

Four County Library System Plan of Service, 2012-2016

| ELEMENT | GOALS | INTENDED RESULTS | EVALUATION METHODS | RECOMMENDED ACTIVITIES |
|---------------------------------------|---|---|---|--|
| 1. RESOURCE SHARING | | | | |
| A. Cooperative Collection Development | <p>Strengthen the significant & balanced array of collections held by individual members or available to citizens in print and electronic format.</p> <p>Annual</p> | <ul style="list-style-type: none"> a. More collections are made available & more citizens have access to ILL services by increasing the number of online & RAPAS libraries. b. Uniquely held, significant print & electronic materials for all age groups are made accessible on-site & to remote locations. c. Member libraries acquire & maintain collections that complement those held by others. d. The system & members offer in-demand content to citizens. e. Increase in access & use by citizens. f. Turn-around time for patron requests is quicker, since more copies of the same title are available for loan system-wide. g. Youth clientele are provided with formats in increasing demand. h. Better allocation of limited funds in member libraries. | <ul style="list-style-type: none"> a. Increase in number of libraries online. b. Increase in number of RAPAS libraries, thereby increasing citizens' access to ILL services. c. Increase in volume of circulation for both physical & electronic collections system-wide. d. Increase in the volume of ILL materials. | <ul style="list-style-type: none"> a. All libraries will become online or RAPAS libraries so that all member libraries will be included in the database and/or be pickup points for ILL. By 2016. b. A sufficient number of copies of popular titles are purchased to satisfy public demand. c. Continue to develop eBook & digital audiobook collections & consider adding downloadable music & video, incorporating each into the online catalog. d. Provide training to encourage all libraries to participate in online book ordering through the automated system. By 2014. e. Promote participation the Download Zone & secure funds for the licensing of additional titles. f. Increase J & YA holdings of downloadable materials. g. Replace worn volumes from member library collections with duplicate copies of 4CLS materials, when the |

| ELEMENT | GOALS | INTENDED RESULTS | EVALUATION METHODS | RECOMMENDED ACTIVITIES |
|-------------------------------------|--|---|---|---|
| | | | | opportunity allows. |
| | <p>Create a last copy collection to be housed within the 4CLS building.</p> <p>2013</p> | <p>Continued access to titles that are less popular at the same time as member libraries weed their collections & create more space.</p> | <p>a. Number of participating libraries.</p> <p>b. Use of collection by members, as judged by percentage of ILLs from the collection.</p> | <p>Develop a plan that includes, e.g., a collection development plan, agreement forms for participants to transfer ownership, a statement of insurance coverage, & priorities for implementation. Implement by 2013.</p> |
| <p>B. Integrated Library System</p> | <p>Maintain the Integrated Library System (ILS), as funding allows.</p> <p>Annual.</p> | <p>a. Resources are efficiently allocated on services valued by member libraries & 4CLS.</p> <p>b. Members have the network speed required to use the components of the ILS effectively.</p> <p>c. Reduced energy, maintenance, & support costs.</p> <p>d. Server resources are used more effectively.</p> | <p>a. Bandwidth usage monitoring & evaluation.</p> <p>b. Performance & cost evaluations.</p> <p>c. Member surveys.</p> | <p>a. Evaluate & refine automation fee structure. By 2012.</p> <p>b. Evaluate & improve broadband needs. Annually.</p> <p>c. Implement use of virtual servers for both ILS services & supporting member services. By 2013.</p> |
| | <p>Upgrade the ILS to state-of-the-art technologies, as available & funding allows.</p> <p>Annual.</p> | <p>a. Citizens are connected with library information & services, with the tools they already use.</p> <p>b. 4CLS & members are aware of new technologies & their potential impact on the provision of library services.</p> <p>c. Member libraries' ability to communicate with patrons is improved & library staff's efficiency is increased.</p> | <p>a. Monitor implementation schedule.</p> <p>b. Member input.</p> <p>c. Use of services.</p> | <p>a. Implement self-check, online bill-pay, & credit card payment of fines. <u>By 2013</u></p> <p>b. Implement mobile services for library staff & citizens, including text messaging notices. By 2012.</p> <p>c. Implement the inventory modules of the ILS. By 2012.</p> <p>d. Implement new social networking tools for catalog interactivity & communication with citizens. By 2013.</p> |

