



RAMAPO CATSKILL LIBRARY SYSTEM PLAN OF SERVICE 2022 – 2026

Approved by the RCLS Board of Trustees – August 16, 2021
Approved by Division of Library Development – November, 29, 2021

Section 1. GENERAL INFORMATION

- 1.1 Name of System – Ramapo Catskill Library System
- 1.2 Street Address – 619 Route 17M
- 1.3 City – Middletown
- 1.4 Zip Code – 10940
- 1.5 Four Digit Zip Code Extension – 4395
- 1.6 Telephone Number – 845-243-3747
- 1.7 Fax Number – 845-243-3739
- 1.8 Name of System Director – Grace Riario
- 1.9 Email Address of the System Director – griario@rcls.org
- 1.10 System Home Page URL – www.rcls.org
- 1.11 URL of Current List of Members – <http://www.rcls.org/?q=members>
- 1.12 Date of Establishment – 1959
- 1.13 Date of Absolute Charter – 1965
- 1.14 Name of Central Library – Newburgh Free Library
- 1.15 Square Mileage of Service Area – 2,459
- 1.16 Population of System Service Area – 824,228 (2010 US Census)
- 1.17 Type of System – Public Library System (PLS)

Section 2. SYSTEM GOVERNANCE

2.1 URL of Current Governing Bylaws –

<http://rcls.org/sites/default/files/Bylaws%20-%2008.16.2021.pdf>

2.2 System Board Appointment/Election – Elected

2.3 Indicate by whom the System Board Members are elected –

Each library represented at the System Annual Meeting shall vote as a unit. At least one trustee of each member library desiring to vote must be present in person to cast the vote for the participating library.

2.4 Advisory Groups –

- a. Member Directors' Organization – Yes
- b. Outreach Advisory Committee – Yes
- c. Central Library Advisory Committee – Yes
- J. Other (specify using state note) – Yes

Section 3. DESCRIPTION OF PLANNING, APPROVAL, EVALUATION AND REVISION PROCESS FOR ALL SECTIONS OF THE PLAN OF SERVICE

3.1 Provide a summary describing the process used to assess needs in the development of the Plan of Service –

In the Fall of 2020, we held twenty virtual focus group sessions to meet the CDC health guidance put in place due to the COVID-19. Zoom software was used to meet virtually with participants. Grace Riario, Executive Director, and Jen Park, Community Engagement & Talent Development Specialist, facilitated the conversations. Members of the RCLS Board attended the sessions to be note-takers and to listen to member library trustees, directors, and staff input firsthand.

The first draft of this document was distributed to the System Services Committee on March 15, 2021, for review and feedback. The draft document did not include the introduction (8) pages. During the Directors' Association meeting on April 14, 2021, member library directors were encouraged to review the document and attend the following System Services Committee on April 19, 2021, to participate in the discussion. A week before the April 19, 2021 meeting, the System Services Committee received the report from the Focus groups and the Plan draft for a second time. The feedback received from member library directors was reviewed by the RCLS Board Plan of Service Committee on May 13, 2021. The final document draft with any additional changes along with the focus group report was presented to the System Services Committee on May 17, 2021. The Directors' Association approved the 2022-2026 Plan of

Service on June 9, 2021. The 2022-2026 Plan of Service was distributed to member library directors to be shared with member library Boards from June 11, 2021, to August 13, 2021, for their approval. The RCLS Board approved the 2022-2026 Plan of Service on August 16, 2021.

RCLS will undertake an annual evaluation of our performance regarding the annual objectives and targets by scheduling focus group meetings and developing a survey. This data will be used to adjust our services and is valuable in developing new activities.

3.2 Identify the groups involved in the development of the 2022-2026 and each group's role –

1. Grace Riario, Executive Director, and Jen Park, Community Engagement & Talent Development Specialist facilitated.
2. RCLS Board Plan of Service Committee (included three members of the Central Library staff), RCLS Team, and Executive Director – develop and analyze focus groups feedback to prepare the first draft of the 2022-2026 Plan of Service.
3. RCLS Board of Trustees' Plan of Service Committee reviewed and commented on the second and third drafts of the 2022-2026 Plan of Service.
4. Directors' Association's System Services Committee review and comment on the document's fourth draft during the March 15, 2021 meeting.
5. Directors' Association's System Services Committee review and comment on the fifth document draft and the focus group report during the April 19, 2021 meeting.
6. Members of the Directors' Association were encouraged to attend and provide feedback during the System Services meetings in March, April, and May meetings.
7. The final draft of the 2022-2026 Plan of Services was approved by the Directors' Association on June 9, 2021.
8. The approved Director Association 2022-2026 Plan of Services was distributed to member Library directors to be shared and approved by the member library Boards with a dateline of Friday, August 13, 2021.
9. The RCLS Board approved the 2022-2026 Plan of Services on August 16, 2021.

Section 3. *continued*

3.3 Describe the planning process for the Central Library Plan –

1. The Central Library staff participated in the RCLS Focus Groups in the Fall of 2020.
2. The Executive Director, Central Library Director, and staff reviewed the RCLS Focus Groups report and prepared the first draft of the Central Library Plan.

