

**A Strategic Plan for the  
Connecticut Judicial Branch  
Law Library Services Unit**

*Adopted November 22, 2019*

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### **Appendix**

Connecticut Supreme Court Policies for the Establishment and Maintenance  
of a System of Law Libraries (Approved January, 18, 2018)

## I.

### INTRODUCTION

Section 11-10b of the Connecticut General Statutes states that the Supreme Court shall adopt policies for the establishment and maintenance of a system of law libraries within the state. Such policies were adopted in June of 1990, and section 5(a) of these policies established the Judicial Branch Law Library Advisory Committee.

At the Law Library Advisory Committee meeting held on September 25, 1998, it was determined that the Committee would undertake a review the Connecticut Supreme Court policies for the establishment and maintenance of a system of law libraries. As a result of the review process, it became apparent that a comprehensive approach was necessary to plan for the future of the law libraries. The endeavor to create a formalized strategic plan was undertaken. In February 2000 *A Strategic Plan for the Connecticut Judicial Branch Law Library System* was adopted by the Advisory Committee. A revised strategic plan was approved in September 2007, but not published.

In 2012, after ongoing discussions, the Law Library Advisory Committee, under the direction of Hon. Douglas C. Mintz, Chair, determined that a revised blueprint for the future of the law libraries needed to be drafted, and the strategic plan needed to be updated to effectuate meaningful changes for the Law Library Services Unit. To that end, at the direction of the Law Library Advisory Committee, the librarians held focus group discussions on July 11, 2012.

During the focus group discussions, the law librarians considered the challenge of the Law Library Services Unit remaining relevant and viable. The librarians recognized that Law Library Services is a critical participant in the Judicial Branch's initiatives to provide self-represented parties with more and improved avenues to access court information and law related resources. They discussed that, in order to construct a law library system that functions today and remains integral to the justice system, the law librarians must recognize the need to strengthen and expand their ability to respond to the changing landscape of legal services.

On May 15, 2015, the Law Library Advisory Committee adopted *The Strategic Plan for the Connecticut Judicial Branch Law Library Services Unit 2015-2020*. The plan restated the vision and mission of the Law Library Services Unit and outlined ten goals, including the objectives and strategies associated with each goal. Since May 2015, many initiatives have been undertaken by the law librarians to implement strategic steps to achieve those stated objectives.

In October, 2019, motivated by an awareness that the Law Library Services Unit, in order to successfully respond and adapt to ever-changing demands of the profession and to the service expectations of library patrons, conducted an online law library user satisfaction survey. The survey responses not only highlighted existing strengths and weaknesses but also underscored the need to periodically review and revise the Strategic Plan in order for the Law Library Services Unit to remain responsive to emerging needs and demands of its patrons, and to maintain its role as a vital, active participant in the Connecticut Judicial Branch access to justice initiatives.

## II.

### THE STRATEGIC PLAN IMPLEMENTATION PROCESS

After the adoption of the 2015 revision of the Strategic Plan, in order to ensure that meaningful progress was made toward accomplishing the goals of the Strategic Plan, an implementation plan was initiated. Each staff librarian was assigned to work on two Plan goals under the supervision of one of the two Supervising Law Librarians. Separate implementation matrix grids were created listing the objectives and strategies of each goal. The grids outlined the actions to be taken, staff assigned, anticipated timeframe, and status/notes. Periodic progress reports were issued and provided to the members of the Law Library Advisory Committee and to all Law Library Services staff. The reports served to memorialize the progressive steps undertaken toward accomplishing goal objectives and also provided a guide highlighting where we were at a particular point in time and what initiatives still remained to be undertaken.

Much has been accomplished through the dedicated efforts of the staff of the Law Library Services Unit. Much remains to be done in order to continue to fulfill the mission of the Unit and to find ways to meet the needs of the varied constituency served by Law Library Services. Since law librarians are among the frontline service providers of the Judicial Branch, they are key participants in the Branch's successful implementation of access to justice initiatives. The mission of the Law Library Services Unit *"to provide the Judicial Branch, the bar, and the public by providing experienced guidance and access to comprehensive and current legal materials in an efficient and timely manner and by providing bibliographic assistance, educational programs, legal reference, and legal research instruction to all patrons,"* supports and works in tandem with the Judicial Branch Strategic Plan's goal of meeting the needs of the public in attaining equal access to justice. There is no stasis in attaining that stated goal; the effort must be ongoing.

The Strategic Plan formulated for the future of the law library system continues to recognize the strategic direction of the Connecticut Judicial Branch, and continues to maintain its focus to complement and strengthen those ongoing Branch initiatives, while working within the framework of available resources and funds. In order to maintain the relevancy and effectiveness of the goals of the Law Library Services Unit Strategic Plan, revisions have been incorporated.

Acknowledging the need to work within the limitations of the Judicial Branch budget, the goals and objectives of the Strategic Plan are as follows:



**Goal I. To acquire or provide access to current legal publications and informational resources in a format and manner sufficient to meet patron needs, while working within the framework of available resources and funds.**

Objective - To ensure that the minimum collection standards are met in each law library.

**Goal II. To preserve primary and secondary Connecticut legal resources, while working within the framework of available resources and funds.**

Objective - To establish a comprehensive, archived print collection of primary and secondary Connecticut legal resources in each law library.

**Goal III. To provide adequate staff and enhance professional development, while working within the framework of available resources and funds.**

Objective 1 - To determine adequate staffing levels for the Law Library Services Unit.

