

# **RAMAPO CATSKILL LIBRARY SYSTEM**

## **PLAN OF SERVICE 2007 – 2011**

Approved the RCLS Board of Trustees September 18, 2006

Approved by the Division of Library Development March 29, 2007

### **RCLS VALUES**

Working together makes us stronger; and individual libraries are more effective because of our commitment to cooperative and coordinated services. Together, we accept responsibility for improving service at the local and system level.

- We are committed to freedom of access to all library services for people of all ages.
- We are committed to coordinating system services and working cooperatively with our members to strengthen RCLS and to support service excellence at the local level.
- We treat all member libraries with equity and fairness.
- We communicate openly and effectively with all system stakeholders -- staff, trustees and member libraries.
- We maintain a staff team who are innovative, proactive and empowered to respond to member libraries' needs.
- We maintain a work environment that promotes and encourages respect and trust for each other.
- We encourage participation and fostering the creativity of our staff.
- We create a workplace that encourages employees to take pride in and ownership of all RCLS policies and services.
- We continuously review and evaluate of our services and operations in our effort to achieve excellence.

### **RCLS MISSION STATEMENT 2007-2011**

Ramapo Catskill Library System (RCLS), working cooperatively with its member libraries, provides coordinated services, guidance, training, support and leadership to member library trustees and staff to sustain their effort to be responsive, proactive, vital community institutions that meet the changing needs of their users in Orange, Rockland, Sullivan and southern Ulster counties.

RCLS, working in cooperation with member libraries, will help raise awareness about library services and work to eliminate barriers to library access and use.

## **RCLS Goals**

2007 – 2011

1. **Centralized Services**  
Offer a clearly defined set of cost effective coordinated or centralized services designed to enhance local library service and maximize the return from local funds expended.
2. **Technology**  
Enhance and maintain existing automation services and assist member libraries in implementing emerging technologies to improve library service and cooperation.
3. **Training**  
Provide opportunities to member libraries' staff, directors and trustees for the training and skills development needed to support excellent library service.
4. **Advocacy**  
Advocate for libraries in the RCLS service area and heighten public awareness about public library and system services.
5. **Information Services**  
Coordinate central and system services to provide a broad range of online resources and services and library materials to support equity of access.
6. **Communication**  
Maintain and promote effective means of communications with and among member libraries to ensure accountability and cooperation.
7. **Organizational Environment**  
Maintain an organizational environment that allows RCLS to be responsive and accountable to member libraries.

## 1. Resource sharing

### a. Cooperative collection development

**1.a.1. Goal Statement:** Enhance and maintain existing automation services and assist member libraries in implementing emerging technologies to improve library service and cooperation.

**Objective:** Assist member libraries in identifying, assessing, and implementing new material formats to enhance their collections.

**Activities:** Includes (but not limited to) tasks such as:

- Adding new collection codes.
- Establishing MARC records for titles in new formats.
- Adjusting screens to display new format indicators.

**Intended Results:** **2007** Library staff will be able to access and implement new material formats for their collections.

**Note:** repeat in 2008, 2009, 2010, 2011

**Evaluation:** **2007** Library staff report that collection counts of new formats in member libraries are rising faster than traditional material format counts.

**Note:** repeat in 2008, 2009, 2010, 2011

**1.a.2. Goal Statement:** Coordinate central and system services to provide a broad range of online resources and services and library materials to support equity of access for all RCLS residents.

**Objective:** Offer cost-effective hosting of and/or access to enhanced Internet-based resources.

**Activities:** Includes (but not limited to) tasks such as:

- Operating the Digital Download Center (e.g. Maintaining interface, selecting and administering content).
- Hosting event calendar software for libraries.
- System-wide database access support.

**Intended Results:** **2007** Library staff will be able to make available eBooks, eAudio books, eMusic, eVideos and electronic databases to their users.

**Note:** repeat in 2008, 2009, 2010, 2011

**Evaluation:** **2007** The staff at 75% of the libraries reporting indicate that they know how to access digital content and can explain this procedure to their users.

**Note:** repeat in 2008, 2009, 2010, 2011

1. **Resource sharing**

b. Delivery

**1.b.1. Goal Statement:** Offer a clearly defined set of cost effective coordinated or centralized services designed to enhance local library service and maximize the return from local funds expended.

Coordinate central and system services to provide a broad range of online resources and services and library materials to support equity of access.

**Objective:** Maintain a cost effective delivery system to meet the demand for the transfer of materials among RCLS libraries and to support ILL with the libraries in the MHLS.

**Activities:** Includes (but not limited to) tasks such as:

- Monitor daily delivery statistics; evaluate annually; adjust routes as required.
- Maintain delivery fleet; oversee vehicle and supply purchases.

**Intended Results:** **2007** Library staff are able to receive library materials from libraries within the RCLS and MHLS service areas.

Library staff are able to send library materials to libraries within the RCLS and MHLS service areas.