3. The Executive Director, Central Library Director, and staff presented the draft of the Central Library Plan to the Directors Association System Services committee for comments a week prior to the May 17, 2021 meeting.
4. The Central Library Director presented the 2022-2026 Central Library Plan to the Central Library Board for their approval on June 22, 2021.

3.4 Identify the groups involved in the development of the 2022-2026 Central Library Plan and each group's role –

1. The Central Library staff attended the RCLS Plan of Service focus group in the Fall of 2020.
2. The Central Library staff participated in the focus group feedback review and development of the RCLS Plan of Service.
3. The RCLS Executive Director, Central Library Director, and staff review the 2022-2026 RCLS Plan of Service goals and focus group feedback to develop the 2022-2026 Central Library Plan.
4. The draft of the 2022-2026 Central Library Plan was reviewed by the System Services Committee.
5. The 2022-2026 Central Library Plan was approved by the Central Library Board on June 22, 2021.
6. The 2022-2026 Central Library Plan was approved by the RCLS Board on August 16, 2021

3.5 Describe the integration of the Central Library plan with the System's Plan of Service –

The Central Library Director and RCLS Executive Director work together to assure that the Central Library's Plan of Service is closely integrated with the System Plan of Service.

3.6 [2022-2026 Central Library Plan](#). –

Section 3. *continued*

3.7 Describe the planning process for the 2022-2026 Direct Access Plan.

The Directors' Association Direct Access Committee worked with the RCLS Executive Director to develop a draft of the Plan. The first draft of the Plan was circulated to all member library Directors on April 14, 2021. Once all the feedback was received and integrated into the Plan as required, it was reviewed by the Direct Access Committee on May 3, 2021. The final version was emailed to Directors' Association for approval at the May 12, 2021 meeting.

The Directors' Association approved the Plan on May 12, 2021. The approved draft was sent to all member library Board Presidents, along with a ballot, on May 13, 2021, with a deadline for responding no later than August 13, 2021. A total of 30 out of 47 Boards returned the completed ballot indicating they had approved the Plan as presented.

The RCLS Board approved the 2022-2026 Free Direct Access Plan on August 16, 2021.

3.8 [2022-2026 proposed Direct Access Plan.](#)

3.9 Describe the information to be collected to evaluate and determine members' satisfaction with the System's services.

Each year RCLS will prepare a Plan of Service Open Forum, which gathers input regarding the satisfaction of our member library staff and trustees for every objective outlined in the Plan of Service.

Once a year, we will email an online survey for library staff to give us feedback on the Plan of service.

3.10 Provide the URL for the evaluation form(s) used by member:

An invitation to participate in the Plan of Service Open Forum and the annual survey will be provided to member library staff and trustees.

3.11 Provide the URL for the results of member evaluations.

3.12 Describe how the information on customer satisfaction will be used to shape the System's Plan in the next year or in the following planning cycle –

The results of the annual Plan of Service evaluation surveys and open forums are used by RCLS to adjust service delivery as required.

3.13 Describe the process for revising the System's Plan of Service for submission to the New York State Education Department/New York State Library –

If changes are required, we would prepare a draft of these changes and share it with the Directors' Association System Services Committee, Directors' Association, member library Boards of Trustees, and RCLS Board of Trustees. Once all of the groups provided their feedback, we would modify the draft as required, submit it to the RCLS Board for approval and send the approved draft to DLD for approval.

Section 4. Mission Statement, Goal Statements, Intended Results and Evaluation Methods

RCLS VALUES

Working with member libraries, we accept responsibility for improving service at the local and System level.

We are dedicated to ensuring that people of all ages throughout our service area have equitable access to all library services.

We are committed to providing consolidated services and working cooperatively with our members to support service excellence at the local level in the most cost-effective manner.

We treat all member libraries with equity and fairness.

We communicate openly and effectively with all member library staff and trustees.

We have a Board of Trustees committed to maintaining a robust, efficient, and cost-effective organization focused on our members' needs.

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, support continuing education, and foster the creativity of our staff.

We encourage employees to take pride in and ownership of all RCLS policies and services.

We continuously review and evaluate our services and operations in our effort to achieve excellence.

RCLS VISION

We offer services that are an integral component in the capacity of our member libraries to advance the education of their residents, contribute to the economic development and quality of life in their communities, in the most cost-effective manner.

4.1 RCLS MISSION STATEMENT

We deliver high-quality, cost-effective consolidated and cooperative services to support member libraries in meeting the needs of their communities.

RCLS GOALS 2022 – 2026

- I. **Coordinated Services**
Offer a clearly defined set of cost effective consolidated and coordinated services designed to enhance local library achievement and maximize the value of local funds expended.
- II. **Technology**
Assist member libraries in implementing emerging technologies to improve library service and enhance and maintain a cybersecurity environment where everyone is responsible.
- III. **Resource Sharing**
Coordinate Central Library and System activities to provide a broad range of services and online resources to support equity of access for all residents.
- IV. **Training**
Provide opportunities to member libraries' staff, directors, and trustees for the training and skills development needed to support excellent library service.
- V. **Advocacy**
Actively work to increase awareness about the value and importance of library services and help strengthen member libraries in their advocacy efforts.
- VI. **Communication**
Maintain and promote effective means of communication with and among member libraries and RCLS.
- VII. **Marketing**
Empower library advocates to become brand ambassadors and increase mindfulness of library services value to community members.

