

Four County Library System  
**FIVE-YEAR LIBRARY SYSTEM PLAN OF SERVICE**  
 January 1, 2007 - December 31, 2011

SECTION 1 - GENERAL INFORMATION

1.1 Name of System	Four County Library System
1.2 Street Address	304 Clubhouse Road
1.3 City	Vestal
1.4 Zip Code	13850
1.5 Four Digit Zip Code Extension	3713
1.6 Telephone Number	(607) 723-8236
1.7 Fax Number	(607) 723-1722
1.8 E-Mail Address of the System Director	dkarre@4cls.org
1.9 System Home Page URL	www.4cls.org
1.10 Date of Establishment	1960
1.11 Date of Absolute Charter	1965
1.12 Name(s) of Central Library/Co-Central Libraries	Broome County Public Library
1.13 Square Mileage of System Service Area	4,052
1.14 Population of System Service Area	361,668
1.15 Type of System	PLS

## SECTION 2 - SYSTEM GOVERNANCE

### BYLAWS

2.1 URL of Current Governing Bylaws	<a href="http://www.4cls.org/pdf/fclsbylaws.pdf">www.4cls.org/pdf/fclsbylaws.pdf</a>
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### APPOINTMENT/ELECTION OF BOARD/COUNCIL

2.2 Board/Council Appointment/Election - Indicate whether the Board/Council Members are appointed or elected (select one).	Elected
2.3 Indicate by whom the Board/Council Members are appointed/elected.	Member libraries

### ADVISORY GROUPS

2.4 Advisory Groups - Indicate the groups that advise the Board/Council. (check all that apply):	
a. Director's Advisory Council	<input checked="" type="checkbox"/>
b. Member Advisory Council	<input type="checkbox"/>
c. Outreach Advisory Committee	<input checked="" type="checkbox"/>
d. Central Library Advisory Committee	<input checked="" type="checkbox"/>
g. Other (specify using the State note)	<input type="checkbox"/>

### SECTION 3 - MEMBER SERVICES

#### LIST OF MEMBERS

3.1 URL of Current List of Members	<a href="http://www.4cls.org/l/links.html">www.4cls.org/l/links.html</a>
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#### LEVELS OF SERVICE

3.2 Does the public library system provide different levels of service to its member libraries? Indicate Y for Yes, N for No. If Yes, complete one repeating group for each level of service. Identify the level and describe the service(s) provided at that level. If No, enter N/A.	N
1. Level of Service and Service(s) Provided	N/A

## SECTION 4 – PLANNING

### NEEDS ASSESSMENT AND DEVELOPMENT OF THE PLAN

4.1 Describe the process used to assess member needs in the development of the system's Plan of Service.

The Four County Library System has a continuous process for identifying and responding to member service needs. Regular visits and communication with the members are the prime way for identifying individual library needs and concerns. Numerous subject-specific system-wide meetings, as well as workshops and training activities, are used to gather information that relates to system-wide services.

The formal planning process began in May 2004, when the committees, which were established to deal with automation issues, were expanded, and in some instances combined with existing 4CLS Groups. All were given the outline of documentation received from DLD at that time and instructed to work within this framework to identify programs, services and issues that relate to the Four County Library System's ability to provide such services to them during the period of the new plan. As a component of each existing group meeting, a specific portion of each meeting, and in some meeting(s), was devoted to the Plan of Service issue. With newly created automation committees, many meetings were held, either in person or electronically, to discuss issues. Each group was chaired by a staff member from a member library, as was the secretary, so that member concerns, versus 4CLS concerns, would be assured. Each group was instructed to be as creative as possible, while still working under the constraints of reality. They were assigned the task of completing their report by November 2005. In December 2005, a meeting of all committee chairs was held to share information and combine and/or refine ideas and concerns. All libraries and trustees were invited to attend the meeting. At this time, it was agreed by all that the 4CLS Plan of Service would endeavor to be as encompassing as possible, and will include goals, which, while unlikely to be achieved, still represent the needs of member libraries and their desires for services that they see as essential from their system.

