oriented materials and programs.

Goal 2. Celebrate Springfield!

The Library will be an advocate for the City and the community with programs and collections that celebrate the rich culture, people, history and achievements in Springfield.

Objective 1. The Library will conduct programs, exhibits, and events focusing on Springfield's community, diversity, culture, and history.

Objective 2. The Library will enrich and support Springfield's arts, cultural, and business communities by offering citywide writing contests, creative writing workshops, book discussion groups, author programs, "City Thinks" programs and small business workshops.

Objective 3. The Library will develop and promote collections that showcase local history and achievements.

Goal 3. Community Leadership

The Library will strengthen its relationships with local leaders to inspire community members to use Springfield resources to start a business, advance their education, and explore new careers.

Objective 1. The Library will develop and maintain community collaborations with City departments, schools, cultural, and social service organizations:

- 1a. Maintain active and collaborative relationships with a variety of community-based organizations and institutions that serve youth.
- 1b. Increase partnerships with the public and private sectors to address community needs.
- 1c. Create and implement an overall plan for involving members of the community as partners, volunteers and advocates to increase resources available to support library services.

Objective 2. The Library will ensure that Library staff are actively involved in community organizations and are aware of community trends and issues:

- 2a. Continue to develop collaborations with neighborhood and citywide organizations and assign staff liaisons.
- 2b. Establish a library staff speaker bureau to increase outreach and collaborative opportunities.

Objective 3. The Library will continue to develop a leadership role and presence on citywide collaborations to improve early childhood literacy:

- 3a. Expand use of the Early Childhood Resource Center for the Western Region of Massachusetts by early childhood professionals and Springfield families through outreach and collaborations with neighborhood-based care providers and the Preschool Enrichment Team.
- 3b. Continue to develop a leadership role and presence on citywide collaborations to improve early childhood literacy.

Objective 4. The Library will develop collaborations and partnerships with local businesses to promote services related to workforce readiness and development:

- 4a. Develop and implement a plan for expanded outreach to the business community.
- 4b. Develop a Springfield Success Series to showcase local business leaders to promote awareness of local career opportunities.
- 4c. Collaborate with local businesses to ensure that Library curriculum related to workforce readiness meets local employer needs.

Goal 4. Springfield City Library – A Place for You

Enhance the Central Library and neighborhood branch libraries to provide resources, programs, collections, and physical spaces to encourage community, learning, fun, and reflection.

Objective 1. In FY11, arrange for renovations, staffing, furniture, equipment, materials, supplies and technology for the reopening of the Mason Square Branch as a full-service library.

Objective 2. Determine if the Central Library building is adequate to serve as Springfield's library today and in the future.

Objective 3. Make all library facilities welcoming places for all residents, with a focus on achieving significant enhancements in spaces for teens.

Objective 4. Work with partner organizations, neighborhood advisory committees, City Facilities and businesses to determine area needs and attempt to address them.

Goal 5. Library Awareness and Advocacy

The Library will improve awareness of library programs and resources to attract new library users and build library advocates throughout the City.

Objective 1. Market library resources, ongoing programs, and new initiatives to encourage high levels of attendance and usage.

Objective 2. Develop the Library's website to strengthen its role as Springfield's gateway to information.

Objective 3. The library will increase its visibility and outreach to ensure all Springfield knows about services and resources available to the community

- 3a. Develop materials and procedures to ensure that new City residents are informed about library services.
- 3b. Conduct celebrations marking the 100th anniversary of the Central Library.
- 3c. Distribute library cards and information about services and events at schools, City Departments, and community groups.
- 3d. Consider acquiring an outreach vehicle (van or cybermobile) to draw people's attention to the library and its services.

Objective 4. Coordinate a deep and talented pool of volunteers to assist with initiatives and spread the word about library services and roles.

Objective 5. Train library staff, users, volunteers and other about library needs and ways to assist in achieving financial and service goals for libraries locally, statewide and nationally.

