

Pioneer Library System Plan of Service 2007-2011

Background

Pioneer Library System's five year Plan of Service was approved by the PLS Board on 9/13/2006, and submitted, as required, to the New York State Library, Division of Library Development. The sequence and elements of the plan were determined by DLD. The goals and intended results are based on input gathered from member library directors and PLS staff during focus groups that were conducted in June 2005. PLS trustees also provided input by responding to a questionnaire. A long range planning committee consisting of eight member library directors, a representative from the Pioneer Library System board of trustees and two PLS staff met twice during the summer of 2005 as contributors to the planning process. Drafts of the plan were reviewed by PLS staff, member directors and the PLS Board of Trustees and revised accordingly.

Member library directors identified four key services on which PLS should focus its resources. Three different questions asked for ranking in the categories of Most Valued Services, Most Essential Services and Most Used Services. The four top ranked services are clear: ILL/Delivery, PLS Consultant and Staff Assistance, Continuing Education and OWWL/Tech Support. All four services scored 19 and above. There was no middle group. Remaining services ranked from 1 to 6 and included Rotations, Youth Services, Free Books, Central Library Reference, Group Orders, Kits and Other. With this data in hand, Long Range Plan Committee members met twice and developed 5 service responses. The top four were clear, as noted above. The group felt it essential to add a fifth one to address the System's stagnant revenue situation and to help position libraries as essential service providers: Advocacy/Fund Raising/PR.

Two questions focused on priorities if new funding became available. If additional local aid increased, many directors responded they would add a youth services position to their staff. If more System aid became available, 23 library directors said that their first or second choice would be to use additional aid to offset OWWL costs to libraries.

Vision for Pioneer Library System and Member Libraries (as revised by the committee 8/2005)

All residents of Ontario, Wayne, Wyoming and Livingston (OWWL) counties will enjoy high quality, excellent library service through their local community library.

Libraries throughout the region will offer extended, convenient hours of operation, in buildings that are roomy, comfortable, equipped with computers and wired for technology, fully handicapped-accessible, with ample parking.

Libraries will offer state-of-the-art services, including quality programming for all ages, excellent reference and readers' advisory services, and timely delivery of materials requested. Library collections will reflect community diversity and local interests, will be current and well maintained as a high budget priority.

Libraries will provide access to Pioneer's state-of-the-art online catalog (OWWL Access), through the Internet world-wide-web, available for use any time and any where. Library users will be able to directly reserve and renew material owned by any PLS library, and have it quickly delivered to their local library. Through the online catalog, **users** can locate books, search databases and link to the Internet's web of global resources. OWWL Access, an online integrated library system, will also provide automated circulation functions, inventory control, and timely statistical reports to each library.

Libraries will be staffed by friendly, knowledgeable people who are well trained and skilled in using print and electronic resources, and who are compensated on a scale equivalent to public school professionals. Libraries will be equally "high-tech and high touch," meaning current in technology while still providing the personal touch patrons need. Staff will maintain their level of expertise by participating regularly in Continuing Education opportunities and collaborative and cooperative efforts between and among PLS and the member libraries.

Libraries will be funded by stable, secure and sufficient tax support. Libraries will be recognized and appreciated as life-long learning and community centers. Residents will show that they truly value excellent library service by their willingness to pay taxes to support libraries and voting to approve generous library budgets.

The Pioneer Library System will strengthen, support and connect libraries, using increased state aid to provide consultant services, collection and technology support and training, centralized OWWL Access services, coordination of grants, outreach services, and daily delivery to each library.

Element 1: Resource Sharing

A. Cooperative Collection Development

Goal Statement

Member libraries will benefit from cooperative collection development practices coordinated by PLS, and will receive collection analysis and development services in order to have current, active, well merchandized collections to meet patron needs.

