

**Rochester Regional Library Council Plan of Service 2006-2011**

Elements	Goal Statements	Intended Results	Strategies/Activities (This section is not part of State POS)	Evaluation methods	06/07	07/08	08/09	09/10	10/11
<b>I. Resource Sharing</b>	<b>Community members will have knowledge of and access to the library resources available in the Rochester region and beyond, regardless of their point of entry into the library network.</b>								
I.a. Cooperative collection development	<b>Academic and hospital libraries will be able to increase collections in specified areas and other libraries will have access to these materials.</b>	Academic and hospital libraries will increase materials, save money on purchases of specialized materials and information that might not otherwise be accessible will be available to RRLC members.	06/07 - Continue to assist academic libraries with the paperwork required for CCDA funding. Validate subject area collection agreements yearly.	Libraries report on items purchased; interlibrary loan statistics.	X	X	X	X	X
I.b. Delivery	<b>Libraries will be able to extend their own collections through the use of quick, reliable delivery of materials via interlibrary loan.</b>	Member libraries will receive materials faster and save money on delivery of materials.		Annual report by libraries on turnaround time for delivery of requested materials and methods used for delivery – in and out of region. Comparison of costs for delivery among US Mail, UPS, private courier, RRLC delivery.	X	X	X	X	X
		Local delivery systems will link with delivery systems in other regions of the state saving time and money.	06/07 - Yearly evaluation of quality of delivery service. 06/07: Pilot project to connect into LAND 07/08: Pilot a delivery connection with Syracuse 3Rs for exchange between regions 07/08: Investigate combination of all RRLC area regional delivery systems 08/09: Do in-depth analysis of delivery service needs and effectiveness of current service.			X	X	X	X

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I.c Interlibrary loan	<b>Libraries will be able to extend their collections through use of quick, reliable delivery of materials via interlibrary loan.</b>	There will be a variety of options available to allow all RRLC member libraries to make ILL available and affordable.	06/07: Contract with UR for brokering of ILL for small libraries. 06/07: Work with the 2 PLS and the 5 SLS to develop ILL system that is affordable. 08/09: Evaluate effectiveness of UR brokering.	ILL statistics will be reported by all RRLC libraries and systems; List of ILL options available and number of libraries participating in each.  ILL manual will be updated; annual ILL workshops; few or no reported problems with ILL between libraries.	X	X	X	X	X
		Streamlined and enhanced ILL operations will deliver materials faster and more efficiently.	06/07: Educate library directors about Direct Consortial Borrowing [DCB or Universal Borrowing allows patrons of one library to place a circulation hold, i.e. to borrow directly, from a partner library. As envisioned for RRLC, this would be implemented for subgroups of interested libraries.] 07/08: Pilot a Direct Consortial Borrowing project as part of the LSTA project; 09/10: Evaluate Direct Consortial Borrowing project						
		ILL will remain cooperative because area libraries will know and follow proper ILL policies, procedures and protocols.	06/07 - Ongoing: yearly ILL workshops						
		Free exchange of ILL will continue to be a requirement of RRLC membership.							
		Libraries will be able to pay for medical ILL through distribution of Medical Information Subsidy funds.		Reports from libraries; report on distribution of MISP funds.	X	X	X	X	X

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1.d. Other (Direct Access)	<b>Graduate students and researchers at member libraries will be able to borrow materials directly from libraries at both public and private institutions in the area.</b>	Eligible member libraries will be able to offer borrowing privileges at selected area libraries to patrons whose research needs are not met by the home library.	06/07: Provide a brochure on Access that eligible libraries can distribute to users.	Statistics on number of Access cards, participating libraries, items loaned, estimated value of service.	X	X	X	X	X
<b>2. Technology services</b>	<b>Researchers, medical professionals, students, teachers, and the general public will have enhanced access to bibliographic and other informational resources both within and outside the RRLC region.</b>								
2.a & b. Virtual catalog/union catalog	<b>Member library and library system holdings information will be accessible to all users.</b>	All libraries will have their holdings included in the regional union catalog or virtual union catalog.	06/07: Continue with ROARing Cat while searching for a more cost-effective, less labor-intensive product that provides desired functionality. Explore the rationale for union catalogs and their cost-effectiveness. 06/07: Conduct yearly user surveys of regional catalog and how it is used.	Number of catalogs and holdings accessible in the regional/virtual union catalog.	X	X	X	X	X
		Holdings information will be up-to-date and shelf status will be known.	06/07 Use grant funds to develop a Partial Union Catalog for holdings from smaller libraries and those behind firewall. 07/08 : Expand PUC and offer individualized "virtual online catalogs" [for libraries that do not have this] to libraries for a fee	Number of libraries in virtual union catalog.		X	X	X	X