Goal 6. Institutional Effectiveness

The Library will focus on effective services and programs and develop metrics that demonstrate library contributions to Springfield.

Objective 1. Continue to advocate for strong financial support from the City of Springfield and develop additional financial resources to meet and support community needs:

1a. Actively work with city leadership and potential funders to promote the library to develop a better understanding of the potential the library offers to the community.

1b. Research and identify local, regional, state and federal foundations and organizations that will support library programs and services.

1c. Continue to work with the Springfield Library Foundation and the Friends of the Library in fundraising efforts.

Objective 2. The Library will refine its assessment program to demonstrate its contributions to and impact on the Springfield Community.

2a. Establish assessment priorities that address contributions to the community, user satisfaction, efficient processes, and stewardship of library funds.

2b. Establish assessments that measure activities related to City of Springfield Strategic Priorities.

Objective 3. Provide training that enhances the staff's ability to deliver excellent service and emphasize continuous learning as a core value

3a. Create a library orientation program for all new employees.

3b. Provide ongoing training workshops for all staff.

3c. Establish staff recognition committee and initiate a staff recognition program.

3d. Improve internal communications through regular staff meetings and a library intranet.

Objective 4. Provide the technological infrastructure needed to support library operations and utilize technology for the most efficient and cost-effective delivery of library services:

4a. Develop annual plans for technology needs and upgrades.

4b. Investigate local, regional, state and national funding opportunities for new technology and include new technology applications in the annual budget request.

4c. Identify options to improve the technologies and processes used to locate and circulate materials in ways that make services and collections more accessible and intuitive to the public.

4d. Utilize technology solutions to facilitate processes that will support staff team structures to successfully plan and implement key initiatives related to strategic priorities.

Objective 5. Apply CIS (Continuous Improvement Springfield) principles to evaluation of current procedures, operations, service models and staffing patterns:

5a. Continue to evaluate and improve Technical Services workflow to improve access to the Library's collections in support of all strategic initiatives.

5b. Develop a comprehensive approach to library programming for all ages by establishing a two year calendar of programs including base programs (story times, Hi-Tech, vacation week programs) and accompanying budgets and target attendance. A program team will map additional programs so that financial staffing, publicity and evaluation concerns are streamlined.

5c. Evaluate workflow in Circulation and Delivery areas.

5d. Establish ROI data for service desks to determine most cost-effective distribution of staff.



Strategic Planning
Final Report
Springfield City Library

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Introduction

In Fall 2009, Springfield City Library first approached LYRASIS (then NELINET) for assistance with strategic planning. Stephen Spohn, LYRASIS Senior Consultant for Planning and Assessment, was selected as the consultant for this project. During the first phase of the project completed in Fall 2009, the LYRASIS consultant provided (1) a staff development day on trends and strategic planning and (2) a high-level library review and recommendations to assist the library director in ongoing strategic and operational planning. During this the second phase of the project conducted during Spring 2010, the LYRASIS consultant was engaged to provide comprehensive strategic planning services including (1) extensive community research, (2) planning retreat facilitation and (3) this report and draft strategic plan.

Leadership and staff commitment to the strategic planning process and the resulting strategic plan was extensive and commendable. Under the direction of Library Director Molly Fogarty, library managers and staff identified community leaders for interviews, arranged user focus groups, arranged the strategic planning retreat and identified city and community leaders to participate on the planning team. It is not typical for a library to undertake such a comprehensive planning process with such an extraordinary level of community engagement. However, given current circumstances and the time elapsed since a significant community involvement in the planning process was achieved, it was both appropriate and necessary for the library to engage the process in this manner.

This report is outlined in four sections as follows:

Part One – Strategic Plan: A Brighter Future for Springfield Today

The strategic plan is the public version of the strategic plan. It should be noted that the format of this plan is nontraditional. Rather than listing specific objectives, the plans lists “focus areas.” This was done to allow staff to further refine and plan and was deemed an appropriate course of action by both the Library Director and the LYRASIS consultant. This will allow library management and staff the professional discretion and flexibility deserved and appropriate to their roles to carry out the plan.

