

Clinton-Essex-Franklin Library System
FIVE YEAR LIBRARY SYSTEM PLAN OF SERVICE (Public Library Systems)
2017-2021

SECTION 1 - GENERAL INFORMATION

January 1, 2017 - December 31, 2021

- | | | |
|------|------------------------------------------------------------|---------------------------------------|
| 1.1 | Name of System | Clinton-Essex-Franklin Library System |
| 1.2 | Street Address | 33 Oak Street |
| 1.3 | City | Plattsburgh |
| 1.4 | Zip Code | 12901 |
| 1.5 | Four Digit Zip Code
Extension (enter N/A if
unknown) | 2810 |
| 1.6 | Telephone Number (enter
10 digits only) | (518) 563-5190 |
| 1.7 | Fax Number (enter 10
digits only) | (518) 563-0421 |
| 1.8 | Name of System Director | Ewa Jankowska |
| 1.9 | E-Mail Address of the
System Director | ejankowska@cefls.org |
| 1.10 | System Home Page URL | www.cefls.org |
| 1.11 | URL of Current List of
Members | http://www.cefls.org/library_list.htm |
| 1.12 | Date of Establishment | 1954 |
| 1.13 | Date of Absolute Charter | 1969 |
| 1.14 | Name(s) of Central
Library/Co-Central
Libraries | Plattsburgh Public Library |
| 1.15 | Square Mileage of System
Service Area | 4,461 |
| 1.16 | Population of System
Service Area | 173,097 |
| 1.17 | Type of System | PLS |

SECTION 2 - SYSTEM GOVERNANCE

BYLAWS

- | | | |
|-----|------------------------------------|-------------------------------------------------------------------------------|
| 2.1 | URL of Current
Governing Bylaws | http://www.cefls.org/bylaws.htm |
|-----|------------------------------------|-------------------------------------------------------------------------------|

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). | A - System Board / System Council Members are appointed |
|-----|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------|

- 2.3 Indicate by whom the System Board / System Council Members are appointed/elected. For example, county board, member libraries, etc.
- our Trustees are appointed by their County Officials/Legislators. we Have 5 Trustees for each of the three counties that are served by Clinton Essex Franklin Library System.

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 | Yes |
| b. | Outreach Advisory Committee | Yes |
| c. | Central Library Advisory Committee | Yes |
| i. | Other (specify using the State note) | No |

SECTION 3 - PLANNING

NEEDS ASSESSMENT AND DEVELOPMENT OF THE PLAN

- 3.1 Provide a summary describing the processes used to assess needs in the development of the Plan of Service.
- A variety of methods were used to assess member libraries' needs to formulate responsive System's priorities. Assessment methods include:
 -yearly member library surveys that measured satisfaction and success with CEFLS services while providing an opportunity to recommend further actions.
 -feedback compiled by library consultants during visits with member library staff and trustees
 -on-site visits to member libraries by the CEFLS director
 -four focus groups composed of various stakeholders and led by an independent consultant
- 3.2 Identify the groups involved in development of the Plan of Service and each group's role.
- Several groups were invited to participate in the process:
 -CEFLS staff
 -Member Libraries Advisory Council (MAC)
 -Trustees of the CEFLS and the Central Library
 -Member library directors, trustees, and correctional facility librarians via focus groups. A wide group of participants including CEFLS staff, The Coordinated Outreach Advisory Committee (COAC), CEFLS and Central Library Board members were invited to read, edit and comment on Google Drive. CEFLS posted background information including numerous articles and documents as well as the Plan Of Service which was being formulated. Some of the documents included as sources of ideas were:
 -Amy K. Garmer, Libraries in the Exponential age, Moving from the Edge of Innovation to the Center of Community (Aspen Institute, 2016)
 =M.Elena Lopez, Margaret Caspe, and Lorette McWilliams, Public Libraries: A Vital Space for Family Engagement(Cambridge, MA; Harvard Family Research Project, 2016)
 -University of the State of New York, State Education Department: Creating the Future: A 2020 Vision and Plan for Library Service in New York State, Recommendations of the New York State Regents Advisory Council on Libraries to the New York State Board of Regents
 -Draft 2017-2021 Plans of Service of the two School Library Systems in our System's area: Franklin Essex Hamilton and Champlain Valley
- 3.3 Describe the planning process for the 2017-2021 Central Library Plan.
- The Central Library's plan also incorporated input from the Member Library Advisory Council (MAC) regarding initiatives they would like to see the Central Library prioritize for the next five years.
- 3.4 Identify the groups involved in development of the 2017-2021 Central Library Plan and each group's role.
- CEFLS director, staff and trustees
 -Central Library staff
 -Central Library Board of Trustees
 -Member Advisory Council (MAC)
 The Central Library Director drafted the plan with input from the Member Advisory Council. The CEFLS director and consultant staff commented on the plan and suggested revisions to integrate the two plans. the boards of both CEFLS and the Central Library reviewed the plan before approving it.