4.2 Identify the groups involved in development of the Plan of Service and each group's role.

Free Direct Access

Value-Added Services

In response to the question concerning the efforts of the Four County Library System to meet requirements outlined by Commissioner's Regulation 90.3 (a)(2) and (d)(1)(i) and (ii), the following need be noted:

Since the creation of the Four County Library System, a signed contract has been maintained with member libraries assuring them that 4CLS will provide those services as outlined by Law and Regulation. This contract has been revised as needed since 1960 and remains a basic document of

1. System membership

2. As times have significantly changed since the creation of the System in 1960, access to the holdings of member libraries has moved from the paper card catalog to a web-based catalog. All member libraries have access to the holdings of the member libraries of the System at [www.4cls.org](http://www.4cls.org)

3. All member libraries, as part of their basic contract with 4CLS, agree to abide by Commissioner's Regulations in this section, whereby such services as free on-site use of resources, access to system-wide resources in member libraries and issuance of cards at no cost to individuals

Additionally, the Four County Library System provides value added services to member libraries, some without charge and some on a cost-recovery basis. All these services are optional and at the member libraries discretion. These services include:

1. Integrated Library System\* - Since 1986, 4CLS has offered a state-of-the-art Integrated Library System (ILS) to member who wish to participate. This ILS offers such modules as: circulation, patron registration, acquisitions, patron-placed holds, and reports.

2. Consolidated ordering of materials – 4CLS steadfastly maintains that the best way to ensure compliance with the section of CR 90.3 relating to access to System-wide holdings is to facilitate entering records into the database at the ordering (first) stage. By offering this service to members, we initiate the bibliographic record, thereby limiting duplicate records, as well as coordinating collection development for member libraries. This has proven very useful to the members, and studies have shown that our System-wide holdings have greater breadth and depth, thereby creating a better resource for citizens of our area.

3. Cataloging of materials – As with consolidated ordering, cataloging at 4CLS both cuts down on errors as well as saves member libraries significant staff time. This is a service which is greatly valued by our member libraries

4. Physical processing of materials\* - The final step in the technical services process is the physical processing of materials. Members are charged back only a minor fee, one that does not even offset the materials used in processing. We have maintained this service because, frankly, our members much prefer the quality of our service to that of library vendors.

5. Filtering of Internet resources – In an effort to address the federal requirements for E-rate and CIPA, 4CLS has provided filtering of Internet access for all member libraries

6. Electronic resources subscriptions\* - 4CLS was an early developer of access to electronic resources. Currently, members subscribing to this service have access to a suite of 33 databases. All member libraries have access to NOVEL.

7. Circuit programs\* - The circuits program at 4CLS consists of rotating collections in various formats for member libraries. Currently, we have: an audio / CD circuit; a video circuit, and a large print book circuits. Materials are shipped from library to library at regular intervals so each participant receives a collection of "new" materials.

8. "X-Collection" program\* - Known in other systems as a "pool" collection, this program allows member libraries to select titles from the 4CLS collection (between 800 and 2,000 per year) on a semi-annual basis as a supplement for their collections.

9. Local delivery – 4CLS maintains a delivery service for member libraries so that libraries borrowing materials on interlibrary loan do not have to pay shipping expenses. Each library receives a minimum of one delivery per week, with some libraries receiving delivery service 4 times per week.

\* = services offered on cost-sharing basis

PLAN OF SERVICE MEETINGS –7/1/04 –9/27/06

OVERVIEW: During the planning process, many meetings were held to compile the 2007-2011 Plan of Service for 4CLS. Forty-one of the 42 member libraries directly participated in this activity

During the process, 62 meetings were held with an attendance of 574 participants from member libraries, reflecting library directors, staff, trustees and members of the public. This total does not include participation by 4CLS staff and 4CLS Board members or participation by online committees. Committees were active and dedicated to the task. They work diligently, realizing the need to finish task before bad weather created travel problems.

For a detailed listing of meetings, please contact the Four County Library System directly.