4.2 Element 1 - RESOURCE SHARING

Cooperative Collection Development

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 and item types.
- Establishing MARC records for titles in new formats.
- Implement RDA.

Intended Results: 2022 Library staff will be able to implement and access new material formats for their collections.

Note: repeat in 2023, 2024, 2025 and 2026

Evaluation: 2022 Library staff at libraries reporting indicate that they are able to implement and access new material formats in their collections.

Note: repeat in 2023, 2024, 2025 and 2026

4.3 Element 1 - RESOURCE SHARING

Integrated Library System

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, integrated library system (ILS) for inventory control, material tracking, and the facilitation of access to the collections of member libraries participating in the ILS consortium 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:

- Configuring the public interfaces.
- Configuring and maintenance of ILS software.
- Maintaining user documentation.
- Acting as liaison with ILS vendor.

Intended Results: 2022 Library staff will be able to use automation to easily track and manage items in their collections.

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

Note: repeat in 2023, 2024, 2025 and 2026

Evaluation: 2022 Library staff will have access to the automation system 99.95% during library hours and at least 97% of the time when the library is closed to the public.

Library staff at libraries reporting indicate 95% success in catalog searches for materials that have a complete catalog record.

Library staff at 80% of libraries reporting indicate that they are using reports generated by the ILS to manage their collections.

Note: repeat in 2023, 2024, 2025 and 2026

4.4 Element 1 - RESOURCE SHARING

Delivery

Goal Statement: Offer a clearly defined set of cost-effective, coordinated delivery services designed to enhance local library achievement and maximize the value of local funds expended.

Objective: Maintain a cost-effective delivery system to meet the demand for the transfer of materials among RCLS libraries and support ILL with the libraries in the MHLS. Maintain a cost-effective delivery system to support resource sharing of materials between RCLS and 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.
- Consult with member libraries on delivery access during new construction and/or renovations to support the delivery of library materials.

Intended Results: 2022 Library staff are able to receive and send library materials from libraries within the RCLS and MHLS service areas.

Note: repeat in 2023, 2024, 2025 and 2026

Evaluation: 2022 Staff at 80% of libraries reporting indicate satisfaction with the delivery service.

Note: repeat in 2023 (85%), 2024 (85%), 2025 (90%), 2026 (90%)

4.5 Element 1 - RESOURCE SHARING

Interlibrary Loan

Goal Statement: Offer a clearly defined set of cost-effective consolidated and coordinated services designed to enhance local library achievement and maximize the value of 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:

- Produce statistical reports of borrowing and lending among libraries.
- Adjust borrowing routing lists.
- Maintain ILS settings that define sharing rules.

Intended Results: 2022 Library staff will see an improved balance between their ILL borrowing activity and lending activity.

Note: repeat in 2023, 2024, 2025 and 2026

Evaluation: 2022 Library staff at libraries reporting indicate they found a closer loaning/borrowing balance.

Note: repeat in 2023, 2024, 2025 and 2026

4.5 Element 1 - RESOURCE SHARING

Interlibrary Loan

Goal Statement: Offer a clearly defined set of cost-effective consolidated and coordinated services designed to enhance local library achievement and maximize the value of local funds expended.

Coordinate Central Library and System activities to provide a broad range of services and online resources to support equity of access for all residents.

Objective: Facilitate System interlibrary loan between member libraries and out-of-system libraries that allow access to resources unavailable within the System.

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

- Coordinate all ILL activities for materials requested from OCLC libraries.
- Provide and coordinate training and support for regional ILL (e.g. SEAL).

Intended result: Library staff can provide patrons access to resources and materials unavailable at the local or MHLS public libraries.

Note: repeat in 2023, 2024, 2025 and 2026

Evaluation: 2022 Staff at 80% of libraries reporting indicate they are satisfied with ILL services.

Note: repeat in 2023 (85%), 2024 (85%), 2025 (90%), 2026 (90%).

4.5 Element 1 - RESOURCE SHARING

Interlibrary Loan

Goal statement: Offer a clearly defined set of cost-effective consolidated and coordinated services designed to enhance local library achievement and maximize the value of local funds expended. This goal is dependent upon timely responses from the facility.

Objective: Provide service to the Federal Correctional Institute, Otisville, NY (FCI) to broaden its collections by obtaining materials through interlibrary-loan from RCLS libraries and the New York State Library.

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

- Process ILL requests except when ILL guidelines are not met by the facility

Intended result: 2022 Library materials are available to dedicated library staff at the Otisville Federal Correctional Facility.

Note: repeat in 2023, 2024, 2025 and 2026

Evaluation: 2022 FCI library staff report they are satisfied with the ILL service.