Part Two – The Strategic Planning Process

Project timelines, participants and agenda are outlined here to capture the strategic planning and decision-making processes that resulted in the strategic plan.

Part Three – Community Research

This section lists the interviews and focus groups conducted along with a high-level summary of community research that was used to inform participants at the planning retreat. It should be noted that more detailed raw notes were sent to the Library Director as needed.

Part Four – Implementation

This section outlines critical implementation advice for the Library Director.

*Part 1 – Strategic Plan:
A Brighter Future for Springfield Today*

Assessment Priorities

This list is tentative and should be further refined as goal leaders and work teams further develop these goals into objectives and action plans. In addition, these priorities need to be aligned with operational library assessment priorities and citywide assessment priorities.

1. Impacts on literacy, education and the workforce
 - a. Programs and program attendance
 - b. Resources acquired and used
 - c. Participation on city, community and regional groups
 - d. Improvements in literacy
 - e. Reported employment status changes

2. Effectiveness of community engagement
 - a. New user registrations
 - b. Donations of time/expertise; volunteers
 - c. Increased involvement on library advisory committees

3. Effectiveness of library programming
 - a. Program attendance and capacity by program type, broad topic and location
 - b. Distribution of programs among branch locations
 - c. Program evaluations

4. Effectiveness of library collection development
 - a. Circulation/expenditures for new books – ROI
 - b. Circulation of display books

SWOT Analysis – Internal

Internal	Strengths	Weaknesses
	Primary <ul style="list-style-type: none"> • Dedicated and knowledgeable staff • Library programs • Library collections in all formats 	Primary <ul style="list-style-type: none"> • Awareness • Funding, staffing, hours • Aging, limited facilities and spaces • Bilingual staff, volunteers
External	Opportunities	Threats
	Primary <ul style="list-style-type: none"> • Community support • Partnerships • Focus on early childhood literacy 	Primary <ul style="list-style-type: none"> • Federal and state funding, grant funding • Demand for branches leads to inflexibility • Awareness of the library • Publishing industry volatility (epublishing, Kindle, vendors) • Springfield reputation • Eroding political and economic strength in the region

Potential Objectives - Internal

The following potential objectives were developed during brainstorming at the strategic planning retreat. Further refinement is needed by goal area leaders and work teams to develop formal objectives and annual action plans.

- 1) The library will be a strong partner in the *Reading Success by Fourth Grade* project through leadership and programs that impact early childhood literacy.
- 2) The library will develop financial literacy programs for residents to learn about personal finance, retirement and school loans.
- 3) The library will host demonstrations of new technologies to improve knowledge and awareness of emerging tools.
- 4) The library will host a series of workshops to improve workplace readiness for local job seekers.
- 5) The library will develop programs to promote awareness of local career opportunities.
- 6) The Library will host a series of health and wellness seminars led by local professionals.
- 7) The library will hold a college fair to attract teens to local colleges.
- 8) The library will develop a *Springfield Success Series* to showcase local leaders and inspire community members to use City resources to start a business, change a career and advance their education.
- 9) The library will be a leader and active participant in local seasonal events and celebrations.
- 10) The library will develop *Library in the Park* walking tours to showcase the history and greenery of Springfield.
- 11) The library will develop a *Springfield Firsts* program series to showcase local history and achievements.
- 12) The library will create a series of fun, cultural and educational programs to celebrate regional diversity with reading, music, movies and more.
- 13) The library will actively recruit bilingual volunteers to assist with outreach, programs and community relations.
- 14) The library will catalog special collections that showcase local history and achievements.
- 15) The library will create an Internet café pilot.
- 16) The library will create a *Librarians in Training* program for area teens to explore careers in libraries.
- 17) The library will improve visibility through enhancements to external signage and creative marketing.
- 18) The library will develop a strong presence in social media networks.
- 19) The library will effectively use partnerships, exhibits and outreach to link the library to the community and the community to reading, fun and success.
- 20) The library will pair programs with print and electronic collections to improve overall use.
- 21) The library will review policies to ensure the best customer service possible.
- 22) The library will refine its assessment program to demonstrate its contributions to and impact on the Springfield community.

