FOURTH DRAFT & FINAL DRAFT
Mid-Hudson Library System Plan of Service 2017-2021
Section 4. Mission Statement, Goal Statements[i], Intended Results[ii] and Evaluation Methods

4.1   Mission Statement: Mid-Hudson Library System acts to ensure the public's right to free access, facilitate economical resource sharing, and promote professional library services while working in partnerships with the independent public and free association libraries in the designated service region.

Element 1 – RESOURCE SHARING

4.2 Cooperative Collection Development[1]:
1. Goal Statement: MHLS will facilitate decision making on managing library physical collections and coordinate select shared collections[2].
2. Intended Result(s):
   a.   Member library directors will have statistics and trend information to develop collections.
   b.   Member libraries and their patrons will have access to select shared collections.
3. Evaluation Method(s):
   a.   Ongoing assessment by MHLS staff for continuous service improvement based on comments from member library directors.
   b.   Annual report to stakeholders on Moving Forward Service Assessment of this service.
   c.   Periodic feedback[iii] from member library directors resulting in the evaluation and rating of this service.
   d.   Periodic review by MHLS Central Library/Collection Development Advisory Committee of this service.
   e.   Report[iv] to and confer[v] with the Directors Association and the MHLS Board of Trustees on actions[vi], outputs and trends that affect collections designed to meet the needs of their community.

4.3 Integrated Library System[3]:
1. Goal Statement: MHLS will coordinate[4] Integrated Library System (ILS) services for all member libraries.
2. Intended Result(s):
   a.   Member library directors and staff will have access to an ILS which allows effective and efficient:

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[1] Include methods by which the system and its members build strong collections throughout the system as well as for each library and its own community

[2] For example: Book Club in a Bag, Big Books

[3] An ILS is defined as a suite of software programs that support all standard library operations, including acquisitions, cataloging, inventory and serials control, circulation, the online public catalog, union catalog, and may include media booking and community information. Library systems may not implement all of these functions, but cataloging, circulation, and public catalog are considered minimal components of the ILS

[4] Coordinate means to bring the different elements of the service into a relationship that will ensure efficiency and effectiveness

1) management of library acquisitions and inventory;
2) management of patron information; and
3) searching, circulation, and sharing of library materials.
   b. Member library directors and staff will have access to accurate and reliable bibliographic information and records.
   c. Member library directors and staff will be knowledgeable, skilled, and cooperative in operating the ILS through training, documentation, and communications.
   d. Member library directors will receive periodic reports regarding the state of ILS services and recommendations for improvement.
   e. MHLS member library directors will have access to on-site/in-person workflow consulting[5] on ILS services.
3. Evaluation Method(s):
   a. Ongoing assessment by MHLS staff for continuous service improvement based on comments from ILS users.
   b. Annual report to stakeholders on Moving Forward Service Assessment of this service.
   c. Periodic feedback from member library directors resulting in the evaluation and rating of this service.
   d. Periodic review by MHLS Resource Sharing Advisory Committee of this service.
   e. Report to and confer with the Directors Association and the MHLS Board of Trustees on actions, outputs and trends that affect this service.
   f. Ongoing review by MHLS staff of ILS usage patterns, statistics, outputs[6], and capacity.

4.4 Delivery[7]:

Goal Statement: MHLS will coordinate physical delivery service to all member libraries and partner institutions, including providing material sorting services and contracting with a commercial vendor for material delivery services.
1. Intended Result(s):
   a. Member libraries will efficiently share library materials.
   b. Library materials will be collected and distributed by the most cost-effective method through continuous refinement of the means to expedite delivery.
2. Evaluation Method(s):
   a. Ongoing assessment by MHLS staff for continuous service improvement based on comments from member library directors and staff.
   b. Annual report to stakeholders on Moving Forward Service Assessment of this service.
   c. Periodic feedback from member library directors resulting in the evaluation and rating of this service.

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[5] Based on the request of a library director, MHLS staff will examine library staff workflow in using the ILS and will report to the library director on opportunities for improvement and changes that will increase efficiency

[6] For example: MHLS Exemplary Search Report

[7] Indicate methods used for delivery of Interlibrary Loan materials and other items, e.g. system vehicle, commercial delivery service, etc.

