OCPL Plan of Service 2022 – 2026

Mission Statement, Goals, Activities & Results

Mission Statement

Onondaga County Libraries prepare our community for a bright future by creating opportunities, empowering people, and inspiring ideas.

Goals, Priorities, Activities, Intended Results, Evaluation & Goal Leaders
    ELEMENT 1: Resource Sharing

Cooperative Collection Development

    Goal Statement: OCPL will maintain a collection of resources available for system wide use that meet the needs of patrons, considering new technologies and formats in addition to traditional formats.

    Priorities:
- Digital collections
- Non-print materials (maker technologies, learning labs, kits, etc)
- Non-fiction collections

    Activities:

        Year 1 – OCPL will provide member libraries with guidelines on a collection assessment process and assist each member library with an analysis of their collection as well as system-wide statistics on collection use.
        Year 2 – OCPL will work with the Member Services Advisory Committee Chair to identify areas for development, make recommendations on tackling collection deficiencies, and set priorities for the expenditure of shared collection development dollars.
        Year 3, 4 & 5 – OCPL will work with member libraries to provide ongoing assessment of collections and to monitor progress towards collection goals.

    Intended Result:
- To build individual and system-wide collections that effectively meet community needs.
- To focus group spending on the areas of greatest need.
- To create a plan that includes funding strategies to ensure libraries are meeting the needs of their communities.

    Evaluation Method:
- Evaluation of use statistics for new materials (traditional, digital, and kits) (Annual)
- Progress reports related to recommendations and purchasing goals for shared collections (Annual)
- Member services survey on importance of activity and satisfaction of outcomes (Annual)
- Patron satisfaction survey (Biannual)

    Goal Leaders: Collection Development Advisory Committee/ Central Library Advisory Council

Integrated Library System

    Goal Statement: OCPL will maintain, support, and provide training for an integrated library system (ILS) that

responds to member library and patron needs.

Priorities:
- Training for staff
- Materials discovery – software to enhance the OPAC
- Facilitated inter- and intra-library lending

Activities:
- <u>Year 1</u> – OCPL will continue to evaluate the training needs of member libraries with regard to ILS use and maintenance, as well as report writing and interpretation. OCPL will evaluate member libraries' satisfaction with the current ILS and gather information on mobile app needs relative to the ILS. (See also Element 6) OCPL will provide members with a training program and annual calendar of training events. The ILS Review Committee will research different catalog software to enhance the OPAC featuring intuitive searching, account integration, new tools for discovery, eBook integration, library staff recommendations, and the ability to create a community around the library collection.
- <u>Year 2 - 5</u> – OCPL will work with member libraries to provide ongoing assessment of the ILS and training needs. OCPL will evaluate emerging needs and will evaluate ILS platforms every 3-4 years to ensure we maintain an efficient and cost effective system that meets our members' and community's needs.

Intended Result:
- Provide a platform that allows staff to efficiently manage inventory, intra and inter library lending, and patron and financial records.
- Provide staff with the tools and knowledge they need to use the system-wide ILS efficiently and effectively.
- Provide a platform that allows our communities to easily discover and access the 1.8 million items in the OCPL shared catalog from any location and on any connected device.

Evaluation Method:
- Results of ILS evaluation (Every 3-4 years)
- Evaluation of individual training sessions (At or after each training session)
- Member services survey on importance of activity and satisfaction with outcomes. (Annual)

Goal Leaders: ILS Review Committee

Delivery

Goal Statement: OCPL will provide and maintain an efficient, reliable, and cost effective delivery service enabling member libraries to offer their communities efficient access to the shared collections of OCPL member libraries.

Priorities:
- Short turnaround time
- Fair and equitable delivery system
- Cost effectiveness of system
- Create and communicate standardized system-wide procedures for delivery and sorting

Activities:
- <u>Year 1</u> – OCPL will create standardized procedures for delivery and sorting to provide the most effective and efficient service for member libraries.
- <u>Year 1, 3, & 5</u> – OCPL will evaluate the turnaround time and cost of current delivery system and compare it to other systems in NYS.
- <u>Year 2 & 4</u> – OCPL will work to improve current delivery system and evaluate other methods of delivery (other cooperative systems, mail, etc) to ensure efficiency and cost effectiveness.