Part 2 – The Strategic Planning Process

Project Timeline

Dates	Activity	Primary Involvement
02/10/2010 –	Project Planning (ongoing)	Molly Fogarty
04/07/2010 – 05/24/2010	Community Research	Library Management
06/14/2010 – 06/15/2010	Strategic Planning Retreat	Select Library Staff, City Leaders and Community Leaders
07/01/2010 – 07/23/2010	Strategic Plan Refinements	Library Management
07/27/2010	Final Report and Plan Submitted	Molly Fogarty

Project Narrative

Project Planning

The Library Director and LYRASIS consultant chose and planned a comprehensive strategic planning process with extensive community and staff engagement. Early project planning focused on the identification of community groups and leaders that would be approached to participate in the process. At this time, participants were selected for potential interviews, focus groups and/or involvement on the planning team. The Library Director and LYRASIS consultant also identified a representative body of library staff members who would be strong contributors on the planning team.

Community Research

The LYRASIS consultant prepared draft research goals and questions for interviews and focus groups that were revised as appropriate in consultation with the Library Director. The LYRASIS consultant conducted all focus groups and interviews and prepared a summary document for the planning team along with raw notes for the Library Director as needed.

Strategic Planning Retreat

The LYRASIS consultant facilitated a two-day strategic planning retreat during which time participants created a new mission, vision, values and goals for the library strategic plan. Participants also conducted a brainstorming activity to identify potential objectives for the plan. In preparation for the retreat, the LYRASIS consultant prepared a packet of information about strategic planning, trends, community research, and library statistics. Alison Newman of Springfield CitiStat is to be commended for her commitment and contributions to the library statistics component. She presented at the retreat on the library statistics.

Strategic Plan Refinements

The LYRASIS consultant prepared a draft strategic plan. Upon review, the Library Director and LYRASIS consultant agreed with the modified strategic plan format. The Library Director presented the draft to library management for discussion and that feedback was incorporated into the final document.

Strategic Planning Retreat Agenda

Date: Monday, June 14
Time: 1 p.m. to 8 p.m.
Location: Springfield City Library, Central Branch, Community Room
220 State Street, Springfield MA

- 1:00 – Welcome and opening remarks
- 1:15 – Opening presentation
 - Strategic planning overview
 - Trends summary
- 2:15 – Trends brainstorming and discussions
- 3:15 – Focus group summaries and discussions
- 4:15 – Dinner
- 5:00 – SWOT analysis
- 5:45 – Vision
- 7:00 – Mission
- 8:00 – Adjournment

Date: Tuesday, June 15
Time: 1 p.m. to 8 p.m.
Location: Springfield City Library, Central Branch, Community Room
220 State Street, Springfield MA

- 1:00 – Review of day one
 - SWOT
 - Mission
 - Vision
- 2:30 – Strategic priorities
- 4:15 – Dinner
- 5:00 – Strategic priorities (cont.)
- 8:00 – Adjournment