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c. Union list of serials	<b>Member library and library system specific serial holdings data will be accessible to all users.</b>	Serials holdings information for all area libraries that are members of a library system will be included in the ULS.  Serial holdings information will be up-to-date.	06/07: Determine the best method to provide access to ULS holdings now that OCLC is not producing offline products. 06/07: Teach library staff how to use WorldCat for regional serials holdings information 10/11: Evaluate value, use and cost-effectiveness of ULS.	Number of libraries, titles, and holdings in the ULS; ILL statistics for serials collected annually.	X	X	X	X	X
d. Virtual reference	<b>Consumer health information questions will be answered in a timely manner.</b>	CLIC-on-Health will add "ask a medical librarian" to its website.	07/08 Work with RPL science division to coordinate this service 08/09: Revisit medical virtual reference or other similar service as COH matures and as grant funding allows.	Number of questions asked and answered.			X	X	X
e. Other (RBDB)	<b>Libraries will benefit from the coordination of automation projects among libraries, enabling enhanced and new services.</b>	Libraries will be encouraged to submit RBDB grants on the use of new technologies to enhance services.	06/07- Hold annual "How to write and RBDB grant" 07/08: Educate CITE about projects in other regions. 08/09: Task Force to reevaluate the RBDB process.	Number of member library projects funded under RBDB.	X	X	X	X	X
(Cataloging)	<b>All materials owned by member libraries will be cataloged and accessible online.</b>	Libraries will be able to complete conversion of their collections so bibliographic information for all materials can be accessed online.	06/07 – Grant funds for retrocon, especially encouraging unique collections 07/08 – Use grant funds and other methods to add holdings of all libraries to WorldCat	Statistics of titles and holdings added through grant sources.	X	X	X	X	X
		There will be a variety of options for smaller libraries to catalog materials and add them to the regional catalog.	07/08: Analyze cost effectiveness of RRLC Processing Center and determine best options.	List of options available; number of libraries participating.	X	X	X	X	X
(Digital resources)	<b>Member libraries' digitized collections will be easily accessible from one location.</b>	The RRLC website will link to the digital collections held in the region.	07/08: Develop a proto-type website that will provide a "union list of digitized resources", with links. 08/09: Survey members for links to digitized resources and create website.	Creation of central site; number of links; statistics of use of site.					

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<b>3. Special client groups</b>	<b>The full range of Council services will be provided to each special client group as applicable.</b>								
3.a. Hospital Library Services	<b>Hospital libraries and library staff will have the knowledge and tools they need to provide excellent information services.</b>	Hospital libraries will take advantage of HLSP services such as continuing education, ILL assistance, and e-resources.	06/07: RRLC's ongoing continuing education program will offer training sessions of particular interest to hospital librarians  09/10: Plan for and implement an in-depth analysis of HLSP	Number of hospital libraries participating in the program.  Meetings of HLSP Advisory Group will regularly monitor the program.  Number CE programs for hospital library staff; number participating; evaluation score; follow up survey.	X	X	X	X	X
		Hospital libraries will save money on electronic resources through MIRACLEnet.	06/07: Continue quarterly review of MIRACLEnet resources and annual review of budget.  06/07: Use HLSP funds to subsidize MNet access for rural libraries  07/08: Investigate access to MNet for libraries at area academic institutions with health-related programs.	Libraries participating in MIRACLEnet.  Quarterly review of MIRACLEnet resources and budget by MIRACLEnet Steering Committee.	X	X	X	X	X
		Hospital library staff will develop a marketing plan, with marketing goals and promotional materials.	06/07 participants from URM and RGH work through the Ad Council of Rochester to develop marketing/communications plan	Hospital librarians will report that they have more resources to help them promote and market their services.		X	X	X	X
		Rural hospitals have access to quality health information through RRLC coordination of the Circuit Library Services Program.	06/07 -: RRLC contracts with RGH to provide Circuit Library Services	Statistics of use from the Circuit Library Services Program.	X	X	X	X	X