#### 4.3 Describe the planning process for the 2007-2011 Central Library Plan.

The planning process for the Central Library Plan was the responsibility of the Central Library Advisory Committee (CLAC). This long-established committee, comprised of eight member library representatives and representatives of the Central Library, 4CLS and respective Boards, works to continuously review services and programs relating to Central Library functions. This group appointed a work team, consisting of two member library directors and the directors of the Central Library and 4CLS to create a draft of the plan. The plan was then shared and reviewed in detail by the entire CLAC, including 4 Trustees from the Central Library and 3 trustees from the 4CLS Board. After revisions, the plan was then presented to both boards for review and was subsequently adopted.

#### 4.4 Identify the groups involved in development of the Central Library Plan and each group's role.

The Central Library Advisory Committee was responsible for the development of the Plan of Service. A subcommittee of this group, consisting of representatives of two member libraries and administration of both the system and the central library, crafted the plan draft, which was then reported back to the entire committee for approval. This plan was also discussed as part of the December 2005 meeting. With minor revisions, both the Board of the Broome County Public Library and the Four County Library System has already approved the Plan.

#### 4.5 Describe the integration of the 2007-2011 Central Library Plan with the system's Plan of Service.

The Central Library Plan is integrated in the Four County Library System Plan in several specific areas. These are:

- Collection development
- Resource sharing
- Electronic resources

#### APPROVAL OF THE PLAN

4.7 Briefly describe the process for approval of the Plan of Service. School library systems must include the Council's role in the approval.

The Board of Trustees of the Four County Library System charged each committee with developing relevant and realistic components sections of the Plan. Many, many meetings were held to discuss, review, revise and add sections and components. In December 2005, the components were brought together and compiled into a working draft for the Board. This draft has been reviewed and refined many times and has been reviewed for a final draft by the System Services Committee of the Four County Library System Board of Trustees. The Board of Trustees reviewed the final draft and approved the same at its regular Board meeting on September 27, 2006.

## EVALUATION

4.8 Briefly describe the information that will be collected to evaluate whether or not the system achieved the intended results of the plan.

Evaluation methods will take several forms. First, it's important to remember that ideas and issues surface at all committee meetings of the system, so constant feedback and input into system services and programs is a given. In addition, as the plan discusses, we will use the following techniques for evaluation:

- statistical reports
- anecdotal reports and evaluations
- documentation of creation of activities and programs
- funding levels / fiscal analysis
- observation
- surveys

4.9 Briefly describe the methods that will be used to determine whether the system's customers were satisfied with the system's services.

Customer satisfaction will be accomplished in a variety of methods, with surveys being the most common. In addition, we will compare results to existing or pre-determined benchmarks, use statistical analysis and anecdotal comments.

4.10 Briefly describe how the information on customer satisfaction will be used to shape the system's plan in the next year or in the following planning cycle.

For well over ten years, the Four County Library System has used feedback and input from our member libraries in shaping our Strategic Management Plan. We see the same result happening from the Plan of Service. Goals will be modified, added or dropped as needed or determined prudent by the Board and the members. The Plan of Service, which will act as a framework for system activities, will be constantly reviewed.

## REVISION PROCESS

4.11 Briefly describe the process for revising the system's Plan of Service for submission to the New York Education Department/New York State Library.

It is anticipated that individual components of the Plan of Service may be revised annually. It is also anticipated that suggestions for revisions will likely come through 4CLS Committees and Groups and will be approved by the Board. Any proposed changes will be evaluated and implemented based on system capabilities and affordability. Formal changes will then be made in accordance with DLD and Education Department requirements.

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

**Intended results** are the expected user benefits of the goals.

**Evaluation methods** are the tools that indicate if intended results were achieved. Examples include surveys, numerical statistics, anecdotal reports, focus groups, questionnaires, observations, pre- or post-test scores, etc.

<b>Elements</b>	<b>Goals</b>	<b>Intended results</b>	<b>Evaluation methods</b>
<b>1. Resource Sharing</b>	Define		