**Note:** repeat in 2008. 2009, 2010, 2011

**Evaluation:** **2007** 60% of library staff reporting indicate satisfaction with the delivery service.

**Note:** repeat in 2008 (65%). 2009 (70%), 2010 (75%), 2011 (80%)

c. Interlibrary loan

**1.c.1. Goal Statement:** Offer a clearly defined set of cost effective coordinated or centralized services designed to enhance local library service and maximize the return from local funds expended.

**Objective:** Monitor electronic interlibrary loan activity to assess the impact on delivery and the equity of borrowing and lending among the libraries.

**Activities:** Includes (but not limited to) tasks such as:

- Producing reports of borrowing and lending among libraries.
- Adjusting borrowing routing lists.

## 1. Resource sharing

### c. Interlibrary loan

#### 1.c.1. Goal Statement: *continued*

**Intended Results:** 2007 Library staff will see an improved balance between their ILL borrowing activity and lending activity.

**Note:** repeat in 2008. 2009, 2010, 2011

**Evaluation:** 2007 Library staff report a closer loaning/borrowing balance.

**Note:** repeat in 2008. 2009, 2010, 2011

**1.c.2 Goal Statement:** Offer a clearly defined set of cost effective coordinated or centralized services designed to enhance local library service and maximize the return from local funds expended.

Coordinate central and system services to provide a broad range of online resources and services and library materials to support equity of access.

**Objective:** Facilitate out-of system interlibrary loan between member libraries and the New York State Library, SENYLRC libraries, Mid-Hudson Library System and OCLC libraries to provide access to a broader range of resources.

**Activities:** Includes (but not limited to) tasks such as:

- Interloan materials from New York State Library and OCLC libraries based on library requests.
- Provide training and support for regional ILL (e.g. SEAL).

**Intended result:** Library staff have access to library materials outside the RCLS and MHLS region.

Library staff are able to provide patrons a broad range of resources not available at local levels.

**Note:** repeat in 2008. 2009, 2010, 2011

**Evaluation:** 2007: Staff from 65% of libraries reporting indicate they are satisfied with ILL services.

**Note:** repeat in 2008 (70%). 2009 (75%), 2010 (80%), 2011 (85%).

## 1. Resource sharing

### c. Interlibrary loan (*continued*)

**1.c.3. Goal statement:** Offer a clearly defined set of cost effective coordinated or centralized services designed to enhance local library service and maximize the return from local funds expended.

**Objective:** Provide service through which Federal correctional facilities can broaden their collections by obtaining materials through interlibrary loan from RCLS and MHLS libraries and the New York State Library.

**Activities:** Includes (but not limited to) tasks such as:

- Negotiate cost recovery price for ILL services.
- Process ILL requests.
- Periodical evaluation on a cost-recovery basis.

**Intended result:** Library staff at Federal Correctional Institution at Otisville, NY (FCI) have access to library materials.

**Note:** repeat in 2008. 2009, 2010, 2011

**Evaluation:** FCI library staff are satisfied with the ILL service.

**Note:** repeat in 2008. 2009, 2010, 2011

## 2. Technology Services

a. Integrated library system, etc.

**2.a.1 Goal Statement:** Enhance and maintain existing automation services and assist member libraries in implementing emerging technologies to improve library service and cooperation.

**Objective:** Maintain a current, state of the art integrated library system (ILS) for inventory control, material tracking and the facilitation of access to the collections of all member libraries from within the library and through remote access.

Investigate and initiate methods of improving database accessibility.

**Activities:** Includes (but not limited to) tasks such as:

- Conducting ILS training sessions; maintaining user documentation.
- Configuring and maintaining of ILS software.
- Acting as liaison with ILS vendor.

**Intended Results:** **2007** Library staff will be able to use automation to easily track and manage all items in their collections.

Library staff will be able to use new catalog search indexes, new search capabilities, and new ways to derive custom reports from the catalog.

**Note:** repeat in 2008. 2009, 2010, 2011

**Evaluation:** **2007** Library staff will have access to the automation system 99.95% during library hours and at least 97% of when the library is closed to the public.

Library staff report over 95% success in catalog searches.

75% of library staff reporting indicate that they are using reports generated by the ILS to manage their collections.

**Note:** repeat in 2008. 2009, 2010, 2011

**2.a.2. Goal Statement:** Enhance and maintain existing automation services and assist member libraries in implementing emerging technologies to improve library service and cooperation.

**Objective:** Offer and maintain cost-effective solutions to public access workstation session management and security.

Offer and maintain cost-effective solutions to public access workstation print management.

## 2. Technology Services

a. Integrated library system, etc.

### 2.a.2. Goal Statement: *continued*

**Activities:** Includes (but not limited to) tasks such as:

- Installing and configuring EnvisionWare PC reservation and LPT: One software.
- Maintaining EnvisionWare software on a contract basis.