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		Hospital libraries will have access to the level of ILL services that meet their needs.	06/07 - Distribute MISP funds appropriately to help libraries cover the costs of medical ILL. 07/08: Convene a task force to analyze use of MISP funds under the new guidelines and develop a plan.	ILL statistics among hospital libraries.	X	X	X	X	X
3.b. Other (Documentary Heritage Program; preservation)	<b>Historical agencies and libraries will effectively manage and provide access to their historical records.</b>	Historical agencies and libraries will have access to consulting services and continuing education on archival needs and methods and information on the basics of conservation and preservation of library and archival materials.  Archival collections in the region will be listed in finding tools available on the RRLC web.	[See separate DHP plan]	Statistics of attendance at preservation/archival workshops – number of people, agencies represented.  Clients will report an increased knowledge as a result of workshops.  Increase in the number of DHP grants submitted by agencies in the region.  Number of archival sites listed on website.	X	X	X	X	X
<b>4. Continuing education and training</b>	<b>RRLC will be a leader in providing high-quality continuing education for its member libraries and library systems so that library staff will have the knowledge and skills necessary to provide improved and enhanced services to library users.</b>								
		RRLC will offer at least 60 continuing education programs a year on a wide range of topics – both technical and soft skills – to help library staff gain the knowledge and skills needed to enhance	06/07: Increase the participation of rural libraries in RRLC CE programs by offering selected workshops at rural member libraries or library systems  06/07 Continue to experiment	Continuously determine the continuing education and training needs of members through surveys, CE evaluations, and informal contacts.  Track evaluation score for CE programs.  Track number of people trained, libraries	X	X	X	X	X

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		<p>their professional development and be able to better serve their users.</p> <p>Workshops with special emphasis on new and emerging technologies will be presented.</p> <p>Expanded training opportunities for member libraries will be available through partnerships with individual members, groups of members, and other organizations.</p>	<p>with programs in alternative time slots to increase opportunities for participation users.</p> <p>06/07 – Devote one Advisory Committee meeting each year to an in-depth discussion of the members specific needs for staff professional development.</p> <p>07/08 - Add content to web-based training module so members can do brief, self-paced tutorials online</p> <p>07/08: Partner with member libraries to expand depth of RRLC CE programming by bringing library experts to the region for continuing education and individual consultations.</p> <p>07/08: Implement the RRLC Institute – an ongoing process that will work with area library directors to forecast needs for professional development and create an institute – a series of programs -- to meet those needs</p>	<p>represented, type of library.</p> <p>Do follow-up evaluation question on use of material learned.</p>					
		<p>Barriers that prevent member library staff from participating in continuing education and training programs will be removed.</p>	<p>07/08 Create an area of the RRLC website for posting presenters' handouts and Powerpoint presentations, for easy access by members unable to attend training sessions (with permission of presenter)</p> <p>07/08: Conduct a biennial</p>	<p>Increase in participation in programs.</p>	X	X	X	X	X

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			analysis of CE attendance and non-attendance and the barriers that prevent people from attending.  08/09: Develop methods to overcome identified barriers.						
		Member needs for professional development will be assessed on an ongoing basis.	06/07: Develop a methodology to more formally ascertain members' needs for CE, using that data to create a program or series of programs to meet the stated needs, and a way to evaluate the success of the series.	Satisfaction survey for CE.	X	X	X	X	X
<b>5. Consulting and technical assistance services</b>	<b>Member libraries will benefit from a broad spectrum of consulting services and technology assistance related to existing and emerging information needs.</b>								
		Libraries using RRLC electronic products (web, databases, ULS, ROARing Cat, etc.) will receive knowledgeable, friendly, and timely assistance.	06/07 - Present information on one RRLC service at 6 or more of the monthly RRLC staff meetings.  06/07: Encourage RRLC staff to attend training programs on RRLC services.	Number of questions answered for the categories: grants and state funding; funding and governance; automation and technology; website; databases; continuing education; ILL; delivery.  Yearly member satisfaction ("client") survey of 25% of members	X	X	X	X	X
		Member needs for consulting services will be assessed on a regular basis and methods and programs will be developed to meet stated needs.	06/07: Based on latest focus group sessions, RRLC will work with a task force to develop a "Grants and Funding Sources Assistance" program.  07/08: Investigate further the	Regular survey; focus groups; member satisfaction.		X	X	X	X