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     d. Periodic review by MHLS System Services Advisory Committee of this service.
     e. Ongoing review by MHLS staff of delivery usage patterns, statistics, outputs, and capacity.

4.5 Interlibrary Loan (ILL)[8]:

1. Goal Statement: MHLS will coordinate interlibrary loan services for member libraries to borrow from nationwide collections and for libraries outside the region (e.g., SEAL) to borrow from member library collections.
2. Intended Result(s):
     a. Member libraries will have access to the borrowing and lending of material outside of MHLS and regional (SEAL) holdings.
     b. Libraries outside the region (e.g., SEAL) will have access to material from member library collections.
3. Evaluation Method(s):
     a. Ongoing assessment by MHLS staff for continuous service improvement based on comments from ILL users.
     b. Annual report to stakeholders on Moving Forward Service Assessment of this service.
     c. Periodic feedback from member library directors resulting in the evaluation and rating of this service.
     d. Periodic review by MHLS Resource Sharing Advisory Committee of this service.

4.6 Digital Collection Access[9]:

1. Goal Statement: MHLS will facilitate access to shared digital collections provided to all member libraries.
2. Intended Result(s):
     a. Member libraries will have access to shared digital collections[10] through websites and catalog enhancements.
3. Evaluation Method(s):
     a. Ongoing assessment by MHLS staff for continuous service improvement based on comments from member library directors.
     b. Annual report to stakeholders on Moving Forward Service Assessment of this service.
     c. Periodic feedback from member library directors resulting in the evaluation and rating of this service.
     d. Periodic review by MHLS Central Library/Collection Development Advisory Committee of this service.
     e. Report to and confer with the Directors Association and the MHLS Board of Trustees on actions, outputs and trends that affect digital collections provided to all member libraries.

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[8] Indicate how the system coordinates and facilitates Interlibrary Loan and expected changes or improvements to the process.
[9] Explain how system-purchased and system-created collections are accessed by or shared with member libraries (i.e. via a website, search engine, database, etc.)
[10] For example: Encore search engine, databases, OverDrive eBooks & eAudiobooks

Element 2 – SPECIAL CLIENT GROUPS

4.8 Adult Literacy[11]:

1. Goal Statement: MHLS will provide administration of NYS Adult Literacy Library Services Grant Program[12], as awarded by the State Library/DLD to MHLS, for eligible member libraries.
2. Intended Result(s):
   a. Eligible member libraries will receive NYS Adult Literacy Library Services Mini-Grants to develop and expand adult literacy programs.
3. Evaluation Method(s):
   a. Ongoing assessment by MHLS staff for continuous service improvement based on comments from member library directors participating in the NYS Adult Literacy Library Services Grant Program.
   b. Annual report to stakeholders on Moving Forward Service Assessment of this service.
   c. Periodic feedback from directors of member libraries participating in NYS Adult Literacy Library Services Grant Program resulting in the evaluation and rating of this service.
   d. MHLS Board of Trustees review and approval of MHLS plan for grant implementation.
   e. MHLS report[13] to the State Library/DLD on services provided by the libraries participating in NYS Adult Literacy Library Services Grant Program.

4.9 Coordinated Outreach[14]:

1. Goal Statement: MHLS will support improved library services for persons who are educationally disadvantaged, members of ethnic or minority groups in need of special library services, unemployed, blind, physically disabled, have developmental or learning disabilities, or who are aged or confined in institutions.
2. Intended Result(s):
   a. Member libraries will have information and support to develop programs and services to attract and connect to outreach target populations and form relevant community partnerships at the local level.
   b. Institutions serving targeted populations will have the opportunity to participate in community based partnerships[15] facilitated by MHLS to improve outreach services.
3. Evaluation Method(s):
   a. Ongoing assessment by MHLS staff for continuous service improvement based on comments

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[11] Services for adults age 16 and over who are not enrolled in school.

[12] $9,000 each year for 3 years (2016/7; 2017/8; 2018/9)

[13] A compilation of reports on the results from each library participating in NYS Adult Literacy Library Services Grant Program.