Objective 2 - To create adequate training opportunities for staff.

Objective 3 - To encourage professional networking.

**Goal IV. To participate in the Judicial Branch initiative to update Branch job descriptions, while working within the framework of available resources and funds.**

Objective 1 - To create a meaningful measure of job performance and accountability.

Objective 2 - To improve processes for recruitment, selection, management, and retention of qualified staff.

Objective 3 - To create a positive workforce environment that is receptive to change and new challenges.

Objective 4 - To provide staff with realistic job performance expectations and goals.

**Goal V. To provide a high quality work environment for staff and patrons, while working within the framework of available resources and funds.**

Objective 1 - To establish recommended minimum law library design standards for the law libraries.

Objective 2 - To provide electronic infrastructure and support.

Objective 3 - To provide adequate, comfortable space for staff and patrons to work effectively and efficiently.

**Goal VI. To utilize technology to increase work productivity and efficiency, and to optimize access to and delivery of services, while working within the framework of available resources and funds.**

Objective 1 – To improve and expand access to online resources and tools.

Objective 2 – To provide and maintain access to reliable, up-to-date technology to meet the diverse needs of both library staff and patrons.

**Goal VII. To reconfigure the footprint of existing law library facilities to meet the evolving needs and demands of the Judicial Branch, Law Library Services, and patrons, while working within the framework of available resources and funds.**

Objective 1 – To centralize selected collections and services.

Objective 2 - To plan library space to create an environment that improves workflow and productivity, and also accommodates collection, research, interaction, and training needs.

**Goal VIII. To promote the Law Library Services Unit as a vital, collaborative Judicial Branch unit – essential for access to justice and quality adjudication, while working within the framework of available resources and funds.**

Objective - To increase support for and visibility of the Law Library Services Unit.

**Goal IX. To maximize patron service and satisfaction, while working within the framework of available resources and funds.**

Objective - To continuously evaluate patron service.

**Goal X. To ensure that the resources and services of the Law Library Services Unit are made known to all potential patrons by utilizing various marketing techniques, including educational programs, while working within the framework of available resources and funds.**

Objective 1 - To increase patron awareness of and access to resources and services.

Objective 2 – To provide for patron education and instruction.

### III.

#### VISION, MISSION AND CORE STRATEGIC GOALS

The Committee reviewed and revised the Strategic Plan with the acceptance of the following principles: a *vision statement* focuses on an ideal future; a *mission statement* focuses on today; *core strategic goals* are broad statements which define the desired end targets that the Law Library Services Unit will strive to achieve. The Committee also acknowledges that the achievement of the stated strategic goals will require planning and prioritization while working within the Judicial Branch budget constraints. What follows are separate statements of the vision and mission as well as core strategic goals of the Law Library Services Unit.

*VISION*  
*OF*  
*THE LAW LIBRARY SERVICES UNIT*

THE LAW LIBRARY SERVICES UNIT OF THE CONNECTICUT JUDICIAL BRANCH WILL PROVIDE TIMELY AND PROFESSIONAL GUIDANCE AND ACCESS TO RELIABLE AND COMPREHENSIVE INFORMATION TO INDIVIDUALS WHO ARE RESEARCHING OR PURSUING LEGAL RIGHTS AND REMEDIES. THIS WILL BE ACCOMPLISHED BY USING AVAILABLE TECHNOLOGY, BY MAINTAINING AN UP-TO-DATE COLLECTION OF APPROPRIATE MATERIALS, AND BY COLLABORATING WITH JUDICIAL BRANCH UNITS AND OTHER ORGANIZATIONS TO OFFER SERVICES SUFFICIENT TO MEET THE CURRENT AND EMERGING NEEDS OF PATRONS.

*MISSION*  
*OF*  
*THE LAW LIBRARY SERVICES UNIT*

THE MISSION OF THE LAW LIBRARY SERVICES UNIT IS TO SERVE THE JUDICIAL BRANCH, THE BAR, AND THE PUBLIC BY PROVIDING EXPERIENCED GUIDANCE AND ACCESS TO COMPREHENSIVE AND CURRENT LEGAL MATERIALS AND RESOURCES IN AN EFFICIENT AND TIMELY MANNER AND BY PROVIDING BIBLIOGRAPHIC ASSISTANCE, EDUCATIONAL PROGRAMS, LEGAL REFERENCE, AND LEGAL RESEARCH INSTRUCTION TO ALL PATRONS.