Strategic Planning Retreat Participants

Judy	Alexander	Director, English Language Arts, Springfield Public Schools	
Geneva	Caffee	Branch Public Services Library Associate	
Jean	Canosa Albano	Manager of Youth and Outreach Services	
Steve	Carey	Chair of the Springfield Library Commission	
Helen	Caulton-Harris	Director of Health and Human Services	
Donald	Courtemanche	Executive Director of Downtown Springfield Improvement District	
Norma	Couture	Library Branch Manager	
Jan	Denney	Director of the Department of Elder Services	
Hector	F. Toledo	Vice President of Hampden Bank	
Molly	Fogarty	Library Director	lfogarty@springfieldlibrary.org
Mary	Frederick	Information Technology Manager	
Matthew	Jaquith	Adult Program and Training Librarian	
Debbie	Jones	Branch Principal Clerk – Public Services	
Ann	Keefe	Manager of Collection and Technical Services	
Janet	Kelly	Manager of Read/Write/Now Adult Literacy Program	
Carol	Leaders	Library Business Manager	
Ed	Lonergan	Supervisor of Adult Information Services	
Christina	Metcalfe	Administrative Assistant	
Alison	Newman	Springfield CitiStat	
Gladys	Oyola	Interim Director of the Springfield Election Commission	
Karen	Rucks	VP Program Operations for Martin Luther King Jr. Family Services, Inc	
Janet	Stupak	Library Community Relations Coordinator	
Stephen	Spohn	LYRISIS Consultant (facilitator)	stephen.spohn@lyrasis.org
Reginald	Wilson	Library Branch Manager	

Part 3 – Community Research

Focus Groups and Interviews

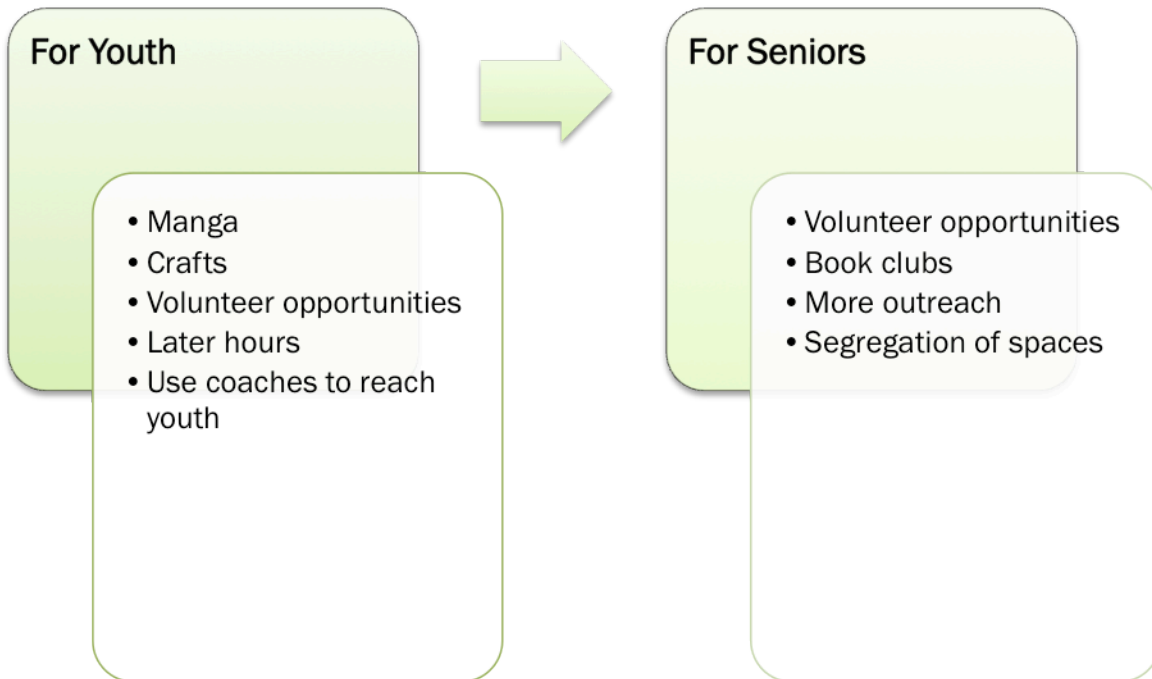
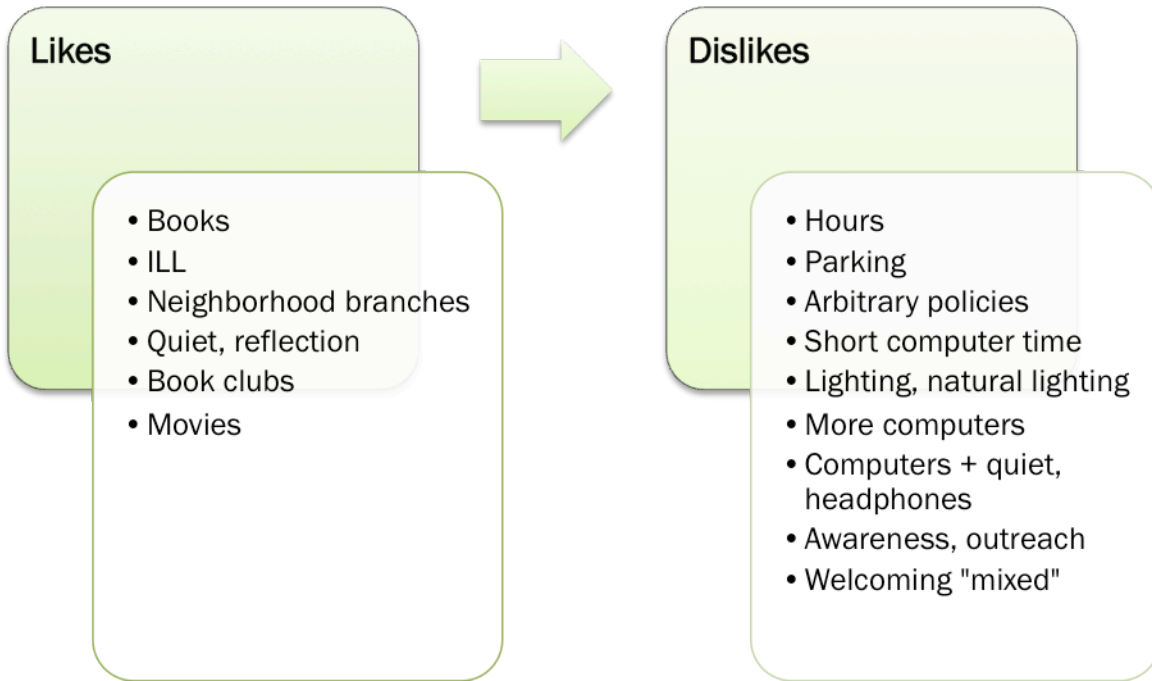
Springfield City Library conducted a series of focus groups with community members and interviews with community leaders to develop a greater understanding of current needs, perceptions and desires of the community and of the role of the library in Springfield. A follow-up survey is in progress to provide continued input into plan implementation.