**Intended Results:** **2007** Library staff will have access to and be able to use software to help them manage public access computers.

Library staff will have access to and be able to use software to help them manage printing from public access computers.

**Note:** repeat in 2008. 2009, 2010, 2011

**Evaluation:** **2007** Library staff from two libraries (2) implement Envisionware PC Management.

Library staff from two libraries (2) implement Envisionware LPT:one.

**Note:** repeat in 2008

**2009** Library staff from one library (1) implements Envisionware PC Management.

Library staff from one library (1) implements Envisionware LPT:one.

**Note:** repeat in 2010, 2011.

**2.a.3. Goal Statement:** Enhance and maintain existing automation services and assist member libraries in implementing emerging technologies to improve library service and cooperation.

**Objective:** Investigate and evaluate the use of thin client technology.

**Activities:** Includes (but not limited to) tasks such as:

- Research, evaluate and prepare a report on thin client technology.

**Intended Results:** **2007** Library staff will be able to use thin client as part of their library network.

**Note:** repeat in 2008. 2009, 2010, 2011

## 2. Technology Services

a. Integrated library system, etc.

### 2.a.3. Goal Statement: *continued*

- Evaluation:**
- 2007** Present a report on the viability of using thin client technology to the Directors' Association.
  - 2008** Library staff at 2 libraries reported installing thin client.
  - 2009** Library staff at 4 libraries reported installing thin client.
  - 2010** Library staff at 6 libraries reported installing thin client.
  - 2011** Library staff at 8 libraries reported installing thin client.

**2.a.4. Goal Statement:** Enhance and maintain existing automation services and assist member libraries in implementing emerging technologies to improve library service and cooperation.

**Objective:** Support pilot projects to assess the viability and impact of new technologies and applications and to develop an implementation strategy for those that will improve the RCLS network.

**Activities:** Includes (but not limited to) tasks such as:

- Monitoring new technological developments for applicability to libraries, prepare reports for libraries.
- Implement pilot projects, evaluate and report.

**Intended Results:** **2007** Library staff have the information and skills to implement new technologies as they become available.

**Note:** repeat in 2008, 2009, 2010, 2011

**Evaluation:** **2007** Library staff report they have the adequate information to make decisions about and to implement new technology.

**Note:** repeat in 2008, 2009, 2010, 2011

**2.a.5. Goal Statement:** Enhance and maintain existing automation services and assist member libraries in implementing emerging technologies to improve library service and cooperation.

**Objective:** Install and maintain WiFi and self checkout systems to improve services at member libraries.

## 2. Technology Services

a. Integrated library system, etc.

### 2.a.5. Goal Statement: *continued*

**Activities:** Includes (but not limited to) tasks such as:

- Implement WiFi at libraries upon request, on a contract basis
- Implement self checkout systems at libraries upon request, on a contract basis

**Intended Results:** **2007** Library staff have the information required to make decisions about the benefits of WiFi and self checkout systems and the skills needed to implement and/or maintain these technologies.

**Note:** repeat in 2008, 2009, 2010, 2011

**Evaluation:** **2007** Library staff report they have adequate information to make decisions about and implement WiFi and self checkout systems.

WiFi and self checkout systems are installed and maintained upon request.

**Note:** repeat in 2008, 2009, 2010, 2011

**2.a.6. Goal Statement:** Enhance and maintain existing automation services and assist member libraries in implementing emerging technologies to improve library service and cooperation.

**Objective:** Maintain a cost-effective, efficient and secure private telecommunications network to connect member libraries to the integrated online library system.

**Activities:** Includes (but not limited to) tasks such as:

- Maintain equipment and keep maintenance contracts current
- Investigate and implement state of the art telecommunication network

**Intended Results:** **2007** Library staff have access to a secure and reliable Wide Area Network.

**Note:** repeat in 2008, 2009, 2010, 2011

**Evaluation:** **2007** 75% Library staff reporting indicate they are satisfied with the Wide Area Network.

**Note:** repeat in 2008 (80%), 2009 (85%), 2010 (90%), 2011 (90%)

## 2. Technology Services *continued*

a. Integrated library system, etc.

**2.a.7. Goal Statement:** Enhance and maintain existing automation services and assist member libraries in implementing emerging technologies to improve library service and cooperation.

**Objective:** Offer member libraries cost-effective Internet access via the private network where no other alternatives are available.

Maintain cost effective Internet access for remote access (from outside the library) to the ILS and electronic resources.

**Activities:** Includes (but not limited to) tasks such as:

- Maintain and install telecommunication equipment.
- On-going investigation of the feasibility of new telecommunication options.
- Implement new telecommunication services as appropriate.

**Intended Results:** **2007** Library staff can offer their users remote access to web based services hosted by RCLS.

**Note:** repeat in 2008, 2009, 2010, 2011

**Evaluation:** **2007** 75% of library staff reporting are satisfied with the remote access available.

**Note:** repeat in 2008 (80%), 2009 (85%), 2010 (90%), 2011 (90%)

## 2. Technology Services

### b. Virtual reference

**2.b.1. Goal Statement:** Coordinate central and system services to provide a broad range of online resources and services and library materials to support equity of access.