## *CORE STRATEGIC GOALS*

- I. TO ACQUIRE OR PROVIDE ACCESS TO CURRENT LEGAL PUBLICATIONS AND INFORMATIONAL RESOURCES IN A FORMAT AND MANNER SUFFICIENT TO MEET PATRON NEEDS, WHILE WORKING WITHIN THE FRAMEWORK OF AVAILABLE RESOURCES AND FUNDS.
- II. TO PRESERVE PRIMARY AND SECONDARY CONNECTICUT LEGAL RESOURCES, WHILE WORKING WITHIN THE FRAMEWORK OF AVAILABLE RESOURCES AND FUNDS.
- III. TO PROVIDE ADEQUATE STAFF AND ENHANCE PROFESSIONAL DEVELOPMENT, WHILE WORKING WITHIN THE FRAMEWORK OF AVAILABLE RESOURCES AND FUNDS.
- IV. TO PARTICIPATE IN THE JUDICIAL BRANCH INITIATIVE TO UPDATE BRANCH JOB DESCRIPTIONS, WHILE WORKING WITHIN THE FRAMEWORK OF AVAILABLE RESOURCES AND FUNDS.
- V. TO PROVIDE A HIGH QUALITY WORK ENVIRONMENT FOR STAFF AND PATRONS, WHILE WORKING WITHIN THE FRAMEWORK OF AVAILABLE RESOURCES AND FUNDS.
- VI. TO UTILIZE TECHNOLOGY TO INCREASE WORK PRODUCTIVITY AND EFFICIENCY, AND TO OPTIMIZE ACCESS TO AND DELIVERY OF SERVICES, WHILE WORKING WITHIN THE FRAMEWORK OF AVAILABLE RESOURCES AND FUNDS.
- VII. TO RECONFIGURE THE FOOTPRINT OF EXISTING LAW LIBRARY FACILITIES TO MEET THE EVOLVING NEEDS AND DEMANDS OF THE JUDICIAL BRANCH, LAW LIBRARY SERVICES, AND PATRONS, WHILE WORKING WITHIN THE FRAMEWORK OF AVAILABLE RESOURCES AND FUNDS.
- VIII. TO PROMOTE LAW LIBRARY SERVICES AS A VITAL, COLLABORATIVE JUDICIAL BRANCH UNIT – ESSENTIAL FOR ACCESS TO JUSTICE AND QUALITY ADJUDICATION, WHILE WORKING WITHIN THE FRAMEWORK OF AVAILABLE RESOURCES AND FUNDS.
- IX. TO MAXIMIZE PATRON SERVICE AND SATISFACTION, WHILE WORKING WITHIN THE FRAMEWORK OF AVAILABLE RESOURCES AND FUNDS.
- X. TO ENSURE THAT THE RESOURCES AND SERVICES OF THE LAW LIBRARY SERVICES UNIT ARE MADE KNOWN TO ALL POTENTIAL PATRONS BY UTILIZING VARIOUS MARKETING TECHNIQUES, INCLUDING EDUCATIONAL PROGRAMS, WHILE WORKING WITHIN THE FRAMEWORK OF AVAILABLE RESOURCES AND FUNDS.

#### IV.

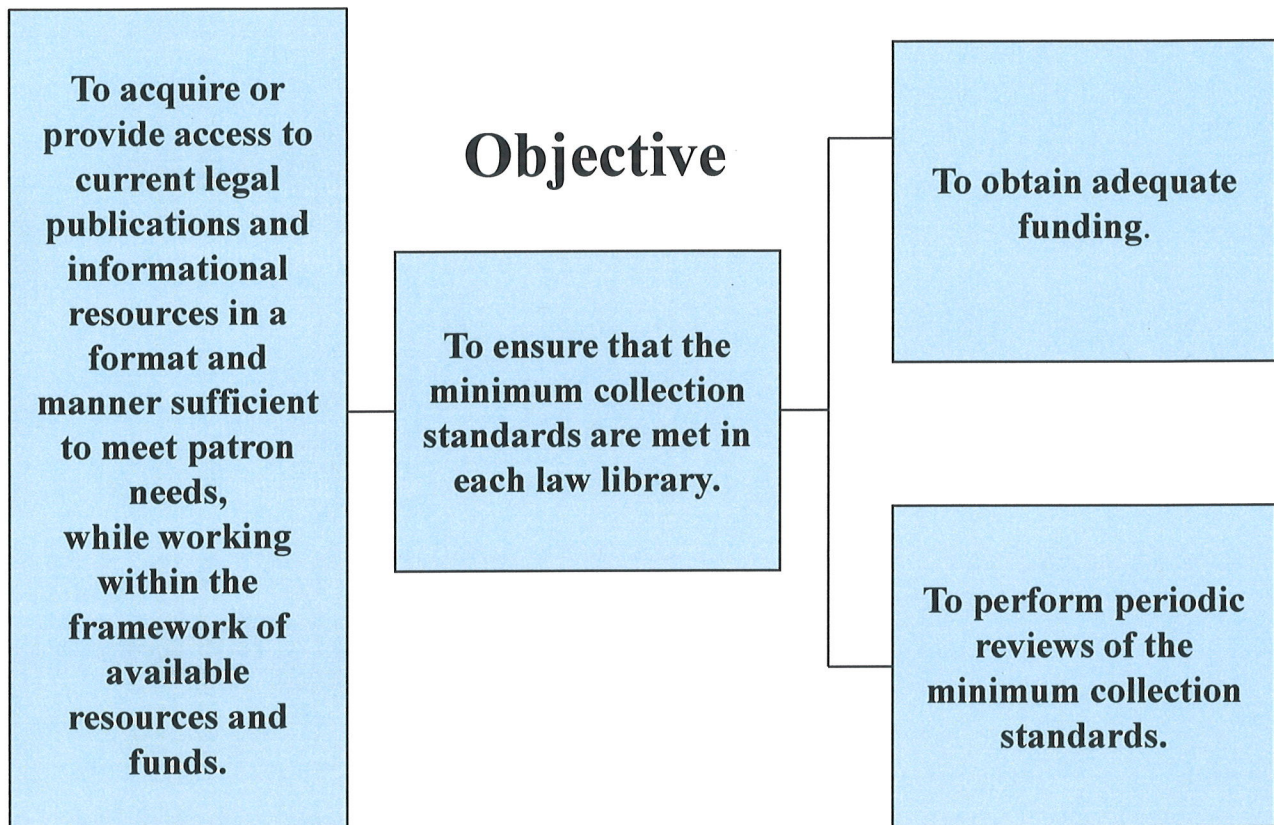
### OBJECTIVES AND STRATEGIES

The following are the objectives and strategies which were formulated for each of the ten core strategic goals, while keeping in mind the fiscal constraints facing the Judicial Branch.