| ELEMENT | GOALS | INTENDED RESULTS | EVALUATION METHODS | RECOMMENDED ACTIVITIES |
|-------------|--|--|--|---|
| | | <ul style="list-style-type: none"> d. Modern point-of-sale services are offered to citizens. e. Member libraries have a better tool to track collections. f. Member libraries offer in-demand content & services to citizens. g. Cost savings for members. h. Access to materials & resources for people with disabilities is provided. | | <ul style="list-style-type: none"> e. Investigate cloud computing for desktop applications, which will save members money & provide “anywhere access.” By 2012. f. Investigate possible implementation of public access to services for low-vision readers. By 2012. g. Evaluate other emerging technologies as they become available. |
| | <p>Provide sufficient staffing to support the ILS, as funding allows.</p> <p>Annual</p> | <ul style="list-style-type: none"> a. Ensure that the ILS system runs effectively. b. Communication between system & members on problem resolution is improved. | Member feedback | Improve the ticketing system & provide tracking access for member libraries. By 2013. |
| C. Delivery | <p>Keep delivery fee-free to members, if funding allows.</p> <p>Annual</p> | Smaller libraries maintain or improve their present service to citizens by offering a system-wide variety of material at no cost. | Observation & actual budget. | <ul style="list-style-type: none"> a. Actual budget conditions determined by 4CLS Board. b. Maintain or expand delivery service as needed by members. c. Consider fee-based delivery service if economic conditions / decline in state funding necessitate. |
| | <p>Increase deliveries for online & RAPAS libraries by 1 additional delivery day per week, if funding allows.</p> <p>2013+</p> | Improved & faster service to member libraries & patrons for ILL materials as well as items processed by 4CLS. | <ul style="list-style-type: none"> a. Measure how quickly ILL materials are delivered to pickup libraries. b. Measure how quickly materials processed by 4CLS are received by members. | |

| ELEMENT | GOALS | INTENDED RESULTS | EVALUATION METHODS | RECOMMENDED ACTIVITIES |
|---------------------------------|---|---|--|--|
| | Investigate establishment of a satellite delivery center in another geographical region of the System service area, if funding allows. 2014+ | Encourage resource sharing by strengthening delivery capabilities. | a. Measure how quickly ILL materials are delivered to pickup libraries. b. Measure how quickly materials processed by 4CLS are received by members. | |
| D. Interlibrary Loan | Recommend minimum standards for all members at the RAPAS level so that patron database will be truly system-wide & available to all members for use & review. Annual | a. All registered patrons are able to place holds from library & remote locations. b. ILL materials are delivered to patrons more expediently. c. ILL materials are delivered to patrons at more convenient locations. d. Resolve the issue of “in-transit” vs. “available.” | a. Measure change in ILL activity. b. Observe change in patron referrals to libraries with special collections. c. Anecdotal reports. | a. Encourage libraries to participate as at least RAPAS members. b. Provide ILL training as needed to member libraries. |
| | Promote & improve out-of-system ILL service. 2013 | a. Citizens have access to materials not in the database. b. Improved ease of use. | Measure change in volume of out-of-system ILL activity. | a. Promote OOS ILL. b. Provide ILL training as needed to member libraries. |
| | Improve long-lost-in-transit tracking. 2013 | Fewer lost materials. | Member statistical report. | Review procedures at every level. |
| E. Other | | | | |
| 2. SPECIAL CLIENT GROUPS | | | | |