Note: repeat in 2023, 2024, 2025 and 2026

4.6 Element 1 - RESOURCE SHARING

Digital Collections Access

Goal: Coordinate Central Library and System activities to provide a broad range of services and online resources to support equity of access for all residents.

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

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

- Managing the System-wide digital content collections.
- Working with the vendors to maintain the interfaces.
- Selecting and administering content pool.
- Collaborating with the vendor to enhance the product.
- System-wide database access support.

Intended Results: 2022 Library staff are able to make electronic databases and downloadable or streaming library materials available to their users.

Note: repeat in 2023, 2024, 2025 and 2026

Evaluation: 2022 The staff at 80% of libraries reporting indicate that they know how to access digital content and can explain this procedure to their users.

Note: repeat in 2023, 2024, 2025 and 2026

4.7 Element 1 – OTHER RESOURCE SHARING

Other (optional) Intentionally left blank

4.8 Element 2 – SPECIAL CLIENT GROUPS

Adult Literacy and Early Literacy

Goal Statement: Offer a clearly defined set of cost-effective consolidated and coordinated services designed to enhance local library achievement and maximize the value of local funds expended.

Objective: Offer adult literacy and family literacy programs and services within the service area.

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

- Coordinate discussion groups.
- Offer workshops, training sessions, and support materials.
- Collaborate with member libraries to develop programs and services that will meet local community needs.

Intended Results: 2022 Library staff are aware of or have partnered with an RCLS literacy program or service.

Note: repeat in 2023, 2024, 2025 and 2026

Evaluation: 2022 Staff at 80% of libraries reporting indicate that they are aware of or have partnered with RCLS in a literacy program or service.

Note: repeat in 2023, 2024, 2025 and 2026

4.9 Element 2 – SPECIAL CLIENT GROUPS

Coordinated Outreach

Goal Statement: Offer a clearly defined set of cost-effective consolidated and coordinated services designed to enhance local library achievement and maximize the value of local funds expended.

Objective: Facilitate information and consulting for member library staff to provide services addressing the NYS designated Outreach populations' needs and issues.

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

- Conduct the Coordinated Outreach Services Advisory Group (COSAG) meetings and activities that focus on the NYS designated Outreach populations' needs and issues.
- Provide information that will enhance local library services to NYS designated Outreach populations.
- Coordinate model program opportunities directed to target groups and hosted by member libraries
- Supply information and encourage member libraries to participate in the NYS Talking Book Program.
- Collaborate with member libraries to provide access to social services for their community members

Intended Results: 2022 Library staff are able to address the needs of the different New York State-designated outreach target groups.

Note: repeat in 2023, 2024, 2025 and 2026

Evaluation: 2022 Staff at 80% of libraries reporting indicate that are able to address the needs of the different New York State-designated outreach target groups.

Note: repeat in 2023(85%), 2024 (85%), 2025 (90%), 2026 (90%)

4.10 Element 2 – SPECIAL CLIENT GROUPS

Correctional Facilities (State and Local)

Goal Statement: Coordinate Central Library and System activities to provide a broad range of services and online resources to support equity of access for all residents.

Objective: Provide educational opportunities and a forum for correctional library staff to exchange information.

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

- Coordinate regional and local meetings to discuss issues, concerns, needs, etc.
- Offer training sessions and support materials.

Intended Results: 2022 Correctional library staff improve their understanding of the skills needed to deliver library services and programs to their clients.

Note: repeat in 2023, 2024, 2025 and 2026

Evaluation: 2022 Staff at 80% of correctional libraries reporting indicate that they have participated in the educational opportunities and forums provided.

Note: repeat in 2023, 2024, 2025 and 2026

4.10 Element 2 – SPECIAL CLIENT GROUPS

Correctional Facilities (State and Local)

Goal Statement: Coordinate Central Library and System activities to provide a broad range of services and online resources to support equity of access for all residents.

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: 2022 Correctional library staff have access to library materials from RCLS and MHLS libraries and the New York State Library.

Note: repeat in 2023, 2024, 2025 and 2026

Evaluation: 2022 Staff at 80% of correctional libraries reporting indicate that they are satisfied with the interlibrary loan service provided by RCLS.

Note: repeat in 2023, 2024, 2025 and 2026

4.10 Element 2 – SPECIAL CLIENT GROUPS

Correctional Facilities (State and Local)

Goal Statement: Coordinate Central Library and System activities to provide a broad range of services and online resources to support equity of access for all residents.

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

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

- Coordinate purchase of materials, equipment and programs.
- Business Office consulting services.

Intended Results: 2022 Correctional library staff acquire materials, equipment, and programmers as needed.

Note: repeat in 2023, 2024, 2025 and 2026

Evaluation: 2022 Staff at 80% of correctional libraries reporting indicate they are satisfied with purchasing and support services supplied by RCLS.

Note: repeat in 2023, 2024, 2025 and 2026

4.11 Element 2 – SPECIAL CLIENT GROUPS

Youth Services

Goal Statement: Offer a clearly defined set of literacy tools designed to enhance local library collections and maximize the value of local funds expended

Objective: Provide the opportunity for youth services librarians to preview materials newly published 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.
- Maintain contacts with publishers to keep abreast of the newest materials available.

