



Strategic Plan 2014-2016

Adopted by the Board of Directors, October 16, 2013

Preamble: Citizens for Maryland Libraries adopts this Strategic Plan to guide its activities and efforts in the period 2014 to 2016 as it works to realize its vision and fulfill its mission. The President, working with the Board and Executive Director, is responsible for assuring that CML succeeds in implementing the Strategic Plan.

Vision: Through dynamic advocacy, sharing of relevant and timely information updates, and robust educational offerings, Citizens for Maryland Libraries will become the foremost resource for citizen supporters of Maryland's diverse libraries.

Mission: Citizens for Maryland Libraries serves as a positive force for the promotion of enhanced library services for all Marylanders.

Goal I: Position Citizens for Maryland Libraries as an essential and valuable partner for other organizations and groups that support public, academic, school, and other types of libraries in Maryland.

Objective I.1. Build a broad awareness of Citizens for Maryland Libraries (CML) and its activities among librarians, legislators, and residents throughout Maryland.

Action Steps

- A. Refresh the image of CML including the name, logo and website.
- B. Educate state and local officials about the positive impact of libraries and librarians in Maryland.
- C. Recognize the achievements of Maryland librarians through an awards program.
- D. Communicate regularly with the leadership of Maryland libraries and library organizations about CML .
- E. Develop and promote programs for Maryland public library trustees, foundations, and Friends groups.
- F. Disseminate broadly informational materials that appropriately communicate the current activities of CML.

Objective I.2. Develop and sustain partnerships with library support organizations.

Action Steps

- A. Establish criteria for potential partners.
- B. Participate in selected regional and national library support and advocacy organizations.
- C. Establish direct interaction between CML board members and local library boards of trustees, foundations, Friends groups and other organizations with compatible interests and goals.
- D. Identify mutual areas of strength and need among CML and its partner organizations.
- E. Establish mutual links between the CML website and websites of partner organizations.

Objective I.3. Be a key legislative advocate for Maryland libraries.

Action Steps

- A. Collaborate with partner organizations to develop and offer legislative advocacy training opportunities for library support groups.
- B. Collaborate with partner organizations to act as a watchdog and clearinghouse for information.
- C. Collaborate with partner organizations to inform legislators and citizens of the services and return on investment of Maryland libraries.
- D. Actively participate in the MLA Legislative Panel to promote state legislation beneficial to libraries.
- E. Collaborate with partner organizations to support federal legislation beneficial to libraries.
- F. Use the CML database effectively for citizen advocacy efforts.

Objective I.4. Encourage use of all types of libraries in Maryland.

Action Steps

- A. Participate with partner organizations in events involving major library awareness campaigns, e.g., National Library Snapshot Day.
- B. Market library services through the CML webpage, newsletters, and activities
- C. Develop and collaborate with partner organizations on library initiatives aimed at increasing use of libraries.
- D. Promote broadly the importance of libraries in the lives of individuals, families, and communities throughout Maryland.
- E. Continue grant programs, e.g., Dewey Grant, to link CML support with local libraries initiatives
- F. Participate in local and statewide events that promote and celebrate libraries and librarianship.

Objective I.5. Communicate effectively with CML members and others.

Action Steps

- A. Produce and distribute *The Citizen* in print and electronic form regularly.
- B. Update the CML webpage frequently.
- C. Work with partner organizations to strengthen the CML annual meeting.
- D. Identify additional programming that would add value for CML members.
- E. Highlight advocacy efforts and interesting and successful programs at public, academic, and school libraries in *The Citizen* and through other media.

Goal II. Ensure the effectiveness of CML by improving and strengthening its internal structure.

Objective II.1. Broaden and increase membership in CML.

Action Steps

- A. Research the mission, goals, and activities of peer organizations in other states.
- B. Enlarge the membership database to include more individuals and groups interested in Maryland libraries
- C. Demonstrate the value of CML to potential members.
- D. Increase active participation in CML by local Friends groups.
- E. Support and collaborate with local Friends groups, providing information and services.
- F. Enlist CML members as partners in promoting membership in CML. through the web site, the online version of *The Citizen*, and email distribution.

Objective II.2. Structure the CML Board to effectively support the organization and its goals.

Action Steps

- A. Restructure the CML Board to represent the geography, constituent groups, and diversity of the Maryland library community and to support CML functions and goals.
- B. Review the committee structure and its relevance to CML Strategic Plan.
- C. Mentor committee members to serve on the Board.
- D. Review and revise the By-Laws.

Objective II.3. Ensure that CML has the financial resources necessary to support the strategic plan.

Action Steps

- A. Structure the annual budget to reflect and support the Strategic Plan and annual action plan.
- B. Identify new revenue streams while sustaining current sources of revenue.

Objective II.4. Establish evaluation and accountability mechanisms.

Action Steps

- A. Implement an annual action plan to accomplish the goals and objectives of the Strategic Plan.
- B. Evaluate committee and board progress toward the goals and objectives at each board meeting.
- C. Implement a regular review, evaluation, and decision cycle on CML programs to strengthen continuing programs and end programs that have served their purpose.
- D. Prepare and distribute an annual report on progress on the Strategic Plan.
- E. Maintain regular and relevant communication among the board using the CML-BOARD listserv and other means.
- F. Implement an annual goals setting/performance review for the Executive Director cycle with input from all board members.
- G. Conduct a summary review and revision of the strategic plan annually.
- H. Prepare a new strategic plan every three years.