| ELEMENT | GOALS | INTENDED RESULTS | EVALUATION METHODS | RECOMMENDED ACTIVITIES |
|-----------------------------------|--|--|---|---|
| <p>A. Adult Literacy</p> | <p>Collaborate with established organizations, (LVA, ACA, etc.), & other social service agencies (school districts, etc.), & member libraries to dovetail services for target populations, if opportunities allow.</p> <p>Annual</p> | <p>a. Expanded target audience through membership of collaborating agencies, enhance service, & avoid duplication of effort.</p> <p>b. Enhanced service to patron base & expand awareness of library's potential.</p> <p>c. Collected & disseminated Community Information, if funding allows.</p> | <p>a. Number of agencies contacted & surveyed.</p> <p>b. Number of agencies that actively promote library use to their clientele.</p> <p>c. Anecdotal reports of increased library use.</p> <p>d. Number of times information is accessed.</p> <p>e. Number of informational pieces distributed.</p> | <p>a. Collaborate with social service agencies for mutual support of programs without duplication.</p> <p>b. Promote library services to agencies & their clientele listed, if funding allows.</p> <p>c. Seek & pursue funding source to provide Cybermobile service to community agencies & organizations (e.g., HCA, WIC, STIC).</p> <p>d. Expand Cybermobile presence in the community through participation in public events.</p> |
| <p>B. Correctional Facilities</p> | <p>Provide materials & service to inmate population, as funding permits.</p> <p>Annual</p> | <p>a. Correctional facility staff are aware of resources & potential that they offer.</p> <p>b. Improved assessment of needs of inmate population & effectiveness of service.</p> <p>c. Enhanced quality of life during incarceration.</p> <p>d. Population is prepared with literacy & other life skills upon release.</p> <p>e. Inmates are aware of current technology & skilled in use, thus are better prepared to enter the workforce upon release.</p> <p>f. Target population gains an appreciation of books & literacy.</p> <p>g. Families bond over books.</p> | <p>a. Number of contacts made throughout the year.</p> <p>b. Number of volumes purchased for correctional facilities & usage statistics.</p> <p>c. Number of programs and/or training sessions provided & number of correctional facility or inmates attending, as appropriate.</p> <p>d. Anecdotal reports</p> | <p>a. Establish & maintain communication network & collaborative relationship with a representative from each county correctional facility.</p> <p>b. Expand service to female incarcerates.</p> <p>c. Place deposit collections of materials in family waiting areas of county jails & family court, if funding allows.</p> <p>d. Collaborate with correctional facility staff to provide job skills workshops, if funding allows.</p> <p>e. Incorporate electronic resources & training in service to correctional facilities, if funding allows.</p> |

| ELEMENT | GOALS | INTENDED RESULTS | EVALUATION METHODS | RECOMMENDED ACTIVITIES |
|--------------------------|--|--|---|--|
| <p>C. Youth Services</p> | <p>Assist member libraries in serving children & their families through training, continuing education, & program support.</p> <p>Annual</p> | <ul style="list-style-type: none"> a. Improved service, resources, & materials for children & young adults. b. Member staffs gain an overall understanding of library service & recognize the role of YS in the broader context of public service. c. Member staffs are current & knowledgeable in affecting YS & are better able to serve their community effectively. d. Member staffs make informed purchasing decisions, resulting in efficient use of public funds. e. Resources & expertise are maximized via collaboration & sharing. f. Service & resources are provided to citizens. g. Adults & youth citizens are aware of library services & the potential benefits of use. h. Enhanced, engaged & efficient service to the public through technological tools | <ul style="list-style-type: none"> a. Usage statistics (e.g., circulation usage, number of programs & training sessions offered & the attendance, hits on the youth-related areas of 4CLS.org, attendance at YS meetings). b. Number of members participating in preview program. c. Number of orders placed from recommended lists. d. Member feedback. e. Number of libraries employing technological services & number of citizens using / participating. | <ul style="list-style-type: none"> a. Prepare, distribute, & administer training materials & routine for new YS staff in member libraries & introduction to YS for new library directors. b. Provide quality training & education for member library staff, including consultations & site visits, when funding & opportunity allow. c. Provide opportunities for exchange of information among YS staff & member libraries via quarterly meetings. d. Continue support for materials collection through travelling preview collection & lists of recommended purchases & replacements. e. 4CLS staff present programs (e.g., storytelling, choosing books for children) in member libraries for youth and/or parents when opportunity allows. f. 4CLS staff provide programming & other resources to meet short-term community need for libraries with no programming budget g. Include a youth services component to any system-level training, when appropriate (e.g., grant writing, booktalking, collection development, technology). h. Continue to provide subject-/theme-based temporary collections of J & YA |

