MID-HUDSON LIBRARY SYSTEM

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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.

Action Plan – Phase II: Professional Development/Continuing Education; Consulting/Development; Awareness/Advocacy; Construction; Communication Among Member Libraries

2nd Draft – Changes Highlighted in Yellow as of 3/4/17

Element 3 – PROFESSIONAL DEVELOPMENT AND TRAINING[1]

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 (2019); operational management (2019); trustee education (2017-2021); community engagement and sustainable funding (2018); library user experience (2020).
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.
4. Action Plan – Continuing Services: Ongoing Professional Development/Continuing Education Services are reported in the Moving Forward Assessment Report at: http://midhudson.org/wp-content/uploads/2015/03/Professional-Development-and-Continuing-Education-Assessment-Summary.pdf

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[1] Programs initiated and sponsored by the system, including on-line professional development that the system has facilitated or offered

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5. Action Plan – New Activities:

a. **Trustee Education Program**					
	2017	2018	2019	2020	2021
Redesign and offer Orientation for New Trustees workshop using the Helping All Trustees Succeed (HATS) curriculum	X	X	X	X	X
Design and offer Intermediate Trustee workshops, using the Helping All Trustees Succeed (HATS) curriculum. Financial & Fiduciary (2017, 2021) and Legal Issues (2019)	X		X		X
Design and offer Advanced Trustee workshops using the Helping All Trustees Succeed (HATS) curriculum. Strategic Thinking: Planning & Advocacy (Community Engagement 2018) and Seven Habits of Highly Effective Boards (Leadership 2020)		X		X	
Identify, plan, and offer online "mini-events" (e.g., partnership with HATS/State Library)	X	X	X	X	X

b. **Operational Management & Leadership Development Program for Library Directors & Staff**					
	2017	2018	2019	2020	2021
Survey member library directors, plan, and offer training on financial & fiduciary topics	X		X		X
Survey member library directors, plan, and offer training on legal topics		X		X	
Survey member library directors and recruit member library directors and staff regarding participation in a regional Leadership/Operational Management Program (e.g., LIU/Palmer School Advanced Certificate in Public Library Administration program; (Emerging) Leadership Academy; NYLA Leadership & Management Academy)		X			
Offer Leadership/Management Program			X	X	

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c. Community Engagement/Project Outcome Program for Library Directors & Staff

	2017	2018	2019	2020	2021
Plan Project Outcome[2] Program	X				
Host Project Outcome training		X			
Create and assist a cohort of libraries utilizing Project Outcome		X			
Plan and conduct an event to convey results of cohort libraries using the Project Outcome process/product		X			

d. Library User Experience

	2017	2018	2019	2020	2021
Coordinate on-site usability assessment of self-selecting libraries		**X**	**X**	**X**	**X**
Plan mini-conference on library user experience			X		
Conduct mini-conference on library user experience				X	

e. Task Force Groups

	2017	2018	2019	2020	2021
Convene, as needed, task force groups on professional development and training needs.	X	X	X	X	X
Discontinue MHLS Continuing Education/Professional Development Advisory Committee	X	X	X	X	X

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[2] "Project Outcome [http://www.projectoutcome.org/] is a FREE toolkit designed to help public libraries understand and share the true impact of essential library services and programs by providing simple surveys and an easy-to-use process for measuring and analyzing outcomes. Project Outcome also provides libraries with the resources and training support needed to apply their results and confidently advocate for their library's future."

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Element 4 – CONSULTING AND DEVELOPMENT SERVICES[3]

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[4], library governance[5], community-based planning[6], community engagement[7], and sustainable funding[8].
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
      • Sustainable Thinking[9] practices
   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.
4. Action Plan – Continuing Services: Ongoing Consulting/Development Services are reported in the Moving Forward Assessment Report at: http://midhudson.org/wp-content/uploads/2015/03/Consulting-and-Development-Services.pdf

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[3] 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

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

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

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

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

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

[9] 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

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5. Action Plan – New Activities:

a. **Community Based Planning Project**					
	2017	2018	2019	2020	2021
Create trend data and demographic reports for boards embarking on long range plan (LRP) process	X				
Develop pilot program of libraries that will use the Ask Exercise and Community Conversation workbook from the ALA Libraries Transforming Communities Project as part of their planning process	X	X	X		
Event to convey result of cohort experience			X		
Development of LRP workbook for boards/directors				X	
Workshop for directors to learn how to lead their library through a planning process					X

b. **Library Management: Change Management Model Demonstration Project**					
	2017	2018	2019	2020	2021
Identify partner libraries	X				
Develop pilot program for a select group of member library directors that will implement the Change Management Model in their library		X	X		
Event to convey result of pilot program				X	

c. **Community Engagement Laboratory Projects**[10]					
	2017	2018	2019	2020	2021
Increasing Civic Engagement[11]	X				
Increasing Program Attendance		X			
Increasing **Active** Cardholders			X		
Increasing Partnerships				X	

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[10] Modeled on the MHLS Increasing Circulation Incubator

[11] E.g., Voter Registration Demonstration Project

d. New Director Orientation & Support

	2017	2018	2019	2020	2021
Re-design orientation process	X	X			
Publish new edition of the Handbook for New Public Library directors			X		

e. Sustainable Thinking in Practice

	2017	2018	2019	2020	2021
Orientation for MHLS Board & Staff to Sustainable Thinking	X				
MHLS pursuit of certification through the Westchester Green Business Program		X			
Plan and conduct a mini-conference on Sustainable Thinking for Member Library Directors, Staff, and Trustees		X			
Create and support cohort of member libraries seeking NYLA Sustainable Library certification			X	X	
Plan and conduct event (e.g., NYLA Annual Conference; Annual Membership Meeting) to convey results of MHLS/cohort experience				X	X

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Element 6 – AWARENESS AND ADVOCACY[12]

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[13] 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[14] or through MHLS member library projects[15].

