



## Service Priorities for 2017

### Based on the FIVE YEAR PLAN OF SERVICE

January 1, 2017 - December 31, 2021

*Approved by the Board of Trustees  
November 28, 2016*

---

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

### 4.1 The Library System's Mission Statement

**The objective of the System shall be to foster and improve public library service to the residents of the System area.**

The System accomplishes its mission by support of **local libraries and reading centers**, by direct service to areas without a library or with populations which cannot easily reach a near-by library, and by service to organizations, groups, and individuals unable to use traditional library services (**outreach**). It also serves as a link to the global library network and provides leadership and advocacy for library and literacy issues on a regional and state level.

---

## RESOURCE SHARING

### **Cooperative Collection Development**

1. Goal Statement: **CEFLS will advise and assist member libraries in collection development. In collaboration with the Central Library, we will use CBA funds to develop an outstanding nonfiction collection in print and electronic formats. Shared collections will satisfy the interests and the educational needs of patrons of all ages in the three county area of service.**

#### *2017 Priorities;*

- a. \* Outreach Research cost-sharing options for e-resources at other public library systems.*
- b. \* TS Study ILL trends in view of augmenting system-wide non-fiction collections; continue to work on collaborative purchasing to maximize budgets and build a balanced shared collection.*
- c. Research possibility of hosting self-published e-books by local authors either through an ILS or an e-book provider.*
- d. \*Outreach and TS Offer Collection management Continuous Education training and consultation to member libraries and state correctional facilities.*

3. Intended Results: ***Information and educational needs of patrons in the CEFLS area of service will be met, reducing the need for interlibrary loan transactions. Member libraries will actively contribute and/or advise on nonfiction collection building and shaping. Works by local authors in various formats will be accessible to the residents of our service area.***

4. Evaluation Method(s):

1. CEFLS staff will provide quarterly reports to member libraries on the status of their nonfiction collections, using a Dewey classification scheme generated by the ILS. At the same time the downloadable audio and the CEFLS e-book collection scope and circulation will be examined.
2. Periodic review and assessment by the Member Libraries Advisory Council.
3. Survey of member libraries and patrons to measure satisfaction with the scope and timeliness of the collection.
4. Feedback on the CEFLS rotating collections sent to member libraries and other public service outlets.
5. Anecdotal feedback from member libraries directors and staff.
6. Anecdotal feedback from patrons.
7. Focus Group feedback (annual)

### **Integrated Library System**

1. Goal Statement: **The Integrated Library System will be sustainable and will provide current tools that allow libraries to develop, manage, promote and provide access to their collections**

2. 2017 Priorities:

- a. \* TS Implement updates to the ILS as available.
- b. \* TS Provide training updates on new features after each update

3. Intended Result(s): ***All library staff are equipped with the resources and knowledge to best serve their patrons' needs. Member libraries will use the best available tools for cataloging and circulation control. The Integrated Library System ongoing costs are affordable, sustainable, and supported by member fees.***

4. Evaluation Method(s)

1. # and % of libraries that are completely automated
2. # and % of automated libraries that report that they are well trained to use the integrated library system
3. # of library staff attending training sessions
4. # of training sessions held
5. Evaluation of training sessions
6. % of total ILS costs which are covered by member library participation fees
7. Focus group feedback (annual)

## **Delivery**

1. Goal Statement: **CEFLS will continue to provide cost-effective and efficient resource sharing among member libraries through van delivery service, with the result that member library patrons, inmates in state correctional services and other special services groups will receive materials in a timely manner.**

2. 2017 Priorities:

a. \* Outreach Continue four day a week van delivery service to member libraries, state correctional facilities, one local school library system and various outreach outlets region-wide. Delivery will include "point to point" options within individual routes to maximize turnaround speed of requested resources.

b. \* Outreach Continuously assess daily routes for maximum efficiency in terms of cost and turnaround time.

c. \* Outreach and TS Continue to participate in NNYLN's Empire Delivery system to exchange requested materials among systems and various types of libraries quickly and cost-effectively. Provide feedback and recommendations to service coordinators to advocate for our members.

3. Intended Result(s): ***Patrons in the CEFLS area of service will have access to a variety of library materials that meet their needs, delivered in a timely and cost effective manner.***

***Delivery service will be assessed yearly to provide the most cost effective and efficient service possible.***

4. Evaluation Method(s)

1. Yearly survey of member libraries that includes patron satisfaction with timeliness of receipt of requested materials (goal is 90%) and overall satisfaction of member library director's (goal is 90%)
2. Yearly survey at other delivery locations (correctional facilities, senior residence centers) to determine satisfaction and efficiency
3. Surveys of library patron satisfaction on the CEFLS web site
4. # of patrons served by other forms of delivery (mail, Empire)
5. # of delivery sites
6. Point of service feedback obtained by drivers and CEFLS consultants

## **Interlibrary Loan**

1. Goal Statement: **CEFLS will facilitate cost-effective and efficient resource sharing among member libraries, and will satisfy a high percentage of patron requests with items owned within the System.**

2. 2017 Priorities:

a. \* TS Outreach Monitor interlibrary loan activity within the system to assess the impact on delivery and the equity of borrowing and lending among the libraries.

b. \* TS Outreach Assess equity of borrowing and lending yearly and incorporate feedback from member library directors.