**Objective:** Coordinate maintenance of a Community Organization database to insure that the database is up to date, accurate and comprehensive.

Provide a print-ready copy of the Community Organization database, annually, to each participating county to enable them to publish a directory for distribution by libraries.

**Activities:** Includes (but not limited to) tasks such as:

- Coordinating the data collection, inputting data provided by libraries.
- Explore viability of libraries inputting data.

**Intended Results:** **2007** Library staff have access to an up-to-date Community Organization database.

**Note:** repeat in 2008, 2009, 2010, 2011

**Evaluation:** **2007** 75% of library staff reporting indicate they are satisfied with the content of the Community Organization database.

**Note:** repeat in 2008 (75%), 2009 (80%), 2010 (80%), 2011 (85%)

### 3. Special client groups and the means for meeting their needs

#### a. Adult literacy

**3.a.1 Goal Statement:** Offer a clearly defined set of cost effective coordinated or centralized services designed to enhance local library service and maximize the return from local funds expended.

**Objective:** Provide a forum for member library staff to learn about issues and needs and know how to coordinate programs with literacy providers to reduce Adult Low Literacy within the service area.

**Activities:** Includes (but not limited to) tasks such as:

- Coordinate roundtables and discussion groups; offer workshops, training sessions and support materials.

**Intended Results:** **2007** Library staff are aware of the literacy providers in their communities and have the skills to coordinate programs with those providers.

**Note:** repeat in 2008, 2009, 2010, 2011

**Evaluation:** **2007** Library staff at 55% of the libraries reporting indicate that they have the information and skills to coordinate programs with literacy providers.

**Note:** repeat in 2008 (55%), 2009 (60%), 2010 (60%), 2011 (60%)

**3.a.2. Goal Statement:** Provide opportunities to member libraries' staff and trustees for the training and skills development needed to support excellent library service.

**Objective:** Provide a forum for member library staff to learn about issues and needs and know how to coordinate programs with literacy providers to reduce Adult Low Literacy within the service area.

**Activities:** Includes (but not limited to) tasks such as:

- Coordinate roundtables and discussion groups; offer workshops, training sessions and support materials.

**Intended Results:** **2007** Library staff know about NYS Adult and Family Literacy Grants have the skills and information required to prepare an application.

**Note:** Repeat 2009 and 2011.

**Evaluation:** **2007** Library staff at two (2) libraries submit literacy grant applications.

**2009** Library staff at two (2) libraries submit literacy grant applications.

**2011** Library staff at three (3) libraries submit literacy grant applications.

### 3. Special client groups and the means for meeting their needs

#### b. Coordinated outreach

**3.b.1. Goal Statement:** Coordinate central and system services to provide a broad range of online resources and services and library materials to support equity of access.

**Objective:** Provide a radio reading service for people who are eligible for the New York State Talking Book & Braille Library program.

**Activities:** Includes (but not limited to) tasks such as:

- Negotiate with InTouch and/or Rise (radio reading services)
- Supply applications for NYS Talking Book Program

**Intended Results:** **2007** People who are eligible for the New York State Talking Book and Braille Library program have access to published materials.

**Note:** repeat in 2008, 2009, 2010, 2011.

**Evaluation:** **2007:** 44% of library staff reporting say they have access to information about and applications for a radio reading service and the New York State Talking Book & Braille Library program.

**Note:** repeat in 2008, 2009, 2010 – 53%, 2011 – 53%

**3.b.2. Goal Statement:** Provide opportunities to member libraries' staff and trustees for the training and skills development needed to support excellent library service.

**Objective:** Provide a forum for member library staff to learn about issues and needs of the NYS designated Outreach populations.

**Activities:** Includes (but not limited to) tasks such as:

- Facilitate the Outreach Council meetings and activities
- Coordinate roundtables and discussion groups; offer workshops, training sessions and support materials

**Intended Results:** **2007** Library staff are able to address the needs of the different NYS designated outreach target populations.

**Note:** repeat in 2008, 2009, 2010, 2011

**Evaluation:** **2007** 40% of library staff reporting indicate they have the information and skills to address the needs of the NYS designated outreach target populations in their communities.

**Note:** repeat in 2008 (45%), 2009 (50%), 2010 (50%), 2011 (55%)

### 3. Special client groups and the means for meeting their needs

#### c. Correctional facilities (state and local)

**3.c.1. Goal Statement:** Coordinate central and system services to provide a broad range of online resources and services and library materials to support equity of access.

**Objective:** Provide a forum for correctional library staff to exchange information and learn skills necessary to provide service excellence.

**Activities:** Includes (but not limited to) tasks such as:

- Coordinate roundtables and discussion groups; offer workshops, training sessions and support materials.

