

**South Central Regional Library Council**  
**FIVE YEAR LIBRARY SYSTEM PLAN OF SERVICE (Reference and Research Library**  
**Resources System) 2016-2021**

**SECTION 1 - GENERAL INFORMATION**

July 1, 2016 - June 30, 2021

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|------|--|---|
| 1.1  | Name of System                                       | South Central Regional Library Council  |
| 1.2  | Street Address                                       | 108 North Cayuga Street   |
| 1.3  | City   | Ithaca  |
| 1.4  | Zip Code   | 14850   |
| 1.5  | Four Digit Zip Code Extension (enter N/A if unknown) | N/A   |
| 1.6  | Telephone Number (enter 10 digits only)              | (607) 273-9106  |
| 1.7  | Fax Number (enter 10 digits only)                    | (607) 272-0740  |
| 1.8  | Name of System Director                              | Mary-Carol Lindbloom  |
| 1.9  | E-Mail Address of the System Director                | mclindbloom@scrlc.org   |
| 1.10 | System Home Page URL                                 | <a href="http://www.scrlc.org">http://www.scrlc.org</a>   |
| 1.11 | URL of Current List of Members                       | <a href="http://www.scrlc.org/Membership_Directory">http://www.scrlc.org/Membership_Directory</a> |
| 1.12 | Date of Establishment                                | 1967  |
| 1.13 | Date of Absolute Charter                             | 1972  |
| 1.15 | Square Mileage of System Service Area                | 10,044  |
| 1.16 | Population of System Service Area                    | 959,075   |
| 1.17 | Type of System                                       | 3Rs   |

**SECTION 2 - SYSTEM GOVERNANCE**

**BYLAWS**

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|-----|---------------------------------|---|
| 2.1 | URL of Current Governing Bylaws | <a href="https://scrlc.org/data/SCRLC-Bylaws-revised-jan-31-20141.pdf">https://scrlc.org/data/SCRLC-Bylaws-revised-jan-31-20141.pdf</a> |
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**APPOINTMENT/ELECTION OF SYSTEM BOARD / SYSTEM COUNCIL**

- |     |  |   |
|-----|--|---|
| 2.2 | System Board / System Council Appointment/Election - Indicate whether the System Board / System Council Members are appointed or elected (select one). | E - System Board / System Council Members are elected |
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- 2.3 Indicate by whom the System Board / System Council Members are appointed/elected. The SCRLC membership elects the Board members.

### ADVISORY GROUPS

2.4 Advisory Groups - Indicate the groups that advise the System Board / System Council. (check all that apply):

- a. Member Directors' Organization / Council No
- d. Regional Automation Committee Yes
- e. Hospital Library Services Program Committee Yes
- f. Coordinated Collection Development Committee No
- i. Other (specify using the State note) Yes

2.5 Does the System Offer Levels of Membership? Yes

a. Membership Level Name Full Membership

b. Criteria for Membership at this Level See state note.

a. Membership Level Name Affiliate Membership

b. Criteria for Membership at this Level See state note.

a. Membership Level Name Personal Membership

b. Criteria for Membership at this Level See state note.

2.6 Provide the URL for Membership Level Descriptions [https://scrlc.org/Become-a-Member\\_](https://scrlc.org/Become-a-Member_)

## SECTION 3 - PLANNING

### NEEDS ASSESSMENT AND DEVELOPMENT OF THE PLAN

1. Regional Conversations. In spring 2014, SCRLC's Board of Trustees

3.1 Provide a summary describing the processes used to assess needs in the development of the Plan of Service.

conducted five regional town meetings to gather input into the 2016-2021 plan of service. The questions asked were: "What was an SRLC activity where you felt the most engaged?" "What would members see and experience in a transformed SCRLC?" "What member-center programming would you like to see?" "How can SCRLC enhance collaboration?" "What might SCRLC stop doing?" "What kinds of positions can you imagine meeting your needs?" Twenty-five SCRLC members participated. 2. Board Retreats. Two Board retreats focused on planning and strategic directions, held in 2013 and 2014. The June 2014 retreat brought together the Board and representatives from SCRLC's six advisory committee to review, analyze, and add further input into the results of the 2014 regional conversations. They provided additional insight and ideas. 3. Field visits. In 2015, incorporating the questions from the regional conversations, the SCRLC executive director and staff librarians visited the majority of the membership, i.e., 59 members. A few Board members and advisory committee representatives accompanied the staff for some of the visits. The questions covered during the visits were sent to the members ahead of time to provide time for reflection. 4. Annual Meeting. The October 2015 annual meeting provided an additional opportunity for member input into SCRLC's future direction. 5. Advisory Committees. The advisory committees provided input and ideas for goals, activities, and assessment strategies. 6. Needs Assessment Surveys. For the 2011-2016 Plan of Service, a large membership assessment survey was conducted. Due to the wide range of SCRLC programs and services, the results were predictable. For the 2016-2021 plan, a continuing education needs assessment was conducted as well as one for advocacy and resource sharing. Those, combined with the targeted questions asked of the membership during the regional conversations, field visits, committee meetings, and annual meeting provided SCRLC with meaningful results and new ideas.