Intended Results

1. 50% of member libraries will participate in cooperative collection development initiatives by the end of 2011.
 - PLS staff will work with members to develop Maintenance of Effort guidelines for material expenditures.
 - PLS staff will survey libraries on collection strengths.
 - With member input, PLS staff will establish criteria for coordinated collection development
 - With member input, PLS staff will develop Last Copy policies and procedures
2. Specific collection categories of 25% of member libraries will be analyzed annually to identify strengths and weaknesses.
 - PLS staff will analyze OWWL data for evidence of special collections and collection strengths.
 - PLS staff will offer annual competitive collection development grants.
3. At least 75% of member libraries will become proficient in the use of software tools (such as Sirsi Directors Station) to analyze their collections by the end of 2011.
 - PLS staff will provide training in Sirsi's Directors Station.
4. Each year, at least one alternative format collection such as OverDrive will be explored.
 - Large Print and Popular Rotating collections will be eliminated; video and audio collections will be continued and assessed.

Evaluation

Member libraries will be surveyed annually to determine their satisfaction with system cooperative collection development services.

B. Delivery

Goal Statement

Member libraries will receive regular, timely delivery services to meet patron demand for library materials.

Intended Results

1. PLS Delivery service will provide daily delivery to the busiest libraries and at least 3x/week to all libraries. PLS staff will investigate other delivery options; analyze and evaluate for factors such as cost, efficiency and turn-around time.
 - Contact other library systems for advice regarding outsourcing delivery.
 - Seek input from members through a Task Force on Delivery.
 - Consider other delivery schedules.
 - Develop a Materials Delivery Policy and pay schedule for outside organizations
 - Use new OWWL features to reduce # of transits.
2. PLS delivery service will link daily with the RRLC delivery system for access to regional collections.

Evaluation

Member libraries will be surveyed annually to determine their satisfaction with system delivery services.

C. Interlibrary loan

Goal Statement

Member libraries and their patrons will have access to library materials to meet their educational, informational, and recreational needs through OWWL, the PLS Integrated Library System.

Intended Results

1. The holdings in the online union catalog, OWWL, will serve to supply 85% of the reading demand of member library patrons annually.
 - Use OWWL to automatically generate purchase alerts for high demand material.
2. PLS ILL services will provide a 90% fill rate for materials requested out-of-system.
 - PLS staff will provide ILL services for materials not owned among PLS libraries.
 - PLS staff and the ILL Advisory Committee will evaluate out of system ILL options.
 - PLS staff will work with RRLC to explore regional direct ILL options.
3. Patrons will know how to place holds on library materials with holds usage increasing by 5% annually.
4. Patron and staff use of online suggestion boxes for recommended purchases will increase by 5% annually.
 - Develop online suggestion box for patrons to recommend titles to be purchased.
 - Develop online suggestion box for member staff to recommend CBA purchases to Central Library.

Evaluation

1. Libraries report on number of items purchased from online suggestion boxes.
2. Statistical analyses of OWWL holdings will demonstrate comprehensiveness.
3. Member libraries will be surveyed annually to determine their satisfaction with interlibrary loan services.

Element 2: Technology Services

A. Integrated Library System

Goal Statement

Member libraries will receive support and maintenance services from PLS for a state-of-the-art Integrated Library System and online public access catalog (OWWL) through a defined cost-sharing model.

Intended Results

1. 70% of requests for OWWL problem resolution will be resolved to requestors' satisfaction as recorded and tracked through ticketing software.
 - PLS will issue a Memo of Understanding (MOU) clearly defining responsibilities for OWWL participation and local hardware maintenance.
 - PLS will provide help-desk technical support, as defined in MOU.
2. PLS will provide adequate staffing to support OWWL operations.
3. All member libraries will receive PLS assistance and guidance in joining OWWL.
4. Member libraries will have at least 24 OWWL training opportunities provided by PLS annually.
 - PLS will explore ways to provide more OWWL training programs to member staff.
5. All member library staff will have access to a core curriculum of OWWL competencies (essential procedures and basic knowledge) which will be developed and provided to member library staff by the end of 2007.
 - Through the LSTA grant "Dispersing the Knowledge..." PLS will develop the necessary training or "core competencies" needed by staff members to effectively use OWWL.
6. OWWL costs to member libraries will be subsidized by PLS at a rate of up to 35% during 2007. PLS will explore ways to sustain that level of subsidy in subsequent years if at all feasible.
 - PLS will develop 2-year planning cycles for OWWL cost-sharing and issue 2-year OWWL pricing contracts.
7. PLS fund raising efforts will raise at least \$20,000 each year to offset technology costs.
 - PLS staff will seek tech grants.
 - PLS staff will maintain relationships with legislators for ongoing support for technology costs.