[14] System services for persons who are educationally disadvantaged or who are members of ethnic or minority groups in need of special library services, or who are unemployed and in need of job placement assistance, or who live in areas underserved by a library, or who are blind, physically disabled, have developmental or learning disabilities, or who are aged or confined in institutions (Education Law §273 (1) (h) (1))

[15] For example: Spark Media Project, Division of Juvenile Justice and Opportunities for Youth (DJJOY), One-Stop (Dutchess County Workforce Development)

from member library directors participating in MHLS supported outreach services.
   b. Annual report to stakeholders on Moving Forward Service Assessment of this service.
   c. Periodic feedback from member library directors resulting in the evaluation and rating of this service.

4.10 Correctional Facilities[16]:

1. Goal Statement: MHLS will provide state and county correctional facilities with library materials and services.
2. Intended Result(s):
   a. State correctional facilities will benefit from their annually negotiated Plan of Service as per Guidelines for the New York State Public Library System Services to State Correctional Facility Libraries State Aid Program.
   b. County correctional facilities will receive newly purchased library materials funded by the Inter-institutional Aid Program.
3. Evaluation Method(s):
   a. Ongoing assessment by MHLS staff for continuous service improvement based on comments from State correctional facilities librarians and county correctional facilities administrators.
   b. Annual report to stakeholders on Moving Forward Service Assessment of this service.
   c. Periodic feedback from State correctional facilities librarians resulting in the evaluation and rating of this service.
   d. Ongoing review by MHLS staff of the needs and trends of state correctional facilities regarding interlibrary loan & reference services, collection development, consultant services, continuing education, programs, and regional re-entry guides.
   e. Ongoing review by MHLS staff of the needs and trends of county correctional facilities' collection development and regional re-entry guides.

4.11 Youth Services[17]:

1. Goal Statement: MHLS will provide member library directors and member library staff with partnership opportunities to support services for youth.
2. Intended Result(s):
   a. Member libraries will have the opportunity to participate in community based partnerships[18] facilitated by MHLS to improve youth services.
3. Evaluation Method(s):
   a. Ongoing assessment by MHLS staff for continuous service improvement based on comments from member library directors participating in MHLS supported youth services.
   b. Annual report to stakeholders on Moving Forward Service Assessment of this service.
   c. Periodic feedback from member library directors resulting in the evaluation and rating of this

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[16] Services for people who are incarcerated in state or county correctional facilities (Education Law §285)

[17] Services for youth to age 18 exclusive of early literacy (0 to school entry) programming

[18] For example: MHLS Battle of Books, Spark Media Project, Book Distribution Program of the Empire Center for the Book

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service.

4.12 Early Literacy[19]:

1. Goal Statement: MHLS will provide administration of the NYS Family Literacy Library Services Grant Program[20] as awarded by the State Library/DLD to MHLS.
2. Intended Result(s):
   a. Member libraries will be offered training in support of making their library a vital community partner and early learning hub in their community.
   b. Member libraries participating in the MHLS Early Literacy Cohort Program will receive support and resources to implement early literacy related services in their library.
3. Evaluation Method(s):
   a. Ongoing assessment by MHLS staff for continuous service improvement based on comments from member library directors participating in the MHLS Early Literacy Cohort Program.
   b. MHLS annual report to stakeholders on Moving Forward Services Assessment of this service.
   c. Periodic feedback from directors of member libraries participating in the MHLS Early Literacy Cohort Program resulting in the evaluation and rating of this service.
   d. MHLS Board of Trustees review and approval of MHLS plan for grant implementation.
   e. Number of continuing education sessions, number of participants attending continuing education, and evaluation by attendees at each session reviewed by MHLS staff.
   f. Member libraries participating in MHLS Early Literacy Cohort Program will report on the increased capacity of their library to provide improved early literacy services for the public.
   g. MHLS report[21] to the State Library/DLD on services provided by the libraries participating in NYS Family Literacy Library Services Grant Program.