Elements	Goals	Intended results	Evaluation methods
<p>1.a. Cooperative collection development</p>	<p>Significant, balanced array of collections held by individual members are strengthened. Annual</p> <p>-----</p> <p>All libraries will become online or RAPAS libraries so that all member library holdings will be included on the database. 2010</p> <p>-----</p> <p>Sufficient number of copies of popular titles purchased to satisfy public demand. Annual</p> <p>-----</p> <p>Uniquely held, significant adult non-fiction print and electronic materials made accessible on-site and to remote locations. Annual</p> <p>-----</p> <p>All libraries will participate in online book ordering through the system 2009</p>	<p>Member libraries acquire and maintain collections that complement those held by others.</p> <p>-----</p> <p>Turn-around time for patron requests will be quicker since more volumes of same title will be available for loan system-wide</p> <p>-----</p> <p>Better serve the needs of the System libraries' communities.</p> <p>-----</p> <p>Better serve the needs of the System libraries' communities.</p> <p>-----</p> <p>1. Ease of ordering for Dial-up libraries</p> <p>2. Order status and billing info will offer better budget planning and purchase tracking</p> <p>3. Current order status known</p> <p>4. Improved re-billing function</p>	<p>Change in system-wide circulation.</p> <p>Change in % of ILL of Central Library materials.</p> <p>-----</p> <p>Change in use of ILL by patrons of non-online libraries.</p> <p>Number of libraries online</p> <p>-----</p> <p>Change in % of ILL system-wide.</p> <p>-----</p> <p>Number of items added and percentage of dial-up library holdings converted each year.</p> <p>-----</p> <p>Anecdotal reports from members.</p> <p>Survey</p>

Elements	Goals	Intended results	Evaluation methods
1.b. Delivery	<p>Increase deliveries: Online and RAPAS libraries – one additional delivery day per week, if funding allows. 2008+</p> <p>-----</p> <p>Consider establishment of satellite delivery center in another geographical region of the System service area, if funding allows. 2009+</p> <p>-----</p> <p>Keep delivery fee-free to members, if funding allows. Annual</p>	<p>Improved/faster service to member libraries and patrons for ILL materials as well as items processed by 4CLS.</p> <p>-----</p> <p>Encourage resource sharing by strengthening delivery capabilities.</p> <p>Economic efficiency</p> <p>-----</p> <p>Smaller libraries will maintain or improve their present service to patrons by offering a system-wide variety of material at no cost.</p>	<p>Measure how quickly ILL materials are delivered to pickup libraries.</p> <p>-----</p> <p>Measure how quickly materials processed by 4CLS are received by members.</p> <p>-----</p> <p>Observation/actual budget</p>

Elements	Goals	Intended results	Evaluation methods
1.c. Interlibrary Loan	<p>Recommend minimum standards for all members at the RAPAS level so that patron database will be truly System-wide and available to all members for use and review. Annual</p> <p>-----</p> <p>Every library is listed as a pick-up location. 2009</p>	<p>All registered patrons able to place holds from library and remote locations</p> <p>ILL materials delivered to patrons with less delay</p> <p>ILL materials delivered to patrons at more convenient locations</p> <p>-----</p> <p>Improved delivery service to citizens</p>	<p>Measure change in ILL activity</p> <p>Observe change in patron referrals to libraries with special collections</p> <p>Anecdotal reports.</p> <p>-----</p> <p>Change in ILL activity</p>
<p>1. d. Other—</p> <p>i. Expanded federated searching capabilities</p> <p>-----</p> <p>ii. Number of Libraries fully online</p>	<p>Offer to patrons the ability to make single, simultaneous searches of multiple resources, including their library's local collection, other libraries' catalogs, journals, databases, free and licensed information services, and Web search engines. 2009</p> <p>-----</p> <p>Funds acquired in order to increase number of libraries online. 2009</p>	<p>Enable non-mediated patron-generated ILL of selected materials</p> <p>Improved access to information</p> <p>-----</p> <p>Increase in number of online libraries so that improved access to collection, as well as local management occurs</p>	<p>Measure ILL activity</p> <p>Anecdotal reports</p> <p>Survey patrons</p> <p>-----</p> <p>Number of libraries online</p> <p>Dollars acquired for activity</p>