- 3.5 Describe the integration of the 2017-2021 Central Library Plan with the system's Plan of Service. The Central Library and CEFLS Plans identify shared priorities in the realms of collection development and resource sharing. A collaborative focus on enhancing the nonfiction and informational resources available to the public in our service area is a key element. Two of the three objectives in the Central Library plan (CBA Materials and Interlibrary Loan) will be achieved in cooperation with CEFLS. This priority is also addressed in the Element 1 of the CEFLS five year plan. The Central Library's Reference objective details how the Central Library will seek to improve and extend virtual reference services with the help from CEFLS, which is addressed in Element 5 of the System's plan.
- 3.6 Provide the URL of the 2017-2021 Central Library Plan. http://cefls.org/2017-2021_PPL_Plan_of_Service.pdf
- 3.7 Describe the planning process for the 2017-2021 Direct Access Plan. The Direct Access Plan was updated and approved by member libraries, DLD and the CEFLS Board in November 2014. Until 2014, the CEFLS director and consultant staff were active participants in the CEFDA (CXEF Directors Association) group where feedback on this plan and other services was regularly exchanged. It will be reassessed, discussed and approved by member libraries in 2017. Regular CEFCAAT meetings with member library directors are one vehicle for discussion of automated related issues. <http://www>
- 3.8 Provide the URL of the 2017-2021 proposed Direct Access Plan. <http://www.cefls.org/DirectAccessPlanRev082514.pdf>

EVALUATION

- 3.9 Describe the information to be collected in order to evaluate and determine members' satisfaction with the system's services. CEFLS collects both quantitative and qualitative data using a Survey Monkey based yearly online survey, the Horizon Integrated Library System and web site traffic. Apart from yearly analyses, CEFLS staff collect monthly statistics that are then reported to the Board of Trustees. The Quantitative data includes, but is not limited to, the use of digital resources, interlibrary loan and delivery statistics, number of workshops participants, consultant interactions, publicity pieces produced, website visits. Meetings of member library directors are held quarterly to discuss issues and needs, and in all 2016 a series of focus groups of major stakeholders gathered more in-depth and future-oriented perceptions of service needs. The independent consultant's summary report was used to cross reference participant feedback and stated objectives of the Plan of Service.
- 3.10 Provide the URL for the evaluation form(s) used by members. <https://www.surveymonkey.com/r/library-survey-2015>
- 3.11 Provide the URL for the results of the member evaluation. <http://www.cefls.org/ASR2015.pdf>
- 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 yearly results of the customer survey will directly affect the revision process of the next year Plan of Service and will serve as a guide in formulating that year's Service Priorities, departmental and personal goals. A summary of the surveys will be distributed among member libraries directors and the Member Libraries Advisory Council (MAC) as a springboard for suggestions and comments for further development of System's services that will best meet expressed local needs. The amended Plan of Service and Service Priorities will be presented to the CEFLS staff for comments and approved by the CEFLS Board of Trustees.