Element 3 – PROFESSIONAL DEVELOPMENT AND TRAINING[22]

4.14:

1. Goal Statement: MHLS will coordinate professional development and training focused on select subjects for the library directors, staff, trustees, and Friends of member libraries.
2. Intended Result(s): Member library directors, staff, trustees, and Friends will have access to professional development and training which:
   a. Improves the skills and knowledge necessary to fulfill their roles and responsibilities;
   b. Focuses on proactively meeting the current and future challenges of the community; and/or
   c. Addresses the following tracks: leadership; operational management; trustee education; community engagement and sustainable funding; library user experience.

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[19] Services for birth to school-age children with their families/caregivers
[20] $14,000 each year for 3 years (2016/7; 2017/8; 2018/9)
[21] A compilation of reports on results from each library participating in NYS Adult Literacy Library Services Grant Program
[22] Programs initiated and sponsored by the system, including on-line professional development that the system has facilitated or offered

3. Evaluation method(s):
   a. Ongoing assessment by MHLS staff for continuous service improvement based on comments from member library directors, staff, trustees, and Friends, and evaluations by attendees at each professional development and training event.
   b. Annual report to stakeholders on Moving Forward Service Assessment of this service.
   c. Periodic feedback from member library directors and board president resulting in the evaluation and rating of this service.
   d. Report to and confer with the Directors Association and the MHLS Board of Trustees on actions, outputs and trends that affect this service.
   e. Ongoing engagement with member library directors, staff, trustees, and Friends to determine professional development and training needs.
   f. Follow-up surveys for selected events asking participants if the session resulted in changes in behavior, skills, knowledge.

Element 4 – CONSULTING AND DEVELOPMENT SERVICES[23]

4.15:
   1. Goal Statement: MHLS will provide expertise to member library directors and member library boards and their local communities in the areas of library management[24], library governance[25], community-based planning[26], community engagement[27], and sustainable funding[28].
   2. Intended Result(s):
      a. MHLS member libraries will optimize:
         • Effective management practice
         • Transparent and accountable governance practices
         • Best practices for community-based planning
         • Viable funding strategies and tactics
         • *(MHLS staff are reviewing if specific MHLS services supporting sustainability efforts beyond sustainable funding are recommended)*
            • *Proposed addition related to sustainability: The practice of "sustainable thinking"[29] to align core library values and resources to contribute not only to sustainable but also resilient and regenerative communities.*

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[23] Programs or services that provide expertise to member libraries and branches and local communities in areas such as program content, grant writing, library governance, operation and sustainability, budgets, grants administration, legal issues, facility planning and technology

[24] For example: Director Coaching; Human Resources; Facilities

[25] For example: Library Charters and Registration; Policies; Board Procedures

[26] For example: Community Focus Groups; Surveys; Board Process for Planning

[27] For example: Community Scans/Assessment; Community Leader Interviews; Participatory Program and Service Planning

[28] For example: Financial Planning; Public Votes; Friends Groups

[29] Sustainable Thinking Definition: *Sustainable thinking aligns a library's core values and resources with the local and global community's right to endure, to bounce back from disruption, and to thrive by bringing new and energetic life to fruition through choices made in all areas of library operations and outreach.*
https://www.nyla.org/max/userfiles/Documents/NYLA_Sustainability_Initiative_White_Paper_10.12.15.pdf

   b. MHLS member library directors and member library boards will have access to on-site/in-person consulting and development services.
3. Evaluation Method(s):
   a. Ongoing assessment by MHLS staff for continuous service improvement based on member library directors and member library board comments.
   b. Annual report to stakeholders on Moving Forward Service Assessment of this service.
   c. Periodic feedback from member library directors and board president resulting in the evaluation and rating of this service.
   d. Report to and confer with the Directors Association and the MHLS Board of Trustees on actions, outputs and trends that affect library development.

Element 5 – COORDINATED SERVICES FOR MEMBERS[30]

4.16 Virtual Reference[31]
1. MHLS does not offer this service.

4:17 Digitization Services[32]
1. MHLS does not offer this service.