Intended Results: 2022 Library staff are aware of a wide range of materials available for purchase for their youth services departments.

Note: repeat in 2023, 2024, 2025 and 2026

Evaluation: 2022 Youth services staff from 25 libraries participate in at least one preview session.

Note: repeat in 2023 (28 libraries), 2024 (30 libraries), 2025 (35 libraries), 2026 (38 libraries)

4.11 Element 2 – SPECIAL CLIENT GROUPS

Youth Services

Goal Statement: Offer a clearly defined set of cost-effective consolidated and coordinated services designed to enhance local library achievement and maximize the value of local funds expended.

Maintain and promote effective means of communication with and among member libraries to encourage 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 as well as provide support, consultation, and advice to the officers and participants of the member library youth service groups.
- Operate pool collections (e.g. AccuCut shapes).
- Collaborate with Central Library to maintain and develop an eContent collection

Intended Results: 2022 Youth services staff have the information and support required to provide excellent services to children and teens.

Note: repeat in 2023, 2024, 2025 and 2026

Evaluation: 2022 Youth services staff at 80% of libraries reporting indicate that they have the information and resources needed to manage programs and services for children and teens.

Note: repeat in 2023, 2024, 2025 and 2026

4.12 Element 2 - SPECIAL CLIENT GROUPS

Early Literacy (Birth to School Age with Parents/Caregivers)

Goal Statement: Offer a clearly defined set of cost-effective early literacy services designed to enhance local library early literacy needs and maximize the value of local funds expended.

Objective: Offer early literacy programs, services, and materials to assist member libraries in developing and/ or enhance their early literacy programs.

Activities: The following activities are dependent upon funding allocation. Includes (but not limited to) tasks such as:

- Support staff development at member libraries to assist them in incorporating early literacy initiatives supported by the State of New York.
- Offer mini grants to member libraries to help them develop programs and services to support families with preschool children.

Intended Results: 2022 Library staff are aware of the programs, services, and materials offered by RCLS to assist them in developing and/or enhancing their early literacy programs.

Note: repeat in 2023, 2024, 2025 and 2026

Evaluation: 2022 Staff at 80% of libraries reporting indicate that they are aware of the programs, services, and materials offered by RCLS to help them develop and/or enhance their early literacy programs.

Note: repeat in 2023, 2024, 2025 and 2026

4.13 Element 2 – SPECIAL CLIENT GROUPS

Other (optional) Intentionally left blank.

4.14 Element 3 – PROFESSIONAL DEVELOPMENT AND TRAINING

Training

Goal Statement: Provide opportunities to member libraries' staff and administration for the training and skills development needed to support excellent library service and wholly encourage participation in training opportunities offered by regional, state, and national organizations.

Objective: Coordinate or provide member library staff and administration with opportunities for training and skills development.

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

- Coordinate, arrange for, inform, or provide training and skills development, roundtables, or discussion groups.
- Conduct ILS training sessions on staff interfaces.
- Provide staff training on enhanced public interfaces to the ILS (PAC and subscription catalog enhancements).
- Provide training to member library staff to manage and respond to changes focused on the external environment.
- Maintain and develop an online central training platform to facilitate access to all archived training materials when possible.
- Maintain a subscription to an online training platform to provide remote training.

Intended Results: 2022 Provide opportunities to member libraries' administrators and staff for the training and skills development needed to support excellent library service.

Note: repeat in 2023, 2024, 2025 and 2026

Evaluation: 2022 Library' administrators and staff at 80% of libraries reporting indicate that they are satisfied with the information provided and the opportunities to receive training and skills development.

Note: repeat in 2023, 2024, 2025 and 2026

4.14 Element 3 – PROFESSIONAL DEVELOPMENT AND TRAINING

Training

Goal Statement: Provide opportunities to member libraries' trustees for the training and skills development needed to support excellent library governance.

Objective: Actively promote educational resources available to all trustees and encourage member library trustees to join and participate in state and national organizations.

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

- Provide trustee-related state and national organization information.
- Maintain an electronic mailing group for trustees.
- Keep trustees informed about library policy issues.
- Provide local trustee training opportunities.
- Offer trustee training materials in the form of the Handbook for Library Trustees.
- Encourage library trustee collaboration and communication via open forums.
- Assist library trustees in meeting educational state requirements.

Intended Results: 2022 Library trustees are aware of and know how to access information about the national, state, and regional trustee resources and training opportunities.

Note: repeat in 2023, 2024, 2025 and 2026

Evaluation: 2022 Library trustees at 80% of libraries reporting indicate that they are aware of the national, state, and regional organizations that support libraries and library services and know-how to access trustee resources and training opportunities.

Note: repeat in 2023 (80%), 2024 (85%), 2025 (90%), 2026 (90%)

4.15 Element 5 – CONSULTING AND DEVELOPMENT SERVICES

Consulting and Development Services

Goal Statement: RCLS will maintain knowledge and information pertaining to state laws and initiatives that directly affect member libraries.