Focus Groups

Date	Time	Location	Audience
April 23	1 p.m.	East Springfield	Teens
May 4	10 a.m.	Sixteen Acres	Seniors
May 4	3 p.m.	East Forest Park	Teens and Tweens
May 6	10 a.m.	Central	Job Seekers
May 15	10 a.m.	Forest Park	Branch Advisory
May 17	6 p.m.	Central	General
May 18	10 a.m.	Forest Park	Russian
May 24	6 p.m.	Pine Point	General
May 25	10 a.m.	Forest Park	Vietnamese
June 1	10:30 a.m.	Brightwood	Spanish

Interviews

Date	Time	Location	Interviewee
May 4	9 a.m.	Sixteen Acres	Barbara Garvey
May 4	2 p.m.	Mass Mutual	Nicholas Fyntrilakis, Mass Mutual
May 6	2:30 p.m.	Central	Holly Smith-Bove and Kay Simpson, Springfield Museums
May 6	4 p.m.	Catholic Charities	Vickie Riddle, Catholic Charities
May 17	11 a.m.	Central	Jeff Welch, Springfield City Schools
May 17	1 p.m.	Future Works	Rexene Picard, Future Works
May 17	2 p.m.	Central	Alison Newman, Springfield CitiStat
May 24	3 p.m.	Regional Employment Board	Rosemary Hernandez, Regional Employment Board