**Intended Results:** Correctional library staff understand the needs and have the skills to deliver library services and programs.

**Evaluation:** **2007** 60% of correctional staff reporting say they are satisfied with the information or skills training they have received.

**Note:** repeat in 2008 (60%), 2009 (60%), 2010 (65%), 2011 (65%)

**3.c.2. Goal Statement:** Coordinate central and system services to provide a broad range of online resources and services and library materials to support equity of access.

**Objective:** Facilitate interlibrary loan for correctional institutions within the RCLS service area.

**Activities:** Includes (but not limited to) tasks such as:

- Processing ILL requests for state correctional institutions.

**Intended Result:** **2007** Correctional library staff have access to library materials from RCLS and MHLS libraries and the New York State Library.

**Note:** repeat in 2008, 2009, 2010, 2011.

**Evaluation:** **2007** 60% of correctional library staff reporting indicate that they are satisfied with the interlibrary loan service provided by RCLS.

**Note:** repeat in 2008 (60%), 2009 (65%), 2010 (65%), 2011 (70%).

**3.c.3. Goal Statement:** Coordinate central and system services to provide a broad range of online resources and services and library materials to support equity of access.

**Objective:** Facilitate the acquisition of materials and equipment for correctional facility libraries.

### 3. Special Client Groups and the means for meeting their needs

#### c. Correctional facilities (state and local)

##### 3.c.3. Goal Statement: *continued*

- Activities:** Includes (but not limited to) tasks such as:
- Coordinate purchase of materials, equipment and programs
  - Consulting services
- Intended Results:** **2007** Correctional staff acquire materials, equipment and programmers needed.
- Note:** repeat in 2008. 2009, 2010, 2011
- Evaluation:** **2007** 60% of correctional staff reporting indicate they are satisfied with purchasing and support services supplied by RCLS.
- Note:** repeat in 2008 (65%). 2009 (70%), 2010 (75%), 2011 (80%).

### 3. Special client groups and the means for meeting their needs

#### d. Youth services

- 3.d.1 Goal Statement:** Offer a clearly defined set of cost effective coordinated or centralized services designed to enhance local library service and maximize the return from local funds expended.

Provide opportunities to member libraries' staff and trustees for the training and skills development needed to support excellent library service.

- Objective:** Provide the opportunity for youth services librarians to preview materials for children and teens.

- Activities:** Includes (but not limited to) tasks such as:
- Solicit (through publishers), organize, maintain, hold preview sessions and distribute children and teen materials.

- Intended Results:** **2007** Library staff are aware of a wide range of materials available for purchase for their youth services departments.

**Note:** repeat in 2008. 2009, 2010, 2011

- Evaluation:** **2007** Youth services staff from 25 libraries participate in the preview sessions.

**Note:** repeat in 2008 (27 libraries), 2009 (29 libraries), 2010 (31 libraries), 2011 (33 libraries)

### 3. Special client groups and the means for meeting their needs

#### d. Youth services *continued*

**3.d.2. Goal Statement:** Offer a clearly defined set of cost effective coordinated or centralized services designed to enhance local library service and maximize the return from local funds expended.

Maintain and promote effective means of communication with and among member libraries to ensure accountability and cooperation.

**Objective:** Support projects and services to enhance youth services.

**Activities:** Includes (but not limited to) tasks such as:

- Participate in county library association meetings and activities.
- Coordinate roundtables and discussion groups; offer workshops, training sessions and support materials (e.g. summer reading program activities).
- Operate pool collections (e.g. AccuCut shapes).

**Intended Results:** **2007** Youth services staff have the information, skills and support required to provide excellent services to children and teens.

**Note:** repeat in 2008, 2009, 2010, 2011

**Evaluation:** **2007** Youth services staff at 70% of the libraries reporting indicate that they have the information, skills and resources needed to manage programs for children and teens.

**Note:** repeat in 2008 (75%), 2009 (80%), 2010 (85%), 2011 (90%)

#### 4. Continuing Education and Training

**4.1. Goal Statement:** Provide opportunities to member libraries' staff, directors and trustees for the training and skills development needed to support excellent library service.

**Objective:** Coordinate or provide member library staff, directors and trustees with opportunities for training and skills development.

Maintain the RCLS professional collection to provide the staff at RCLS and the member libraries with an up to date and comprehensive resource to support their work related activities.

**Activities:** Includes (but not limited to) tasks such as:

- Coordinate, arrange for, inform, or provide training and skills development, roundtables or discussion groups
- Maintain a skills inventory (Administration, Programming, Reference, Circulation, Technical Services)
- Review resources (print and on-line)
- Sustain a professional collection and circulate items as requested.

**Intended Results:** **2007** Provide opportunities to member libraries' staff, directors and trustees for the training and skills development needed to support excellent library service.