**Objectives** describe what actions need to be undertaken to accomplish the core strategic goals. They are a means for achieving the goals. **Strategies** set forth how the objectives will be met.

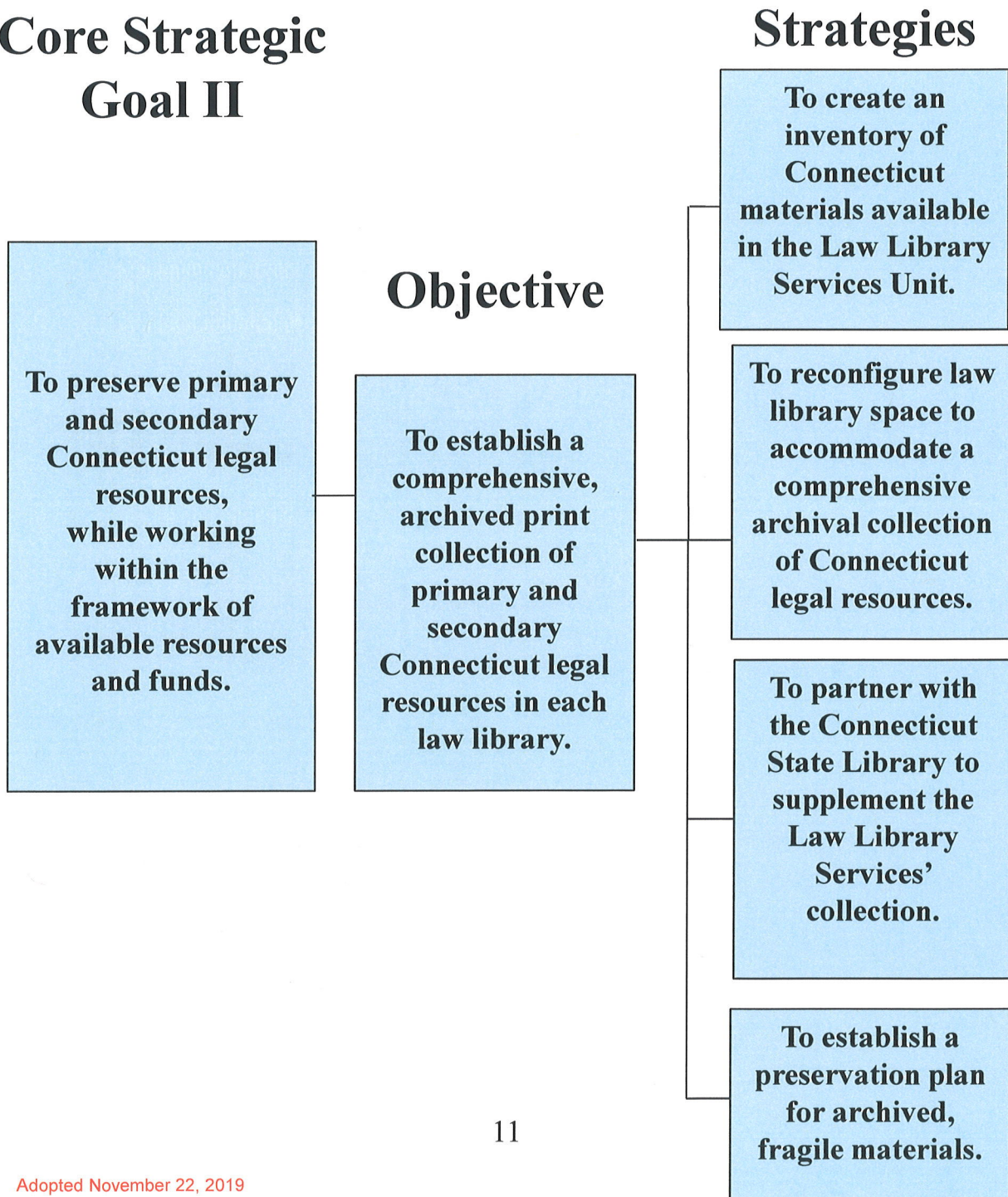
# Core Strategic Goal I

## Strategies





## Core Strategic Goal II





## **Core Strategic Goal III**

### **Objectives**

**To determine  
adequate staffing  
levels for the Law  
Library Services  
Unit.  
(1)**

**To create  
adequate training  
opportunities for  
staff.  
(2)**

**To encourage  
professional  
networking.  
(3)**

### **Strategies**

**To review, on an  
ongoing basis,  
staffing levels  
and make  
recommendations  
or adjustments  
accordingly.**

**To provide  
ongoing staff  
development  
training.**

**To develop a  
mentoring program  
for library staff.**

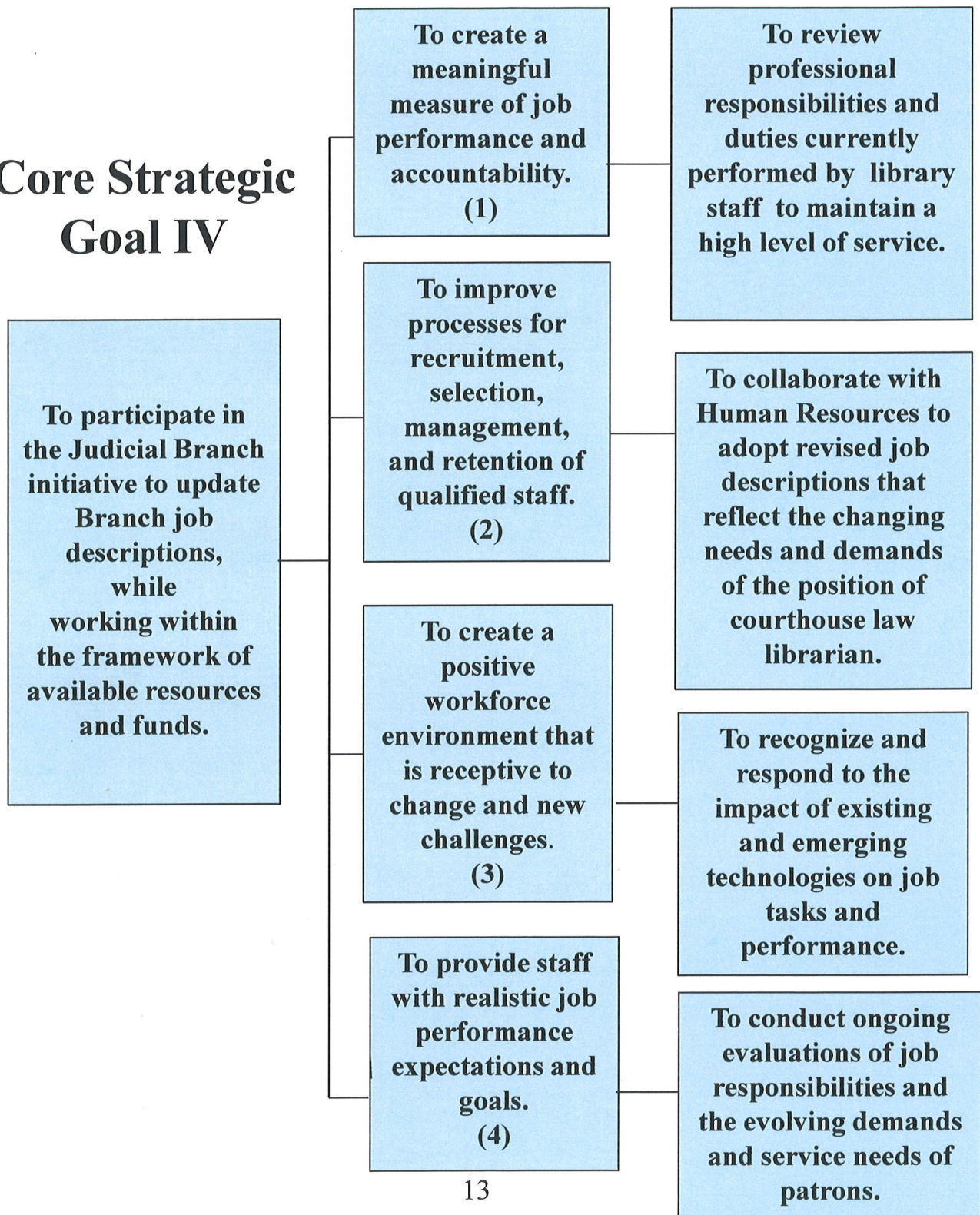
**To provide  
opportunities  
to attend  
professional  
seminars.**

**To provide  
opportunities to  
participate in  
professional  
organizations.**

**To provide  
adequate staff  
and enhance  
professional  
development,  
while  
working within  
the framework of  
available resources  
and funds.**



## **Core Strategic Goal IV**





## **Core Strategic Goal V**

### **Objectives**

**To establish  
recommended  
minimum law library  
design standards  
for the law libraries.  
(1)**

**To provide  
electronic  
infrastructure  
and support.  
(2)**

**To provide  
adequate,  
comfortable space  
and equipment  
for staff and  
patrons to work  
effectively and  
efficiently.  
(3)**

### **Strategies**

**To review, on a  
periodic basis, the  
minimum law library  
design standards  
and make  
recommendations  
or adjustments  
accordingly.**