Evaluation

1. Annual analysis of trouble ticket reports.
2. Survey on usage and effectiveness of core curriculum.
3. Number of PLS libraries that are full OWWL participants.
4. Amount of outside funds brought in for OWWL.
5. Member libraries will be surveyed annually to determine their satisfaction with all aspects related to the integrated library system. Pre and post testing will occur at OWWL training workshops.

B. Virtual Reference Services

Goal Statement

Members will receive virtual reference services coordinated by the Central Library.

Intended Results

1. Central library staff and the Central Library Advisory Committee will explore at least 3 options for virtual reference service during 2007 - 2011.
 - With the Central Library and CLAC, explore and fund a broad range of virtual reference resources.
 - Develop additional methods of member contact with the Central Library such as Instant Messaging for reference help.

Evaluation

Member libraries will be surveyed annually to determine their satisfaction with virtual reference services.

C. Network services

Goal Statement

Members libraries will have stable, secure broadband access to the Internet and PLS servers.

Intended Results

1. Member libraries will receive secure broadband access to the Internet and PLS servers by means of a Virtual Private network and the wide area network telecommunications environment through a defined cost-sharing model each year of the Plan of Service.
 - PLS will issue a MOU clearly defining principles of network citizenship and local responsibilities for network support.
 - PLS will provide help-desk network support as defined in MOU.
 - PLS will develop 2-year planning cycles for network cost-sharing and will issue 2-year OWWL pricing contracts.
 - PLS will apply for E-Rate telecomm reimbursements on behalf of members and pool the reimbursements as means of controlling OWWL costs.
 - PLS will investigate alternative ISPs and managed VPN solutions.
 - Clearly defined local responsibilities for “good network citizenship” will result in a reduction (when compared to each previous year) in the number of Help Desk calls due to telecommunications each year.
2. In 2007 establish a benchmark to monitor uptime/downtime and in subsequent years, maintain or exceed it.
3. Based on the benchmark, assess annually the level of PLS satisfaction with services provided by the VPN Internet Service Provider.

Evaluation

Member libraries will be surveyed annually to determine their satisfaction with all aspects of network services.

D. Innovative technologies

Goal Statement

Member libraries will have the tools to implement and incorporate new technologies into their local environments.

Intended Results

1. At least 15 libraries each year will receive support and assistance from PLS to implement new technology-based services, such as wireless access.
 - PLS staff will facilitate wireless access as requested by members.
 - PLS staff will consult with vendors to provide patron authentication for library-specific offerings.
 - PLS will explore alternative methods to enable members to easily update library web pages.
 - PLS will promote new technologies as they are tested and implemented at beta sites.
 - PLS staff will stay abreast of emerging technologies and how they might fit with PLS services.
2. At least two workshops each year will be offered by PLS and/or RRLC on innovative technologies.

Evaluation

Member staff will be surveyed annually to determine their satisfaction with PLS assistance/support with new technologies.

E. Reliability

Goal Statement

Member library staff can expect OWWL and e-mail reliability and stability.

Intended Results

1. Assessment of the need for upgrading and replacing PLS hardware and software to ensure an efficient and reliable server platform will occur annually.
 - PLS staff will review server-based services, select candidates for upgrading, purchase the appropriate hardware and software, and perform the migration.
2. In 2007 establish a benchmark to monitor uptime/downtime and in subsequent years, maintain or exceed it:
 - For OWWL circ and OPAC availability
 - For e-mail availability

Evaluation

Member libraries will be surveyed annually to determine their satisfaction with the stability and reliability of the server platform.