| ELEMENT | GOALS | INTENDED RESULTS | EVALUATION METHODS | RECOMMENDED ACTIVITIES |
|--|--|--|--|--|
| | | | | <p>titles.</p> <ul style="list-style-type: none"> i. Create & provide system-wide access to homeschooling kits & other resources for loan to member libraries & their patrons, if funding allows. j. Continue to seek & pursue outside funding sources to support family programs & services in member libraries & on the Cybermobile. k. Provide dynamic web presence for youth, if funding & opportunity allow. l. Apply appropriate technologies (e.g., social media, downloadables) that are useful to YS as they emerge. |
| <p>D. Other - Outreach/Cybermobile</p> | <p>Maintain & expand Cybermobile presence in the community through schedule of regular stops & participation in public events.</p> <p>Annual</p> | <ul style="list-style-type: none"> a. Reliable, dependable service to clientele. b. Increased awareness & usage of library services & resources. c. Increased exposure & access to target populations. d. Engaged & informed citizens. | <ul style="list-style-type: none"> a. Increase in number of stops & participation in community events. b. Number of clients served. c. Increased usage statistics of resources & collections. d. Number of programs conducted/established. e. Number of promotional materials produced & disseminated. f. Number of member libraries that offer programming for seniors. | <ul style="list-style-type: none"> a. Expand Cybermobile service to families & youth groups / agencies / organizations. b. Seek & pursue funding for replacement vehicle. c. Retain second driver, if funding allows, for increased flexibility. d. Establish & maintain dynamic electronic presence/community among Cybermobile clientele through social media & 4CLS.org. e. If funding & opportunity allows, work with member libraries to expand cultural, educational & recreational programs & experiences for seniors. |

| ELEMENT | GOALS | INTENDED RESULTS | EVALUATION METHODS | RECOMMENDED ACTIVITIES |
|--|---|---|---|---|
| E. Other | | | | |
| <p>3. PROFESSIONAL DEVELOPMENT AND CONTINUING EDUCATION</p> | <p>Provide training opportunities when funding permits.</p> <p>Annual</p> | <p>a. Better trained library staffs. b. Better educated trustees. c. Improved service to citizens. d. Through the use of technology, increased educational & training opportunities as well as personal contact with members, without the need to travel. e. Training & opportunities will be maximized at little or no cost & with mutual benefit.</p> | <p>a. Number of programs & training opportunities offered & the attendance. b. Usage statistics. c. Anecdotal accounts & surveys. d. Self reporting. e. Number of 4CLS member staff that attend CE at neighboring systems. f. Number of attendees from other systems at 4CLS training.</p> | <p>a. Assist member libraries in identifying training opportunities of value to meet their needs. b. Provide onsite training as funding & staffing permits. c. Expand use of videoconferencing (WebEx or similar) to meet system contact & training needs. 2012+ d. Make members aware of & encourage use of online training provided by vendors (e.g., OverDrive for the Download Zone & database vendors for the Research Center). e. Provide training for member library directors on laws, regulations, minimum standards, policies, procedures & practices. 2013 f. Train member library staffs in all aspects of interlibrary loan services. 2013 g. Conduct two training programs per year for trustees, (e.g., Education Law & Regulations & New Trustee Orientation), as funding permits. h. Continue “travelling classroom” program for use at member libraries. i. Establish & maintain network with neighboring library systems to provide shared CE when possible.</p> |