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.

4. Action Plan – Continuing Services: Ongoing Awareness/Advocacy Services are reported in the Moving Forward Assessment Report at: http://midhudson.org/wp-content/uploads/2015/03/Awareness-Advocacy.pdf

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[12] Includes system networking and programs which help member libraries increase public awareness of the value and benefits of libraries and library services

[13] For example: County Funding Advocacy Support Group

[14] For example: Hudson Valley Magazine article, Real People. Real Dollars.

[15] For example: NY Summer Reading Program

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5. Action Plan – New Activities:

a. **Annual DA PR Showcase & Spotlight**					
	2017	2018	2019	2020	2021
Display and discussion at a DA meeting for member libraries to showcase their best flyers, social media posts, outreach efforts, etc.	X	X	X	X	X

b. **Public Awareness Campaigns for e-Resources**[16]					
	2017	2018	2019	2020	2021
Pilot Project - Create and email to current registered library patrons[17] of libraries, opting in to participate, 3 themed messages (one for summer/fall/winter) regarding Consumer Reports; provide themed messages to member libraries for use as individual libraries determine appropriate	**X**				
Assess with the Central Library/Collection Development Committee any changes in patron use of Consumer Reports	**X**				
Based on assessment of the Consumer Reports Pilot Project, determine with the Central Library/Collection Development Committee & Directors Association if and how to proceed with additional campaigns for e-Resources targeting registered library patrons[18]		**X**	**X**	**X**	**X**
Research and establish an online library card registration process[19]		X			
Research and establish a one stop access to system-wide shared eResources[20]		X			
Plan and implement public awareness campaign for e-Resources focusing on social media[21]			X	X	X

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[16] For example: Consumer Reports, Zinio, Mango, OverDrive

[17] Patrons of libraries opting in to the Pilot Project with Sierra patron records that provide: 1. an EMAIL ADDRESS (ADDR EMAIL) AND 2. "Y" (yes) in E-CONTACT field

[18] Implementation of campaigns dependent on the availability of additional funding

[19] Ibid.

[20] Ibid.

[21] Ibid.

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c. Increased Participation with the New York Library Association					
	2017	2018	2019	2020	2021
Convene an ad hoc committee of MHLS stakeholders to consider how to support their participation in NYLA	X				
Provide committee recommendations to the MHLS Board		X			
Implement recommendations approved by the MHLS Board		X	X	X	X

d. Professional Development for Library Advocates					
	2017	2018	2019	2020	2021
Plan and conduct regional conference on an awareness/advocacy topic of broad interest[22]			X		X

e. Task Force Groups					
	2017	2018	2019	2020	2021
Convene, as needed, task force groups on awareness and advocacy topics	X	X	X	X	X
Discontinue MHLS Marketing Advisory Committee	X	X	X	X	X

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[22] e.g., Freedom to Read/Intellectual Freedom/First Amendment; Sustainable Libraries/Resilient Communities/Buy Local

Element 7 – COMMUNICATIONS AMONG MEMBER LIBRARIES[23]

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.
4. Action Plan – Continuing Services: Ongoing Communication Among Member Libraries Services are reported in the Moving Forward Assessment Report at: http://midhudson.org/wp-content/uploads/2015/03/Communications-Among-Member-Libraries.pdf
5. Action Plan – New Activities:

a. **Assessment of Communication Infrastructure**					
	2017	2018	2019	2020	2021
Survey of stakeholders to determine effectiveness of MHLS weekly Bulletin	X				
Survey of stakeholders to determine effectiveness of MHLS social media		X			

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[23] 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.

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Element 10 – CONSTRUCTION[24]

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.

4. Action Plan – Continuing Services: Ongoing Construction Services are reported in the Moving Forward Assessment Report at: http://midhudson.org/wp-content/uploads/2015/03/Construction-Program-Services.pdf

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[24] 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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5. Action Plan – New Activities:

a. **Facility Stewardship**	2017	2018	2019	2020	2021
Support for pre-design/best practice project planning focusing on sustainability components including energy efficiencies[25]	X	X	X	X	X
Support for pre-design/best practice project planning focusing on accessibility of library facilities	X	X	X	X	X

b. **MHLS Construction Priorities**	2017	2018	2019	2020	2021
Plan an Incentive Committee review process of setting MHLS construction priorities to include review and comments by MHLS member library directors on proposed priorities	**X**				
Implement revised review process of setting MHLS construction priorities to include review and comments by MHLS member library directors on proposed priorities		**X**	**X**	**X**	**X**

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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.

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[25] e.g., 10% Challenge: education, modeling and mobilization of libraries so they can achieve a minimum of a 10% energy savings in their facility