Element 3: Special Client Groups

A. Adult Literacy

Goal Statement

Member libraries will receive the support and education they need to develop or expand adult literacy services in their communities.

Intended Results

1. By 2011, at least 75% of libraries will use tools such as lexile scores in Novelist and Reading Skills Improvement in Learn-A-Test to identify Adult Literacy materials.
 - PLS will provide training in the use of online tools and resources that identify AL materials.
2. By 2011, at least 21 member libraries (50%) will have ongoing active partnerships with local literacy providers.
 - PLS Outreach staff will work with two member libraries to ensure that the 2005/07 Adult Literacy Services grant to migrant workers will succeed.
 - PLS will promote group purchases of AL materials.

Evaluation

Member libraries will be surveyed annually to determine their satisfaction with system services that support their efforts to provide adult literacy services.

B. Coordinated Outreach Services

Goal Statement

Member libraries will receive the education and support they need in order to provide equal access to library services and materials for all members of their communities, including the eight targeted outreach populations as identified in NYS education law:

1. **Blind/Physically disabled**
2. **Aged**
3. **Developmentally or learning disabled**
4. **Institutionalized**
5. **Members of ethnic/minority groups in need of special services**
6. **Educationally disadvantaged**
7. **Unemployed/under-employed**
8. **Geographically isolated**

Intended Results

1. By 2011, at least one staff at each member library will be aware of the demographics of their service area in terms of targeted Outreach populations.
 - PLS Outreach staff will provide demographic analysis of targeted populations and demographic changes by reviewing census data, ILS data, and community profile data and provide detailed information for member libraries to assist with Outreach efforts and better understanding of populations served and unserved.
2. By 2011, at least one staff at each member library will be aware of ways to provide local Outreach services:
 - Through training and CE sessions
 - Through PLS publications
 - Through PLS consulting
 - PLS outreach staff will provide ideas and encourage members to increase their outreach services.
 - PLS staff will offer continuing education programs designed to familiarize member library staff with ways to reach and provide resources to outreach populations.
 - PLS staff will support the Talking Book program by offering member libraries assistance with borrower registration.
3. By 2011, the number and percent of service agencies using library services PLS and members can provide will have increased by 15% when compared to 2006:
 - Through promotional visits by PLS Outreach staff
 - Through attendance at agency meetings by PLS Outreach staff
 - PLS staff will evaluate circulating theme kits and determine those which no longer meet the needs of the targeted populations.
 - PLS staff will identify and participate in human service agency coalitions as part of ongoing communication efforts designed to promote libraries and library services.
 - COSAC will provide guidance in planning for service provision.
4. Each year, the number of library outreach activities targeted to non-English speaking communities will increase.
 - PLS will provide demographic information and assistance.
 - PLS will provide competitive outreach grants to libraries to build materials collections that will meet the needs of this targeted outreach population.
 - PLS outreach staff will participate in the Gates/WebJunction Spanish Outreach program.
5. Each year, the number of Early Literacy and Emergent Literacy Workshops provided to libraries, schools, daycares and agencies will increase.
 - PLS will provide demographic information and assistance.
 - Outreach Staff will provide on demand Early Literacy and Emergent Literacy Workshops based on the Growing a Reader platform.

Evaluation

The Coordinated Outreach Services Advisory Council (COSAC) will provide guidance in developing surveys to determine the level of satisfaction of member libraries, human service agencies and community groups with PLS outreach services. Measures will include:

- Number of outreach programs offered locally by libraries.
- Number of outreach contacts made by libraries.
- Number of CE outreach workshops and programs attended by library staff.
- Number of attendees at outreach workshops.
- Number of agency presentations made.
- Number of schools, daycares and agencies requesting workshops.

C. Correctional Facilities, State and Local

Goal Statement

Correctional Facility libraries will receive delivery, continuing education, interlibrary loan, and consulting services from PLS to support library programs in the facilities. Jails will receive outreach consultant services and materials support.

Intended Results

1. Inmate populations in both state and local facilities will have access to appropriate materials to meet their recreational, educational and lifelong learning needs.