**Note:** repeat in 2008, 2009, 2010, 2011

**Evaluation:** **2007:** 75% of library staff, directors and trustees reporting indicate that they are satisfied with information provided about and the opportunities to receive training and skills development.

**Note:** repeat in 2008, 2009, 2010, 2011.

**4.2. Goal Statement:** Provide opportunities to member libraries' staff, directors and trustees for the training and skills development needed to support excellent library service.

**Objective:** Actively promote resources available to all trustees, such as NYSALB, ALTA, and the statewide trustee electronic discussion groups, and encourage member library trustees to join these state and national organizations.

**Activities:** Includes (but not limited to) tasks such as:

- Provide the information and access to resources about library organizations such as NYSALB, ALTA
- Maintain a electronic discussion groups
- Keep trustees informed about library policy issues (Library Bill of Rights, Freedom to Read, Code of Ethics, Intellectual Freedom, etc.)

## 4. Continuing Education and Training

### 4.2. Goal Statement: *continued*

**Intended Results:**   **2007**   Library trustees are aware of and know how to access information about national, state and regional trustee resources.

**Note:** repeat in 2008, 2009, 2010, 2011

**Evaluation:**           **2007**   50% of Library trustees reporting indicate that they are aware of the national, state and regional organizations which support libraries and library services and know how to access the resources provided by those organizations.

**Note:** repeat in 2008 (55%), 2009 (60%), 2010 (65%), 2011 (70%).

**4.3. Goal Statement:**   Provide opportunities to member libraries' staff, directors and trustees for the training and skills development needed to support excellent library service.

**Objective:**           Investigate the provision of cost-effective distance learning technologies options, to provide specialized, easily accessible, training and continuing education to member library staff.

**Activities:**           Includes (but not limited to) tasks such as:

- Re-evaluate videoconferencing
- Web conferencing pilot project
- Distribute information about non-RCLS distance training opportunities

**Intended Results:**   **2007**   Library staff, directors and trustees will have the information and skills needed to support excellent library service.

**Note:** repeat in 2008, 2009, 2010, 2011

**Evaluation:**           **2007**   Library staff, directors and trustees from 12 member libraries will have participated in a continuing education forum using distance-learning technology.

**Note:** repeat in 2008 (16 libraries), 2009 (21 libraries), 2010 (30 libraries), 2011 (38 libraries)

## 5. Consulting and technical assistance services

**5.1. Goal Statement:** Maintain an organizational environment that allows RCLS to be responsive and accountable to member libraries.

**Objective:** Provide consulting services to support member libraries in achieving excellence in such areas as management and personnel administration, youth services, adult services, technology, trustee development, library building design, and Education law, to assist member libraries achieve service excellence

Encourage and fund the participation of RCLS staff in local, regional, state, and national forums that support the System's mandate and afford the opportunity to develop and enhance skills to help support the needs of member trustees and staff.

**Activities:** Includes (but not limited to) tasks such as:

- Provide consulting services about library related policy, management, operational issues, state laws and regulations, etc.; undertake research as required.
- RCLS staff take part in continuing education opportunities as appropriate.
- RCLS staff actively participate in local, regional, state and national organizations.

**Intended Results:** **2007** Library staff and trustees have the information they require to support excellent library service.

**Note:** repeat in 2008, 2009, 2010, 2011

**Evaluation:** **2007** Library staff initiate an average of 100 consulting contacts per month.

75% of library staff and trustees reporting indicate they are satisfied with consulting services received from RCLS staff.

**Note:** repeat in 2008 (75%), 2009 (80%), 2010 (80%), 2011 (85%)

**5.2. Goal Statement:** Enhance and maintain existing automation services and assist member libraries in implementing emerging technologies to improve library service and cooperation.

**Objective:** Provide technical support for all member libraries to assist them maintaining their in-house computer systems.

## 5. Consulting and technical assistance services *continued*

### 5.2. Goal Statement: *continued*

**Activities:** Includes (but not limited to) tasks such as:

- Respond to technical support requests from staff; undertake research as required.
- Review RCLS staff needs for continuing education; furniture and equipment required.

**Intended Results: 2007** Library staff will have access to technical support for library automation, database access, and web site maintenance.

**Note:** repeat in 2008, 2009, 2010, 2011

**Evaluation: 2007** Library staff initiate an average of 200 consulting contacts per month.

75% of library staff and trustees reporting indicate they are satisfied with consulting services received from RCLS staff.

**Note:** repeat in 2008 (75%), 2009 (80%), 2010 (80%), 2011 (85%)

## 6. Coordinated Services

**6.1. Goal Statement:** Coordinate central and system services to provide a broad range of online resources and services and library materials to support equity of access.

**Objective:** Negotiate and fund, in conjunction with the Central Library, a broad range of licensed electronic products, in addition to the State-wide resources available through NOVEL, to provide access to all library users within the service area with high quality information resources from libraries, work or home.