2. Intended Result(s): **Member library patrons will receive materials from a variety of sources in a timely and cost-effective manner. CEFLS member library staff will use information collected to provide improved access to resources within the System. Library staff will report an improved balance between their ILL borrowing activity and lending activity.**

4. Evaluation Method(s):

1. Survey of member library directors to measure overall satisfaction with interlibrary lending within CEFLS
2. Intra-library statistics showing net lenders and borrowers
3. # and % of items owned by CEFLS and member libraries delivered via CEFLS van delivery
4. Interlibrary loan fill rate
5. Analyze number and subjects of requests from member libraries and correctional facilities

### **Interlibrary Loan**

1. Goal Statement: **CEFLS will coordinate and facilitate cost-effective and efficient access to materials that are not available within the collections of the 30 member libraries**

2. 2017 Priorities:

- a. \* TS Assess the use of ICICILL and OCLC by member libraries and design training and marketing materials to improve service to patrons.
- b. \* Outreach Use collection analysis to identify areas where purchasing could prevent the need for interlibrary loan.
- c. \* TS Identify barriers to effective participation in ICICILL and address them with training and other support as needed.

3. Intended Result(s): **CEFLS member library staff will provide improved access to resources outside the System. System and member library resources (material, human) will be maximized.**

4. Evaluation Method(s)

1. Survey of member library directors to measure overall satisfaction with interlibrary lending from outside CEFLS
2. Compile and analyze interlibrary loan fill rate for ICICILL and OCLC requests
3. Analyze number and subjects of requests from member libraries for materials not available inside the CEFLS system

### **Digital Collections Access**

1. Goal Statement: **CEFLS will improve and enhance access to the available digital content through its ILS and on its website**

2. 2017 Priorities:

- a. \* TS Seek funding and if possible implement a new discovery layer (SIRSI/DYNIX Enterprise). Offer training to member library staff in the new product's use and its features.
- c. \*TS and Outreach Highlight digital content prominently on the System website, on social media and develop PSAs, press releases and other materials to effectively market these products to member library staff and the public.
- d. \* Outreach In response to member library feedback, investigate the feasibility of offering direct tech support to seniors at member libraries.

3. Intended Result(s): ***If funding allows, the implementation of an enhanced discovery layer will provide more streamlined access to digital library collections in the region, and circulation of electronic media will increase. The website and other marketing vehicles will highlight digital content of interest, leading to greater user engagement.***

4. Evaluation Method(s):

- 1. % increase in circulation of ebooks and electronic audiobooks and magazines.
- 2. # and % change of contacts from patrons seeking assistance in using electronic media

## **SPECIAL CLIENT GROUPS - Adult Literacy**

1. Goal Statement: **Library resources and staff proficiency will be enhanced to best support adults in all areas of literacy, including financial, health and digital. Support for reading and self-directed learning will be sustained and expanded.**

2. 2017 Priorities:

- a. \*Year 1-5: CEFLS will take a comprehensive approach to system-wide programming for all ages with a focus on target populations in terms of digital literacy, alternative methods of programming, and accessibility.
- b. \* CEFLS will assist member libraries in providing digital literacy and basic workplace skills.
- c. \*The System will continue to seek funding from private donors and other sources to update and expand consumer health resources; emphasis will be placed on new accessible formats as collaboratively identified; we will collaborate with public, private and nonprofit partners and empower member librarians with the skills to do likewise in order to create sustainable institutions and partnerships.
- d. \*Develop new and strengthen existing partnerships with key community basic literacy, workforce and economic development organizations to expand member libraries capacity to reach job seekers and adult new learners.

- e. \* In response to Fall 2016 Focus Group feedback from system constituents, develop resources that will help community libraries create and maintain strong partnerships with local service providers.
- f. \*Enhance web presence to guide users to library services and resources, and complementary community resources.
- g. \*Promote system services in this area continuously and comprehensively as Fall 2016 Focus Group feedback indicates a lack of awareness of current initiatives in this area.