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

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

- Provide consulting services about library-related policy, management, operational issues, state laws, and regulations, etc.
- Provide consulting services about library budget, financial policies, sustainable funding, E-Rate, and the Tax Cap / Tax Freeze calculations and filings.
- RCLS staff take part in continuing education opportunities as appropriate.
- RCLS staff actively participate in local, regional, state, and national organizations.

Intended Results: 2022 Library staff and trustees report they have the information they require to support excellent library service.

Note: repeat in 2023, 2024, 2025 and 2026

Evaluation: 2022 Library staff initiate an average of 600 consulting contacts per month.

Library trustees, administrators, and staff at 80% of libraries reporting indicate they are satisfied

with consulting services received from RCLS staff.

Note: repeat in 2023 (80%), 2024 (85%), 2025 (85%), 2026 (90%)

4.15 Element 5 – CONSULTING AND DEVELOPMENT SERVICES

Consulting and Development Services

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 in maintaining their in-house information technology.

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

- Respond to technical support requests from staff; research as required.
- Review RCLS staff needs for continuing education.
- Provide advice using related financial software such as QuickBooks and applications for the Annual Report/Construction Grant processes.

Intended Results: 2022 Library staff will have access to technical support for library automation and electronic resources.

Note: repeat in 2023, 2024, 2025 and 2026

Evaluation: 2022 Library staff will initiate an average of 600 consulting contacts per month.

Library trustees, administrators, and staff at 80% of libraries reporting indicate they are satisfied with consulting services received from RCLS staff.

Note: repeat in 2023 (80%), 2024 (85%), 2025 (85%), 2026 (90%)

4.15 Element 5 – CONSULTING AND DEVELOPMENT SERVICES

Public Relations and Marketing

Goal Statement: Enhance and maintain knowledge and information pertaining to marketing and public relations initiatives that directly affect member libraries.

Objective: Provide consulting services to support member libraries in marketing activities.

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

- Provide consulting services about public relations.
- Collaborate with member libraries in developing marketing materials and tools.
- RCLS staff actively collaborate with local member libraries' associations.
- Communicate RCLS brand across local and state stakeholders.

Intended Results: 2022 Library staff will have access to public relations and marketing support to assist them in their professional roles.

Evaluation: 2022 Library staff will initiate an average of 600 consulting contacts per month.

Note: repeat in 2023, 2024, 2025 and 2026

4.15 Element 5 – CONSULTING AND DEVELOPMENT SERVICES

Sustainability and Resiliency

Goal Statement: Educate trustees and library staff about the importance of striving for sustainability and resiliency.

Objectives: Educate trustees and library staff about projects and initiatives that highlight the triple bottom line of sustainability by employing environmentally sound, socially equitable, and economically feasible practices.

Activities:

- Promote the benefits of joining the Sustainable Libraries Initiative.
- Sponsor continuing education programs on sustainability and resiliency.
- Provide an electronic mailing list for library staff to share ideas and projects that are environmentally sound, socially equitable, and economically feasible.

Intended Results: 2022 Trustees and library staff are aware of the importance of sustainability and resiliency to ensure that communities thrive.

Note: Repeat in 2023, 2024, 2025, and 2026

Evaluation: 2022 Trustees and library staff at 50% of libraries reporting indicate that they are aware of the Sustainable Libraries Initiative and the importance of sustainability and resiliency to ensure their libraries and communities thrive.

Note: Repeat in 2023 (60%), 2024 (70%), 2025 (80%), 2026 (90%)

4.16 Element 5 - COORDINATED SERVICES FOR MEMBERS

Virtual Reference

Intentionally left blank

4.17 Element 5 - COORDINATED SERVICES FOR MEMBERS

Digitization Services

Intentionally left blank.

4.18 Element 5 – COORDINATED SERVICES FOR MEMBERS

System-wide Database Access

Goal Statement: Coordinate Central Library and System activities to provide a broad range of services and online resources to support equity of access for all residents.

Objective: Negotiate and fund, in cooperation 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 for access while at work or home.

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

- Continued funding of system-wide selected electronic resources contingent upon state funding.

Intended Results: 2022 Library staff will have access to upgraded NOVEL databases and databases that fall outside the coverage offered through NOVEL.

Note: repeat in 2023, 2024, 2025 and 2026

Evaluation: 2022 Library staff at libraries reporting indicate that 85% of users are satisfied with the databases available System-wide.

Note: repeat in 2023 (85%), 2024 (90%), 2025 (90%), 2026 (90%)

4.18 Element 5 – COORDINATED SERVICES FOR MEMBERS

Group Licensing of Electronic Resources

Goal Statement: Offer a clearly defined set of cost-effective consolidated and coordinated services designed to enhance local library achievement and maximize the value of local funds expended.

Objective: Negotiate group licensing of electronic products on behalf of sub-sets of member libraries, upon request, to provide additional resources to their patrons from the libraries, work place, or home.

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

- License an online publishing platform.
- Technical support for access to selected databases.
- Acquire useful system-wide and local library metrics from database providers.
- Collaborate with member libraries to develop a database pool.