**Activities:** Includes (but not limited to) tasks such as:

- Continued funding of system-wide selected electronic databases.

**Intended Results:** **2007** Library staff will have access to upgraded NOVEL databases and databases that fall outside the coverage offered through NOVEL.

**Note:** repeat in 2008, 2009, 2010, 2011

**Evaluation:** **2007** Library staff report that 75% of users are satisfied with the databases available system-wide.

**Note:** repeat in 2008 (75%), 2009 (80%), 2010 (80%), 2011 (85%)

**6.2. Goal Statement:** Offer a clearly defined set of cost effective coordinated or centralized services designed to enhance local library service and maximize the return from local funds expended.

**Objective:** Negotiate group licensing of electronic products on behalf of smaller aggregates of member libraries, upon request, to provide additional resources to their patrons from the libraries, work or home.

**Activities:** Includes (but not limited to) tasks such as:

- Coordinate group discounts for electronic databases.
- Technical support for access to selected databases.

**Intended Results:** **2007** Library staff will be able to take advantage of group purchasing discounts for electronic databases beyond those licensed on a system-wide basis.

**Note:** repeat in 2008, 2009, 2010, 2011

**Evaluation:** **2007** Library staff report that 80% of users are satisfied with databases available locally.

**Note:** repeat in 2008 (85%), 2009 (85%), 2010 (90%), 2011 (90%)

## 6. Coordinated Services *continued*

**6.3. Goal Statement:** Offer a clearly defined set of cost effective coordinated or centralized services designed to enhance local library service and maximize the return from local funds expended.

**Objective:** Negotiate consortium discounts for goods and services to support automated services, summer reading and other programs as developed.

**Activities:** Includes (but not limited to) tasks such as:

- Coordinate purchase of services, materials, supplies, equipment and programs

**Intended Result:** **2007** Library staff are able to purchase selected materials and supplies at discounted prices to support their automated services, summer reading and other designated programs.

**Note:** repeat in 2008, 2009, 2010, 2011

**Evaluation:** **2007** 75% of library staff reporting indicate they have saved time and money by taking advantage of coordinated group purchasing.

**Note:** repeat in 2008 (75%), 2009 (80%), 2010 (80%), 2011 (85%)

**6.4. Goal Statement:** Offer a clearly defined set of cost effective coordinated or centralized services designed to enhance local library service and maximize the return from local funds expended.

**Objective:** Provide economical printing services to member libraries on a cost recovery basis.

**Activities:** Includes (but not limited to) tasks such as:  
Printing promotional and other materials for libraries (e.g. newsletters, bookmarks, etc.).

**Intended Results:** **2007** Library staff have access to an economical printing service.

**Note:** repeat in 2008, 2009, 2010, 2011

**Evaluation:** **2007** Library staff at 25 libraries use the service.

**Note:** repeat in 2008, 2009, 2010, 2011

## 6. Coordinated Services *continued*

**6.5. Goal statement:** Offer a clearly defined set of cost effective coordinated or centralized services designed to enhance local library service and maximize the return from local funds expended.

**Objective:** Build and maintain a system-wide union catalog through a centralized cataloging department to provide easy access to all materials at member libraries.

**Activities:** Includes (but not limited to) tasks such as:

- Maintain software and resources to support cataloging.
- Catalog all material formats using uniform cataloging practices (e.g. books, DVDs, electronic documents, etc.)

**Intended result:** Library staff can find and retrieve materials at any library within RCLS.

**Note:** repeat in 2008, 2009, 2010, 2011

**Evaluation:** 75% of staff reporting indicate that they are satisfied with the union catalog.

**Note:** repeat in 2008 (75%), 2009 (80%), 2010 (80%), 2011 (85%)

## 7. Awareness and advocacy

**7.1 Goal Statement:** Advocate for libraries in the RCLS service area and heighten public awareness about public library and system services.

Maintain an organizational environment that allows RCLS to be responsive and accountable to member libraries.

**Objective:** Encourage and support member libraries in their efforts to increase community awareness about public library programs, services and governance.

Maintain regional and state level advocacy activities.

Encourage and fund the participation of RCLS staff in local, regional, state and national forums that support the System's mandate and afford the opportunity to advocate on behalf of librarians, libraries and library service.

**Activities:** Includes (but not limited to) tasks such as:

- Maintain an advocacy program in support of regional, state and national advocacy efforts.
- Regularly attend library Board of Trustee meetings to provide information about RCLS services and programs.
- Support library marketing activities.
- Providing new releases to area media services.
- Sample press release kit.
- Promote ALA Bill of Rights and Interpretation.

**Intended Results:** 2007 Library staff, directors and trustees have the necessary information to be effective advocates for their library and library service in NYS.

2007 Library staff, directors and trustees have the necessary information and skills to effectively market library services and programs in their communities.

**Note:** repeat in 2008, 2009, 2010, 2011

**Evaluation:** 2007: 70% of library staff, directors and trustees reporting say that they have the skills and information to effectively advocate on behalf of librarians, libraries and library service.