Elements	Goals	Intended results	Evaluation methods
<p><b>2. Technology services</b></p>	<p>(Definition) An Integrated Library System (ILS) is defined as a suite of software programs that support all standard library operations, including acquisitions, cataloging, inventory and serials control, circulation, the on-line public catalog and may include media booking and community information. <b>Library systems may not implement all of these functions, but cataloging, circulation, and public catalog are considered minimal components of the ILS.</b></p>		
<p>----- 2.a. Integrated Library System</p>	<p>Determine how/if 4CLS can continue to provide ILS to members at an appropriate cost. Annual</p>	<p>----- Resources are efficiently concentrated/allocated on services valued by member libraries and 4CLS.  4CLS in compliance with requirements of Law and Regulations. ----- .</p>	<p>----- Follow-up survey  Plan of Service/DLD's acceptance  -----</p>

Elements	Goals	Intended results	Evaluation methods
	<p>If possible, reduce fees to member libraries. 2008</p> <p>-----</p> <p>All member libraries will be able to input and delete their holdings on the system database from their own location for existing titles only (must be RAPAS). 2007 and Annual</p> <p>-----</p> <p>The System and State will pick up the cost of automation for all member libraries. 2008+</p>	<p>Potentially reduce-costs for members</p> <p>Enable more libraries to afford going online</p> <p>-----</p> <p>Records will more accurately reflect the titles available for patron loan from system libraries.</p> <p>-----</p> <p>By eliminating a percentage of their budget expense, member libraries will have more funds available for materials, programming, staff, updated equipment, furniture, building upkeep, etc.</p>	<p>Compare fees</p> <p>Assess dollar amounts</p> <p>-----</p> <p>Anecdotal accounts of librarians</p> <p>Number of records</p> <p>-----</p> <p>Charge back fees to members</p>

Elements	Goals	Intended results	Evaluation methods
2.b. Virtual reference  Define???	Update Research Center web page in an enhanced simplified format 2007+  ----- Review/enhance resources in Research Center Annual	--Redesign Research Center web page for ease of use (2007). --New format of Research Center should attract additional members to subscribe to the Research Center to expand service capability (2007)  ----- Better service to patrons	--Measure the increase in use statistics of the resources (2007).  --Number of subscribers should increase by 20% (2007 – 2008).  ----- Number of hits/sessions

Elements	Goals	Intended results	Evaluation methods
<p><b>3. Special client groups and the means for meeting their needs</b></p> <p>3.a. Adult literacy</p>	<p>(Definition) Outreach groups include blind, physically disabled, aged, developmentally or learning disabled, institutionalized, members of ethnic/minority groups in need of special services, educationally disadvantaged, unemployed/underemployed or geographically isolated.</p> <p><b>Identify targeted groups that will be served in the appropriate years.</b></p> <p>-----</p> <p>Collaborate with established agencies (LVA, etc.), and other social service agencies (school districts, immigrant programs), and member libraries to dovetail services.</p> <p>Annual</p> <p>-----</p> <p>Develop collections (print and virtual) in member libraries to assist adult new readers (if funding allows).</p> <p>Annual</p> <p>-----</p> <p>Promote library services to agencies listed above and to potential students (if funding allows).</p> <p>Annual</p>	<p>-----</p> <p>Reach target group, enhance services without duplication.</p> <p>-----</p> <p>Make resources readily available to support learning process</p> <p>-----</p> <p>Increase awareness and usage of library services and resources</p>	<p>-----</p> <p>Number of agencies contacted.</p> <p>Number of programs conducted/established.</p> <p>Number of people contacted/served</p> <p>-----</p> <p>Number of resources purchased.</p> <p>Usage statistics.</p> <p>-----</p> <p>Number of presentations/promotional pieces produced and distributed.</p> <p>Anecdotal observation of increased interest/usage by this audience</p>

Elements	Goals	Intended results	Evaluation methods
3.b. Coordinated Outreach	<p>Provide/expand Cybermobile service to un-served populations as funding allows. Annual</p> <p>-----</p> <p>Work with other social service agencies for mutual support of programs without duplication. Annual</p>	<p>--Library service is available to all residents of service area.</p> <p>--Increased use of library resources and services.</p> <p>--Enhanced quality of life for 4CLS residents.</p> <p>-----</p> <p>--Enhanced and efficient service to patron base and expanded awareness of library's potential.</p> <p>--Catalog of services for community information database if funding allows.</p>	<p>--Increased patron base of Cybermobile.</p> <p>--Increased use of resources/collection</p> <p>-----</p> <p>--Number of agencies that actively promote library use to their clientele.</p> <p>--Anecdotal accounts of increased library use by above.</p> <p>--Establishment and use of database.</p>
3.c. Correctional facilities (State and local)	<p>Provide materials and service to inmate population with Cybermobile. Annual</p>	<p>--Population is prepared with literacy and other life skills upon release.</p> <p>--Enhanced quality of life during incarceration.</p>	<p>--Usage statistics (circulation, program attendance).</p> <p>--Anecdotal</p>