Intended Results: 2022 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 2023, 2024, 2025 and 2026

Evaluation: 2022 Library staff at libraries reporting indicate that 80% of users are satisfied with databases available locally.

Note: repeat in 2023, 2024, 2025 and 2026

4.18 Element 5 – COORDINATED SERVICES FOR MEMBERS

Group Purchasing of Goods

Goal Statement: Offer a clearly defined set of cost-effective consolidated and coordinated services designed to enhance local library achievement and maximize the value of 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.
- Coordinate purchase of group membership and event registration for our member libraries when available.

Intended Result: 2022 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 2023, 2024, 2025 and 2026

Evaluation: 2022 Library staff at 80% of libraries reporting indicate they have saved time and money by taking advantage of cooperative group purchasing.

Note: repeat in 2023 (95%), 2024 (90%), 2025 (90%), 2026 (95%)

4.18 Element 5 – COORDINATED SERVICES FOR MEMBERS

Centralized Cataloging Services

Goal statement: Offer a clearly defined set of cost-effective centralized cataloging services designed to enhance local library holdings and maximize the value of local funds expended.

Objective: Maintain and upgrade a system-wide shared catalog through a centralized cataloging department that provides easy access to member libraries' materials.

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

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

- Create and maintain system-wide cataloging standards that are compatible with new standards while integrating local practices.
- Upgrade existing records to facilitate access to materials within the System.
- Adopt new RDA cataloging standards as ILS development permits.
- Maintain Library of Congress authority files.

Intended result: 2022 Library staff can find and retrieve materials at any library within RCLS.

Note: repeat in 2023, 2024, 2025, and 2026

Evaluation: 2022 Staff at 80% of libraries reporting indicate that they are satisfied with the shared catalog.

Note: repeat in 2023 (85%), 2024 (85%), 2025 (90%), 2026 (90%)

4.18 Element 5 – COORDINATED SERVICES FOR MEMBERS

Virtual Technology

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 virtual technology.

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

- Research and evaluate current virtual technology and present options to member libraries.
- Install virtual technology where applicable.

Intended Results: 2022 Provide member libraries with options on virtual technology and install virtual technology when requested.

Note: repeat in 2023, 2024, 2025, and 2026

Evaluation: 2022 Staff at 80% of libraries reporting indicated that they are aware of or have implemented the available virtual technology options.

Note: repeat in 2023 (85%), 2024 (85%), 2025 (90%), 2026 (90%)

4.18 Element 5 – COORDINATED SERVICES FOR MEMBERS

New Technologies and Applications

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.

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: 2022 Library staff have the information and skills to implement new technologies as they become available.

Note: repeat in 2023, 2024, 2025, and 2026

Evaluation: 2022 80% of library staff reporting indicate they have the adequate information to make decisions about and to implement new technology.

Note: repeat in 2023, 2024, 2025, and 2026

4.18 Element 5 – COORDINATED SERVICES FOR MEMBERS

Telecommunication Network

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 a telecommunication network.

Intended Results: 2022 Library staff have access to a secure and reliable Wide Area Network.

Note: repeat in 2023, 2024, 2025, and 2026

Evaluation: 2022 Staff at 80% of libraries reporting indicate they are satisfied with the Wide Area Network.

Note: repeat in 2023, 2024, 2025, and 2026

4.18 Element 5 – COORDINATED SERVICES FOR MEMBERS

Remote access to Web-based Services and Backup Internet Access

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 Internet access via the private network as a backup to local Internet access.

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: 2022 Library staff can offer their users remote access to web-based services hosted by RCLS. Library staff can offer their users backup Internet services when primary Internet services are unavailable in the library.

Note: repeat in 2023, 2024, 2025, and 2026

Evaluation: 2022 Staff at 80% of libraries reporting indicate they are satisfied with the remote access available.

Note: repeat in 2023, 2024, 2025, and 2026

2022 Staff at (80%) of libraries reporting indicate that they had backup Internet services available when required.

Note: repeat in 2023, 2024, 2025, and 2026

4.18 ELEMENT 5 – COORDINATED SERVICES FOR MEMBERS

Downloadable Resources

Goal: Coordinate Central Library and System activities to provide a broad range of services and online resources to support equity of access for all residents.

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

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

- Managing the System-wide digital content collections.
- Working with the vendors to maintain the interfaces.
- Selecting and administering content pool.
- Collaborating with the vendors to enhance the product.
- System-wide database access support.

Intended Results: 2022 Library staff are able to make electronic databases and downloadable or streaming library materials available to their users.

Note: repeat in 2023, 2024, 2025, and 2026

Evaluation: 2022 The staff at 80% of libraries reporting indicate that they know how to access digital content and can explain this procedure to their users.

Note: repeat in 2023, 2024, 2025, and 2026

4.19 Element 6 – AWARENESS AND ADVOCACY

Awareness and advocacy

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

Actively work to increase awareness about library services' value and importance and help strengthen member libraries in their advocacy efforts.