3. Intended Result(s): ***Adults throughout our service area will experience and report success with their financial, health, and digital literacy goals. Workforce development will be supported in meaningful ways that contribute to the sustainability of local libraries in their communities.***

4. Evaluation Method(s):

- 1. # of people served by type (job seeker, adult new learner, general);
- 2. how well did services meet patron needs/expectations (partnership log, self assessment by participants in partnerships, training, resource users);
- 3. total and type of use of resources created and provided across all platforms including print, website and social media;
- 4. OBE outcomes will be set prior to undertaking partnerships, training and specific resource purchases;
- 5. total # of resources purchased by format; user satisfaction/success with these purchases.
- 6. Focus group feedback from member library directors and agency partners

**SPECIAL CLIENT GROUPS - Coordinated Outreach**

- 1. Goal Statement: **Create spaces, services, programs and collections that meet defined needs of all area residents regardless of limitation or location.**
- 2. 2017 Priorities:
  - a. \*Align member library and CEFLS outreach services with the characteristics and needs of the service area to provide quality service at all levels. We will use demographics and usage data for each county/library, and help member libraries apply this information to attain defined goals relating to existing and projected outreach target groups, community assessment and sustainability.
  - b. \*Expand partnerships with area community groups, human service agencies and other organizations.
  - c. \*Develop and enhance opportunities for creative experimentation in new technologies and life skills with an emphasis on specific services identified in Fall 2016 Focus Groups.
  - d. \*Work with member libraries to rethink and expand library services for adults, especially the 50+ age group.
  - e. \*In collaboration with member library directors and state correctional facility library/education staff, continue to develop programming that presents multicultural and diverse perspectives.
  - f. \*Continue to provide access to materials and adaptive technology to help member libraries serve patrons with disabilities.
  - g. \*Assist member libraries with physical plant issues and ADA compliance.

- h. \*Continue to develop and enhance family-oriented and intergenerational programs.
- i. \*Emphasize local libraries as “learning spaces” for all ages.
- j. \*In response to Fall 2016 Focus Group feedback, continue to lead in support for maker spaces in small libraries
- k. \*Support will likely include coordinated grant seeking for resources and further training as well as ongoing promotion to member libraries and the public.

3. Intended Result(s): ***All residents, including members of target outreach groups, will have access to information and materials that meet their educational and recreational reading needs. CEFLS member libraries will have the skills and resources necessary to provide responsive library services to all residents of their communities. While offering improved service to local residents, member library directors will report high satisfaction with help and resources provided by CEFLS. Member libraries and CEFLS will be visible, sustainable entities.***

4. Evaluation Method(s):

- 1. # and type of new service initiatives undertaken by member libraries by year;
- 2. feedback from member library directors on new services as reported on annual surveys, annual focus groups, and anecdotally to consultants compiled for each year;
- 3. # and type of new service initiatives by CEFLS each year;
- 4. # and type of participating patrons by outreach target group/year; survey of user success/user satisfaction with new service initiatives by year;
- 5. # of new projects coordinated by CEFLS and amount of funding obtained each year by type;
- 6. # of print and online promotional pieces prepared and distributed by year;
- 7. # of visits to relevant pages of CEFLS website
- 8. user feedback regarding CEFLS web site experiences (quick polls);
- 9. User feedback about accessibility of materials in CEFLS online catalog;
- 10. Feedback by user type as obtainable regarding services obtained at CEFLS member libraries (comment cards, anecdotes; online quick polls);
- 11. Circulation statistics of large print, spoken word titles and new materials purchased with project funds by type;
- 12. # of referrals to National Library for the Blind;
- 13. # of radio receivers loaned;
- 14. # and type of contacts with human services agencies in our service area; ongoing feedback from agency partners.

4.10 **Element 2 – SPECIAL CLIENT GROUPS - Correctional Facilities (State and County)**

1. Goal Statement: **Support learning opportunities, reading, and self-directed learning at area state and county correctional facilities.**

2. 2017 Priorities:

- a. \*Offer and evaluate a negotiated plan of service for state correctional facilities that includes inter-library loan, CE training on specified topics such as reference and collection development, van delivery and consultant services.
- b. \*Continue to make magazine subscription purchases in collaboration with staff at Clinton, Essex, and Franklin county jails.
- c. \* Offer other outreach services to county jails on demand (annual survey of needs).

- d. \*In response to Fall 2016 Focus Group feedback from member library and correctional librarian participants, increase member library directors' awareness of state correctional facility libraries as borrowing partners and colleagues.
- e. \*Continue to facilitate materials and idea exchange between these groups.
- f. \*Encourage correctional facility librarians to participate in all CE training, social and professional networks (such as NALA).