3.2 Identify the groups involved in development of the Plan of Service and each group's role.

"SCRLC's Board of Trustees established a Plan of Service Design Team; three Board members participated in the group." "SCRLC's Six Advisory Committees. The advisory committees reviewed the relevant sections of the plan and recommended new goals, activities, and assessment techniques." "SCRLC's membership participated in the Plan's development through the regional conversations, field visits, annual meeting, and completing the needs assessment surveys. Additionally, groups were reached through networking meetings, including a library directors' meeting held in September 2015." "Plan of Service Design Team. This group was the most directly involved in weaving together a new Plan of Service. They reviewed the 2011-2016 Plan and recommended changes. Members of the Team are as follows: o Pamela Ameigh, Ithaca College o Ellen Bahr, Alfred University o Susan Bretscher, Lourdes Hospital o Jill Dixon, Binghamton University o Susan LeBlanc, DCMO School Library System o Aprille Nace, Corning Museum of Glass o Alfonso Oliveras, Southern Tier Library System o Virginia Trow, SUNY College of Technology at Delhi o Elizabeth Wavle-Brown, Elmira College o Gail Wood, SUNY Cortland

## EVALUATION

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

"In addition to the targeted questions about future directions for the Council, current programs and services were reviewed with the membership during field visits, advisory committee meetings, and needs assessment surveys." "The regional conversations also provided a sounding board for issues and new ideas." "Each year the advisory committees evaluated their areas to determine what was working and to recommend activities and paths to achieve the intended results; formal needs assessment surveys have grown out of this process." "Evaluation forms were distributed at SCRLC learning opportunities. Those instruments ask if the program met expectations, how participants' confidence grew as a result of engaging, and how the information would be used and shared within their institutions." "SCRLC also reviewed specific programs, e.g. AskUs 24/7 virtual reference. Every year, the eight SCRLC participants were asked if they want to continue participation, SCRLC reviewed use statistics, and

passed along comments or suggestions for the service to the program administrator. At the onset of the last Plan of Service, SCRLC administered a nationwide text-reference collaborative (My Info Quest). Due to declining statistics and minimal participation by the memberships (i.e., 2 members), SCRLC discontinued its participation. ¶ New YorkHeritage collections were reviewed for changes in use statistics and qualitative data from users. ¶ The NYH participants were contacted periodically regarding their needs and to find out how SCRLC might continue to assist them. ¶ SCRLC's Advisory Committee on Information Technology and Services (ACITS) scanned the region in 2013 for databases held in an effort to identify gaps that SCRLC could address. Through that process and in the field visits SCRLC learned that it needed to provide more transparency in how it selects electronic resources to offer the region. This resulted in a newsletter article and information added to the electronic resources section of our website. ¶ Out of the regional conversations came the idea for an All-Advisory Committee that would be comprised of the leadership or other members of each of the advisory committees that would meet two or three times a year to plan, coordinate, and review programs and services. This was implemented in 2015. ¶ SCRLC prepared for each member an individualized "annual report card" containing contributions to SCRLC and benefits of their membership. The report included the electronic resources statistics, the number of programs attended, RBDB monies the member might have received, the number of objects added to New York Heritage, their AskUs 24/7 statistics (if they participated), etc. The "report card" was reviewed during field visits.

