Element 1 – Resource Sharing

COOPERATIVE COLLECTION DEVELOPMENT

GOAL: *The macro-collection will be comprehensive.*

INTENDED RESULTS: *A comprehensive system-wide plan for collection development that will provide guidelines for purchasing and weeding for efficient use of library funds and to insure responsibility of each member library to provide appropriate materials and contribute to cooperative collection development / consortia lending; Balance collection needs such as remote use vs. physical browsing; foreign languages; readers' advisory; new formats; coordination of unique collections.*

1. The Resource Sharing Advisory Committee, the Library System, and the Directors Association continued to review and revise system-wide standards and procedures to facilitate the loaning and borrowing of nearly 2 million items among member libraries in 2011, including analyzing three years of items loaned and borrowed between member libraries.

2. The Central Library and Collection Development Advisory Committee, System, Central Library and the Directors Association continued to review and guide the system-wide development of collections. This included:

    2.1. Reviewing the use of databases purchased by member libraries under a cost sharing agreement and with Central Library Development Aid.

    2.2. Targeting non-fiction and reference purchases, including downloadable audio and digital resources on jobs with BTOP funding.

    2.3. Analyzing the use of Overdrive ebooks and downloadable audio, which continued to be included in the MHLS catalog; and expanding the number of ebooks.

    2.4. Developing guidelines for purchasing ebooks and downloadable audio.

    2.5. Implementing a plan for Central Library Staff to identify out-of-date medical materials in member library collections and reporting the results to each library with recommendations for weeding and updating, and sharing the analysis the county member library associations.

    2.6. Comparing and contrasting the *BookLetters* readers advisory service with *NextReads* to determine which better connects readers to existing and new materials, and adopting a plan for 2012.

3. The Central Library and Collection Development Advisory Committee reviewed and revised goals and intended results for cooperative collection development in a draft of the Library System's 2012-2016 Plan of Service.

DELIVERY

GOAL: *Provide delivery service to all members.*

INTENDED RESULTS: *Library materials will be distributed and collected by the most efficient and cost effective method, through continuous refinement of methods to expedite delivery.*

1. The Resource Sharing Advisory Committee continued to review and revise system-wide delivery procedures to minimize damage to and loss of member items in delivery.

2. Delivery continued to be supported by a member library fee based on a 3-year average of holds placed by member library patrons.

3. The System continued a six-day delivery schedule that included 435 delivery stops per week; it continued its six-day sorting of approximately 5,100 items per day to achieve next-day delivery for member libraries; the number of daily-items-sorted ranged as high as 6,000 items during the summer. It sought to continually improve its sorting procedures and use of its delivery bay to expedite delivery.

4. An ad hoc committee of member library directors and System staff reviewed delivery patterns and statistics to ensure that delivery is cost-effective.

5. The Advisory Committee reviewed and revised goals and intended results for delivery in a draft of the System's 2012-2016 Plan of Service.

INTERLIBRARY LOAN (ILL)

GOAL: *Provide access to material outside of system holdings.*

INTENDED RESULTS: *Member libraries will have access to nationwide collections as stated in the Central Reference Services Plan, in a timely and cost effective way. ILL efforts will be maximized based on exploration of regional ILL changes with members and other systems.*

1. The Central Library and Collection Development Advisory Committee formed a sub-committee to analyze the System's ILL requests, fill rates, and costs. The Advisory Committee accepted the sub-committee's recommendation to limit member library ILL requests for items either not available for purchase or for items costing $25 or more; $25 was the approximate per item cost for out-of-system loans. The recommendation was approved by the Directors Association and implemented by the System.

2. The System processed a total of 9,616 ILL requests.

3. Eighty-seven percent (87%) of the requests from member libraries were for out-of-system items and 70% were filled. Thirteen percent (13%) of requests were from out-of-system libraries with a fill rate of 38%.

4. The System processed 6,301 requests from correctional facilities; it filled 84% of the requests, or 5,265 items, which were primarily drawn from member library collections.

5. The Advisory Committee reviewed and revised the goals and intended results on ILL in a draft of the System's 2012-2016 Plan of Service.