2. COSAC will provide guidance in planning for service provision.

Evaluation

1. PLS will hold an annual meeting with CF librarians to develop a plan and negotiate services for the upcoming year.
2. PLS outreach staff will offer CE training opportunities open to member libraries for facilities professional library staff.
3. PLS outreach staff will conduct onsite visits, provide collection analysis and collection development support if requested.

D. Youth Services

Goal Statement

Member libraries will receive high quality, knowledgeable, friendly and timely youth consultant services through PLS.

Intended Results

1. Member libraries will be offered at least 4 continuing education workshops annually specifically focused on topics related to youth.
 - PLS staff will query members as to their needs for children, teen and adult consultant services.
 - PLS staff will seek ways to provide continuing education opportunities that will increase member library awareness and ability to provide service to children, young adults, adults and families.
2. Member libraries will provide input to the system regarding youth services through Youth Advisory Committee meetings held at least three times per year.
 - PLS will coordinate and promote participation in the PLS Youth Services discussion group and Youth Services Advisory Committee.
3. Through participation in YS workshops and activities, as well as the YS ListServ, YS staff will report improved networking and communication among themselves.
4. PLS staff will participate in Early Literacy programs such as the SALS LSTA initiative.
5. PLS will coordinate and support the statewide Summer Reading Program for member libraries
6. PLS will investigate new technologies that particularly appeal to teens.

Evaluation

Member libraries will be surveyed annually to determine their satisfaction with PLS youth services.

E. Promoting library services to the geographically isolated and the “unaware”

Goal Statement

Residents of Livingston, Ontario, Wayne and Wyoming counties will be aware of the wide array of library services available to them and make increasing use of those services.

Intended Results

1. The PLS Marketing Plan will raise awareness among the general population about library services PLS and members can provide and the awareness will be measured by increases in such indicators as:
 - # new borrowers
 - # holds placed
 - # circulations
 - # door counts
 - # attending library programs
2. PLS staff will coordinate the promotion of OWWL to library users and non-users.
3. PLS staff will promote the value of patron-placed holds to members, library users and non-users, especially as an alternative to rotating collections.
4. PLS will produce standardized promotional patron instructional aids to assist in browsing the online catalog and placing holds.
5. PLS will develop a marketing plan.
6. As recommended by OWWLAC, birth year and gender data (as observed) will be collected on patron registration records to enable better targeting of marketing and PR efforts.

Evaluation

Comparisons of program attendance, holds placed, new borrowers will be evaluated on an annual basis.

Element 4: Continuing education and training

Goal Statement

Member library staff and trustees will have the skills and knowledge they need to manage their library, enhance their professional development and provide quality services to the public.

Intended Results

1. At least 50 continuing education programs a year will be offered by PLS.
 - Member needs for professional development will be assessed on an ongoing basis.
 - The PLS continuing education advisory committee will make recommendations regarding program development to PLS staff.
 - Continuing education opportunities will be developed in collaboration with the Central Library Advisory committee.
 - PLS, as a partner with the Nioga Library System's LSTA funded ABLE grant project, will offer training opportunities for new and/or non-MLS library directors. Topics include governance and board relations; financial management of the small public library, community and public relations, human resources, the physical plant, collection development and intellectual freedom.
 - PLS will promote continuing education opportunities offered by RRLC, NYLA, NYSLAA, NYSALB, ALA, PLA and other library councils and systems.
 - PLS will support efforts by RRLC to make some RRLC training available at convenient locations in the PLS service area.
2. 75% of those who attend each workshop will rate them as very good to excellent.
3. 75% will report that the program met their needs.
4. At least 75% of member libraries will be represented at workshops each year.
 - PLS will provide mileage reimbursement to attend PLS-sponsored workshops and meetings.
5. At least 75% of member libraries will report satisfaction with workshop participation options.
6. At least four continuing education programs for Trustees will be available each year.
7. At least 50% of member libraries will be represented at Trustee workshops each year.