3.10 Provide the URL for the evaluation form(s) used by members. <https://scrlc.org/Plan-of-Service-Needs-Assessment-Documents>

3.11 Provide the URL for the results of the member evaluation. <https://scrlc.org/Plan-of-Service-Needs-Assessment-Documents>

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 information gathered via the regional conversations, field visits, advisory committee meetings, Board meetings/retreats, and various networking meetings were used to formulate the goals for the next five years and develop the intended results. SCRLC engages in a formative evaluation process, that is, each year the Plan is used by the Board and advisory committees to develop activities comprising a Work Plan. The information gathered in the needs assessments, conversations, and program evaluation enables SCRLC to identify programs to offer as well as topics and presenters for the learning opportunities offered. The advisory committees reviewed statistics and any evaluation forms in their respective area (there is an advisory committee covering all SCRLC programs and services). The Board of Trustees, which meets six to seven times per year reviews committee minutes and reports from the executive director that include accomplishments, activities, and any concerns. For any program that is collaborative with other 3Rs Councils (e.g., New York Heritage), any customer satisfaction data received is shared with our partners. SCRLC uses any data received to shape the annual Work Plan, which comprises activities for all programs and services and is derived from the Plan of Service.

## REVISION PROCESS

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. Each year, SCRLC's Board of Trustees reviews the past year's Work Plan's accomplishments and approves the following year's Work Plan. The goals and intended results of the five year Plan of Service are broadly written with solid input from the membership and are not expected to change within the five-year period; however, there may be more relevant activities designed to lead us to the intended results. If there were a major element added to the Plan, the Board would initially approve it prior to its submission to DLD.

## SECTION 4 - GOALS/RESULTS

- 4.1 The Library System's Mission Statement (The Instructions include the definition of the mission statement.)
- SCRLC's Mission, Vision, Guiding Principles. South Central Regional Library Council envisions a future where New York State residents have equity of access to information and resources anywhere, anytime. In this environment: NYS students, educators, lifelong learners, and residents locate and obtain information and resources efficiently and cost-effectively. Library workers acquire necessary skills through affordable, relevant, and innovative SCRLC-sponsored learning opportunities. Members extend their funds and Return on Investment (ROI) through networking, shared technology, partnerships, and collaborative opportunities. NYS students, educators, lifelong learners, residents, and library workers are strong advocates for libraries and library systems. Residents have access to well-informed healthcare professionals. Member libraries and their users benefit from relevant and effective SCRLC-sponsored knowledge-based consulting services. Mission South Central Regional Library Council leads and advocates for member libraries by promoting learning, collaboration, and innovation. Guiding Principles South Central Regional Library Council's guiding principles are as follows: Programs and services of high-quality that are relevant, innovative, leading-edge, and effective. Professional development that is wide-ranging and offered in a variety of formats that increases accessibility and facilitates participation. Resource sharing that is supportive and includes leadership and assistance in digital content creation. Customer service that is exceptional, fair, helpful, positive, courteous, and efficient. Dynamic and participatory leadership on all levels that is flexible and responsive to current issues and trends. Diversity of ideas and opinions, types of libraries/library systems, and library workforce. Advocacy and efforts to increase visibility for all types of libraries and library systems, and their role & importance in our society. Collaboration with other libraries, library systems, and other organizations that supports and advances the ability of SCRLC member libraries to meet their users' needs. Healthy work environments that nourish the mind, body, and spirit. Strategic Directions The Strategic Directions provide clarity and help articulate our vision, mission, and guiding principles, which will lead to their realization. The Directions flow from and expand on the last Plan of Service. The Council has a long history of careful and purposeful planning, which has resulted in strategic directions that remain relevant in today's rapidly changing environment. As such, it was more logical to build on the existing strategic directions than to abandon them. The five Strategic Directions are an integral part of the Program & Services Goals, Activities, and Intended Results that appear in the following pages: 1. Through Council-sponsored education and learning opportunities, regional library workers will have necessary skills and knowledge for providing services in a rapidly changing information environment. 2. Students, educators, lifelong learners, and residents will obtain information and materials quickly and cost-effectively through collaborative efforts of libraries to share resources. 3. Students, educators, lifelong learners, and residents will have access to relevant information and services anywhere, anytime. 4. Members will receive customized consulting services to meet their individual needs. 5. Members will experience increased visibility, use, and support within their communities as a result of regional advocacy.

Minimum Requirement for questions 4.2 through 4.19 - complete one repeating group for each topic of every element.