| ELEMENT | GOALS | INTENDED RESULTS | EVALUATION METHODS | RECOMMENDED ACTIVITIES |
|--|--|---|--|--|
| 4. NOT APPLICABLE | | | | |
| 5. CONSULTING AND DEVELOPMENT SERVICES | <p>Provide consulting services & serve as a resource for member libraries.</p> <p>Annual</p> | <p>a. Better informed libraries & library managers.</p> <p>b. Better service to citizens.</p> <p>c. Vendor services provide access to new technologies & formats.</p> | <p>a. Number of requests for information.</p> <p>b. Results of visits / Checklist reports.</p> <p>c. Anecdotal evidence.</p> <p>d. Number of libraries adopting emerging technologies.</p> <p>e. Statistical reports of usage.</p> | <p>a. Serve as first-stop resource for libraries & trustees on issues relation to Education Law & Regulations.</p> <p>b. Serve as a resource for information concerning emerging trends & technologies in the profession.</p> <p>c. Provide opportunities to expose members to downloadable electronic formats, including eBooks, audiobooks, music, & video. Annual</p> <p>d. Utilize 4CLS intranet as a training / resource tool.</p> |
| 6. COORDINATED SERVICES | <p>Provide services that create economies of scale.</p> <p>Annual</p> | <p>a. Save money for member libraries through volume purchasing & improved discounts.</p> <p>b. Consolidated services prevent member libraries from having to hire additional staff.</p> <p>c. Quality products are purchased.</p> <p>d. The use of new services is promoted.</p> <p>e. Member libraries are able to afford expanded resources.</p> | <p>a. Number of libraries participating, discounts negotiated, & volume of purchasing through 4CLS.</p> <p>b. Anecdotal evidence from members.</p> | <p>a. Maintain a program of consolidated ordering for member libraries for print & non-print materials.</p> <p>b. Procure consolidated bidding contracts with print & non-print vendors on behalf of member libraries.</p> <p>c. Continue the cataloging & physical processing of library materials for member libraries, as funding permits.</p> <p>d. Maintain established turn-around time for book orders, cataloging, & billing.</p> <p>e. Provide opportunities for economies of scale through consolidated ordering of supplies & materials, (e.g., puppets).</p> <p>f. Purchase equipment & materials for special collections that can be accessed</p> |

| ELEMENT | GOALS | INTENDED RESULTS | EVALUATION METHODS | RECOMMENDED ACTIVITIES |
|---|---|---|---|---|
| | | | | <p>by member library staff, (e.g., die-cut machine & dies, YA LP, props, programming guides, public performance DVDs), as funding permits.</p> <p>g. Coordinate the purchase of electronic resources for member libraries for inclusion in the Research Center.</p> <p>h. Coordinate the purchase of downloadable eBooks, audiobooks, & other electronic formats for inclusion in the Download Zone.</p> <p>i. Coordinate the purchase of computers & peripherals for member libraries.</p> <p>j. Coordinate the purchase of network & PC software to enhance discounts for member libraries.</p> |
| <p>7. AWARENESS AND ADVOCACY</p> | <p>Develop additional no-cost/low-cost methods for marketing System resources/services to member libraries (directors, trustees, staff), legislators, & the public.</p> <p>Annual</p> | <p>a. Increased public awareness & usage of various resources/services, including the Research Center, Download Zone, Circuits Program, Library Events Calendar, Become a Library Advocate e-tool, & others.</p> <p>b. Cost savings through electronic distribution of marketing/public relations materials</p> <p>c. Ongoing production & distribution of System newsletter with timely stories about 4CLS, member libraries, staff, trustees, & relevant state & national</p> | <p>a. Funding increases (e.g., receiving legislative member items and/or annual budget support).</p> <p>b. Increases in alternative revenue sources.</p> <p>c. Number of new awareness initiatives.</p> <p>d. Member contacts with 4CLS.</p> <p>e. Surveys of member libraries.</p> <p>f. Number of copies of newsletter distributed.</p> <p>g. Usage statistics.</p> | <p>a. Produce & distribute news releases.</p> <p>b. Pitch story ideas to media.</p> <p>c. Maintain contact with legislators.</p> <p>d. Encourage member libraries to send representatives to Albany for NYLA Library Day.</p> <p>e. Encourage member libraries to advocate for critical library issues using our “Become a Library Advocate” web tool.</p> <p>f. Distribute the New Director Orientation (NDO) packet to welcome new directors & make them aware of 4CLS programs,</p> |