4:18 (Other) Coordinated IT Services
1. Goal Statement: MHLS will provide member libraries with cost-sharing and group purchasing opportunities for Information Technology (IT) products, services, and consulting.
2. Intended Result(s):
   a. Member libraries will have opportunities to:
      • Purchase appropriate and reasonably priced IT products[33] and services[34]
      • Receive effective and efficient IT services[35]
   b. MHLS member libraries will have access to consulting and development services[36] in the areas of e-rate; facilities planning for IT services; IT management, and network/broadband.
3. Evaluation Method(s):
   a. Ongoing assessment by MHLS staff for continuous service improvement based on comments from users of Coordinated Services.

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[30] Programs or services that are initiated and coordinated through the system for member libraries and branches. Examples include coordinated print purchases, non-print purchases, negotiation of pricing for licensed electronic collection purchases, digitization services, cataloging services, materials processing services, office supplies, computer services/purchases, etc.

[31] Virtual reference services or programs maintained or supported by the system.

[32] Digitization of member and system collections, metadata services, maintenance and storage of files and digital collections. Includes creation of digital collections and long-term storage of digital collections. Access to digital collections is covered in 4.6 (Digital Collections Access).

[33] For example: Computer hardware and software

[34] For example: SAM; Teleforms; III Acquisition Module

[35] For example: MHLS Helpdesk Services; Web Hosting Services; Technical Support Contracted Services

[36] For example: Policies, Replacement Schedules, Staff and Operational Responsibilities

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b. Annual report to stakeholders on Moving Forward Service Assessment of this service.
c. Periodic feedback from member library directors resulting in the evaluation and rating of this service.
d. Report to and confer with the Directors Association and the MHLS Board of Trustees on actions, outputs and trends that affect this service.
e. Ongoing review by MHLS staff of IT product and service usage patterns, statistics, outputs, and capacity.

Element 6 – AWARENESS AND ADVOCACY[37]

4.19:
1. Goal Statement: MHLS will provide professional development and training programs and organized networking for directors, staff, trustees, and Friends of member libraries; convene task force groups[38] on awareness and advocacy topics; and coordinate public awareness campaigns to support community engagement and sustainable funding.
2. Intended Result(s):
   a. Member libraries will benefit from directors, staff, trustees, and Friends who:
      • Have strategies and tactics to be effective advocates
      • Are knowledgeable about:
         • Current federal, state and local legislative issues that impact sustainable funding
         • How member libraries and MHLS collaborate to achieve sustainable funding
      • Are developing and strengthening local, regional, and state library services through engagement with the New York Library Association (NYLA)
   b. Member libraries will benefit from increased public awareness of the value and benefits of libraries and library services through public awareness campaigns coordinated by MHLS[39] or through MHLS member library projects[40].
3. Evaluation Method(s):
   a. Ongoing assessment by MHLS staff for continuous service improvement based on directors, staff, trustees, and Friends of member libraries comments.
   b. Annual report to stakeholders on Moving Forward Service Assessment of Awareness and Advocacy efforts.
   c. Periodic feedback from member library directors and board presidents resulting in the evaluation and rating of Awareness and Advocacy efforts.
   d. Report to and confer with the Directors Association and the MHLS Board of Trustees on actions, outputs and trends that affect Awareness and Advocacy efforts.

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[37] Includes system networking and programs which help member libraries increase public awareness of the value and benefits of libraries and library services
[38] For example: County Funding Advocacy Support Group
[39] For example: Hudson Valley Magazine article, Real People. Real Dollars.
[40] For example: NY Summer Reading Program

Element 7 – COMMUNICATIONS AMONG MEMBER LIBRARIES[41]

4.20:
1. Goal Statement: MHLS will coordinate an integrated system of communication for directors, staff, trustees, and Friends of member libraries for purposes of resource sharing, library development, and cooperative networking.
2. Intended Result(s):
   a. Member libraries will increase their knowledge and understanding of best practices; local, regional and national trends, statistics, and issues impacting library service; and MHLS services and operations.
   b. Member libraries will have peer-networking opportunities, online and face-to-face.
3. Evaluation Method(s):
   a. Ongoing assessment by MHLS staff for continuous service improvement based on directors, staff, trustees, and Friends of member libraries comments.
   b. Annual report to stakeholders on Moving Forward Service Assessment of this goal.
   c. Periodic feedback from member library directors in the evaluation and rating of this goal.