### 4.2 Element 1 - RESOURCE SHARING Cooperative Collection Development

1. Goal Statement Facilitate CCDA for Academic Libraries program to enhance academic library collections, increasing their collective buying powers and strengthening regional resources available to NYS students, educators, researchers, and residents.
- 2a. Year 1 Yes

- 2b. Year 2 Yes
- 2c. Year 3 Yes
- 2d. Year 4 Yes
- 2e. Year 5 Yes
- 3. Intended Result(s) Academic libraries receive funds; they are aware of changes in the collection development priorities of other regional participants in order to maximize the effectiveness of acquisitions decisions. Participants are also aware of innovative approaches to CCD and may explore innovative, collaborative CCD projects. NYS students, educators, researchers, and residents have access to current resources.
- 4. Evaluation Method(s) The # and % of participants submitting applications who are satisfied with the process and help received. # and % of participants who easily accessed the online list of CCDA subject areas. # of times participants reported changes through the discussion list. Qualitative data. # of discussion list responses on the topic. Monitoring of the discussion list for responses/no. of communications on topic. # and % of participants reporting increased understanding of CCD/CCDA.

4.3 Provide the URL of the most recent Cooperative Collection Development for Academic Libraries Plan. [https://sclrc.org/data/CCDA\\_Plan\\_20162.pdf](https://sclrc.org/data/CCDA_Plan_20162.pdf)

4.4 Date of Adoption by the System Board 4/19/2016

**4.5 Element 1 - RESOURCE SHARING  
Catalog Services**

- 1. Goal Statement Ensure NYS students, educators, lifelong learners, and residents efficiently discover materials held by SCRLC libraries. Explore regional and statewide opportunities to improve access to materials for these groups.
- 2a. Year 1 Yes
- 2b. Year 2 Yes
- 2c. Year 3 Yes
- 2d. Year 4 Yes
- 2e. Year 5 Yes
- 3. Intended Result(s) NYS students, educators, lifelong learners, and residents locate and use information efficiently. Librarians are up-to-date with cataloging standards and methodology through workshops and learning opportunities.
- 4. Evaluation Method(s) Review of interlibrary loan statistics and circulation data. Qualitative data obtained through discussions with Resource Sharing Advisory Committee and the Advisory Committee on Information Technology and Services.

**4.6 Element I - RESOURCE SHARING  
Delivery**

- 1. Goal Statement Support the efficient and fast delivery of interlibrary loan materials among SCRLC members to benefit NYS students, educators, lifelong learners, and residents via promotion and support of regional and statewide delivery service as feasible.
- 2a. Year 1 Yes
- 2b. Year 2 Yes
- 2c. Year 3 Yes
- 2d. Year 4 Yes
- 2e. Year 5 Yes
- 3. Intended Result(s) Users receive interlibrary loan items quickly; members use information technology to meet demand for fast service.

4. Evaluation Method(s) # of communications and meetings during which delivery is discussed; the amount of resource sharing subsidy that is awarded to support delivery; qualitative data obtained through discussions with Resource Sharing Advisory Committee and Users Group.

#### 4.7 Element I - RESOURCE SHARING

##### Interlibrary Loan

1. Goal Statement Enable library users to efficiently and quickly obtain material not available in their local libraries.
- 2a. Year 1 Yes
- 2b. Year 2 Yes
- 2c. Year 3 Yes
- 2d. Year 4 Yes
- 2e. Year 5 Yes
3. Intended Result(s) Member libraries are supported in their regional ILL efforts to secure materials quickly for their users. Resource sharing staff are up-to-date on ILL best practices. Resource sharing section of SCRLC's website or LibGuide is comprehensive resource for ILL staff.
4. Evaluation Method(s) # and % of ILL requests filled regionally. # and % of ILL staff participating in training activities. Evaluation forms, surveys, web traffic statistics; qualitative data obtained through discussions with the Resource Sharing Advisory Committee, Users Group, and the Advisory Committee on Information Technology and Services.

#### 4.8 Element I - RESOURCE SHARING

##### Digital Collections Access

1. Goal Statement Investigate the need for and feasibility of building or sharing a regional or multi-regional digital repository that would address regional digital preservation needs, and would include original research, non-print regionally-produced work (e.g., digital art, music), unique works, data sets, publications, and other types of born digital and digitized objects.
- 2a. Year 1 Yes
- 2b. Year 2 Yes
- 2c. Year 3 Yes
- 2d. Year 4 Yes
- 2e. Year 5 Yes
3. Intended Result(s) Continued and improved access to regionally produced and held digital content.
4. Evaluation Method(s) # of meetings and conversations held to investigate the feasibility; # of libraries participating in the investigation and implementation of digital repository. Review by the Digitizing Advisory Committee and Advisory Committee on Information Technology and Services.