2007 70% of library staff, directors and trustees reporting say that they are satisfied with the information and resources to support their local marketing efforts.

**Note:** repeat in 2008 (75%), 2009 (75%), 2010 (80%), 2011 (80%)

## 8. Communications among member libraries or branch libraries

**8.1. Goal Statement:** Maintain and promote effective means of communications with and among member libraries to ensure accountability and cooperation.

**Objective:** Maintain, evaluate and modify, as required, the RCLS web site to provide member libraries useful and pertinent documents and interactive features to facilitate communication.

**Activities:** Includes (but not limited to) tasks such as:

- Post on web site minutes, statistics, publications, contact information, documentation, surveys, maintain event calendar, links to web-based services.

**Intended Results:** 2007 Library staff can access publications, policy statements, schedules, guidelines, and committee work minutes on a web site.

NOTE: repeat in each year 2008, 2009, 2010 and 2011

**Evaluation:** 2007: 80% of library staff report they are satisfied with the access they have to documents.

NOTE: repeat in 2008, 2009, 2010 and 2011

**8.2. Goal Statement:** Maintain and promote effective means of communications with and among member libraries to ensure accountability and cooperation.

**Objective:** Maintain, evaluate and modify, as required, Internet based and voice interactive communication systems with extensive use of email, electronic discussion groups and voice mail to enhance communication with and among member libraries.

**Activities:** Includes (but not limited to) tasks such as:

- Maintain email and voice mail services at RCLS headquarters
- Maintain email discussion groups
- Maintain email directory

**Intended Results:** 2007 Staff, directors and trustees at libraries have the information and support they require to operate their libraries.

NOTE: repeat in 2008, 2009, 2010 and 2011

**Evaluation:** 2007 80% of library staff, directors and trustees reporting say they are able to easily reach RCLS staff.

NOTE: repeat in 2008 (85%), 2009 (90%), 2010 (90%) and 2011 (90%).

## 8. Communications among member libraries or branch libraries *continued*

**8.3. Goal Statement:** Maintain and promote effective means of communications with and among member libraries to ensure accountability and cooperation.

**Objective:** Produce and distribute useful and pertinent publications as one means of communication with all member libraries and community organizations.

**Activities:** Includes (but not limited to) tasks such as:

- Publish and distribute informational materials (e.g. newsletter, directory, statistics, etc.).
- Maintain all required equipment and ensure that service contracts are current.

**Intended Results:** **2007** Staff, directors and trustees have current information about programs and services offered by the system, member libraries, and regional, state and national organizations.

**Note:** repeat in 2008, 2009, 2010, 2011

**Evaluation:** **2007** 75% of library staff, directors and trustees reporting indicate they are satisfied with the information available.

**Note:** repeat in 2008 (75%), 2009 (80%), 2010 (80%), 2011 (85%).

## 9. Cooperative efforts with other library systems

**9.1. Goal Statement:** Maintain an organizational environment that allows RCLS to be responsive and accountable to member libraries.

**Objective:** Initiate projects with other systems and organizations to expand access to resources and build partnerships that help sustain high quality services.

**Activities:** Includes (but not limited to) tasks such as:

- Active participation in SEAL (SouthEastern Access to Libraries).
- Co-sponsor continuing education programs.
- Serve on other system and organization advisory boards, councils and committees.
- Coordinate services with other organizations (i.e. Baby Bookstart, delivery, etc.).

**Intended Results:** **2007** Library staff and trustees have access to additional resources and services.

**Note:** repeat in 2008, 2009, 2010, 2011

**Evaluation:** **2007** 70% of library staff, directors and trustees reporting say that partnerships with other organizations have helped to improve local services.

**Note:** repeat in 2008 (70%), 2009 (75%), 2010 (75%), 2011 (80%).

## 10. Construction

**10.1 Goal Statement:** Offer a clearly defined set of cost effective coordinated or centralized services designed to enhance local library service and maximize the return from local funds expended.

Provide opportunities to member libraries' staff and trustees for the training and skills development needed to support excellent library service.

**Objective:** Assist libraries with renovation and new construction projects that will facilitate effective library service, improve operational efficiency and meet minimum New York State Public Library Standards.

**Activities:** Includes (but not limited to) tasks such as:

- Facilitate workshops with library trustees to prepare a plan of service, gather community input and promote public support.
- Consulting services in building design, integration of technology and preparation of the New York State Construction Grant application.

**Intended Results:** **2007** Library directors and trustees will have the skills and information required to undertake a successful renovation or new building project.

**Note:** repeat in 2008. 2009, 2010, 2011

**Evaluation:** **2007** 70% library directors and trustees reporting indicate that they have the information, skills and resources required to complete a building project.

**Note:** repeat in 2008 (70%). 2009 (75%), 2010 75%), 2011 80%).