**3. Intended Result(s): *Inmates at area state and county correctional institutions will receive materials to support their educational and recreational reading needs. Facility librarians will use the help and support provided by CEFLS and member libraries to provide responsive service to their clientele.***

4. Evaluation Method(s):

- 1. Annual survey of correctional library and education staff as applicable to gauge current needs and future service trends.
- 2. Analyze hit rate of Horizon requests (goal is 95% fill rate each year).
- 3. Collect and analyze Horizon requests and anecdotal feedback to inform purchases and plan project activities.
- 4. Measure the number of special projects undertaken in collaboration with facility library/education staff.
- 5. Measure qualitative and quantitative results of CE training sessions attended by facility library and education staff (user success and satisfaction and or skill self reports pre and post training)
- 6. # and type of materials provided to facilities through special projects by year;
- 7. # and type of materials purchased to support facility collections and fill requests by type (CEFLS, member library, state correctional program purchases).
- 8. Feedback on collaborative efforts from member library directors and correctional librarians

**4.11 Element 2 – SPECIAL CLIENT GROUPS - Youth Services (Youth to age 18 exclusive of Early Literacy)**

1. Goal Statement: **Member libraries and CEFLS will be empowered, engaged and energized to serve our shared clientele of youth and families as we expand and strengthen support for reading and self-directed learning. Information and resources for this group will be available in accessible formats and promoted effectively in an ongoing, collaborative effort to reach all users and current non-users.**

2. 2017 Priorities:

- a. \*In response to Focus Group Fall 2016 feedback, CEFLS will take a comprehensive, coordinated approach to system-wide programming and resource support for youth to age 18. We will administer a system wide survey to gauge current needs and future trends, and recommend service responses accordingly.
- b. \*Digital literacy, alternative methods of programming, and accessibility will be a focus to reach current non-users and their families.
- c. \*Specific activities that will be undertaken during each year of this plan will include enhancement of the summer reading program for children, teens and adults in order to reinforce reading for pleasure, address the summer slide, and support grade level reading.



- d. \*CEFLS will collaborate with public, private and nonprofit partners and school library systems to fund and promote reading for pleasure, expand self-directed learning opportunities for youth and families, and to provide a variety of library based cultural experiences for all ages. This might include an intergenerational oral history project. Fall 2016 Focus Group feedback indicates a strongly expressed need for “pre packaged” programming at all levels - funding, planning, logistics and promotion.
- e. \*System staff members will participate in a variety of Youth Services CE workshops throughout the period and share current best practices with member library staff.
- f. \*We will continue to seek grant support for and offer, professional continuing education training for system staff and member library directors.

3. Intended Result(s): ***Children and young adults of all ages will have access to a range of library programs and resources that best meet their educational and recreational reading needs. CEFLS and individual member libraries will develop, provide and share programs and resources effectively. Joint focus on sustainable service concepts of “socially equitable, economically feasible, and environmentally sound” will be the prime goal.***

4. Evaluation Method(s):

- 1. # of people served by location and type (directors, parents, children, young adults, other);
- 2. user assessment of how well services meet their needs (partnership log, self-assessment by participants in partnerships, training, programs);
- 3. quantitative assessment of themed summer reading and other “reading for pleasure” activities;
- 4. total # of online services provided and related use by user type (visits to web site, social media, Captivate based training are examples);
- 5. total # of resources purchased by format each year;
- 6. user satisfaction with these purchases;
- 7. we will set user based outcomes before undertaking partnerships, training and project specific resource purchases.

4.12 **Element 2 – SPECIAL CLIENT GROUPS - Early Literacy (Birth to School Age with Parents/Caregivers)**

- 1. Goal Statement: **CEFLS will support early learning opportunities, reading, and self-directed learning for children, families and caregivers, and empower member libraries to do likewise in their communities.**

2. 2017 Priorities:

- a. \*CEFLS will provide CE and material support for member libraries through training and grant funded resources;
- b. \*information and resources for parents and children will be available in accessible formats;
- c. \*the System will continue to collaborate with local human services groups to maximize service responses;
- d. \*CEFLS will aim to maintain existing partnerships and expand new ones in each county we serve and will focus on the “cradle to career educational pipeline.” Feedback from Fall 2016 Focus Groups indicated that support from the System at all levels (funding, programmatic, resources, CE training, and promotion) is critical.
- e. \*The System will provide Early Literacy training for thirty member library directors through the state aid Early Literacy Grant (Years 1-3);

- f. \*system staff members will work with member library directors and content specialists to remove barriers to CE training and maximize effectiveness of joint efforts.
- g. \*The System will continue to collaborate with THRIVE, and other human services groups and will seek expanded partnership opportunities.
- h. \*CEFLS will obtain state aid and private grant funding to support targeted purchases and related CE training for member library staff.
- i. \*Emphasis on sustainable local partnerships will be ongoing.