**To improve the  
law library intranet.**

**To create a  
Law Library  
Services Technology  
Committee.**

**To acquire adaptive  
technology  
equipment.**

**To survey each law  
library to determine  
needs.**

**To survey patrons  
as to their needs.**

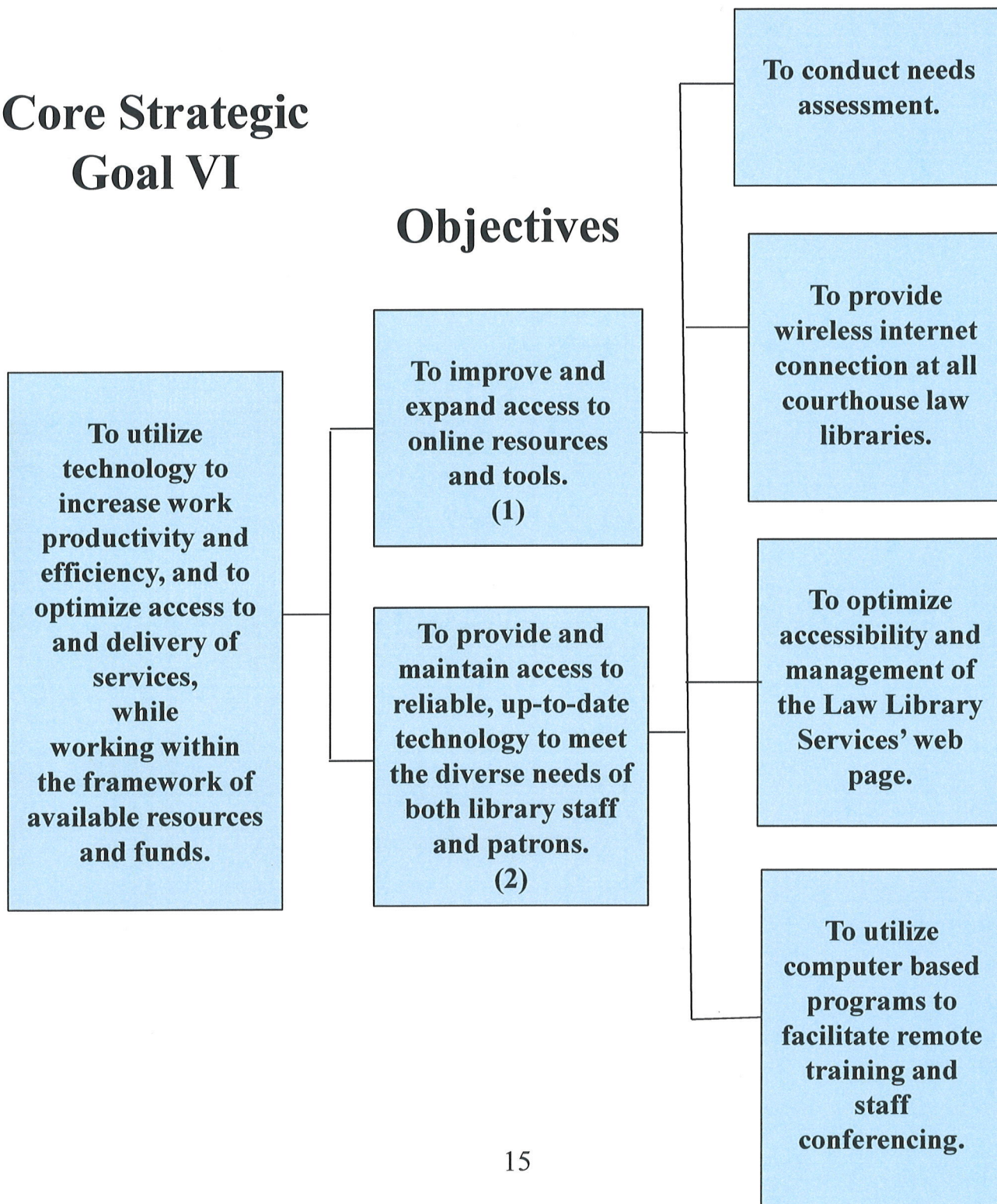
**To prioritize and  
implement  
suggested initiatives.**

**To provide a high  
quality work  
environment  
for staff and  
patrons,  
while  
working within  
the framework of  
available resources  
and funds.**

## **Core Strategic Goal VI**

### **Objectives**

### **Strategies**





## **Core Strategic Goal VII**

**To reconfigure the footprint of existing law library facilities to meet the evolving needs and demands of the Judicial Branch, Law Library Services, and patrons, while working within the framework of available resources and funds.**

## **Objectives**

**To centralize selected collections and services.  
(1)**

**To plan library space to create an environment that improves workflow and productivity, and also accommodates collection, research, interaction, and training needs.  
(2)**

## **Strategies**

**To create a depository to house archived materials and/or special collections.**

**To conduct remote reference services from a designated law library.**

**To create conference areas in the law libraries.**

**To create computer training areas to conduct outreach training programs.**

**To create areas to conduct group meetings and presentations.**

## **Core Strategic Goal VIII**

**To promote the Law Library Services Unit as a vital, collaborative Judicial Branch unit – essential for access to justice and quality adjudication, while working within the framework of available resources and funds.**

### **Objective**

**To increase support for and visibility of the Law Library Services Unit.**

### **Strategies**

**To develop an effective marketing plan to educate the public as to the vision, mission, and strategic plan of the Law Library Services Unit.**

**To develop organized outreach efforts.**

**To promote ongoing dialogue with judges to ensure that the law libraries continue to meet their needs.**

**To coordinate information about patron needs with the law library resources and services.**



## **Core Strategic Goal IX**

**To maximize  
patron service  
and satisfaction,  
while  
working within  
the framework of  
available resources  
and funds.**