Element 2 – Technology Services

INTEGRATED LIBRARY SYSTEM

GOAL: *A comprehensive ILS will be supported.*

INTENDED RESULTS*: The ILS will have patron-friendly features; Data entry will follow standardized procedures; Member library staff will be able to take advantage of the full functionality of the ILS.*

1. The Resource Sharing Advisory Committee continued to review and update system-wide rules and procedures to facilitate the most effective use of the ILS and to achieve a balance between local access to new materials and access to new materials for system-wide sharing.

2. The Directors Association formed a sub-committee to review the issues of upgrading from *Millennium* to *Sierra*, Innovative's next generation ILS; and approved the sub-committee's recommendation that the System migrate to *Sierra* as an early adopter.

3. The System signed a contract with Innovative in October 2011 to migrate to *Sierra* in 2013.

4. The System made nearly 150,000 editorial changes to bibliographic and authority records to provide a more user-friendly catalog and improve subject searching and the accessibility of items.

5. The System continued to conduct system-wide edits, such as removing bibliographic records that have no attached items, to maintain the integrity of the ILS and to assist member libraries.

6. The System conducted eight (8) *Millennium* training sessions for member library staff, ranging from base-line to advanced topics; it provided on-going support to directors and staff, including planning, gathering statistical information, tracking income and transactions, and using modules effectively.

7. The System reorganized its Millennium and technology staff to improve communication to and the support of member libraries.

8. The System continued to review and revise the support of member library computer networks and computers under contract.

9. The Advisory Committee reviewed and revised the goals and intended results of the ILS in a draft of the System's 2012-2016 Plan of Service.

VIRTUAL REFERENCE

GOAL*: Staff and patrons will have access to relevant electronic resources in the library and remotely.*

INTENDED RESULTS: *Member libraries will have a balanced package of centralized electronic offerings that integrate with the OPAC, assist with reference requests including those for unique higher-demand information, and fulfill the objective of providing comprehensive reference support as stated in the Central Reference Services Plan.*

1. The Central Library and Collection Development Advisory Committee met five (5) times to discuss reference services provided by the Central Library, including the *Ask Us 24/7* reference service.

2. Central Library Staff provided two (2) *Testing & Education Reference Center Database* workshops for member library staff on assisting patrons planning careers, considering college, preparing to take Civil Service exams and seeking employment; it offered three (3) workshops on medical and health information resources to member libraries.

3. The Advisory Committee reviewed and approved a plan by the Central Library to develop weekly reference tips--Tuesdays Tips--and distribute these system wide.

4. The Advisory Committee and System conducted an on-going assessment of digital resources in support of virtual reference.

5. The System continued to provide member libraries and library patrons remote access to all digital materials offered by NYS and member libraries with library card-based authentication.

6. The Advisory Committee reviewed and revised the goals and intended results on central library reference in a draft of the Central Library 2012-2016 Plan of Service.

Element 3 – Special Client Groups

Adult Literacy

GOAL: *Library staff will be able to respond to literacy related issues.*

INTENDED RESULTS: *Libraries will develop their collections for all literacy levels and be able to refer people to literacy support agencies in their community.*

1. The System assisted member libraries with making connections with literacy support agencies in each county.

2. The System purchased materials for new adult readers for correctional facility and jails based on the recommendations from Ulster and Putnam County providers.

3. The System contributed to services supporting adult education through association with Hudson Valley and Catskill Partnership.

4. The System led a discussion among area literacy providers regarding community needs and support for literacy.

5. The Outreach Coordinator participated in the NYS Digital Literacy Advisory Committee.

Coordinated Outreach

GOAL: *Insure library services for all area residents including those traditionally underserved by libraries.*

INTENDED RESULTS: *Member libraries will have training and resources to recognize, connect with, attract and provide services for outreach target groups at the local level, and to develop community contacts and relevant local partnerships.*

1. The System developed online job resource lists for member libraries and their patrons, which linked to resources for veterans and the state provided *JobNow* and the *Adult Learning Center*.

2. The System provided member libraries with a professionally designed brochure, "Your Library Card: Always Valuable, Now Priceless," developed with input from the Marketing Advisory Committee.

3. The Outreach Coordinator attended council and coalition meetings throughout the service area on behalf of member libraries, connecting media specialists, social service providers and mental health organizations to local library services.

4. The Outreach Coordinator promoted Digital Downloads from the Talking Book and Braille Library to member library directors by demonstrating the service at a Directors Association meeting.