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			<p>need expressed by members for outcome-based evaluation (OBE), assessment training and consulting.</p> <p>08/09: Develop a program/service to meet member needs for OBE, assessment, etc.</p> <p>06/07: Marketing/communication plans will be developed for each library type, and made available to individual libraries for customization. RRLC will actively promote this service.</p> <p>07/08: Implement "Grants Assistance" on a pilot basis</p> <p>08/09: Implement for fee Grant Writing Service</p> <p>10/11: Evaluate the Grants Assistance program.</p>						
		Libraries will have the information and training they need to be able to benefit from any State-funded resources such as NOVEL.	06/07- Provide at least one training program on the NOVEL databases.	Number of libraries participating in NOVEL.	X	X	X	X	X
<b>6. Coordinated services</b>	<b>RRLC will seek out, encourage, promote, facilitate, and lead cooperative ventures among all types of libraries.</b>								
		Libraries will be able to strengthen existing library resources and services and establish new ones,	07/08: Investigate further members' expressed need for help in benchmarking.	List of activities and services with multiple partners coordinated by RRLC. Reports by participants on value of	X	X	X	X	X

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		through coordination of cooperative activities.	07/08: Conduct biennial focus groups that seek input on needs and solutions that can be met cooperatively.	coordination.					
		Libraries will save significantly on the cost of electronic resources – and be able to offer resources that otherwise would be too costly – through RRLC facilitation of database access.	06/07 – Continue working with WALDO to enhance members’ access to discounted electronic resources.  06/07 – Educate Shared Database Committee about some of the database activities of other regions, e.g., bring in speaker from another Council.	Number of libraries participating in shared database access program and amount of money saved.	X	X	X	X	X
<b>7. Awareness and advocacy</b>	<b>Libraries and library systems will be recognized and gain increased support for the contributions they make to education, healthcare, economic development, culture, and civic involvement.</b>								
		RRLC will provide a leadership role in enhancing the community’s knowledge and perception of libraries of all kinds.  RRLC will advocate for libraries and library systems in the RRLC region, addressing the concerns of libraries to appropriate legislators and other officials.  Library staff will have knowledge on how to	06/07 Using LSTA grant funds, help libraries create marketing/communications plan for each library type and make these available to individual libraries for customization RRLC will actively promote this service.  06/07: Create a yearly series of workshops on library promotion, publicity, marketing and other skills to assist libraries in promoting their services and value.  06/07- RRLC staff will take	Statistics on contacts with elected officials.  Number of articles and stories about libraries that appear in local media.  Reported increase in funding for libraries.  Libraries will report that they have developed marketing plans.  Libraries will report that they have more resources to help them promote and market their services.	X	X	X	X	X

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		<p>best promote and market library services so that policy makers, funding agencies, &amp; the general public will appreciate the role of libraries &amp; librarians in education, economic development, healthcare, and other venues.</p> <p>RRLC Board &amp; members will be knowledgeable about needs and issues affecting libraries at the local, state, &amp; federal levels so that they can effectively advocate for enhanced library services.</p>	<p>courses that will enhance their ability to market RRLC services.</p> <p>06/07: Create more press releases about COH for local newspapers, newsletters, etc.</p> <p>07/08-: Partner with PLS and MCLS to create and present advocacy workshop at a variety of venues.</p> <p>07/08: Expand press releases to other RRLC services and programs.</p>						
<p><b>8. Communication among member libraries</b></p>	<p><b>Libraries within the region will have knowledge of RRLC and each other's policies, procedures, programs, and services, so that they may improve the quality of information services provided.</b></p>								
		<p>Through a variety of formats, member libraries will share and obtain expertise and perspectives that will enhance individual libraries and RRLC as a whole.</p> <p>Member libraries will be</p>	<p>06/07 - Create targeted brochures on specific RRLC services – each year focus on one or two services.</p> <p>06/07: Identify benchmark library consortia in the state and country. Develop a series of questions and then contact</p>	<p>Number of newsletters distributed.</p> <p>Number of meetings of SIGs.</p> <p>Number of articles about member libraries appearing in newsletter.</p> <p>Number of participants in RRLC listservs.</p>	X	X	X	X	X