Evaluation

1. Continuously determine the continuing education and training needs of members through surveys, CE evaluations, and informal contacts.
2. Track evaluation scores for CE programs.
3. Track number of people trained, libraries represented, type of workshop.
4. Do follow-up evaluation question on use of material learned.
5. Satisfaction survey for CE.
6. Increases in participation in programs

Element 5: Consulting and technical assistance services

Goal Statement

Member libraries will receive high quality, knowledgeable, friendly, and timely consultant services and the technical assistance they need in order to provide quality library services to the residents of their communities.

Intended Results

1. 90% of member libraries will express satisfaction with the quality of consultant services each year.
 - PLS will issue a Memo of Understanding (MOU) clearly defining:
 - local responsibilities for a healthy and safe local area network, including maintenance of PC hardware, software upgrades and updates;
 - PLS responsibilities for help-desk technical support.
 - PLS staff will develop an online suggestion box as a communication method to electronically share suggestions and concerns from members.

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- PLS staff will develop a list of answers to “frequently asked questions to consultants” and post them on the PLS Intranet.
 - PLS will explore creating a full time OWWL trainer to meet member staff demand.
2. In 2007 establish a benchmark to monitor trouble ticket resolution rate, and subsequently exceed or maintain it.
 - PLS staff will survey member libraries annually on quantity and quality of consultant services provided.
 3. PLS librarians will:
 - A. Continue to meet regularly twice a month to keep each other informed about member library issues, and to collaborate on projects.
 - B. Continue to be active participants in local, regional, state and national library-related organizations as time allows.
 - attend at least one national and one state conference annually.
 - seek opportunities to make at least one presentation annually at a regional, state or national conference.
 - Serve on at least one external committee or users group.
 - Attend at least 3 relevant regional CE workshops annually.

Evaluation

1. Number of questions answered for the categories: grants and state funding; funding and governance; automation and technology; website; databases; continuing education; ILL; delivery.
2. Member libraries will be surveyed annually to determine their satisfaction with PLS consultant services.

Element 6: Coordinated services

Goal Statement

Member libraries will have access to coordinated, centralized library services that are cost-effective and provide economies of scale.

Intended Results

1. 75% of libraries will express satisfaction with the centralized bibliographic services:
 - timeliness of new bib records entered into the OWWL catalog
 - improved quality of bib records in the OWWL catalog
 - Finding the most appropriate catalog entry for placing a hold will become easier through several catalog improvement efforts (de-duping, authority control, etc.).
 - Analyze and publicize turnaround time responsiveness thru Request Tracker reports.
 - PLS Cataloging and Technical Services (CATS) Advisory Committee will be re-established with meetings as needed to provide input on cataloging policies and practices.
 - Gather input from members and draft policies for OWWLAC review.
 - Approved Cataloging Policies will be posted on the PLS TWIKI and distributed via PLS Notes and the Listserv
 - Seek input on electronic resources from members and CL Advisory Committee.
2. Libraries will save significantly on the cost of electronic resources – which would otherwise be too costly.
 - Continue to provide NOVEL database training to library staff.
3. Libraries will save money by volume purchasing and state contract savings on books, technology (hardware, software) and technical support.

Evaluation

1. Number of bib records added annually.
2. Number of corrections, bib records modified, merged and deleted.
3. Turn-around time
4. Annual member survey on satisfaction with bib services.
5. Usage of electronic resources; amount of money saved.
6. Number of titles purchased at group discount.
7. Number of group purchase promotions made by PLS.

Element 7: Awareness and advocacy

Goal Statement

Member libraries will be better funded as a result of an overall marketing plan, and cooperative efforts by PLS and members to educate elected officials about the value of libraries.