5. The System held a focus group sessions with eight (8) member library staff involved in outreach in the development of its 2012-2016 Plan of Service.

Correctional Facilities

GOAL: Services will be provided to state and county correctional facility libraries.

INTENDED RESULTS: Correctional facility libraries will augment their collections, technology and reference services through system support services, as annually negotiated.

1. The Library System supported library services at five (5) county jails with 1,107 inmates (July) by providing self-help books, Spanish materials, job information and transitional support materials.

2. It supported library services at seven (7) state correctional facilities with 8,068 inmates (July) by handling the interlibrary loans of 5,265 items for inmates and by providing information to correctional facility staff on collection development, reference materials in English and Spanish, speakers and performers with programs of interest to inmates, and technology.

3. It reviewed ILL statistics and service standards to correctional facilities with Member Library Directors.

4. It led the member library collection and donation of 450 audiotape titles and 50 VHS tapes to correctional facility libraries, and continued the collection and donation of magazines.

5. It held two (2) training sessions in support of correctional facility libraries, including a Southeastern Regional Correctional Facility Library meeting with eight (8) correctional facilities in attendance from both Mid-Hudson and Ramapo Catksill Library System.

6. It continued to distribute its *Hudson Valley Connections*, its forty-one page bilingual (English/ Spanish) resource guide for ex-offenders.

7. The Outreach Coordinator facilitated NYLA Outreach and Corrections & Outreach Resources Roundtable meetings on 'Supporting Veterans and Military Families' and 'Job Seeking After Prison.'

8. The System led correctional facility staff in a review and revision of the goals and intended results for system services to state and county correctional facilities in developing the System's 2012-2016 Plan of Service.

Youth Services

GOAL: Insure professional library services for the full age continuum of youth.

INTENDED RESULTS: Members will have strategic guidelines for local provision of youth services relevant to library size and community needs that support the integration of developmental literacy practices into library programs; Assist libraries with legal and behavioral issues specific to youth services; Provide training and resources for members to develop local school contacts and collaborations.

1. The System developed a competitive rubric-based summer reading mini-grant program to support literacy and encourage member libraries to target strategic audiences or non-traditional users, meet the changing needs of their communities, or form community partnerships.

2. It provided two (2) workshops to member library staff on planning and implementing community reading programs.

3. It led thirty-four (34) member library youth service providers in developing a collection of 'Big Books' which are available to member libraries for programing.

4. It sponsored a 'Summer Reader Users Group' to support member libraries on the *Summer Reader* online service, increasing the number of participating member libraries from 12 to 27.

5. It increased the attendance by public library staff at 'Fall into Books,' an annual program that provides opportunities for and information on collaboration between local schools and libraries and is sponsored jointly by RCLS and the BOCES of Orange & Ulster, Dutchess and Putnam & Northern Westchester counties.

6. It expanded the OverDrive ebook collection to include YA titles and included titles from school reading lists and from the 'YALSA 2011 Best Fiction for Young Adults' list, which were added with state summer reading grant funds.

7. It promoted local and regional programs to support and encourage the development of youth services, including the Ulster School Library System Book Banquet, the Dutchess School Library System 2011 Notable Books Banquet, the NYLA YSS Spring Conference in Rochester, webinars such as Marketing Youth Services Programs 101, and the state-wide AWE group buy.

8. The System held two focus group sessions with twenty-one (21) member library youth services staff in developing its 2012-2016 Plan of Service.

Adult Programming

GOAL: *Build more diverse offering of Adult programming.*

INTENDED RESULTS: *Member libraries will have education and resources to target varying segments of adult groups for program needs. Sharing program ideas and successes among libraries will be facilitated.*

1. The System created an online Book Club in a Bag Reservation System to enable patrons to book kits directly.

2. The Library System held a focus group session for sixteen (16) member library adult programing staff in developing its 2012-2016 Plan of Service.

Element 4 – Continuing Education (CE) & Training

GOAL: *Library directors, staff, friends, and trustees have the skills and knowledge necessary to provide quality library service to their communities.*

INTENDED RESULTS: *Directors, staff, trustees, volunteers, and friends will have core knowledge, continuing education opportunities and resources in target areas including Resource Sharing,*

Technology, Leadership, Management & Supervision, Planning & Evaluation, Awareness & Advocacy, Trustee Training, Special Client Populations, Children's Services, Young Adult Services, Adult Services, Training Patrons, and Reference education as stated in the Central Reference Services Plan. Members will have targeted educational resources available on-demand through the system web site.

