STRONGER TOGETHER.

a strategic plan

JULY 2022 - JUNE 2024

CLC

Connecticut Library Consortium
Introduction

As the Connecticut Library Consortium approaches its twentieth anniversary in 2023, there is much to celebrate. Member libraries save an average of $7 million each year by purchasing from CLC’s negotiated discount contracts. Library staff use and benefit from CLC’s wide range of forums and tools to address shared needs, from more than thirty vibrant roundtable groups to a new, dynamic programming catalog. And CLC has nimbly embraced new funding models and made progress toward self-sustainability.

But the Connecticut library landscape looks vastly different from 1975 when the State of Connecticut authorized legislation to create the seed organizations that would become the Connecticut Library Consortium, or even from 2003 when CLC was launched. That is why, when the members of CLC’s Board of Trustees embarked on a strategic planning process in 2020, they turned to Connecticut library staff to guide the organization’s path forward. This strategic plan is a blueprint for meeting the most crucial needs of our members over the next two years.

Member and stakeholder feedback indicated that libraries continue to turn to CLC for savings above all else. Accordingly, this plan focuses CLC’s efforts on discounts, providing an ever-expanding catalog of purchasing contracts while ensuring that libraries have the knowledge and tools to take advantage of them. It also embraces CLC’s mandated role as a catalyst for collaboration, positioning the organization as a strong, valued leader at the center of the Connecticut library community both now and into the future.

CLC has always adapted its priorities and services to anticipate and meet the ever-evolving needs of Connecticut libraries, while balancing the need for sustainability. We believe that this plan will set a successful course for CLC for years to come. With a talented staff, energetic new leadership, a supportive Board of Trustees, and expanding membership numbers, CLC is poised for growth.
CLC Mission
The Connecticut Library Consortium leverages the collective power of our members to initiate cost-effective, value-added services to strengthen libraries.

CLC Vision
To be Connecticut libraries' essential partner for purchasing, collaboration, and connection.

CLC Beliefs
- Libraries are fundamental to a literate, equitable, and just society.
- We are stronger when we work together.
- Fiscal responsibility enables growth and adaptability.
- Acting with integrity is paramount in all that we do.
Connecticut Library Consortium members will benefit from an expanded catalog of discount contracts to meet their libraries’ diverse purchasing needs now and into the future.

**Actions:**
- Develop bids, proposals, and solicitations to expand product offerings and maximize savings to members.
- Engage member libraries and the Board of Trustees to set priorities for future contract opportunities.
- Elevate small businesses and minority-, women- and veteran-owned businesses in the procurement and promotion process.
- Develop events, outreach, and marketing tools to ensure that library staff realize maximum benefit from contract opportunities.

**Indicators of Success:**
- The number of discount contracts offered to members has grown.
- Member library sales and savings via CLC discount contracts have increased.
- On average, member libraries have expanded the number of CLC contracts they use.
- The number of small business and minority-, women- and veteran-owned business contracts has increased.
The Connecticut Library Consortium is ... Collaborative & Cooperative

Connecticut library staff, stakeholders, and partners will recognize the Connecticut Library Consortium as a leader in understanding issues affecting all library types, addressing common problems, and achieving shared goals.

Actions:
- Cultivate strong professional relationships with and among member libraries and library organizations to advance mutual understanding and common goals.
- Provide a wide range of forums and tools for library staff to address shared needs.
- Promote and advocate for Connecticut libraries by educating stakeholders and decision makers about library issues.
- Forge strategic partnerships to increase awareness of library causes and offer unique and valuable opportunities to libraries.

Indicators of Success:
- Connecticut library staff demonstrate increased awareness of CLC and understanding of its services and role.
- CLC staff and leadership meet regularly with other library organizations and collaborate on shared projects and interests.
- CLC offers an improved suite of tools to help members meet the unique needs of their communities.
- CLC contributes time, talent, and resources to statewide library advocacy efforts to strengthen the library community.
The Connecticut Library Consortium is ...