#### 4.9 Element I - RESOURCE SHARING

##### Other (Optional)

1. Topic Medical Information Services Program
2. Goal Statement Distribute MISP program funds to improve access to medical and health information.
- 3a. Year 1 Yes
- 3b. Year 2 Yes
- 3c. Year 3 Yes
- 3d. Year 4 Yes
- 3e. Year 5 Yes
4. Intended Result(s) NYS students, educators, lifelong learners, and residents have access to medical and health information through SCRLC libraries.  
# of ILLs placed by the hospitals and other libraries using MISP funds. Amount

5. Evaluation Method(s) of ETFS funds expended. # of searches and retrievals on health/medical databases. Qualitative data provided by recipients of MISP funds.

**4.10 Element 2 - SPECIAL CLIENT GROUPS**

**Hospital Library Services**

1. Goal Statement Serve the information needs of regional health care professionals through the provision of health and medical information, resources, and services to their libraries.
- 2a. Year 1 Yes
- 2b. Year 2 Yes
- 2c. Year 3 Yes
- 2d. Year 4 Yes
- 2e. Year 5 Yes
3. Intended Result(s) Residents in the region have access to well-informed healthcare professionals. Healthcare providers have access to credible health and medical resources. Hospital library workers have up-to-date skills through learning opportunities.
4. Evaluation Method(s) Reports and statistics from the hospital libraries. Database use statistics. # and % of HLSP participants engaged in learning activities that report a positive outcome on evaluation forms. Qualitative data & input from HLSP Advisory Committee and field visits. Review of reports on the value of hospital libraries.

**4.11 Element 2 - SPECIAL CLIENT GROUPS**

**Other (Optional)**

1. Topic
2. Goal Statement
- 3a. Year 1 No
- 3b. Year 2 No
- 3c. Year 3 No
- 3d. Year 4 No
- 3e. Year 5 No
4. Intended Result(s)
5. Evaluation Method(s)

**4.12 Element 3 - PROFESSIONAL DEVELOPMENT AND TRAINING**

1. Goal Statement Provide high quality and relevant learning opportunities, both face-to-face and electronically, to meet the current and future needs of regional library workers.
- 2a. Year 1 Yes
- 2b. Year 2 Yes
- 2c. Year 3 Yes
- 2d. Year 4 Yes
- 2e. Year 5 Yes
3. Intended Result(s) Regional library workers acquire skills and knowledge to provide relevant and appropriate services to library users in a rapidly changing information environment. SCRLC develops and delivers educational services based upon ongoing input from regional library workers. SCRLC facilitates collaboration amongst regional library workers.
4. Evaluation Method(s) # and % of participants engaged in learning activities that report a positive outcome on evaluation forms. Needs assessment surveys, qualitative and quantitative data, field visits.
1. Goal Statement Enhance the accessibility of learning opportunities for the region.
- 2a. Year 1 Yes
- 2b. Year 2 Yes
- 2c. Year 3 Yes

- 2d. Year 4 Yes
- 2e. Year 5 Yes
- 3. Intended Result(s) SCRLC develops and delivers relevant CE activities. Presenter pool and access to nationally recognized experts are expanded through online programs.
- 4. Evaluation Method(s) Surveys; quantitative and qualitative data.
- 1. Goal Statement Provide culturally responsive learning opportunities.
- 2a. Year 1 Yes
- 2b. Year 2 Yes
- 2c. Year 3 Yes
- 2d. Year 4 Yes
- 2e. Year 5 Yes
- 3. Intended Result(s) An effective, motivated, supportive community of library workers who has the collective expertise and experience to serve the communities in which they live and work.
- 4. Evaluation Method(s) Surveys; qualitative data.

**4.13 Element 4 - CONSULTING AND DEVELOPMENT SERVICES**

- 1. Goal Statement To facilitate the provision of expertise, advice, training, or referrals in specific areas of library leadership and operation, or customized teaching and services to members.
- 2a. Year 1 Yes
- 2b. Year 2 Yes
- 2c. Year 3 Yes
- 2d. Year 4 Yes
- 2e. Year 5 Yes
- 3. Intended Result(s) Members receive tailored, relevant assistance helping to improve their library services or identify solutions to their challenges and issues.
- 4. Evaluation Method(s) Feedback from the regional libraries. # and % of participants engaged in learning activities that report a positive outcome on evaluation forms. # and % of participants providing positive feedback through surveys.
- 1. Goal Statement To facilitate knowledge-sharing and member collaboration.
- 2a. Year 1 Yes
- 2b. Year 2 Yes
- 2c. Year 3 Yes
- 2d. Year 4 Yes
- 2e. Year 5 Yes
- 3. Intended Result(s) Members assist each other in knowledge acquisition.
- 4. Evaluation Method(s) Feedback from the regional libraries. # and % of participants that report collaborating; # and % of participants as identified on surveys.
- 1. Goal Statement Incubate innovative information technologies and services through SCRLC-sponsored initiatives and grant opportunities that impact members and adhere to SCRLC's guiding principles.
- 2a. Year 1 Yes
- 2b. Year 2 Yes
- 2c. Year 3 Yes
- 2d. Year 4 Yes
- 2e. Year 5 Yes
- 3. Intended Result(s) SCRLC members explore, identify, and incubate innovative ideas to strengthen their own organizations while improving access to regional collections, resources, and services.  
# of regional access projects supported via RBDB and other funds; evaluation