Element 8 – COOPERATIVE EFFORTS WITH OTHER LIBRARY SYSTEMS[42]

4.21:
1. Goal Statement: MHLS will cooperatively work with other public library systems, school library systems, and reference and research library resources systems.
2. Intended Result(s):
   a. Member libraries will benefit from enhanced opportunities for resource sharing and advocacy.
   b. Library staff will benefit from professional development opportunities provided through cooperative and collaborative efforts.
   c. Member libraries will benefit from MHLS staff exchanging information with the staff of other public library systems, school library systems, and reference and research library resources systems.
3. Evaluation Method(s):
   a. Ongoing assessment by MHLS staff for continuous service improvement based on comments from other public library systems, school library systems, and reference and research library resources systems.
   b. Annual report to stakeholders on Moving Forward Service Assessment of this service.
   c. Period feedback from selected library systems resulting in the evaluation and rating of this service.

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[41] Explain how the system communicates with its members and/or branches and how the system facilitates library to library communications – for purposes of resource sharing, direct access, and all other purposes.

[42] Explain how the system collaborates with other public library systems, school library systems, and reference and research library resources systems.

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Element 9 – OTHER[43]
1. MHLS does not offer a service(s) not identified in Elements 1-8 or 10.

Element 10 – CONSTRUCTION[44]

4.23:
1. Goal Statement: MHLS will provide administration of the State Aid for Public Library Construction Grant Program as awarded by the State, and provide consultation to member library directors and member library boards in support of the assessment, development, planning, and funding of library facilities.
2. Intended Result(s):
   a. MHLS member library directors and member library board presidents will have advanced notice of grant availability, information and continuing education about application procedures and priorities, grant writing assistance, and award recommendations based on a transparent MHLS Board directed process.
   b. MHLS member library directors and member library boards will have:
      • Facilities that meet the needs of their communities based on community assessment
      • Pre-design project planning assistance
      • Best practice design project planning assistance
      • Understanding of funding options
   c. MHLS member library directors and member library boards will have access to on-site/in-person consultations in support of the assessment, development, planning, and funding of library facilities.
3. Evaluation Method(s):
   a. Ongoing assessment by MHLS staff for continuous service improvement based on member library directors and member library board comments.
   b. Annual report to stakeholders on Moving Forward Service Assessment of this service.
   c. Periodic feedback from member library directors and board presidents resulting in the evaluation and rating of administration of this service.
   d. Report to and confer with the Directors Associations and the MHLS Board of Trustees on the State Aid for Public Library Construction Grant Program, and the assessment, development, planning, and funding of library facilities.
   e. Annual review and analysis by the MHLS Board Incentive Committee of priorities, procedures, economically disadvantaged community definition, and ranking process.
   f. Assess percentage of annual NYS construction fund allotment awarded to member libraries.

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[43] Any other elements not identified in Elements 1-8 or 10
[44] Describe the process the system uses to publicize the State Aid for Libraries Construction Program (Education Law §273-a), assist members, assess construction needs, determine priorities, and review and approve applications. Include methods by which the system and its members will ensure that residents of the system's service area have access to modern, accessible library buildings.

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[i] Goals are broad statements that describe a desired condition toward which a library system will work.

[ii] Intended results are the expected user benefits of the goals.

[iii] Examples of periodic feedback includes surveys and focus groups

[iv] Consultant reports for DA and MHLS Board meetings

[v] Examples of conferring included DA table talk discussions and round table discussions with MHLS Board

[vi] MHLS will develop the MHLS Action Plan, which will list the key actions MHLS will undertake in order to achieve each specific goal, including what resources are required to reach the goal

SUPPORTING DOCUMENTS

Stakeholders to Prioritize MHLS Services – Survey Findings
http://da.midhudson.org/wp-content/uploads/2016/04/Survey-of-Service-Priorities-MHLS-Stakeholders-Combined-04152016.pdf