Elements	Goals	Intended results	Evaluation methods
3.d. Youth services	<p>Assist member libraries in serving children and families. Annual</p> <p>Enhanced Cybermobile service to families and youth groups/agencies/ Organizations. Annual</p>	<p>Improved service and materials for children and young adults.</p> <p>Better, more educated/aware populace—basically, the best hope for the future (i.e. saving the world!)</p> <p>Enhanced web presence of resources for children and families</p>	<p>Increased number of programs and expanded, updated collections for youth in member libraries.</p> <p>Number of hits on 4CLS website</p>

Elements	Goals	Intended results	Evaluation methods
<b>4. Continuing education and training</b>	Provide training in software applications, web and database searching through such grants as Gates Initiative grant, and others as funding allows. Annual <hr/>	Increase member librarians' confidence in NOVEL and subscription database searching. <hr/>	Measure the increase in the use of traveling lab by librarians to conduct public training sessions.  Anecdotal  Usage statistics <hr/>
	Search for opportunities for online training in database searching. Annual <hr/>	Provide training for members that would otherwise have to travel to formal training sessions.  Flexible scheduling <hr/>	Positive survey responses from the membership (2007) – 2011). <hr/>
	Provide more individual onsite training. Annual <hr/>	Increase rapport and comfort level in providing search assistance to the public .  Flexible scheduling <hr/>	Increase in use statistics for online NOVEL and subscription databases (2007 – 2011). <hr/>
	System meetings and training sessions will be available via conference calls or satellite hookup. 2008+ <hr/>	Library personnel and trustees will be better informed since they will have access to actual group discussions without the prohibitive burden of travel. <hr/>	# of library staff and trustees receiving training  survey and evaluations from training <hr/>

Elements	Goals	Intended results	Evaluation methods
4. Continuing education and training (con't)	In-house and/or local computer training on all aspects of library science, workshops and basic computer skills and programs will be offered regularly as funding allows. Annual	Those technologically challenged or phobic will have easy access to a valuable skill and important information and will thus be able to better serve their patrons	Measure use of resources  Anecdotal accounts  Survey
	----- Train member libraries to search for OOS books using NYS databases. Annual	----- Libraries will become aware of the resources available and how to use them.	----- Measure use  Survey
	----- Train member librarians in the use of enhanced software applications, such as URSA Annual	----- Members will be able to search and place ILL requests directly with the Central Library. (2007)	----- Increase ILL requests between the Central Library and other members. (2007)
	----- Train member librarians in metadata searching. Annual	----- Members will be able to search anticipated ILS metadata search capabilities. (2009 – 2011)	----- Positive survey response from librarians and public. (2009 – 2011)
	----- Provide anticipated training in new ILS software. Annual	----- Member librarians will transition smoothly into new ILS software. (2008)	----- Feedback from member librarians. (2008)
	----- Conduct 2 training programs per year for trustees. Annual	----- Better educated trustees	----- Attendance at programs
	----- Provide “traveling classroom” program Annual	----- More local education opportunities	----- Number of uses

Elements	Goals	Intended results	Evaluation methods
<b>5. Consulting and technical assistance services</b>	(Definition) Consulting and technical assistance services are services that provide expertise to member libraries and branch libraries in areas such as program content, grant writing, budget, grants administration, legal, building and technology.		
	----- The System will provide assistance in securing grants for individual library needs or projects. Annual	----- Libraries will have access to various organizations for additional funding.	----- Change in grants applied for/received
	----- The System will provide a liaison for specific concerns of small non-online libraries. Annual	----- Rather than being grouped together with libraries that have little or nothing in common, each library will receive personalized attention to better suit their environments.	----- # of visits
	----- Public and Automation Consultant will routinely visit member libraries. Annual	----- Increase personal rapport with library staff and act as service liaison.	----- Measure increase in communications via phone and email with librarians.
	----- Provide opportunities to expose the members to eBooks. 2008+	----- Provide web-based eBooks via the 4CLS web site or ILS software.	----- Measure number and use of eBooks provided.