3. Intended Result(s): ***Effective resources and skills support for early literacy will be provided for library staff, parents and caregivers with the result that children age 0-5 (school age) will have the early literacy skills they need to succeed in school. Appropriate benchmarks will be set during each year of the plan.***

4. Evaluation Method(s):

- 1. # of people served by type (directors, parents, children, caregivers, other);
- 2. assess how well services meet patron needs (self assessment by training participants);
- 3. total # of services provided including visits to website and social media use;
- 4. OBE: set user based outcomes to measure before training and specific resource purchase.
- 5. Focus Group feedback from member library directors and project partners
- 6. Quantitative and qualitative reports from Family Literacy Grant Year 1-3 and from summer reading projects.

4.13 **Element 2 – SPECIAL CLIENT GROUPS - Other - Geographically Isolated**

- 1. Goal Statement: **Create spaces, services, programs and collections that meet the needs of all residents with the objective of shrinking “red” portions of our service area map.**
- 2. \* all year 1 2017 Priorities:
  - a. \*Align member library and outreach services with the characteristics and needs of the service area to provide responsive service. We will use demographics and usage data for each county/library and help member libraries with community assessment.
  - b. \* Promote electronic resources (ebooks, emagazines, databases) to all residents with a library card;
  - c. \* Spot surveys of needs/interests.
  - d. \*Expand partnerships with area community groups, human services and other organizations in each county (goal is two new partner contacts in each county by Fall 2017).
  - e. Offer CE training sessions on community assessment that focus on sustainability and future planning.
  - f. Create a Captivate based “click through” session that member library staff members and trustees can access at their own pace.
  - g. Establish a GotoMeeting based book discussion group for adults and work with member libraries on other intergenerational reading for pleasure opportunities (a multi-platform oral history project is one example).
  - h. Furnish and circulate a mi-fi equipped library card registration tent for loan to member libraries.
  - i. \*Seek out and provide reliable, current information and local resources on services to rural residents including members of outreach target groups, seniors and millennials.

- j. \*Continue to collaborate with public, private and nonprofit partners to promote reading for pleasure, expand self-directed learning opportunities and provide a variety of cultural experiences for rural residents of all ages, a multi-platform intergenerational oral history project and a self-publishing platform for local authors are examples.
  - k. \*Create and implement a successful marketing campaign that reaches geographically isolated residents.
  - l. \*Continue to develop and enhance family-oriented and intergenerational programs for all service area residents.
  - m. \*Feedback from Fall 2016 focus groups indicates that “prepackaged” centrally coordinated programs are a high priority. In response, CEFLS will plan to apply limited grant and staff resources to meeting this need.
  - n. Develop and enhance opportunities for creative experimentation in new technologies and life skills;
  - o. \*Work with member libraries to rethink and expand library services for adults, especially the 50+ age group which is a major demographic.
3. Intended Result(s): **All residents of Clinton-Essex and Franklin counties will have access to quality library service regardless of location. CEFLS member libraries will be sustainable and resilient. “Underserved” portions of our large service area will be reduced. More residents of all ages will be library users and supporters.**

4. Evaluation Method(s):

- 1. Number of people served by type (directors, parents, seniors);
- 2. Ongoing and coordinated assessment of how well services meet patron needs and expectations (partnership log, self-assessment by participants in partnerships, training and resource users);
- 3. total # of services provided (visits to web site, social media included);
- 4. # of participants in special projects by type;
- 5. set user based outcomes to measure results before undertaking partnerships, training and specific resource purchases;
- 6. total # of resources purchased by format, user satisfaction with these purchases;
- 7. user feedback from “red areas” identified during Year 1.
- 8. Statistics on new users from member libraries reported uniformly with their comments/recommendations.

4.14 **Element 3 – PROFESSIONAL DEVELOPMENT AND TRAINING**

- 1. Goal Statement: **Member library and the CEFLS staff and trustees will be provided with tools to advocate effectively, build community connections and best serve all ages and abilities. We will work collaboratively with member library directors and trustees to create spaces, services, programs and collections that meet user needs and contribute to sustainable libraries regardless of size.**

2. 2017 Priorities:

- a. \* ALL CEFLS staff members will continue to provide consultant services on a wide range of topics that will be determined each year in collaboration with member libraries.
- b. \* ALL CEFLS will continuously evaluate and refine methods of training delivery in order to reach the maximum number of library staff and board constituents and yield high participant success and satisfaction.