## **Objective**

**To continuously  
evaluate  
patron service.**

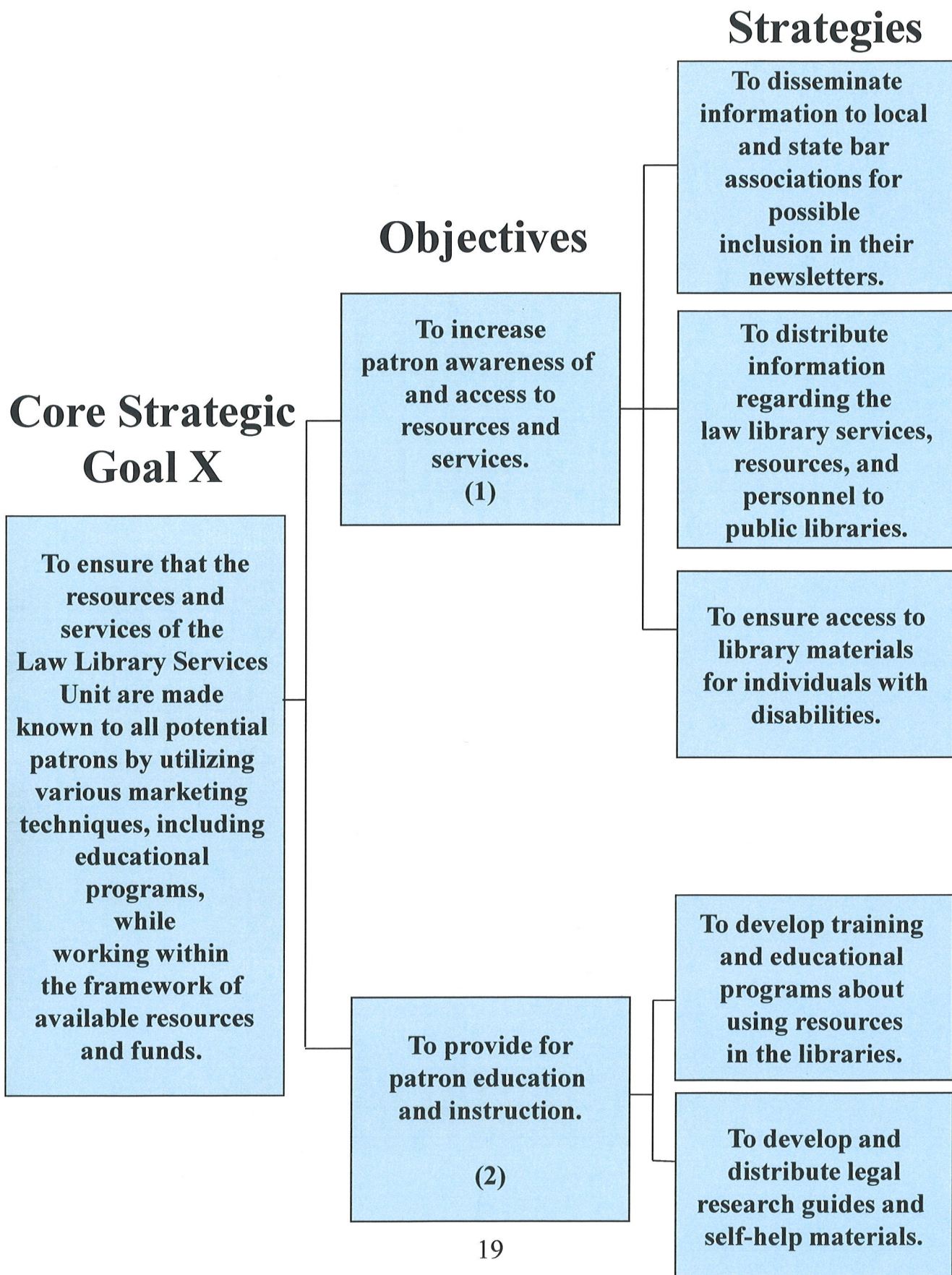
## **Strategies**

**To find innovative  
ways to meet the  
needs of varied  
constituencies, taking  
into account changes  
in technology,  
demographics, and  
service demands.**

**To foster collaboration  
with external entities,  
including bar  
associations, legal  
service providers,  
advocacy organizations,  
and public libraries.**

**To conduct periodic  
surveys of both  
internal and external  
stakeholders to  
determine evolving  
patron needs.**

**To participate in  
collaborative  
initiatives with  
Judicial Branch units  
and with external  
entities to expand  
services providing  
access to justice.**





## V.

### STEPS TAKEN

In order to maintain the direction and to follow the guidance provided by the *Strategic Plan of the Connecticut Judicial Branch Law Library Services Unit 2015-2020*, all staff engaged in initial implementation steps to accomplish stated objectives by taking action steps as outlined in the strategies of each goal. Progress and accomplishments were tracked and periodically reported in the *Strategic Plan Progress Reports* issued to the Law Library Advisory Committee and to all staff law librarians.

In 2017 the Law Library Minimum Collection Standards were review and revised in order to ensure that the standards were met by Law Library Services (Goal I of the Strategic Plan). The Law Library Advisory Committee voted to forward the revised standards to the Chief Justice with the recommendation that the revised standards be approved. The Supreme Court approved the recommended revisions by unanimous vote on January 18, 2018. (See attached Appendix.)

In 2019 it was determined that an online user survey would be a helpful tool to provide a measure of progress made and initiatives still to be undertaken. During the month of October 2019, an online user satisfaction survey was posted on the Law Library Services home page.

## VI.

### NEXT STEPS

After reviewing and analyzing the results of the online survey, additional action steps will be created and incorporated into the Strategic Plan implementation initiatives. It is imperative that the Law Library Services Unit continue to build on progress made and successes accomplished while considering the needs, demands, and operational imperatives of the future. Periodic review and revision of the Strategic Plan will ensure that the Law Library Services Unit will continue to encourage forward thinking and long-term planning in order to accomplish measurable outcomes and achievable goals. Timelines and work plans need to be reviewed, revised, and implemented in order to keep the law libraries moving forward, thereby remaining responsive, relevant, and essential to the Connecticut Judicial Branch's business of administering justice.