Intended Result:
- Library materials will be collected and distributed by the most efficient and cost effective method possible

through continuous refinement of methods to expedite delivery.
- Provide cost effective and equitable access to county-wide shared collections and equipment.

Evaluation Method:
- Ongoing review of delivery turnaround time and cost of delivery. (Biannual or when there are major changes in gas and/or vehicle prices)
- Review of delivery usage patterns, statistics and capacity. (Annual)
- Member services survey on importance of delivery and satisfaction with service. (Annual)

Goal Leaders: Delivery Services Advisory Committee

Inter-Library Loan

Goal Statement: OCPL will facilitate access to collections nationwide for member-library patrons.

Priorities:
- Short turnaround times
- Cost effective service

Activities:
- Year 1, 3, & 5 – OCPL will evaluate the turnaround time and cost of ILL procedures and compare it to other systems in NYS.
- Year 2 & 4 – OCPL will work to improve ILL procedures and evaluate other methods of materials delivery (transportation costs, patron driven acquisitions, etc) to ensure efficiency and cost effectiveness.

Intended Result:
- Member library patrons will have access to materials from public, academic, special and health sciences libraries throughout the United States with a low or no cost charge.
- Library materials will be collected and distributed by the most efficient and cost effective method through continuous refinement of methods to expedite delivery.

Evaluation Method:
- Evaluation of turnaround time and cost of current ILL procedures compared to other systems in NYS (Biannual)
- Evaluation of alternate methods of material acquisition and delivery to ensure efficiency and cost effectiveness (Biannual)
- Member Services survey on importance of activity and satisfaction with outcomes (Annual)

Goal Leaders: Collection Development Advisory Committee/ Central Library Advisory Council

Digital Collection Access

Goal Statement: OCPL will maintain and support efficient and cost effective access to the shared digital collections of OCPL libraries that responds to member library and patron needs.

Priorities:
- More shared digital content
- Best practices/guidelines
- Promotion of collections to the community

Activities:
- Year 1 – OCPL will provide member libraries with guidelines on a collection assessment process and assist each member library with an analysis of their collection as well as system-wide stats on collection use. OCPL will work with member libraries to determine best practices on promoting the shared digital collections to the community.
- Year 2 – OCPL will work with the system-wide eContent Advisory Committee to identify areas for development, make recommendations on tackling collection deficiencies, and set priorities for the expenditures of shared collection

development dollars.
- <u>Year 3 - 5</u> – OCPL will work with member libraries to provide ongoing assessment of digital collections and to monitor progress towards collection goals.

Intended Result(s):
- To build individual and system-wide digital collections that effectively meet community needs.
- To focus group spending on the areas of greatest need.
- To make the community aware of the OCPL digital collections.

Evaluation Method:
- Evaluation of use statistics of shared digital collections (Annual)
- Progress reports related to recommendations and purchasing goals for shared digital collections (Annual)
- Member services survey on importance of activity and satisfaction with outcomes (Annual)
- Patron satisfaction survey (Biannual)

Goal Leaders: eContent Advisory Committee

ELEMENT 2: Special Client Groups
Adult Literacy

Goal Statement: OCPL will inform member libraries of service trends, resources and programs, and will encourage the sharing of related experiences.

Priorities:
- Communicate adult literacy services/resources currently available among member libraries and at the System
- Provide support to assist member libraries in reaching out to target populations
- Facilitate connections with literacy organizations

Activities:
- <u>Year 1 & 3</u> – OCPL will work with member libraries to assess their communities' adult literacy needs and facilitate partnerships with local literacy organizations.
- <u>Year 2</u> – OCPL will work with the Adult Services Advisory Group to determine best methods to inform member libraries and the community of literacy services and resources within the System.
- <u>Year 4-5</u> – OCPL will assist member libraries with collection development of adult literacy materials to meet their communities' learning needs.

Intended Result:
- Member libraries are aware of the resources/services available to them through the Central Library.
- Member libraries will have the information and awareness to develop collections, services and partnerships targeting adult literacy.