4. Evaluation Method(s) methods specific to and appropriate for the funded projects.

**4.14 Element 5 - COORDINATED SERVICES FOR MEMBERS**

**Virtual Reference**

1. Goal Statement Facilitate participation in collaborative virtual reference service to enable member libraries to provide quality, relevant, and timely information services to NYS students, educators, lifelong learners, and residents.
- 2a. Year 1 Yes
- 2b. Year 2 Yes
- 2c. Year 3 Yes
- 2d. Year 4 Yes
- 2e. Year 5 Yes
3. Intended Result(s) NYS students, educators, lifelong learners, and residents access quality information services anywhere, anytime.
4. Evaluation Method(s) Longitudinal use studies. # and % of participants continuing to engage in the statewide Ask/Us 24/7 virtual reference service.

**4.15 Element 5 - COORDINATED SERVICES FOR MEMBERS**

**Digitization Services**

1. Goal Statement Facilitate collaboration and participation within the region to provide a comprehensive digital history of South Central New York State.
- 2a. Year 1 Yes
- 2b. Year 2 Yes
- 2c. Year 3 Yes
- 2d. Year 4 Yes
- 2e. Year 5 Yes
3. Intended Result(s) Regional digital collections become more expansive and comprehensive. Regional libraries save time and have better access to resources for digitization projects.
4. Evaluation Method(s) # and % of participants providing positive feedback, # and % of increase in collections. # of website use statistics and comments. # and % of members and prospective members who were contacted, encouraged, and assisted to participate in New York Heritage, NY Newspapers, and other ESLN digital initiatives. # of regional cultural organizations that joined.
1. Goal Statement Provide information and training in the process of digitization, standards, metadata, access, and digital preservation.
- 2a. Year 1 Yes
- 2b. Year 2 Yes
- 2c. Year 3 Yes
- 2d. Year 4 Yes
- 2e. Year 5 Yes
3. Intended Result(s) Regional libraries are able to contribute more items to SCRLC digital collections. Discovery of cultural heritage materials is enhanced for NYS students, educators, lifelong learners, and residents.
4. Evaluation Method(s) # and % of increase in collections.# of website use statistics and qualitative data.
1. Goal Statement Act as regional liaison and advocate for SCRLC members to New York Heritage and Empire State Digital Network.
- 2a. Year 1 Yes
- 2b. Year 2 Yes
- 2c. Year 3 Yes
- 2d. Year 4 Yes
- 2e. Year 5 Yes

- 3. Intended Result(s) SCRLC provides support and facilitation for members to make cultural heritage materials easily accessible online, leading to increased discoverability of regional materials both inside and outside New York State.
- 4. Evaluation Method(s) # and % of increase in collections added to DPLA.
- 1. Goal Statement Promote the rich digital content generated by SCRLC members through New York Heritage or other content gateways.
- 2a. Year 1 Yes
- 2b. Year 2 Yes
- 2c. Year 3 Yes
- 2d. Year 4 Yes
- 2e. Year 5 Yes
- 3. Intended Result(s) Regional cultural heritage materials are used by students, educators, historians, and lifelong learners to discover and celebrate New York State heritage.
- 4. Evaluation Method(s) # of website use statistics and qualitative data.

**4.16 Element 5 - COORDINATED SERVICES FOR MEMBERS**

**Other (Optional)**

- 1. Topic Resources Acquisition and Access.
- 2. Goal Statement Facilitate and enhance for member libraries and library systems NYS students, educators, lifelong learners, and residents' access to information.
- 3a. Year 1 Yes
- 3b. Year 2 Yes
- 3c. Year 3 Yes
- 3d. Year 4 Yes
- 3e. Year 5 Yes
- 4. Intended Result(s) Users have access to electronic resources. The user experience and access to information & resources are improved. Members save time and money on electronic resources and other products.
- 5. Evaluation Method(s) # of regional access projects supported via RBDB funds; # of searches and retrievals from electronic resources; member feedback; # of subscriptions handled; longitudinal study of participation in the various purchasing opportunities offered.