# **APPENDIX**

## **The Connecticut Supreme Court Policies for the Establishment and Maintenance of a System of Law Libraries**

*(Approved by the Connecticut Supreme Court on January 18, 2018)*

1. Law libraries are established in the Judicial Districts of Danbury at Danbury, Fairfield at Bridgeport, Hartford at Hartford, New Britain at New Britain, Litchfield at Torrington, Middlesex at Middletown, New Haven at New Haven, New London at New London, Stamford/Norwalk at Stamford, Tolland at Rockville, Waterbury at Waterbury and Windham at Putnam.
2. Access to current legal publications shall be provided at each of the above-mentioned law libraries in a format and manner sufficient to meet the needs of the user, including but not limited to print, electronic or microform format. Each law library shall have as a minimum the materials specified in Appendix A.
3. All law libraries shall be open to the public from 9:00 a.m. to 5:00 p.m., Monday through Friday, exclusive of state holidays, unless otherwise posted, and such times as they may be closed due to adverse weather conditions, staff shortages, or as may be ordered by the Chief Court Administrator.
4. In accordance with generally accepted library science principles and practices, law libraries shall provide reference, circulation, bibliographic instruction, computer-assisted research, interlibrary loan, document delivery, computer printer, photocopier, and microform reader-printer services to the courts and citizens of the state at all times the libraries are open and staffed. These services shall be provided free of charge, except that a reasonable fee shall be charged for the photocopier, computer printer, document delivery, and microform reader-printer services.
5.
  - (a) A law library advisory committee, consisting of thirteen members, is hereby established. The members of the committee shall be appointed by the Chief Justice for a term commencing on the date of their appointment and expiring three years after the July 1<sup>st</sup> following their appointment. The Chief Justice shall designate from among the members of the committee a chairperson and a vice chairperson who shall act in the absence of the chairperson, each for terms of one year commencing July 1<sup>st</sup>. The Deputy Director of Law Libraries shall attend all meetings and act as Secretary to the Committee.
  - (b) The committee shall meet at least annually and more often if its business so dictates. Meetings may be called by the chairperson on the chairperson's own motion or on the request of any three members of the committee.
  - (c) The committee, annually and at such other times as it deems necessary, may report to the Chief Justice and the Chief Court Administrator any recommendations it may have concerning the adequacy of the funding and services provided by the various law libraries, whether additions or deletions should be made to the list of law libraries so established, whether amendments should be made to the minimum collection standards (Appendix A) for the law libraries, and such other matters as the committee believes are pertinent to the operation of the law libraries.
6. These policies shall be published annually in the Connecticut Law Journal.



## APPENDIX A

*(Approved by the Connecticut Supreme Court on January 18, 2018)*

### **LAW LIBRARY MINIMUM COLLECTION STANDARDS**

#### **(1) Connecticut Materials**

- (A) Official and commercially published judicial decisions
- (B) Official and commercially published digests
- (C) A citation service, such as Shepard's or KeyCite, or a comparable citation service
- (D) Official session laws
- (E) Official and commercially published statutory compilations
- (F) Administrative code and published agency decisions
- (G) Official and commercially published practice books
- (H) Bar association ethics opinions, Statewide Grievance Committee decisions and the Rules of Professional Conduct
- (I) Local charters and ordinances for towns in the judicial district in accordance with C.G.S. §7-148a
- (J) A comprehensive collection of Connecticut textbooks, treatises, looseleaf services, form books, and practice aids
- (K) A collection of Connecticut legal newspapers, law reviews, and journals
- (L) Records and briefs of cases heard in the appellate courts of the state
- (M) Proposed bills, legislative bulletins, list of bills, file copies, calendars, public acts, and journals for the current session
- (N) Transcripts of the House and Senate proceedings and the public hearings
- (O) Attorney General Opinions
- (P) Current state constitution, and various historical versions of the constitution

(2) **Federal Materials**

- (A) Official or another reporter of the decisions of the Supreme Court of the United States
- (B) All published decisions of the U.S. District Courts, U.S. Courts of Appeal, and U.S. Bankruptcy Courts
- (C) A digest of United States Supreme Court reports, or electronic equivalent
- (D) A digest of federal reports, or electronic equivalent
- (E) A citation service, such as Shepard's or KeyCite, or a comparable citation service
- (F) United States Code Congressional and Administrative News, or a comparable online resource for researching federal legislative history
- (G) United States Code Annotated or United States Code Service
- (H) Federal Register and Code of Federal Regulations
- (I) Federal Cases
- (J) United States Statutes At Large
- (K) United States Treaties And Other International Agreements
- (L) United States Government Manual
- (M) Federal court rules
- (N) Local federal rules and forms for courts within jurisdiction

(3) **General National Publications**

- (A) Case law from the courts of last resort in all fifty states
- (B) Decennial Digests, or electronic equivalent
- (C) A citation service, such as Shepard's or KeyCite, or a comparable citation service for the courts of last resort in all fifty states
- (D) American Law Reports



- (E) A collection of textbooks, treatises, practice aids, and looseleaf services of contemporary value on legal subjects of interest to the legal community and the public
- (F) A collection of legal periodicals
- (G) A legal encyclopedia, two law dictionaries, a general dictionary, a medical dictionary, and a general reference collection
- (H) A basic form set, a general pleading, a general evidence and a general trial practice set
- (I) A legal periodical index, or comparable online service
- (J) Restatements Of The Law
- (K) Uniform Laws Annotated
- (L) Statutory compilations for all fifty states
- (M) American Bar Association standards and professional ethics opinions
- (N) The published reports of decisions of the courts of last resort prior to the National Reporter System
- (O) A collection of general legal and self-help titles on subjects of interest to the public and self-represented parties