REVISION PROCESS

The System's Plan of Service will be reviewed by the CEFLS Board of

- 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. Trustees and the Director each January after examination of the previous year's Survey Monkey questionnaire. Results will also be used to formulate supporting Service Priorities for each year. Member libraries comments and requests for amendments will affect department and personal goals and objectives for the year and proposed revisions to the Plan of Service will be discussed.

SECTION 4 - GOALS/RESULTS

- 4.1 The Library System's Mission Statement (The Instructions include the definition of the mission statement.) The objective of the System shall be to foster and improve public library service to the residents of the System area.

Minimum Requirement for questions 4.2 through 4.18 - complete one repeating group for each topic of every element.

4.2 Element I - 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.
- 2a. Year 1 Yes
- 2b. Year 2 Yes
- 2c. Year 3 Yes
- 2d. Year 4 Yes
- 2e. Year 5 Yes
3. Intended Result(s) 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 (Planned to be held either annually or bi-annually)

4.3 Element 1 - RESOURCE SHARING 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
- 2a. Year 1 Yes
- 2b. Year 2 Yes
- 2c. Year 3 Yes
- 2d. Year 4 Yes
- 2e. Year 5 Yes

- | | | |
|----|----------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 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 and library staff feedback (annual) |

4.4 Element I - RESOURCE SHARING

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. |
| 2a. | Year 1 | Yes |
| 2b. | Year 2 | Yes |
| 2c. | Year 3 | Yes |
| 2d. | Year 4 | Yes |
| 2e. | Year 5 | Yes |
| 3. | Intended Result(s) | Patrons in the CEFLS area of service including member libraries, state correctional facilities, a school library system and various outreach outlets region-wide 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, a school library system, and 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 |

4.5 Element I - RESOURCE SHARING

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. |
| 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 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.

1. Survey of member library directors to measure overall satisfaction with |

- | | | |
|-----|----------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 4. | Evaluation Method(s) | 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 6. Analyze timeliness of ILL requests measured in a yearly survey. |
| 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. |
| 2a. | Year 1 | Yes |
| 2b. | Year 2 | Yes |
| 2c. | Year 3 | Yes |
| 2d. | Year 4 | Yes |
| 2e. | Year 5 | Yes |
| 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. |
| 1. | Goal Statement | |
| 2a. | Year 1 | Yes |
| 2b. | Year 2 | Yes |
| 2c. | Year 3 | Yes |
| 2d. | Year 4 | Yes |
| 2e. | Year 5 | Yes |
| 3. | Intended Result(s) | |
| 4. | Evaluation Method(s) | |

4.6 Element I - RESOURCE SHARING

Digital Collections Access

- | | | |
|-----|----------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1. | Goal Statement | CEFLS will improve and enhance access to the available digital content through its ILS and on its website |
| 2a. | Year 1 | Yes |
| 2b. | Year 2 | Yes |
| 2c. | Year 3 | Yes |
| 2d. | Year 4 | Yes |
| 2e. | Year 5 | Yes |
| 3. | Intended Result(s) | If funding allows, the implementation of an enhanced discovery layer will provide more streamlined access for patrons 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 |

4.7 Element I - RESOURCE SHARING

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)

4.8 Element 2 - 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.
- 2a. Year 1 Yes
- 2b. Year 2 Yes
- 2c. Year 3 Yes
- 2d. Year 4 Yes
- 2e. Year 5 Yes
- 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

4.9 Element 2 - SPECIAL CLIENT GROUPS

Coordinated Outreach (See Instructions for outreach target groups)

- 1. Goal Statement Create services, programs and collections that meet defined needs of all area residents regardless of limitation or location.
- 2a. Year 1 Yes
- 2b. Year 2 Yes
- 2c. Year 3 Yes
- 2d. Year 4 Yes
- 2e. Year 5 Yes
- 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.
1. # and type of new service initiatives undertaken by member libraries by