Intended Results

1. Funding for libraries at local, regional and state levels will increase at least 3% each year.
 - PLS will partner with RRLC and MCLS to create and present advocacy workshops at a variety of venues.
 - PLS will coordinate an “Advocacy Central” section of the web site and update it regularly.
2. At least 2/3 of member libraries will have public votes on their budgets (28 libraries).
 - PLS will provide assistance and expertise in developing local funding propositions and vote strategies.
3. Number of contacts with elected officials made by library staff and trustees will be at least 4 per year per library.
 - PLS will coordinate trips to Albany for NYLA’s annual Lobby Day.
4. Number of contacts with elected state officials made by PLS staff and trustees will be at least 18 per year.
5. Number of public library districts in PLS will increase from 9 to 19 by 2011.
 - PLS will provide assistance and expertise regarding district formation.
6. PLS will conduct at least four promotional efforts each year, including monthly press releases, radio ads and other promotional efforts to increase library awareness and OWWL usage system-wide.
 - PLS staff will become more knowledgeable about promotion and marketing by attending workshops.
7. The PLS mascot will participate in at least 12 local promotions each year.
8. At least 21 libraries will produce an economic impact/community value report each year.
9. At least 21 libraries will send out their own local press releases each year, using a new PLS template.
 - PLS will offer workshops and consulting on library promotion, publicity, and marketing to assist libraries in promoting their services and value.
10. The PLS Display Booth will increase to at least 12 local promotions each year PLS will offer at least one workshop a year on advocacy tips and techniques for promoting library services to elected officials and funding agencies.
11. PLS will develop a system-wide marketing plan including:
 - A System Services Awareness kit available to PLS staff and board members for presentations
 - Methods to update library web pages
 - Public appearances by the new OWWL mascot
 - Economic impact/community value reports
 - Brochures, posters, banners, promotional items
 - Press release templates
 - Display booth standard set-up

Evaluation

1. Reported increase in funding for libraries; comparisons to previous year.
2. Number of public referenda held on library budgets.
3. Statistics on number of contacts with elected officials.
4. Increase in number of visits by elected officials to libraries.
5. Number of press releases, ads, articles and stories about libraries that appear in local media.
6. Number of bookings and appearances of OWWL mascot at fairs, library and community events.
7. Number of economic impact reports.
8. Number of press releases issued.
9. Number of Display Booth usages.

Element 8: Communications among member libraries

Goal Statement

Member libraries will share ideas, successes, and best practices by means of support, assistance and collaboration from Pioneer Library System.

Intended Results

1. Each member library will be visited at least once a year by PLS staff to discuss local concerns.
2. Each year, PLS staff will make at least 8 presentations to member library boards.

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- PLS will produce a bi-annual Trustee News-letter with input from members.
- PLS staff will continue to attend County Advisory Committee meetings when invited.
- 3. Each year, each PLS Board member will make at least one contact with and offer to attend a member library board in the county they represent, to share progress reports and take questions.
- 4. PLS board meetings will take place at a member library at least once during the year.
- 5. At least 75% of member libraries will be represented on system advisory committees, ad hoc task forces, and user groups to deal with system-wide concerns.
 - PLS staff will support the DAC and OWWLUG with background information as needed, and request input on various policy issues.
- 6. Each year, at least 75% of members will express satisfaction with the clarity and timeliness of PLS communication channels. PLS will use at least 6 channels of communication:
 - PLS Notes weekly
 - E-mail listserv
 - TWIKI pages on PLS Intranet
 - PLS website
 - Pathfinder quarterly
 - User groups
 - PLS staff will develop website capabilities to meet member needs for current information. The website will be continuously updated with web calendar, online registration, online member directory, TWIKI pages, online OWWL documentation.
 - PLS will encourage and advise member libraries in maintaining library specific web sites.

Evaluation

1. Number of library visits.
2. Number of board presentations.
3. Number of PLS Trustee contacts.
4. Number of PLS Board meetings at a member library.
5. Number of libraries represented on system committees.
6. Annual survey on satisfaction with PLS communications.

Element 9: Cooperative efforts with other library systems

Goal Statement

Member libraries will benefit as PLS seeks opportunities to cooperate and collaborate with other library systems in the state on projects of mutual interest.