Programs

- Community - Culture - Fun
- Book clubs and movie discussions
- Do-It-Yourself
 - Home repair
 - Car repair
 - Gardening
 - Crafts
- Personal finance
- Health and wellness
- Computers
- Civic engagement



Economic development

- Referral service and listings
- Programs with "soft advertising"
- Collaboration with Future Works on programming

Services

- Delivery to seniors, hospitals, veterans, etc.
- Reading programs at hospitals, etc.
- Volunteer opportunities for school children
- Volunteer opportunities for seniors
- New book lists online
- Place to save files
- Audience based Web pages (e.g. for teachers)
- Kits for teachers



For Newcomers

- Bilingual staff
- Foreign language books and movies
- Cultural programs - fun
- ESL programs

Part 4 – Implementation

Next Steps

- **Sponsor Review**

Discuss the current draft of the strategic plan with the retreat participants, Library Commission, Friends of the Library and City administration. Adjust plan as needed and publish final strategic plan.

- **Accountability**

Each goal area should be assigned to one member of the library management team who will assume primary responsibility for furthering the goal and reporting on progress. Goal area leaders should meet monthly with the library director to review progress, identify needed resources and discuss challenges.

- **Organizational Restructuring**

Establish work teams as appropriate to develop detailed objectives and action plans for each goal. Suggested teams include: (1) Program Team, (2) Community Engagement Team and (3) Way Finding Team. Each team should include appropriate library staff with each professional staff member having a primary assignment to one team. Library managers should serve on teams as appropriate.

Teams will benefit from using collaborative tools, such as Google Groups. The library should investigate and implement appropriate tools to enable virtual team participation to reduce the burden of face-to-face team meetings and improve team productivity.

Work team leaders should meet monthly with the library director to review progress, identify needed resources and discuss challenges.

- **Objectives and Action Plans**

Each team and goal area leader should review the SWOT analysis, community research and staff feedback notes to ensure that goal implementation represents the intentions of the strategic planning team and best meets community needs.

Assign a timeline for each objective and action item and revise annual action plan documents as appropriate for filing with MBLC.

- **Human Resources and Accountability**

The library should review its performance appraisal processes and forms to incorporate the strategic plan and its associated action plans in individual staff appraisals. This could be done using a narrative self-assessment where staff members enumerate their contributions to each goal area.

- **Resource Gap Analysis**

Identify the finances, equipment, technologies and facilities required in order to achieve each objective identified by the work teams and goal leaders. Assess internal resources that can be applied to the objectives and action plans. Determine the impact of reallocating resources on existing library programs and operations. Revise objectives and action plans as appropriate.

- **Assessment and Success Metrics**

Refine assessment plan as appropriate as individual objectives and action plans are identified. (This could be a group activity or work for the staff members responsible for each objective.) Inventory available library data that exists to support success metrics. Determine what new data will be needed and how the library will embark on data collection. Work closely with Springfield CitiStat to ensure cohesion with city-wide assessment planning.

- **Action Planning**

Assign a timeline for each objective. Determine a reporting structure and calendar for regularly sharing progress. (For example, you may break goals into fourths and have major reports and a focus on each goal and objective quarterly.)

- **Ongoing Communications**

Determine effective mechanisms to support ongoing strategic planning communications across library staff, trustees and friends. These should include face-to-face meetings, telephone conferences and technologies to support information sharing, collaboration and decision-making.

The application of social and collaborative technologies here may also be useful to improve staff training and awareness of 2.0 technologies and their applications for user outreach and services. (Given the number of priorities that are likely to tax the Technology Librarian, the library should consider using a free external tool, such as Google Groups. The recent issue of Library Technology Reports on Collaboration 2.0 may be useful as well.)

- **Getting Help**

LYRASIS is interested in your success. Don't hesitate to contact anyone at LYRASIS if you have questions about the planning process or any other service we provide that can help you and your staff to succeed. LYRASIS can suggest vendors and products, review documents or suggest processes and activities that will help you achieve your goals.