



## **Terms of Reference for: Strategic Technology Subcommittee of the Newmarket Public Library Board**

### **Objective:**

To gain a complete overview of the current state of the Library's technology infrastructure and assess potential directions for the future. The resulting strategic technology plan will highlight recommendations for key investments and technology directions with a future vision of the Library in mind.

The vision of the Library's future includes a solid core of technology components that will enable: broader service delivery channels, more electronic resources, a secure, flexible, extensible and scalable infrastructure to support new initiatives and directions and a comprehensive policy framework to support the implementation and operation of new technologies. The subcommittee's work will provide a pathway to achieve those goals.

### **Members:**

In order to take advantage of the broad range of experience and expertise within the community, the SubCommittee will include Library staff, Library Board members, and select invited representatives from the business and technology community.

The participants in the subcommittee will include at least two Board members, the CEO, an administrative support staff, and the Systems Manager. The Chair of the committee must be a Board member. Additional staff involvement will be at the discretion and by recommendation of the CEO. The initial subcommittee members will make recommendations to the Board with respect to potential external participants for the committee, and request that the Board issue invitations to participate to those individuals.

### **Governance:**

The subcommittee will be managed under the terms defined in the governance documents. The SubCommittee will report directly to the Library Board at the regularly scheduled monthly Library Board meetings.

### **Meeting Schedule:**

The sub-committee would meet once monthly, with additional meetings scheduled as participants may require, with approval from the sub-committee chair.

### **Methodology:**

- The first requirement will be to compile an inventory of current hardware and software used within the Library, including licensing fees, agreements, issues, investments to date, etc. An associated activity will be a skills inventory, to identify any areas where staff development could be prioritized.

- OUTCOME: Document containing details of current system, including any specific short terms recommendations for modifications and improvements.
- The second requirement will be to research strategic technology trends, products and services and determine which may fit with the Library's overall strategic goals.
  - OUTCOME: Report including a compilation of technology options, including sources, costs and prioritization based on long term goals of the Library.
- A third requirement will be to interface with the Town of Newmarket on strategic initiatives. In particular, incorporating the Library's requirements and backup/recovery systems into the planned Operations Centre IT infrastructure, and exploring the opportunity for staff secondments and shared technology resources.
  - OUTCOME: Plan for effective linkages with Town of Newmarket.
- The final requirement will be to develop an implementation plan that reflects the recommendations of the Sub Committee to the Board, including prioritization, capital requirements, business cases and skill set/professional development requirements. The time horizon for the plan should be five years, with recommendations for annual review.
  - OUTCOME: A Strategic Technology Plan for the Library.

### **Budget Requirements:**

At this time, the anticipated funding for the technology subcommittee involves staff time, use of Library facilities, and potentially some hospitality for various meetings. Anticipated hard dollar impact: \$2,000.

### **References and Related Documents:**

Thompkins County Public Library 2006-2011 Strategic Technology Plan (Attached)

### ***CREATING AND IMPLEMENTING A TECHNOLOGY PLAN***

A technology plan identifies what systems and services will fulfill your library's mission and best meet user needs. It also provides a framework for evaluation of services and products. The foundation of a technology plan is in your Long Range/Strategic Plan. A technology plan may be integrated within a Long Range Plan, included as an addendum, or be a separate but related document.

The initial steps in developing a technology plan are:

- Assess existing technology and services;
- Assess environment and client needs;
- Establish priorities.

Preparation of the plan involves the development of a short, articulate statement describing the application of technology as it is related to the fulfillment of your library's service plan. Keep in mind that technology is a tool and a means to an end, not the end itself.

Next, develop goals, objectives, and actions to accomplish your mission. Goals should be broad statements that provide the framework of the plan. Objectives should be narrower assertions of short term accomplishments, outlining specifically how and how much of a goal will be achieved. Actions should be specific, measurable activities and implementation processes.

Include a time line, budget, and evaluation mechanisms. Create a time line by setting realistic time frames for the completion of action items. Create a budget by developing a cost model and identifying cost options and funding sources. Track outcomes by identifying methods for collecting and using data to make corrections and measure how well goals, objectives, and actions are met. Evaluation methods may include focused surveys, statistical analysis, and the evaluation of measurable outcomes of activities in combination with the time line and the prioritization of goals and objectives.

The result will be a comprehensive, fully-formed technology plan that interconnects with your strategic plan, emphasizes service to the user, and can be quickly adapted to take advantage of funding opportunities. Once created, use it, review it annually, and keep it current.

### **Creating a Technology Plan: A Selected Bibliography of Print and Online Sources**

Morris Hills Regional District, Denville, NJ. 2005 March--last update. Morris Hills Regional District Plan for Technology 2004-2007, [Online]. Available:

<http://www.mhrd.k12.nj.us/mhhs/techplan/default.htm> [2008, June 30]. This is a good example of a technology plan developed for a high school district.

Cohn, John M.; Kelsey, Ann L., and Fiels, Keith Michael. [Planning for Integrated Systems and Technologies](#) [2008, June 30]. New York: Neal-Schuman; 2001. *Part I covers the creation of a basic technology plan including a model planning process.*

Cohn, John M., Kelsey, Ann L., and Fiels, Keith Michael. [Writing and Updating Technology Plans: A Guidebook with Sample Policies on CD-ROM](#) [2008, June 30]. New York: Neal-Schuman, 1999. The guide describes how plans are developed, how to maintain them, and how to use them as leverage for grant and budget applications. The accompanying CD-ROM contains some 50 technology plans developed in public, school, academic, and special libraries.

Highland Park Elementary School, Austin TX. 1994 September--last update. Creating a Whole School Network [Homepage of Highland Park Elementary School], [Online]. Available:

<http://www.hipark.austin.isd.tenet.edu/home/hptech/net.html> [2008, June 30]. *This is an example of a technology plan developed by an elementary school.*

Riggs, Donald. [Strategic Planning for Library Managers](#). Phoenix, AZ: Oryx; 1984. *This book, though out of print, is possibly the most clearly written and succinct document that has been written specifically for librarians on the strategic planning process.*

Wisconsin. Department of Public Instruction. Public Library Development. (2008, February 25--last update. Library Technology Planning: An Outline of the Process [Homepage of the State of Wisconsin, Department of Public Instruction], [Online]. Available:

<http://www.dpi.state.wi.us/dlcl/pld/planout.html> [2008, June 30]. *This site provides an excellent technology plan outline as well as five factors critical to effective library technology planning and implementation. Includes a list of links to other technology planning resources. Of particular interest are the link to "Preparing a Technology Plan" which has comprehensive and clearly written information on developing a technology plan developed by the Idaho State Library, and the "Tech Plans" link to the PUBLIB listserv "reference desk" which in turn links to several public library technology plans and other resources related to technology planning.*

Adapted from a presentation by Ann L. Kelsey at the Highlands Regional Library Cooperative (NJ) Regional Technology Day, May 26, 1998. Updated June 30, 2008.