1. The System conducted 70 programs with a total of 714 participants and topics. Topics included summer reading, advocacy, sustainable funding, achieving success in budget votes, website development, building the digital library and circulation. Participants included trustees, directors, member library staff, and Friends. Feedback was collected from all participants.

2. It sponsored a number of "Trustee Essentials" workshops, as well as a special trustee workshop on legal issues provided by the attorneys Robert Schofield and Ellen Bach.

3. It established a laptop lab with an LSTA grant to support the hands-on training of member library staff in technology, updating member library websites and using the ILS effectively.

4. It provided three programs for the System's Friends Support Group, addressing the topics of advocacy, fundraising and recruitment.

5. It launched "Building Your Base Online," an LSTA-supported series of workshops, which focused on using social media, such as Twitter and Facebook, in marketing library services; and it developed a follow-up series of ten (10) self-directed online programs to begin in 2012.

6. The Central Library provided member library staff three (3) workshops on medical information and reference and two (2) workshops on the Gale Testing and Education Reference Center.

7. The Continuing Education and Professional Development Advisory Committee met twice (2), reviewed CE session evaluations, and concluded that the System's CE program was providing the training members wanted.

8. The Advisory Committee reviewed and revised the goals and intended results for the System's CE program in the development of the System's 2012-2016 Plan of Service.

Element 5 – Consulting & Technical Assistance Services

GOAL: *MHLS will employ informed professional staff who can provide services to members and make onsite visits to libraries.*

INTENDED RESULTS: *Members will be able to choose consulting and technical assistance services that best suit their needs from a menu of free and fee-based services.*

1. System staff made 281 on-site visits (totaling 588 hours) at member libraries for consultation, information, program support, technology support and training.

2. System staff conducted 7,612 consults with member libraries, not including system-wide notices and communication.

3. The System offered on-demand consultations and customized training that included 19 topics for library directors and staff, 11 topics for boards, 8 topics for Friends.

1. The System supported member libraries impacted by Hurricane Irene by collating information on the libraries affected, enabling libraries to share accurate information with the public, and providing follow-up support and consultation to those most seriously affected. It surveyed all libraries to identify how they supported their communities after the storm by providing shelter and access to electricity, information and Internet-based communications.

2. It provided website development and hosting to thirty-two (32) member libraries under contract, which included training and assistance on updating these sites and providing the sites with a mobile interface. It provided technical support to six (6) libraries by contract.

3. It continued the 'Essential Documents Inventory' project to assist member libraries in applying "best practices" on long-range plans, bylaws, annual reports to the community and policies. Two more libraries have a complete set of "essential documents" bringing the total to eight.

Element 6 – Coordinated Services

GOAL: *MHLS will negotiate coordinated purchases as needed.*

INTENDED RESULTS: *Member libraries will have opportunities for cost effective group buys.*

1. The System increased member libraries opportunities for cost-effective purchasing by providing recommendations for technology, library materials and supply purchasing.

2. It negotiated reduced prices for system-wide database subscriptions.

3. It coordinated one group purchase of PCs.

4. It continued to support the online payment of patron fines in the catalog for all member libraries.

Element 7 – Awareness & Advocacy

GOAL: *There will be an overall cooperative marketing strategy.*

INTENDED RESULTS: *Member libraries will have the education and resources to educate public officials, understand and respond to demographic trends, know what concerns the community and develop community support. The profile / value / awareness of libraries will be raised.*

1. The Library System continued to organize state-level advocacy efforts, including coordinating appointments with the legislators representing the System's service area on NYLA's Advocacy Day, to which over 60 Mid-Hudson library supporters attended representing over 20 member libraries.

2. The Executive Director attended and provided testimony before the Public Hearing held by the New York State Assembly Standing Committee on Libraries and Education Technology in and was accompanied by two (2) member library trustees and a member library director.

3. The Executive Director provided the keynote address on the future of libraries--trends, challenges and opportunities--at the System's annual meeting attended by 70 system and member library trustees, directors, and staff.