Secure & Sustainable

*The Connecticut Library Consortium will develop and sustain the necessary finances and organizational structure to support and enhance member services, while ensuring the long-term viability of the organization.*

**Actions:**
- Build strong, mutually advantageous relationships with vendor partners.
- Examine existing and new programs for member value and budget impact.
- Consult and collaborate with the Board of Trustees to set future financial priorities.
- Ensure that CLC is positioned to attract and retain talented staff.

**Indicators of Success:**
- Revenue from CLC vendor contracts, sponsorships and events has increased.
- Annual budget deficits for the organization have been reduced.
- CLC staff report overall satisfaction with the organization.
Strategic Planning Process

PLANNING TO PLAN: September–December 2020
In the fall of 2020, the CLC Board of Trustees embarked on a strategic planning process. Given that the organization’s mission, vision, and values had not been revised since 2011, and the most recent strategic plan expired in 2015, the work was of critical importance for creating a framework for the near future. A Strategic Planning Committee was formed, comprised of representatives from two public libraries, two academic libraries, and two school libraries. The group met bi-monthly with CLC Executive Director Jennifer Keohane and determined goals and an outline for the process, which would include significant participation from the library community.

COMMUNITY ENGAGEMENT: January–July 2021
In January 2021, committee members began drafting survey questions to better understand the needs of the Connecticut library community, as well as both the current and future vision and role of CLC in that community. The survey was released in February and garnered 381 responses. After committee members analyzed and discussed the results, focus groups were planned to further develop the information gathered. In an effort to be as inclusive and reflective of the Connecticut library community as possible, the committee extended invitations to individuals representing a wide variety of library types, sizes, and locations. Public, academic, and school library focus groups were held in May, featuring questions particular to each group. Representative committee members of each library type facilitated their respective focus groups. Additionally, committee members held a focus group of CLC employees.

A PAUSE: August–December 2021
When Jennifer Keohane announced her retirement in June 2021, the Strategic Planning Committee felt it was appropriate to pause the planning process until a new executive director was in place. A summary of the findings and work to date was prepared, and committee’s work was put on hiatus while a search committee worked to find a new leader for the organization.

INTERNAL REVIEW & REFINEMENT: January–May 2022
With new Executive Director Ellen Paul in place in January 2022, and community feedback completed, the Strategic Planning Committee and CLC staff reviewed the collected ideas, opinions and feedback. This document is a result of that work. A revised mission statement, new vision and values statements, and a flexible strategic plan were presented to the Board of Trustees in May 2022 and unanimously approved.
CLC Strategic Planning Committee
Kim McNally, Berlin-Peck Memorial Library, CHAIR
Kathleen Bauer, Quinnipiac University Library
Matthew Cadorette, Waterford High School Library
Veronica Kenausis, Western Connecticut State University Libraries
Linda Robinson, Ellington Middle School Library

CLC Board of Trustees
Jason Pannone, East Hartford Public Library, CHAIR
Kim McNally, Berlin-Peck Memorial Library, VICE CHAIR/CHAIR ELECT
Beth Dominianni, Mark Twain Library, Redding (retired), SECRETARY
Kathleen Bauer, Quinnipiac University Library, TREASURER
Sally Tornow, New Milford Public Library (retired), IMMEDIATE PAST CHAIR
Linda Robinson, Ellington Middle School Library, MEMBER AT LARGE
Matthew Cadorette, Waterford High School Library
Leticia Cotto, Hartford Public Library
Kate Fuller, University of Connecticut Libraries
Veronica Kenausis, Western Connecticut State University Libraries
Audra MacLaren, Gunn Memorial Library, Washington
Mary Ellen Minichiello, SCSU Dept. of Information & Library Science
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Carrie Seiden, Totoket Valley Elementary School Library, North Branford
Jillian Woychowski, West Haven High School Library

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