



EASTERN SHORE REGIONAL LIBRARY
Your Library Link

Strategic Plan: FY 2009 to FY 2011



**EASTERN SHORE
REGIONAL LIBRARY**
YOUR LIBRARY LINK



June 2008



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ADMINISTRATOR'S MESSAGE

LIBRARY HISTORY

The Eastern Shore Regional Library was founded in 1964. At the time of its founding it was called "The Lower Shore Area Library." The original service area included Dorchester, Wicomico, and Worcester counties. At that time, the only source of funding was through the Library Services and Construction Act (LSTA). On January 1, 1965, the name was changed to "Eastern Shore Area Library." The service area was expanded to include the eight county libraries that are presently served by the Eastern Shore Regional Library, Inc. The current name of this organization is a result of its becoming an incorporated entity on July 1, 1992, as permitted in Section 23-206 of the Annotated Code of Maryland. As of June, 2008, the Eastern Shore Regional Library will have provided 48 years service to the eight public libraries on the eastern shore.

The ESRL, Inc. became a mandated state program July 1998 under House Bill 1233. Funding is realized from a state appropriation through the Maryland State Department of Education, Division of Library Development and Services. LSTA grants for the ESRL, Inc. are awarded by the Institute of Museum and Library Services (IMLS) through the MSDE/DLDS. Although there have been many changes over the years in the methods and tools used to provide service, the basic mission of ESRL has always been to empower and serve eight rural county libraries on the Eastern Shore of Maryland.

GOVERNANCE

The Eastern Shore Regional Library is governed by a Board of Directors consisting of eight county library directors and two trustees from their library Boards. The ESRL administrator, who is hired by the Board, is responsible for the day-to-day management and operation of the organization. The administrator reports directly to the Board and serves as secretary to the Board. Participating county libraries are: Dorchester, Caroline, Kent, Queen Anne's, Somerset, Talbot, Wicomico and Worcester.

ACKNOWLEDGEMENT

Many thanks to the ESRL Board, county library staff, ESRL staff and DLDS for their contributions to developing this plan. We would also like to thank Mr. Harry Christiansen of Organizational Change Consulting Group, Annapolis, Maryland, for his very capable and professional facilitation of this entire strategic planning process. This plan received ESRL Board approval on June 13, 2008.

Raineyl V. Coiro

Raineyl V. Coiro, Administrator
Eastern Shore Regional Library



STRATEGIC PLANNERS

BOARD OF DIRECTORS

Mark Thomas, ESRL Board President, Director, Worcester County Library
Thomas Hehman, ESRL Board Vice-President, Director, Wicomico Public Library
George A. Sands, Jr., Director, Caroline County Public Library
Jean S. Del Sordo, Director, Dorchester County Public Library
Robert T. Horvath, Director, Talbot County Free Library
R. Jerry Keiser, Director, Kent County Public Library
Charles V. Powers, Jr., Director, Queen Anne's County Free Library
Renee Croft, Director, Somerset County Library
Raineyl V. Coiro, ESRL Administrator and ESRL Board Secretary

ASSISTANT LIBRARY DIRECTORS

Debby Bennett, Assistant Director, Caroline County Public Library
Susan Steele, Assistant Director, Dorchester County Public Library
Kim Baklarz, Assistant Director, Queen Anne's County Free Library
Scotti Oliver, Assistant Director, Talbot County Free Library
Vicki Greene, Deputy Director, Wicomico Public Library
Karen Neville, Assistant Director, Worcester County Library

ALTERNATE

Vera Shade, Kent County Library

ESRL STAFF

Craig Abresch, Information Technology Department Manager
Rachael Vilmar, Information Services Manager
Andrea Whayland, Administrative Services Manager
Rick Simpson, Assistant Information Technology Department Manager
Jennifer Ranck, Training Coordinator

MSDE/DLDS LIAISON

Stephanie Shauck
Susan Paznekas



Board of Directors - Eastern Shore Regional Library, Inc.
St. Michaels Library, St. Michaels, MD
Strategic Planning – Spring 2008

2008 ESRL Board of Directors

L to R: Thomas Hehman, Vice-President (Wicomico); Charles V. Powers, Jr. (Queen Anne's); George A. Sands, Jr. (Caroline); Renee Croft (Somerset); Mark Thomas, President (Worcester); Robert Horvath (Talbot); Jean S. Del Sordo (Dorchester); Raineyl V. Coiro, Director (ESRL); R. Jerry Keiser (Kent).