Elements	Goals	Intended results	Evaluation methods
<p><b>6. Coordinated services</b></p>	<p>(Definition) Coordinated services are services that are originated and coordinated through the system for member libraries and branch libraries. Examples include coordinated print purchases, non-print purchases, negotiation of pricing for licensed electronic collection purchases, cataloging services, materials processing services, office supplies, computer services/purchases, etc.</p> <p>-----</p> <p>Member libraries will receive current information on applicable computer hardware and software upgrades and have such upgrades available at discount, group or bulk prices. Annual</p> <p>-----</p> <p>Online book ordering/order status will be available to non-online libraries through Workflows. Annual</p> <p>-----</p> <p>Improve turn-around time for book orders, cataloging, and billing. Annual</p> <p>-----</p>	<p>-----</p> <p>Libraries will be able to provide patrons with the technology to fulfill all or many of their needs</p> <p>-----</p> <p>Improved collection development</p> <p>Better use of funds by member libraries</p> <p>-----</p> <p>Member libraries receive new materials and bills quicker</p> <p>-----</p>	<p>-----</p> <p>Change in purchasing habits</p> <p>-----</p> <p>Number of libraries participating</p> <p>-----</p> <p>Statistics – ongoing</p> <p>-----</p>

Elements	Goals	Intended results	Evaluation methods
6. Coordinated services (con't)	<p>If funding permits, 4CLS will maintain a program of consolidated ordering for member libraries for print and non-print materials Annual</p> <hr/> <p>Procure consolidated bidding contracts with print and non-print vendors on behalf of member libraries. Annual</p> <hr/> <p>If funding permits, 4CLS will continue program of cataloging materials for member libraries for inclusion in system-wide database. Annual</p> <hr/>	<p>Maximize ability to achieve discounts on materials</p> <p>Provide stronger collections through system-wide acquisitions</p> <p>Provide consolidated services so member libraries need not hire staff to do this task</p> <hr/> <p>Improved discounts for member libraries</p> <hr/> <p>Provide consolidated services so member libraries need not hire staff to do this task</p> <p>Using 4CLS staff expertise</p> <p>Maintain clean database</p> <p>Improved patron access</p> <hr/>	<p>Number of orders placed</p> <p>Discounts negotiated</p> <p>member library feedback</p> <hr/> <p>Volume and discount comparisons</p> <hr/> <p>Number of ILL circulations</p> <p>Number of successful patron holds</p> <p>Member library feedback</p> <hr/> <p>-</p>

Elements	Goals	Intended results	Evaluation methods
6. Coordinated services (con't)	If funding permits, 4CLS will continue physical processing of library materials for member libraries. Annual	Provide quality processing  Save libraries money	Member library feedback
	----- 4CLS will coordinate the purchase of electronic resources for member libraries for inclusion in the Research Center. Annual	----- Save money for member libraries	----- Member library feedback  Statistical comparison
	----- 4CLS will coordinate the purchase of computers and peripherals for member libraries Annual	----- Save money for member libraries  Ensure quality products being purchased	----- Track: -savings -orders
	----- 4CLS will coordinate the purchase of network and PC software to enhance discounts for member libraries. Annual	----- Save money for member libraries	----- Statistical comparison