| ELEMENT | GOALS | INTENDED RESULTS | EVALUATION METHODS | RECOMMENDED ACTIVITIES |
|---------|-------|---|---|--|
| | | <p>library news, library advocacy initiatives & more.</p> <p>d. Legislators have increased knowledge of library services, the benefits libraries provide to residents, & the funding needs of libraries.</p> <p>e. Increased usage of ‘Advocacy Action Alerts’ in conjunction with NYLA & ALA initiatives & increased participation in annual NYLA Library Advocacy Day in Albany.</p> <p>f. Additional funding, as a result of marketing, to enhance services, such as the Download Zone, Research Center, Cybermobile, online catalog, website template, & others.</p> <p>g. Expanded member library usage of current & new technology resources, e.g., 4CLS’s member library websites, including the website template, online catalog, Research Center, & Download Zone.</p> | <p>h. Responses to/participation in calls-to-action.</p> <p>i. Anecdotal accounts & feedback.</p> | <p>services, staff, & consulting expertise available on request.</p> <p>g. Update the NDO packet as necessary & expand content, if funding permits.</p> <p>h. Increase number of marketing & awareness activities, including materials & training.</p> <p>i. Seek alternative funding streams to expand awareness of libraries & library resources.</p> <p>j. Better utilize technology to enhance awareness/usage/advocacy for libraries & their resources/services.</p> <p>k. Present revenue-generating partnership-sponsorship opportunities to organizations with a local or regional presence.</p> <p>l. Continue promoting our free website template for member libraries.</p> <p>m. Promote Research Center & Download Zone to member libraries not currently subscribing.</p> <p>n. Develop other technology-based awareness & advocacy tools, if funding permits.</p> <p>o. Identify, develop & write stories for 4CLS newsletter.</p> <p>p. Explore potential for electronic distribution of newsletter.</p> <p>q. Take relevant photographs when & where possible, especially member</p> |

| ELEMENT | GOALS | INTENDED RESULTS | EVALUATION METHODS | RECOMMENDED ACTIVITIES |
|--|---|---|--|---|
| | | | | library personnel. r. Continue to seek relevant & interesting information & stories from member libraries. s. Expand production of the newsletter, if funding permits. |
| | Continue to provide assistance & guidance to member libraries to help them market their services. Annual | a. Increased & more consistent promotion of local services, programs, events, & activities. b. Support/training for member libraries on marketing & public relations skills & techniques. c. Dissemination of marketing tools for use by member libraries. d. Evidence that more member libraries pursue other funding opportunities individually. | a. Reports/media coverage of library services, programs, events & activities. b. Requests for consulting support. c. Participation in training sessions, workshops, webinars, etc. d. Usage of marketing tools by member libraries. | a. Support member library usage of marketing tools to share their success stories with other member libraries. b. Explore ways that member libraries can provide their customers--especially new cardholders--with a hands-on “tour” of the electronic library. c. Develop new marketing tools as needed, if funding permits. |
| | Reach new library users throughout the 4CLS region. Annual | a. Member libraries experience increases in new users. b. Increased networking & collaboration opportunities. | a. Annual report statistics. b. Number of new partnerships. c. Anecdotal accounts & feedback. | a. Continue to expand distribution of 4CLS newsletter. b. Continue “Library Card Signup Month” campaign on 4CLS website, & expand it through other marketing channels, if funding permits. c. Help member libraries initiate or expand “Library Card Signup Month” campaign on their websites, if funding permits. |
| 8. COMMUNICATION AMONG MEMBER LIBRARIES | Communicate regularly & effectively with member libraries. | a. More timely dissemination of useful information. b. Increased usage of 4CLS electronic & | a. Member library surveys. b. Usage statistics. c. Requests to add specific | a. Continue publication of 4CLS News. b. Update & expand use of the intranet. c. Expand communication via social media |