Objective: Encourage the participation of RCLS staff and trustees 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:

- Promote activities that support regional, state, and national advocacy efforts.
- Regularly attend library Board of Trustee meetings to provide information about RCLS services and programs.
- Provide member libraries with an orientation to RCLS.
- Support library marketing activities through online tools.
- Encourage member library Friends groups' networking activities.
- Cooperate with state advocacy efforts to support library systems and libraries.
- Promote RCLS programs and services through different modes of communication.

Intended Results: 2022 Library trustees, administrators and staff have the necessary information to be effective advocates for their library, RCLS and library services in NYS.

2022 Member library Friends groups know about and take advantage of resources and networking opportunities provided by RCLS.

Note: repeat in 2023, 2024, 2025, and 2026

Evaluation: 2022 Library trustees, administrators, and staff at 80% of libraries reporting say that they have the skills and information to effectively advocate on behalf of librarians, libraries, RCLS, and library services.

2022 Library administrators and staff at 80% of libraries reporting say that their Friends group is satisfied with the information and resources to support networking provided by RCLS.

Note: repeat in 2023, 2024, 2025, and 2026

4.20 Element 7 – COMMUNICATIONS AMONG MEMBER LIBRARIES AND/OR BRANCH LIBRARIES

Communications among member libraries or branch libraries

Goal Statement: Maintain and promote effective means of communication with and among member libraries to encourage cooperation.

Objective: Maintain, evaluate and modify, communication tools to facilitate member libraries' engagement.

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

- Facilitate library trustees and staff focus groups as a platform for discussion annually
- Encourage RCLS committees to collaborate on activities system-wide

Intended Results: 2022 Library staff can easily access publications, policy statements, schedules, guidelines, and committee work minutes online.

NOTE: repeat in each year 2023, 2024, 2025 and 2026

Evaluation: 2022 Library staff at 80% of libraries reporting satisfaction with access to documents.

NOTE: repeat in each year 2023, 2024, 2025 and 2026

4.20 Element 7 – COMMUNICATIONS AMONG MEMBER LIBRARIES AND/OR BRANCH LIBRARIES

Communications among member libraries or branch libraries

Goal Statement: Maintain and promote effective means of communication with and among member libraries to encourage and facilitate collaboration.

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.
- Maintain email account policies.

Intended Results: 2022 Library staff, directors, and trustees have the information and support they require to operate their libraries.

NOTE: repeat in 2023, 2024, 2025, and 2026

Evaluation: 2022 Library staff, directors, and trustees at 90% of libraries reporting say they are able to easily reach RCLS staff.

Note: repeat in 2023 (90%), 2024 (90%), 2025 (95%), 2026 (95%)

4.21 Element 7 – COLLABORATIVE EFFORTS WITH OTHER LIBRARY SYSTEMS

Cooperative efforts with other library systems

Goal Statement: Maintain an organizational environment that allows RCLS to partner with other library systems and organizations.

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 (South Eastern 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. delivery, etc.).
- Partner with other library systems and organization to host educational events.

Intended Results: 2022 Library trustees, administrators and staff have access to additional resources and services through partnerships with other organizations and systems.

NOTE: repeat in 2023, 2024, 2025 and 2026

Evaluation: 2022 Library trustees, administrators, and staff at 80% of libraries reporting say that expanded resources through RCLS partnerships with other organizations have helped to improve local services.

Note: repeat in 2023 (85%), 2024 (85%), 2025 (90%), 2026 (90%)

4.22 Element 9 OTHER (Optional)

Intentionally left blank

4.23 Element 10 – CONSTRUCTION

Goal Statement: Offer a clearly defined set of cost-effective consolidated and coordinated services designed to enhance local library achievement and maximize the value of local funds expended.

Provide opportunities to member libraries' administration and trustees for skills development needed to support construction initiatives and to learn about projects that lead to efficient utilization of the library building resulting in energy conservation.

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 administration and trustees to prepare a plan of service, gather community input and promote public support.
- Consulting services for the integration of technology within the library building.
- Consulting services in the preparation of the New York State Construction Grant application.
- Review and provide feedback about functionality in building projects.
- Consulting services for the optimization of building space and education about facility trends.
- Educate libraries' administration and trustees about ways to improve building efficiency, energy conservation and green initiatives.

Intended Results: 2022 Library administration and trustees acknowledge RCLS consultants and training had been helpful to them during construction.

NOTE: repeat in 2023, 2024, 2025 and 2026

Evaluation: 2022 Library trustees, administrators, and staff at 80% of libraries reporting indicate that they know where to obtain the information, skills and resources required to complete a building project and improve building efficiency and energy conservation.

NOTE: repeat in 2023 (85%), 2024 (85%), 2025 (85%) and 2026 (85%)

ASSURANCE

4.24 The Library System's Plan of Service was developed in accordance with provisions of education law and the regulations of the Commissioner and the requirements of the New York State Library and was reviewed and approved by the Library System Board on – add date

APPROVAL

4.25 The Library System's Plan of Service was reviewed and approved by the New York State Library on – submitted on add date

4.26 REVISION ASSURANCE

4.27 REVISION APPROVAL – For NYSL use