Intended Results

1. The two cooperative LSTA projects begun in 2005 (ABLE -Nioga and Early literacy- SALS) will be completed.
 - PLS will provide member libraries with continuing education programs related to the LSTA projects: training for new or non-MLS directors (ABLE) and early literacy concerns.
2. At least 3 PLS professional staff members will serve on RRLC committees and school library system councils.
 - PLS admin staff will meet with system directors in the region to share information on programs, services, and grant activities.
 - PLS staff will work with regional systems to address such issues as:
 - Regional delivery
 - Regional point to point ILL
 - OWWL to schools
3. PLS will be represented at 3 PULISDO meetings each year and participate in PULISDO activities.
 - PLS staff will attend PULISDO, NYLA and other regional meetings on a regular basis.
 - PLS staff will pursue other cooperative grant opportunities both locally and statewide by networking and regular communication with colleagues at other systems.

Evaluation

1. Participants in these programs will be surveyed as to usefulness and impact.
2. Number of grants PLS receives and/or participates in.

3. Number of contacts PLS staff have with colleagues statewide.
4. Number of statewide activities PLS is involved in.

Element 10: Construction

Goal Statement

Member libraries will receive construction grant assistance and encouragement by PLS to provide accessible facilities that meet community needs.

Intended Results

1. At least two facilities each year will improve their building space and capacity, and/or improve their energy conservation.
 - PLS staff will provide advice regarding options available to finance major capital projects.
 - PLS staff will identify energy-saving improvements to the PLS office building.
 - PLS staff will identify improvements to office layout and functionality.
2. Members will receive at least one workshop on construction grants each year.
 - PLS staff will provide the most current information about NYS Construction grants to members.
 - PLS staff will assist members in completing Construction grant applications.
 - PLS staff will assist members with local space planning issues and concerns.
3. 75% of member libraries that use PLS consulting services in the area of space planning and construction will rate it as very good to excellent.

Evaluation

1. Annual survey question regarding satisfaction with construction grant assistance from PLS staff.
2. Number of construction projects.
3. Number rated good to excellent.

Element 11: Central Library Plan of Service

Goal Statements

The Central Library (Geneva Public Library) will enhance the collections and services of member libraries by:

- 1) **Providing comprehensive reference assistance and training services to improve the ability of library staff to answer or refer reference requests.**
- 2) **Expanding the nonfiction collection in compliance with State law and guidelines.**

Intended Results

1. GPL will provide at least two reference–related workshops annually, in multiple locations and present a program at one system meeting per year. Topics could include:
 - Subject searching techniques
 - Reference resources at GPL
 - Using databases effectively
 - Using Google for reference
 - Web links
 - Reference for Circulation Staff
2. GPL will provide at least two training workshops each year on using the Novel and CBA/CLD subscription databases as well as appropriate supplemental electronic resources.
3. GPL will provide leadership and expertise to explore at least 3 methods of Virtual Reference during 2007-11.
4. Annual surveys will indicate an increase in awareness of Central Library resources through:
 - Reference resources newsletter
 - CBA material lists
5. Annual surveys will indicate an increase in satisfaction with Central Library services with a “very satisfied” target of 75% by 2011.
6. Central Library Advisory committee will meet at least four times each year, provide input into acquisitions and services, and develop ongoing guidelines as to the role of the Central Library.

7. The Central Library will be represented at 90% of the system-wide committee and/or informational meetings to keep members updated and to be aware of potential ways GPL can fill member needs.

Evaluation

1. # CBA titles added each year
2. # non-fiction holds filled from CBA collection
3. statistics on database usage
4. statistics on reference services provided to members and correctional facilities
5. # workshops offered by GPL
6. Annual survey on knowledge of and satisfaction with Central Library services

Element 12: Direct Access

Goal Statement

All residents of Livingston, Ontario, Wayne and Wyoming counties will receive basic library service on the same basis as those residing in a library's chartered service area.

Intended Results

1. Each of the four county governments will continue to contribute annual funding to their libraries to compensate for non-resident usage from unchartered service areas.
2. Each of the County Library Advisory Councils will prepare annual Economic Benefit reports to use in their County Legislature budget requests and presentations.

Evaluation

Comparison of county funding levels from year to year