

**Marmot Strategic Plan 2016-2019**  
**Drafted at Marmot Council Meeting**  
**April 21-22, 2016**

## **1.0 Executive Summary**

The Council agreed on new statements of “Marmot Identity” (Part 2) as well as “Vision, Mission, Core Values, Strategic Methods, and Principles” (Part 3). On this foundation the Council stated these priorities for 2016-2019:

- Sierra – moderate growth
- IT Services – no growth to moderate growth
- E-resources – dependent on options; consider case-by-case as opportunities arise
- Digital Archive – moderate growth
- Pika – moderate to aggressive growth, systems and structure to accompany growth

Council members weighed in on “Program Growth Guidelines” (Part 4) and “Strategic Directives by Program” (Part 5). Directors also highlighted “Marmot Benefits” (Part 6), included here as a reminder not to neglect services valued by members while implementing this plan.

## **2.0 Marmot Identity**

### **What Marmot does**

Marmot Library Network hosts an integrated library system, maintains a union catalog of two million titles, develops and supports an open source discovery layer, and provides related technology support services for member libraries. Marmot strengthens member libraries through exploration, innovation, and implementation of efficient and economical technologies, products, services, and resource sharing.

### **Who and Where Marmot is**

Marmot Library Network consists of public, academic, and school libraries throughout Colorado, supported by a team of expert Network staff based in Grand Junction, Colorado. Discovery Partners contract for specific technology services both regionally and across the U.S.

### **How Marmot works**

Marmot Library Network facilitates collaboration, resource sharing, professional development, technical innovation, and staff expertise. A Board of Directors elected by member libraries guides major decisions, approves budgets, and hires the Executive Director.

### **3.0 Vision, Mission, Core Values, Strategic Methods, Principles**

#### **Vision**

We connect our communities to a world of knowledge.

#### **Mission**

Build technology capacity for every member; be leaders in innovative online services and shared resources for optimal customer experience.

#### **Core Values**

- Collaboration
- Excellence
- Innovation
- Responsive Service

**Strategic Methods** – Marmot Library Network believes in and operates with the following strategies:

- Manage thoughtful growth
- Explore innovative products to improve the patron experience
- Be fiscally responsible
- Employ expert staff with excellent customer service skills
- Respect and leverage the unique power and expertise of each member in supporting our shared goals and values

**Principles** – Marmot Library Network shares these principles that drive the way the work is accomplished:

- We achieve more together: diverse libraries working together and sharing resources make us stronger.
- Each member has a voice: all for one and one for all
- Reliability is the center of our efforts: we are committed to fulfilling the expectations of our libraries.
- Change is always with us: we will be flexible and responsive to our libraries' needs. We take informed risks.
- We respect each other, communicating with trust and honesty. We are open-minded, accept diversity of opinions, and build to consensus.
- We are committed to efficiency for all of our operations: getting value for our libraries' investment is a top priority.
- We value a seamless working environment: Marmot staff, members, partners, and vendors work for optimal effectiveness. All customers experience excellent and responsive service.

#### 4.0 Program Growth Guidelines

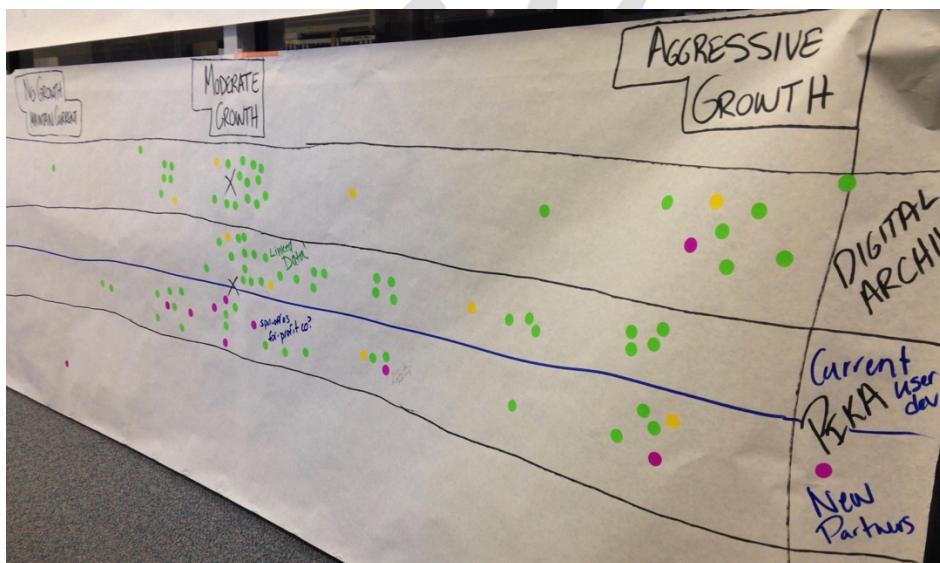
Since 2010, Marmot grew from 19 to 27 members using Sierra, and from 9 to 12 members using IT Services. Much development was done with E-Resources; 6 library systems joined as “Discovery Partners”; and the Digital Archive was launched. The Council stated growth guidelines for each program (based on comfort, strategic value, or institutional priorities) by placing dots on long sheets of paper marked up with “growth continua”:

“Retrench” ... “No Growth—Maintain Current” ... “Moderate Growth” ... “Aggressive Growth”

Sierra, IT Services, and E-Resources received support for “no growth” to “moderate growth”:



Pika and the Digital Archive received support for “moderate growth” to “aggressive growth”:



## 5.0 Strategic Directives by Program

In light of growth guidelines stated above, the Council broke into groups to discuss specific programs. Each group presented a list of directives, then all participants starred the ones most important to their institutions. The next table lists directives in priority order (sorted by star counts):

Stars	Program	Directive
35	Digital Archives	Moderate growth -> Members and member partners "Explore models with community partners"
22	Pika	Growth w/o hindering/compromising Development
20	Sierra	Customized classes and training for new staff
16	IT	Broadband (Robust, Redundant, Stable)
16	Pika	Develop Profile for new Discovery partners. Business Plan. Pricing. Continue to assess demand. Want innovation.
16	Sierra	Need to get cataloging standards under control. <ul style="list-style-type: none"> <li>Standards = cleaner DB</li> </ul>
15	IT	Prioritize existing core services
13	Pika	Strategic process Steering Committee Discovery Process for input
13	Sierra	Open to measured growth – thoughtful additions
12	E-Resources	More content purchases w/ existing vendors. OverDrive, Zinio
11	Sierra	Timing right to explore new ILS?
10	E-Resources	Efficient ordering process
9	E-Resources	Database integration e.g. Serials Solutions, EDS
9	IT	Device Support
8	Pika	Open source: 6 Ad-innovate (principle-values)
8	Sierra	Cautious growth <ul style="list-style-type: none"> <li>Diversity = complexity</li> </ul>
7	E-Resources	Quality Collections
6	E-Resources	Public / Academic / School
6	IT	WiFi
5	Sierra	No growth until dupes problem resolved or contained
4	E-Resources	Partnership CLiC – duplicates
4	IT	Backup Infrastructure
4	IT	Expert Consulting
4	IT	Measure capacity
4	IT	Security
2	E-Resources	Clarification / members
2	E-Resources	Communication
2	E-Resources	Exploration
2	IT	Streamline maintenance
2	Sierra	Cataloging Police
2	Sierra	Talking with other comparable consortia to get ideas - Statewide lending implications
1	IT	Seamless Communication

Stars	Program	Directive
0	Digital Archives	Aggressive growth -> Discovery Partners and other “memory partners” “3 yrs”
0	E-Resources	More vendors (Odilo, Biblioboard, Recorded Books, B&T, 3M) Books, music, videos
0	E-Resources	What else?
0	IT	R.O.I.

## 6.0 Marmot Benefits

The Council Meeting began with a “Directors Dash”: introductions and brief statements of how Marmot benefits each member library. During this exercise (on the way to stating vision, mission, and values), facilitator Sharon Morris compiled benefits and tallied repeat statements:

Tally	Benefit
III	Collaborative work capacity with other members – shared workflow Consortial, cooperative organization Digital Archive – Partner development locally Taking Jordan RFID support & IT coaching
### IIII	Shared resources / Catalog Web development E-content investigation & planning Support for move Staff participation & connection “Marmot through thick & thin” – Stability
###	Beta for Digital Archive (oral histories, scholarly publications)
II	Life-long learning benefit for students – collections IT “loving arms” Pika – wonderful functionality & look Sierra – Gateway & Convergence
### I	HR Network; Training; Communication with Marmot staff (visits, online mtg, colleagues)
### I	IT Services Expertise of Marmot staff E-resources