- c. \* ALL System staff and trustees will participate in educational opportunities to keep current in\* library trends and services, technology, library management, funding and governance topics, and other areas of interest.
- d. \* ALL We will continue to seek and apply state aid and non-state aid grant funds for training purposes whenever possible. Specific training topics (based on our annual member library survey 2015 and Fall 2016 Focus Group results) currently include: program modeling, a new director Orientation program developed in collaboration with a member library task force; Early Literacy, Collection Management, Workforce Development, literacy and other outreach topics, sustainability, trustee/board development, and future planning.
- e. \* ALL CEFLS will capture and apply demographic and usage data to offer CE training and consultant help on sustainability, community assessment, funding models, and future planning. This activity meets a "high importance" need expressed in all four Fall 2016 Fall Focus Groups.
- f. \* ALL We will investigate "expert exchange" opportunities with other systems and libraries of all types (public, academic, NNYLN) to expand low cost or free CE training opportunities.

3. Intended Result(s): ***Member library staff and trustees will stay current on library and technology innovations, best practices and funding opportunities that will contribute to sustainability, resilience and community engagement.***

4. Evaluation Method(s):

- 1. # of training participants by type, how well did training meet participant objectives (pre and post self assessment using Likert-style scale);
- 2. total # of products created; usage of those products by user type;
- 3. OBE: set user based outcome to measure training content delivered.
- 4. Feedback on current topics and suggestions for new areas of focus obtained from focus groups and annual member library surveys.

4.15 **Element 4 – CONSULTING AND DEVELOPMENT SERVICES**

1. Goal Statement: **CEFLS will provide consulting and skills development services to its members which will result in excellent library service to their patrons of all ages and abilities. We will work collaboratively with member library directors and trustees to create spaces, services and collections that meet user needs and contribute to sustainable libraries regardless of size.**

2. 2017 priorities:

- a. \* ALL This area was an important focus of all Fall 2016 Focus Groups. In response, CEFLS staff members will provide ongoing consultant services on a wide range of topics determined jointly with member library directors and boards.
- b. \* ALL We will continuously evaluate and refine methods of training delivery to reach the maximum number of library staff and board constituents.

- c. \* Outreach Prepackaged, centrally coordinated programs and a “demonstration program” series will be created and evaluated to address Focus Group 2016 feedback.
- d. \* Outreach We will continue to seek and apply state aid and non-state aid grant funds for development and work collaboratively to remove real and perceived barriers to participation.
- e. \* ALL Specific training topics (identified on our annual member library survey 2015 and Fall 2016 Focus Group results) will likely include but will not be limited to: a collaboratively developed orientation program for new directors, Early Literacy, Youth Services, Marketing, Advocacy, Collection Management, Workforce Development, digital literacy, outreach topics, sustainability, trustee/board development and strategic planning.
- f. \* Outreach Design and trial a “demonstration program” model and create parallel asynchronous training content (best practices, how to use evaluation for future planning, canned demos).
- g. \* ALL System staff will collaborate with member libraries to develop and enhance opportunities for creative experimentation in new technologies; examples might be a centrally coordinated system wide “reading for pleasure” or library awareness activity such as a “Big Read” or an intergenerational oral history project.
- h. \* TS In response to a priority identified in Fall 2016 Focus Groups, we will survey all libraries to understand current technology support and training needs for staff and patrons, and consult with each library to recommend how to best meet those needs.

3. Intended Result(s): ***Member libraries will meet and exceed New York State minimum standards and are able to adapt and thrive despite changing economic and social conditions.***

#### 4. Evaluation Method(s):

- 1. # of libraries meeting standards as reported on the Annual Report
- 2. # of CEFLS consulting visits and board meetings attended,
- 3. # of topics treated in LibGuides, feedback/user success relating to LibGuide use;
- 4. # of attendees at training sessions;
- 5. # of uses of best practices materials;
- 6. how well did consultant contacts meet participant objectives; user based outcomes to measure consultant/training content delivered.
- 7. Satisfaction and success relating to system wide activities reported by library staff and participants.

#### 4.16 **Element 5 – COORDINATED SERVICES FOR MEMBERS - Virtual Reference**

- 1. Goal Statement: **CEFLS will assist the Central Library in publicizing Ask 24/7 virtual reference services and NOVELNY and other databases purchased with CBA funds, and will create and update online information guides to commonly researched topics.**
- 2. 2017 priorities:
  - a. \* TS and Outreach The Ask 24/7 service will be highlighted during several months of each year on the System website, in addition to Facebook and Twitter posts.
  - b. \* TS and Outreach Different databases and learning resources such as Encyclopedia Britannica, Learning Express and Rocket Language will also be highlighted each month on these platforms.