4. The System conducted significant outreach to the Office of the State Comptroller on the the issues affecting libraries in the implementation of the Property Tax Cap legislation and kept its members continually informed of these issues and the implementation of the law.

5. The System provided clarity on the voting machine issue to those members affected and provided information to members and legislators on efforts to repeal the MTA tax.

6. It provided nine (9) Advocacy "Boot Camp" training sessions for frontline staff, trustees, and Friends. It provided a workshop on sustainable funding for association and municipal public libraries and a workshop on strategies for achieving a successful budget vote by using the System's Public Library Vote Toolbox.

7. It continued its Word-of-Mouth Marketing Project with six (6) topics, including 'Save Green by Going Green @your library' and 'Back to School @your library.'

8. The Marketing Advisory Committee conducted an in-depth survey of libraries in part to help libraries self-assess their marketing and PR efforts and help the System understand areas of needed support and training.

9. It continued to promote the 'Library Use Value Calculator,' resulting in the calculator appearing on more than 50% of member library websites.

10. The System continued to encourage sustainable funding for member libraries. The Coordinator for Library Growth & Sustainability supported six libraries in 414 votes. Five were successful and one was the library's first 414. The Coordinator also worked with two libraries on transitioning to special districts. Over 90% of public votes in the MHLS region were successful in 2011 and by year's end, 83% of member libraries have held public votes on their budget.

Element 8 – Communications Among Member Libraries

GOAL*: Library services will be strengthened through sharing of ideas and successes.*

INTENDED RESULTS*: Member library staff will have meetings / listserv / opportunities to network with others who do the same things and share expertise, facilitated by the System.*

1. The System continued supporting its five (5) member library listservs; identifying and sharing system-wide news of member libraries in the media; distributing 52 issues of the *Bulletin* and 2 issues of the trustee newsletter, *Across the Board*; facilitating and contributing to *On the Shelves,* a monthly review of books in the *Poughkeepsie Journal*; and providing weekly statistics on high-demand items in member libraries to the *Daily Freeman*.

2. It facilitated networking opportunities and the sharing of expertise in four (4) user groups: *Millennium*, SAM, Library Friends, and New Directors.

3. The Executive Director and System coordinators provided extensive written reports to the Directors Association.

4. An Ad Hoc System Services Committee of member library directors met five (5) times to review and revise the System's 2012-2016 Plan of Service, informing the Directors Association on the plan's progress.

Element 9 – Cooperative Services with Other Library Systems

GOAL: *MHLS will collaborate with other library systems on targeted projects.*

INTENDED RESULTS: *Intended Result(s): Libraries will benefit from collaborations that enhance the efforts of staff at the local level, maximize cost effectiveness and increase regional opportunities.*

1. System staff participated in the New York Alliance of Library Systems and Public Library System Directors' Organization of New York State meetings and discussions.

2. Coordinated Southeastern Regional Correctional Facility Librarians meeting.

3. Provided training at New York State Library Association Conference (NYLA).

4. Worked with Southeastern New York Library Resources Council members to coordinate regional training opportunities and served on the Council's planning committee.

5. Coordinated advocacy efforts with Ramapo Catskill, Westchester, Upper Hudson, Four County and Mohawk Valley Library Systems.

6. Enhanced efforts of staff at the local level, maximize cost effectiveness and increase regional opportunities by collaborating with area school library systems and regional public library systems on the Annual Fall Into Books Children's and Teens Literature Conference.

Element 10 – Construction

GOAL: *Ensure libraries will have adequate space to meet the needs of their communities.*

INTENDED RESULTS: *Members will have training, resources and consultation on library space needs and assessment, construction planning, construction funding and bonds, and support with the NYS construction grant process.*

1. The System provided training, resources and on-site consultations on library space needs and assessment, construction planning, energy efficiency projects, construction funding and bonds.

2. It successfully shepherded Public Library Construction program FY2011 grants to completion; developed and presented a technical assistance workshop to aid FY2012 applicants; and learned and supported the new online application program.

3. The Coordinator for Library Growth & Sustainability served on the Preservation League/NYSERDA advisory committee to develop "CODE GREEN" curriculum (historic preservation/energy efficiency) and authored an article for *Library Journal*, "A Whole Systems Approach: Integrated Building Design," (Sept. 15, 2011).