**4.17 Element 6 - AWARENESS AND ADVOCACY**

- 1. Goal Statement Increase awareness of the role of the regional network of libraries and library systems in providing relevant cost-effective resources, materials, and programs to students, educators, lifelong learners, and NYS residents.
- 2a. Year 1 Yes
- 2b. Year 2 Yes
- 2c. Year 3 Yes
- 2d. Year 4 Yes
- 2e. Year 5 Yes
- 3. Intended Result(s) Member libraries and library systems experience increased visibility within their communities. Member libraries and library systems experience increased funding. Members understand advocacy and its role in strengthening their library organizations. Members engage in a strong, collaborative, regional advocacy program in cooperation with statewide efforts. Member libraries, library systems, and SCRLC experience increased use of programs and services.
- 4. Evaluation Method(s) Qualitative data from membership and Awareness & Advocacy Advisory Committee and Board. # and % of participants providing positive feedback through surveys.
- 1. Goal Statement Facilitate recruitment into the profession.
- 2a. Year 1 Yes
- Yes

- 2b. Year 2
- 2c. Year 3 Yes
- 2d. Year 4 Yes
- 2e. Year 5 Yes
- 3. Intended Result(s) Member libraries support the development and recruitment of new librarians and support their career advancement into positions of leadership. New librarians understand and support library systems.
- 4. Evaluation Method(s) # of librarians who participate in Council programs developed for regional library science students and librarians who have recently joined the profession.
- 1. Goal Statement Ensure, promote, and facilitate cultural competency among regional library workers; increase awareness of diversity within the organization and membership.
- 2a. Year 1 Yes
- 2b. Year 2 Yes
- 2c. Year 3 Yes
- 2d. Year 4 Yes
- 2e. Year 5 Yes
- 3. Intended Result(s) An effective, motivated, and supportive community of library workers which has the collective expertise experience to serve the communities in which they live and work.
- 4. Evaluation Method(s) Quantitative and qualitative data gathered through surveys, regional meetings, and field visits.
- 1. Goal Statement Facilitate and promote a diverse regional library workforce and improve SCRLC's recruitment of diverse candidates for available positions.
- 2a. Year 1 Yes
- 2b. Year 2 Yes
- 2c. Year 3 Yes
- 2d. Year 4 Yes
- 2e. Year 5 Yes
- 3. Intended Result(s) Intended Results(s): An effective, engaged, supportive community of library workers with the collective expertise and experience to serve the communities in which they live and work.
- 4. Evaluation Method(s) Surveys; # and % of participants participating in programs and providing feedback through evaluation forms and surveys; quantitative data; qualitative data.

**4.18 Element 7 - COMMUNICATIONS AMONG MEMBER LIBRARIES AND LIBRARY SYSTEMS**

- 1. Goal Statement Through networking opportunities and participation in regional and statewide programs and services, facilitate relationship-building and partnerships among member libraries and library systems.
- 2a. Year 1 Yes
- 2b. Year 2 Yes
- 2c. Year 3 Yes
- 2d. Year 4 Yes
- 2e. Year 5 Yes
- 3. Intended Result(s) Members collaborate, mentor, advise, and develop partnerships. Members engage in and support SCRLC's programs and services to extend and enrich offerings to their users.
- 4. Evaluation Method(s) # and % of members participating in and providing feedback through evaluation forms and surveys. # of website searches. Quantitative and qualitative data. Attendance statistics.