4. Evaluation Method(s)

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. |
| 2a. | Year 1 | Yes |
| 2b. | Year 2 | Yes |
| 2c. | Year 3 | Yes |
| 2d. | Year 4 | Yes |
| 2e. | Year 5 | Yes |
| 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. |
| 2a. | Year 1 | Yes |
| 2b. | Year 2 | Yes |
| 2c. | Year 3 | Yes |
| 2d. | Year 4 | Yes |

- 2e. Year 5 Yes
- 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.
- 2a. Year 1 Yes
- 2b. Year 2 Yes
- 2c. Year 3 Yes
- 2d. Year 4 Yes
- 2e. Year 5 Yes
- 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 (Optional)

- 1. Topic Geographically Isolated
- 2. Goal Statement Create services, programs and collections that meet the needs of all residents that help shrink underserved portions of our service area map.
- 3a. Year 1 Yes
- 3b. Year 2 Yes
- 3c. Year 3 Yes
- 3d. Year 4 Yes
- 3e. Year 5 Yes
- 4. Intended Result(s) All residents of Clinton-Essex and Franklin counties will have access to quality library service regardless of location. Underserved portions of our geographically isolated service area will be reduced by a combination of CEFLS and member library services. More residents of all ages will be library users and supporters which will contributed to the sustainability of local libraries and CEFLS.

5. 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. # and type of new users registered by remote Mi-Fi; 6. set user bases outcomes to measure results before undertaking partnerships, training and specific resource purchases; 7. Total # of resources purchased by format, user satisfaction with these purchases; 8. user feedback from "red Areas" identified during year 1; 9. 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 provide training and work collaboratively with member library directors and trustees to create services, programs and collections that meet user needs and contribute to sustainable libraries regardless of size.
- 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 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. Total number of asynchronous training sessions created. 2. Usage of asynchronous training sessions by user type (member library director, staff, partner agency staff, patron by age and location) 3. Measure how well asynchronous training met participant objectives (pre and post self-assessment using Likert-style scale) 4. Total number of face to face training sessions created and presented by CEFLS staff 5. Attendance at face to face training sessions by attendee type(member library director, staff, other library staff, partner agency staff, trustee) 6. Assessment of user success and satisfaction with asynchronous training using standardized assessment tools 7. Measure of how well face to face training sessions met participant objectives (pre and post self assessment using Likert-style scale).

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 services that meet user needs and contribute to sustainable libraries regardless of size.
- 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 will meet and exceed New York State minimum standards and are able to adapt and thrive despite changing economic and social conditions.
1. # of libraries meeting standards as reported on the Annual Report 2. # of

4. Evaluation Method(s)

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.
- 2a. Year 1 Yes
- 2b. Year 2 Yes
- 2c. Year 3 Yes
- 2d. Year 4 Yes
- 2e. Year 5 Yes
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

1. 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.
- 2a. Year 1 Yes
- 2b. Year 2 Yes
- 2c. Year 3 Yes
- 2d. Year 4 Yes
- 2e. Year 5 Yes
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.

4.18 Element 5 - COORDINATED SERVICES FOR MEMBERS

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)

4.19 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.
- 2a. Year 1 Yes
- 2b. Year 2 Yes
- 2c. Year 3 Yes
- 2d. Year 4 Yes
- 2e. Year 5 Yes
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.
- 2a. Year 1 Yes
- 2b. Year 2 Yes
- 2c. Year 3 Yes
- 2d. Year 4 Yes
- 2e. Year 5 Yes
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

- 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 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 Coordinated Outreach Advisory Committee members.

4.22 **Element 9 - OTHER (Optional)** - If there are other elements not listed above to be included in the System's Plan of Service, complete one repeating group for each element.

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

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.
- 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 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.
 - 1. Number of successful projects and amount of funding received each year;

4. Evaluation Method(s)

2. amount and type 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.

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 (date - mm/dd/yyyy).

09/26/2016

APPROVAL - For NYSL Use Only

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

REVISION ASSURANCE

4.26 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).

09/26/2016

REVISION APPROVAL - For NYSL Use Only

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