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		<p>well-informed about and make more use of RRLC programs and services.</p> <p>Member libraries will provide information on their policies and procedures which will enhance access to area library resources for library users..</p>	<p>them about how these models handle important issues such as member communications. How do they foster communication, participation, etc?</p> <p>06/07 - Each year RRLC staff will visit 20% of the (full) membership to discuss needs and promote RRLC services.</p> <p>06/07- Continue to use RRLC website as communication tool through ongoing updates and maintenance</p> <p>07/08: Convene a task force to brainstorm on how best to share expertise of librarians in specific areas.</p> <p>07/08: Use Advisory Committee meetings to address specific needs of libraries related to POS goals, e.g. Learning, etc. Bring in speakers when appropriate, facilitator if needed..</p> <p>07/08: Implement some of the ideas learned from contact with other consortia.</p>	<p>Information on members' access and use policies available on RRLC web.</p>					
<p><b>9. Cooperative efforts with other library systems</b></p>	<p><b>RRLC will support and compliment, the services of other library systems in the region, the state, and beyond.</b></p>								
		<p>Library system directors in the region will meet to share information on programs, services, and</p>	<p>07/08: Establish quarterly meetings with public library systems to see how costs can be reduced or greater</p>	<p>Number of programs and services used by members of other systems.</p>	X	X	X	X	X

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		<p>grant activities.</p> <p>Member libraries will benefit from more effective and efficient services through sharing and outsourcing with other systems or institutions.</p> <p>Member libraries will benefit from the knowledge and expertise RRLC will gain by communicating with other multi-type library systems outside of NY.</p>	<p>efficiencies achieved by sharing or outsourcing services.</p>	<p>Reports from member library systems.</p> <p>Annual client survey of member library satisfaction.</p>					
<b>10. Other RRLC Administrative and Support Services</b>	<b>RRLC will attain and maintain the most effective and efficient use of its human, fiscal, and physical resources in order to provide high quality services for its members.</b>								
		<p>Member libraries will benefit from an RRLC staff that has the equipment, training, professional development and support needed to maximize their efficiency and effectiveness.</p>	<p>06/07: Discuss with each staff member what they need to be more effective. Implement a plan to attain that.</p>	<p>Yearly client survey of 25% of members.</p> <p>Reports from member libraries.</p> <p>Frequency and number of complaints about RRLC service.</p>	X	X	X	X	X
		<p>Member libraries will benefit from RRLC's excellent fiscal management of all income and expenditures.</p>	<p>06/07-RRLC will continue to provide fiscal agent services for member libraries for WALDO, MIRACLEnet, and other similar programs.</p> <p>06/07 – RRLC will continue to remain flexible in our invoicing procedures to member libraries, adjusting as much as</p>	<p>Audit report. Yearly analysis will indicate that grants are completed on time and on budget. Reports from member libraries.</p>	X	X	X	X	X

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			possible to meet their needs.						
		Member libraries will benefit from an RRLC staff that participates in statewide and national professional activities, representing the needs of the region.	06/07- RRLC staff will continue to be active participants in local, regional, state and national library-related organizations as time allows	Reported professional activities of staff.	X	X	X	X	X
		Member libraries will benefit from new or enhanced RRLC services made possible through new funding sources.	06/07: Develop an ongoing plan for grant seeking (for RRLC programs and services).	Increase in funding from other than state sources.	X	X	X	X	X
		Member libraries will have increased awareness of RRLC programs and services, through RRLC's expanded marketing and outreach efforts.	06/07: Identify key services and those consortia that excel in these areas and contact them.  06/07: Improve gathering of RRLC statistics – bringing together data from a variety of sources (data warehousing)  07/08: Assign a staff member to search out opportunities for promotion of RRLC and/or library services.  07/08: Investigate how to make better use of all statistical data kept by RRLC (data mining).	Yearly client survey of 25% of members. Reports from member libraries.	X	X	X	X	X

Major 06/07 new strategies:

- Resource sharing - Transition from ROARing Cat to the new regional catalog including ILL and delivery expansion options
- Continuing Education - Improve and standardize methodology to ascertain CE needs in depth
- Consulting - Establish a "Grants and Funding Source Assistance Service"
- Advocacy - Expand upon work done under LSTA marketing grant on marketing - making resources available to libraries
- Communication - Improve outreach to members
- RRLC Administrative - Establish a grant seeking plan for RRLC
- Misc - Identify excellent consortia to discover best practices for common consortia issues and learn/borrow from them