**4.19 Element 8 - COLLABORATIVE EFFORTS WITH OTHER LIBRARY SYSTEMS**

- |     |                      |   |
|-----|----------------------|---|
| 1.  | Goal Statement       | Provide member libraries and library systems with effective information services and programs to enable them to better serve NYS students, educators, lifelong learners, and residents anywhere, anytime. |
| 2a. | Year 1               | Yes   |
| 2b. | Year 2               | Yes   |
| 2c. | Year 3               | Yes   |
| 2d. | Year 4               | Yes   |
| 2e. | Year 5               | Yes   |
| 3.  | Intended Result(s)   | NYS students, educators, lifelong learners, and residents access relevant and credible information services anywhere, anytime.  |
| 4.  | Evaluation Method(s) | # and % of participants participating in programs and providing feedback through evaluation forms and surveys.  |
- 
- |     |                      |  |
|-----|----------------------|--|
| 1.  | Goal Statement       | Form partnerships with other library systems and organizations to advance common goals and provide support for shared services.  |
| 2a. | Year 1               | Yes  |
| 2b. | Year 2               | Yes  |
| 2c. | Year 3               | Yes  |
| 2d. | Year 4               | Yes  |
| 2e. | Year 5               | Yes  |
| 3.  | Intended Result(s)   | Libraries cooperate to offer relevant programs, services, and training delivered cost-effectively, resulting in improved library services for all NYS students, educators, lifelong learners, and residents.               |
| 4.  | Evaluation Method(s) | # and % of members participating in programs and services who provide feedback through evaluation forms and surveys. # & % of partnered programs, services, and training offered by collaborating systems & organizations. |
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- |     |                      |   |
|-----|----------------------|---|
| 1.  | Goal Statement       | Promote SCRLC activities as appropriate outside the region.                               |
| 2a. | Year 1               | Yes   |
| 2b. | Year 2               | Yes   |
| 2c. | Year 3               | Yes   |
| 2d. | Year 4               | Yes   |
| 2e. | Year 5               | Yes   |
| 3.  | Intended Result(s)   | Member libraries and library systems have access to more coordinated, shared services. .  |
| 4.  | Evaluation Method(s) | # and % of participants providing positive feedback through evaluation forms and surveys. |

**4.20 Element 9 - OTHER (Optional)**

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|-----|----------------------|---|
| 1.  | Element              | Leadership and Administration.  |
| 2.  | Topic                | Leadership and Administration.  |
| 3.  | Goal Statement       | SCRLC utilizes its resources in an effective and efficient manner.  |
| 4a. | Year 1               | Yes   |
| 4b. | Year 2               | Yes   |
| 4c. | Year 3               | Yes   |
| 4d. | Year 4               | Yes   |
| 4e. | Year 5               | No  |
| 5.  | Intended Result(s)   | SCRLC is a fiscally sound, innovative organization that realizes its vision and mission. SCRLC has a skilled, innovative, and flexible staff. |
| 6.  | Evaluation Method(s) | Annual audit. Membership survey. Regional meetings. Field visits. Statistics. Anecdotal feedback.   |
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|----|---------|--------------------------------|
| 1. | Element | Leadership and Administration. |
| 2. | Topic   | Leadership and Administration. |

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|-----|----------------------|---|
| 3.  | Goal Statement       | SCRLC demonstrates best practices in sustainable resource management, staff development, and workplace wellness.                                  |
| 4a. | Year 1               | Yes   |
| 4b. | Year 2               | Yes   |
| 4c. | Year 3               | Yes   |
| 4d. | Year 4               | Yes   |
| 4e. | Year 5               | Yes   |
| 5.  | Intended Result(s)   | Member libraries/systems model of best practices in sustainable resource management. Member libraries model best practices in workplace wellness. |
| 6.  | Evaluation Method(s) | Membership survey. # and % of members who implement new or improved practices. Regional meetings. Field visits. Statistics. Anecdotal feedback.   |
| 1.  | Element              | Leadership and Administration.  |
| 2.  | Topic                | Leadership and Administration.  |
| 3.  | Goal Statement       | SCRLC is an innovative library organization, responsive to its membership.  |
| 4a. | Year 1               | Yes   |
| 4b. | Year 2               | Yes   |
| 4c. | Year 3               | Yes   |
| 4d. | Year 4               | Yes   |
| 4e. | Year 5               | Yes   |
| 5.  | Intended Result(s)   | Member libraries and library systems are supported in their efforts to test, investigate, and implement new programs and services.                |
| 6.  | Evaluation Method(s) | # and % of members providing positive feedback through evaluation forms and surveys. Regional meetings and field visits.                          |

**ASSURANCE**

4.21 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 (date - mm/dd/yyyy). 03/18/2016

**APPROVAL**

4.22 The Library System's Plan of Service was reviewed and approved by the New York State Library on (date - mm/dd/yyyy)

**REVISION ASSURANCE**

4.23 The Library System's Plan of Service was revised 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 Council on (date - mm/dd/yyyy). 03/18/2016

**REVISION APPROVAL**

4.24 The Library System's revised Plan of Service was reviewed and approved by the New York State Library on (date - mm/dd/yyyy)