- c. \* TS and Outreach New information guides will be created on topics of interest to the public.
- 3. Intended Result(s) **Library staff and Patrons in the CEFLS service area will be aware of virtual reference service offered by the Central Library and will also have access to quality reference resources online.**

4. Evaluation Method(s):

- 1. # and % change of contacts from patrons using online information guides
- 2. Report of use of Ask 24/7 from Central Library
- 3. Annual Member Library Survey of awareness of virtual reference and online tools

4.17 **Element 5 – COORDINATED SERVICES FOR MEMBERS- Digitization Services**

Goal Statement: **CEFLS will assist in identifying unique resources at member libraries that can be digitized, and will advise member libraries seeking to undertake digitization projects.**

2. 2017 priorities:

- a. \* TS Arrange for a webinar or live training session on the digitization resources and services available from NNYLN.
- b. \* ALL Promote NNYLN digitization activities.

3. Intended Result(s): **The cultural heritage of the region will be preserved. The public will be able to access previously inaccessible sources of historical and cultural interest. Libraries will be aware of the digitization services available from NNYLN, and the advantages of inclusion in the New York Heritage Project.**

4. Evaluation Method(s):

- 1. # of consultations with libraries about the potential digitization targets in their collections.
- 2. # of potential projects identified.
- 3. # of libraries undertaking digitization projects,
- 4. # of digitized member libraries' materials included on the New York Heritage web site.

4.19 **Element 6 – AWARENESS AND ADVOCACY**

- 1. Goal Statement: **CEFLS will work collaboratively with member libraries to raise our collective profiles as valued resources to state and local funders, businesses, educational institutions and their students, non-profits, the media, community leaders, and the community at large. We will encourage joint advocacy on the basis of shared goals and outcomes.**

2. 2017 priorities:

- a. \*System consultants will research Sustainability initiatives and best practices and will recommend a process that can be used to guide joint efforts with member libraries. The process will likely include training and consultant help for library directors and trustees offered on multiple platforms. This area was significant topic of discussion in Fall 2016 Focus groups and will be addressed collaboratively for maximum results.
- b. \*Staff will continue to develop advocacy related pages of the CEFLS web site ([www.cefls.org](http://www.cefls.org)) and other accessible tools.
- c. \*CEFLS staff will participate in training opportunities as feasible on sustainability and marketing related topics in order to provide reliable consultant help on topics that have been identified as key by member libraries.
- d. \*CEFLS will continue to produce a print newsletter that shares system and member library successes with colleagues and funders. The Pathfinder electronic newsletter will be produced to provide more timely information to member library staff and trustees. We will also seek creative ways to create "buzz," generate awareness, stimulate interest and elevate the System's profile and accomplishments.
- e. \*We will use existing platforms (Member library listserv, The Pathfinder, and the Trailblazer) to highlight "what's new" services and resources and their benefits to all residents of the service area; on the System level we will coordinate with county departments, school library systems and human services agencies to distribute promotional information.

3. Intended Result(s): ***Sustainability of local libraries, improved local funding for libraries; greater member library awareness of System services; general public awareness of library services; CEFLS and member libraries will have the means to track usage and assess quality of library services in a uniform manner.***

4. Evaluation Method(s):

1. # of libraries with improved funding, survey of the public to determine awareness of various services offered by libraries;
2. # of library staff, directors and trustees who participate in related CE training activities;
3. survey of skills and attitudes pre and post training;
4. CEFLS staff journals and logs;
5. feedback from "Secret Shopper" activity, feedback on communication plan - focus groups, polls of library directors and users.

4.20 **Element 7 – COMMUNICATIONS AMONG MEMBER LIBRARIES AND/OR BRANCHES**

1. Goal Statement: **CEFLS will work with member library directors and trustees to identify and facilitate the most effective forms of communication among member libraries and among member libraries and the System. CEFLS will encourage joint advocacy on the basis of shared goals along with an effective umbrella communication plan. Our shared goal will be to generate maximum awareness, stimulate interest and elevate each library's profile and accomplishments.**
2. 2017 Priorities:
  - a. \*Encourage library staff to use the CEFDA listserv, attend CEFCAAT meetings and System training events, provide news for system print and electronic newsletters, and share each other's library-related social media posts.

- b. \*Encourage member library participation in local professional groups such as the Northern Adirondack Library Association, where members can exchange ideas, information and successes.
- c. \*CEFLS will continue to produce a print newsletter that shares system and member library successes with colleagues and funders. The Pathfinder electronic newsletter will be produced to provide more timely information to member library staff and trustees. We will also seek creative ways to create "buzz," generate awareness, stimulate interest and elevate the System's profile and accomplishments.
- d. \*We will use existing platforms (Member library list serve, The Pathfinder, and the Trailblazer) to highlight "what's new" services and resources and their benefits to all residents of the service area.
- e. \*Collaborate with member libraries to develop and enhance opportunities for creative experimentation in new technologies; collaborate with the member library directors' group on a system-wide "reading for pleasure" or library awareness activity such as a "Big Read or an intergenerational oral history project.
- f. \* Ewa Create a more formal structure for the Member Libraries Advisory Council and institute a regular meeting schedule. Seek new ways to communicate effectively with member library directors and boards. In response to Fall 2016 Focus Group feedback, we will work with a task force of member library directors to create an effective orientation program for new library directors.