| ELEMENT | GOALS | INTENDED RESULTS | EVALUATION METHODS | RECOMMENDED ACTIVITIES |
|--|---|--|--|--|
| | Annual | non-electronic communication channels (e.g., email lists, videoconferencing, intranet, meetings, newsletter). c. Increased usage of 4CLS services by member libraries. | content. | for timely & interactive engagement of members. |
| | Promote & increase library-to-library communication. Annual | a. Better awareness of activities, events, success stories, etc., between & among local/adjacent member libraries. b. Improved relationships between & among local/adjacent member libraries. c. Increased collaboration among member libraries. d. Member library staffs are informed on issues & trends impacting library services. | a. Member library feedback. b. Number of collaborative activities between member libraries. c. Usage statistics for the Library Events Calendar. | a. Use meetings, intranet, email lists, newsletter, collateral materials, & other available tools to communicate & share success stories, ideas, tips, etc. b. Develop new tools, if funding permits. c. Provide consolidated gathering & dissemination of program information via the Library Events Calendar, as funding allows. |
| | Explore options for improving value of the intranet. Annual | Members have an effective gateway for relevant information. | Member & 4CLS staff feedback & usage. | Develop a next-generation intranet. |
| 9. COOPERATIVE EFFORTS WITH OTHER LIBRARY SYSTEMS | Work with existing library agencies to explore additional economies of scale. Annual | a. Cooperative efforts lead to synergy. b. Awareness of others services & programs. | Results / activities implemented. | a. Work with New York Alliance of Library Systems (NYALS) to seek cooperative programs & services. b. Work with Public Library System Directors Organization (PULISDO) to seek solutions to public library system issues in New York State. |

| ELEMENT | GOALS | INTENDED RESULTS | EVALUATION METHODS | RECOMMENDED ACTIVITIES |
|--------------------------------|--|--|---|---|
| | | | | <ul style="list-style-type: none"> c. Work with other groups & committees of library systems to address issues & problems & to share resources & equipment. |
| <p>10. CONSTRUCTION</p> | <p>Continue extensive & successful work with member library directors & trustees to help them achieve funding goals & meet local needs for library construction grants through the NYS Construction Grant Program & other grant-funding organizations.</p> <p>Annual</p> | <ul style="list-style-type: none"> a. Member library efforts to improve their infrastructure, energy efficiency, & access for persons with disabilities are supported by 4CLS. b. Member library knowledge of the construction grant program is enhanced & expanded. c. The quality of all construction grant applications improves. d. All available construction grant funds allocated to 4CLS by the Division of Library Development are utilized/dispensed. e. More member libraries submit an application. | <ul style="list-style-type: none"> a. Queries from member libraries. b. Attendance at regional workshops. c. Requests for consulting support provided to members. d. Number of grant applications submitted. e. Funding received. f. Feedback from the Division of Library Development. | <ul style="list-style-type: none"> a. Stay current on Construction Grant Program requirements, guidelines, news & announcements. b. Provide appropriate construction grant informational updates to member libraries. c. Provide member libraries with information on other pertinent grant opportunities. d. Provide grant writing & fundraising expertise to member library directors & trustees. e. Serve as 4CLS Construction Grant Program liaison with DLD. f. Work with DLD officials & site host to develop, market, & deliver central-upstate regional construction grant workshop. g. Coordinate, develop & write 4CLS's construction grants & other related grants. h. Research, develop & write additional grants as required to generate funding that supports current or new program initiatives. |

| ELEMENT | GOALS | INTENDED RESULTS | EVALUATION METHODS | RECOMMENDED ACTIVITIES |
|------------------------------|---|------------------|--------------------|------------------------|
| 11. CENTRAL LIBRARY SERVICES | http://www.4cls.org/pdf/CentralLibraryPOS2012_2016.pdf | | | |
| 12. DIRECT ACCESS | http://www.4cls.org/pdf/DirectAccess90_3_2011.pdf | | | |
| 13. OTHER | | | | |