Strategic Planning Group for ESRL, Inc.
St. Michael's Library, St. Michael's, Maryland
Spring 2008

2008 Strategic Planning Stakeholders

L to R: *(Front)* Jennifer Ranck (ESRL); Susan Steele (Dorchester); Rachael Vilmar (ESRL); Andrea Whayland (ESRL); Scotti Oliver (Talbot); Debby Bennett (Caroline); Raineyl V. Coiro (ESRL); R. Jerry Keiser (Kent);

(Back) Harry Christiansen (Facilitator); Robert Horvath (Talbot); Thomas Hehman, Vice-President (Wicomico); Charles V. Powers, Jr. (Queen Anne's); George A. Sands, Jr. (Caroline); Renee Croft (Somerset); Mark Thomas, President (Worcester); Jean S. Del Sordo (Dorchester); Rick Simpson (ESRL); Craig Abresch (ESRL)



EASTERN SHORE REGIONAL LIBRARY VISION AND MISSION

VISION

Eastern Shore Regional Library: Your Library Link

MISSION

ESRL provides resources and services to support its member libraries' abilities to serve their customers.

EASTERN SHORE REGIONAL LIBRARY STRATEGIC GOALS

TECHNOLOGY

Support ESRL and member libraries in their use of technology.

TRAINING

Support ESRL and member libraries with their staff development needs.

PUBLIC SERVICES

Support member libraries in their delivery of public services.

ESRL OPERATIONS

ESRL will identify, evaluate, and complete specific internal objectives in order to improve our operations and strengthen ESRL's ability to support member libraries.



GOALS AND OBJECTIVES

Support ESRL and member libraries in their use of technology.	
TECHNOLOGY	<p style="text-align: center;">Objectives</p> <ol style="list-style-type: none">1. Beginning July 2008, IT department manager and assistant manager meet annually with each of the member libraries to discuss current and future technology and plans.2. By June 2011, implement the means by which shore-wide customers may seamlessly utilize member libraries' integrated library systems to obtain library materials.3. By June 2011, deploy a digitization platform and complete a digitization project for ESRL and each member library.4. By June 2011, complete the build-out and implementation of a system that supports virtual meetings and collaboration accessible from any member library.5. By June 2011, create and support a fixed menu of remotely manageable, standardized software and equipment for member libraries.



Support ESRL and member libraries with their staff development needs.	
TRAINING	<p style="text-align: center;">Objectives</p> <ol style="list-style-type: none">1. Beginning July 2008, training coordinator meets annually with each member library to discuss their current and future training needs.2. Beginning July 2008, annually increase staff use of electronic resources and databases by five percent through training.3. By August 2008, assess the training needs and determine core competencies of the ESRL staff and member libraries.4. By June 2009, 100% of DLDS statewide training initiatives are made available to member libraries.5. By December 2009, establish a database to document continuing education courses for ESRL staff and member libraries.



Support member libraries in their delivery of public services.	
PUBLIC SERVICES	<p style="text-align: center;">Objectives</p> <ol style="list-style-type: none">1. Beginning July 2008, ESRL administrator and information services manager meet annually with member libraries to determine how ESRL can support their future plans.2. Beginning July 2008, annually fund and administer at least two major region-wide projects or events.3. Beginning July 2008, annually administer special-interest groups and identify appropriate library and non-library opportunities for collaboration.4. Beginning July 2008, annually provide direct financial grants to support member libraries public services.5. By June 2009, implement an ESRL collection-management policy for print, electronic, and other resources.6. By July 2009, analyze delivery services to determine delivery load, delivery schedules, vehicle needs, and outsourcing options.7. By August 2010, assess member library marketing needs, define ERSL's marketing support role, and develop a package of shore-specific marketing tools.



ESRL will identify, evaluate, and complete specific internal objectives in order to improve our operations and strengthen ESRL's ability to support member libraries.	
ESRL OPERATIONS	Objectives
	1. Beginning July 2008, annually evaluate and update all personnel policies and staff organization.
	2. Beginning July 2008, continually enhance communication and functionality of the organization.
	3. Beginning July 2008, determine the best course of action for ESRL's future facility requirements that will continually provide core services to member libraries.
	4. By December 2008, publish an ESRL advocacy plan with annual updates.
	5. By June 2011, publish an ESRL disaster plan and assist member libraries in development of their individual disaster plans.



Point of Contact

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