3. Intended Result(s): ***Opportunities for communication and cooperation among member libraries are enhanced. Member libraries as "internal customers" will report that they are more connected with each other and the system and will share in the benefit of shared goals/successes.***

4. Evaluation Method(s):

- 1. # of messages on listserv, attendance at meetings and training events,
- 2. # of newsletter stories from libraries, growth of social media use at libraries in the system; anecdotal feedback, informal reports to CEFLS consultants;
- 3. # of new shared initiatives generated as a result of Year 3: forums;
- 4. increase in attendance/participation in member library programs by patrons of other libraries;
- 5. qualitative and quantitative joint assessment of system wide reading for pleasure activities
- 6. Number of new library directors oriented to the system with materials developed
- 7. Satisfaction of new library directors with materials developed
- 8. Year 3:-5 focus group feedback on this new director orientation which was a key concern of Fall 2016 Focus Groups

#### 4.21 **Element 8 – COLLABORATIVE EFFORTS WITH OTHER LIBRARY SYSTEMS**

- 1. Goal Statement: **CEFLS will cooperate with Northern New York Library Network, the two school library systems in the area, academic libraries, not-for profit organizations and other public library systems in the state to share services and training**
- 2. 2017 Priorities:
  - a. \*We will investigate "expert exchange" opportunities with other systems and libraries of all types (public, academic, NNYLN) to expand low cost or free CE training opportunities.



- b. \*The System’s Communication Plan mentioned in other parts of this plan will emphasize work with and promotion to libraries of all types in our region and around the state.
- c. \*Summer Reading will be promoted to area school librarians through the two school library systems in our service area; other collaborative opportunities will be sought and partnerships cultivated.
- d. \*A CEFLS staff member who sits on both boards will continue to share CEFLS and member library updates.
- e. \*We will continue to participate actively in the reborn Northern Adirondack Library Association (NALA) and will encourage member library directors, trustees and friends to do likewise.
- f. \*Continue to participate actively on the System level on the boards of NNYLN, FEH School Library System, Malone and CEWW School Library System, Plattsburgh.
- g. \*Maintain and aim to expand contacts at all area non-public libraries on the mailing lists of CEFLS newsletters and link to their websites.
- h. \*Invite members and staff of non-public libraries to system sponsored CE training as appropriate.

3. Intended Result(s): ***Member libraries and correctional institutions librarians will have access to a wide variety of training opportunities in response to their needs and to enhance service to their patrons.***

4. Evaluation Method(s):

- 1. Number of training sessions offered with cooperation with other library systems or institutions
- 2. Number of meetings attended and CEFLS staff involvement with other systems and institutions
- 3. Number of participants in CEFLS/member library training by institution/type
- 4. Evaluation of services contracted by CEFLS and provided by other systems or institutions
- 5. Survey libraries’ staff and board members to determine current services provided in collaboration with other library systems and determine future needs and trends.
- 6. Focus Group feedback from member library directors and boards, correctional facility librarians and COAC members.

#### 4.23 **Element 10 – CONSTRUCTION**

1. Goal Statement: **Member libraries will receive the help and support needed from CEFLS to achieve maximum success with the Public Library Construction Program and related funding opportunities. We will focus on sustainable buildings as part of an overall sustainability initiative, and help member library applicants consider future use trends.**

2. 2017 Priorities:

- a. \*CEFLS consultants will assist member libraries with sustainable construction projects with the goal of fully expending our allotted Public Library Construction funds to achieve maximum benefit for residents of our region.
- b. \*We will offer workshops and provide information as appropriate so that CEFLS and member library applicants can successfully identify and apply for matching grant funds.

- c. \*CEFLS will evaluate the construction needs of the System building and seek funding as appropriate.

3. Intended Result(s): ***Member libraries and the System will undertake projects that contribute to their overall sustainability and result in energy efficient, accessible library spaces that meet the current and projected needs of local residents.***

5. Evaluation Method(s):

1. Number of successful projects and amount of funding received each year;
2. of matching funding received from other sources by source;
3. Feedback from member library directors about the process obtained from Annual Member Library survey and Focus Groups;
4. Feedback and formal reports from member library recipients of other funds;
5. Number of related workshops presented by CEFLS and attended by member library representatives;
6. Survey of workshop participants regarding their satisfaction with the information presented and focus group feedback
7. Yearly analysis of number and type of projects submitted and funded in comparison to type of work that needs to be done;
8. Number of libraries that do not apply for construction funds and analysis of barriers real and perceived.

#### 4.24 **ASSURANCE**