Elements	Goals	Intended results	Evaluation methods
<p><b>7. Awareness and advocacy</b></p>	<p>Create comprehensive strategies for marketing System services to member libraries (directors, staff and trustees), legislators, and the public. Annual</p> <p>-----</p> <p>Provide assistance and guidance to member libraries to help them promote their services. Annual</p> <p>-----</p>	<p>New directors will be welcomed and made aware of services, resources, expertise and staff within the System. -----</p> <p>Library directors and trustees will be aware of System operations and changes. -----</p> <p>Legislators will have increased awareness of library services and resources and related funding needs. -----</p> <p>Increased public awareness of library services and resources. -----</p> <p>Increased and consistent promotion of local services and programs. -----</p> <p>Training for member libraries on marketing and public relations techniques. -----</p> <p>Ongoing dissemination of marketing tools for use and/or customization by member libraries. -----</p>	<p>Checklist completed by new directors. -----</p> <p>Survey completed by directors and trustees. -----</p> <p>Acknowledgment by legislators of the need for adequate library funding and increases from current funding levels. -----</p> <p>Number of new library cards issued and increased library visits. -----</p> <p>Library reports of media coverage. -----</p> <p>Participation in and evaluations from training sessions and workshops. -----</p> <p>Reported usage by member libraries. -----</p>

Elements	Goals	Intended results	Evaluation methods
7. Awareness and advocacy (con't)	<p>Actively explore avenues to reach new users throughout the 4CLS region.</p> <p>-----</p> <p>Seek alternative funding streams to expand awareness of libraries and library resources. Annual</p> <p>-----</p> <p>Explore means to better utilize technology to enhance awareness of and advocacy for library resources and services. Annual</p> <p>-----</p> <p>Provide support to libraries seeking to use technology to better promote awareness of their services, such as member library web sites, participation in Research Center, online catalogs. Annual</p>	<p>Libraries will see increases in new users.</p> <p>Networking and collaboration opportunities will increase.</p> <p>-----</p> <p>Increased marketing activities, including materials and training.</p> <p>More member libraries will pursue funding opportunities individually.</p> <p>-----</p> <p>Expanded use by member libraries of existing and new technology resources, such as online catalog, 4CLS web site, member library web sites, Research Center</p> <p>-----</p> <p>Customer base of member libraries will expand beyond their walls.</p>	<p>Annual report statistics.</p> <p>Number of new partnerships.</p> <p>-----</p> <p>Increases in revenue.</p> <p>Number of new awareness initiatives.</p> <p>Number of new alternative revenue sources developed.</p> <p>-----</p> <p>Use of Internal counters when appropriate.</p> <p>Surveys of member libraries.</p> <p>-----</p> <p>Tracking hits on member libraries' web sites and 4CLS Research Center.</p> <p>Anecdotal evidence from community contacts.</p>

Elements	Goals	Intended results	Evaluation methods
<b>8. Communications among member libraries or branch libraries</b>	Encourage more peer-to-peer mentoring among member libraries, library boards and system staff. Annual	Increased collaboration  Increased communication  Increased knowledge/capability for each member library  Create Invisible College info ←outcome?	Survey members  Number of visits/meetings to share information on difficulties and solutions
	----- Expand utilization of electronic communications (Trustee Net; FCLS listserv; committee distribution lists/specialized lists, etc) Annual	----- Utilization of electronic communication will increase contacts and discussions with members and trustees  Flexible scheduling for improved participation	----- Number of people signed up for distribution lists  Member library feedback
	----- Continue publication of 4CLS NEWS (newsletter) in print format Annual	----- Reliable print communication tool	----- Member library feedback  Number of copies distributed

<b>Elements</b>	<b>Goals</b>	<b>Intended results</b>	<b>Evaluation methods</b>
<b>9. Cooperative efforts with other library systems</b>	Continue committee and interest group meetings with members and trustees. Annual  ----- Share automation services across systems Annual	Ability to discuss issues  Education  Ability for system to receive feedback  ----- Improved economies of scale  Lower fees and/or improved services	Member feedback  Attendance  ----- - Results – activities implemented
<b>10. Construction</b>			
<b>11. Central library services</b>	Provide the URL of the 2007 – 2011 Central Library Plan. This is the Plan approved by the system board and the central library board.		
<b>12. Direct access</b>	Provide the URL of the most recent Direct Access Plan.		
<b>13. Other goals</b>	Increase member library input on services and programs through improved, ongoing communication between member libraries and the System. Annual	Improved communication will lead to satisfied members and improved services  Improved input will lead to improved shared-decision-making process	Survey  Agreement between members and system or system priorities?? (follow-up from ILS elements 1 – 7)  Analysis of success/progress on goals???