Evaluation Method:
- Member services survey on importance of activity and satisfaction with outcomes. (Annual)
- Patron satisfaction survey (Biannual)
- Progress in meeting goals outlined in OCPL outreach plan. (Annual)

Goal Leaders: Adult Literacy Coordinator

Coordinated Outreach

Goal Statement: Member libraries will receive the guidance they need to provide equal access to library services and materials for all members of their communities, including the 8 targeted outreach populations as identified in NYS education law. (Blind/physically disabled, aged, developmentally or learning disabled, institutionalized, members of ethnic/minority groups in need of special services, educationally disadvantaged, unemployed/under-employed and geographically isolated)

Priorities:
- Provide support to assist member libraries in identifying and reaching out to target populations
- Provide a county-wide resource/collection for patrons with disabilities
- Inform member libraries of outreach resources/services offered by OCPL

Activities:
- Year 1 – OCPL will assist member libraries in identifying their target populations and create a system-wide outreach plan.
- Year 1: OCPL will create Outreach Mini-Grants with Outreach funds.
- Year 1, 3 & 5 – OCPL will assist member libraries in assessing their communities outreach needs based on their target population.
- Year 3: OCPL will distribute Mini-Grants for member libraries working on Outreach Initiatives. The Outreach Coordinator will facilitate these grant projects.
- Year 2 & 4 – OCPL will work with member libraries to develop programs, materials and resources for target populations.

Intended Result:
- Member Libraries will have the information necessary to develop and promote collections, services, programs and partnerships supporting the information and education needs of the targeted outreach populations.
- Increased public service to individuals in targeted outreach populations in Onondaga County.

Evaluation Method:
- Feedback from OCPL Outreach Coordinator, OCPL Adult Literacy Coordinator and Coordinated Outreach Advisory Council.
- Member services survey on importance of activity and satisfaction with outcomes. (Annual)
- Progress in meeting goals outlined in OCPL outreach plan. (Annual)

Goal Leaders: Outreach Coordinator/Adult Literacy Coordinator

Correctional Facilities

Goal Statement: OCPL will provide services to county correctional facilities per the Correctional Services State Aid Guidelines.

Priorities:
- Provide materials and services to the Jamesville Correctional Facility, Onondaga County Justice Center and Hillbrook Detention Center.

Activities:
- Year 1, 3 & 5 – OCPL will gather information from correctional facility staff on desired services and collections.
- Year 1, 3, 5 – Develop a relationship with county organizations to help with reentry services

Intended Result:
- Inmate populations in local facilities will have access to materials that meet their recreational, educational and lifelong learning needs.
- Inmates will be comfortable seeking library services when they reenter society.

Evaluation Method:
- Ongoing assessment of comments and suggestions by correctional facility and library staff for continuous improvement. (Annual)
- Survey correctional facility staff satisfaction with OCPL support services. (Biannual)

Goal Leaders: Outreach Coordinator/Adult Literacy Coordinator

Youth Services

Goal Statement: OCPL will facilitate collaboration between member libraries to develop sustainable services to the youth in their communities.

Priorities:
- Improved system-wide coordination of summer reading program
- Improved system-wide coordination of youth services meetings
- Improved system-wide coordination of STEM and maker programming
- Improved access to circulating kits with support training/staff

Activities:
- Year 1 – OCPL will work with member libraries to assess their youth services needs and prioritize those needs to best fit the libraries across the System.
- Year 2 – OCPL will assist member libraries in developing a plan for sustainable youth services programming throughout the System.

Intended Result:
- Member libraries will be informed about trends, resources, programs and opportunities to develop rich youth services programming.
- Member libraries will provide new and interesting educational and recreational activities for community youth.

Evaluation Method:
- NYS Summer Reading evaluation (Annual)
- Member services survey on importance of activity and satisfaction with outcomes. (Annual)

Goal Leaders: Coordinator for Member Services/Central Library Advisory Committee

Early Literacy

Goal Statement: OCPL will offer resources and services to assist member libraries with early literacy services for birth to school-age children and their families/caregivers.

Priorities:
- OCPL will partner with community organizations serving families and caregivers of young children.

Activities:
- Year 1, 3 & 5 – OCPL will assess member libraries early literacy needs.
- Year 1 & 2 – Coordinator for Member Services will work with the Youth Services Working Group to assure visibility with our partners.
- Coordinator for Member Services will offer at least one workshop a year on early literacy. (Ongoing)
- OCPL will assist member libraries in developing early literacy programming and collections to meet their communities' needs. (Ongoing)

Intended Result:
- OCPL member libraries have the knowledge and tools to create early literacy collections and services for community members birth to school-age and their families/caregivers.
- Parents/caregivers will learn how to improve their child's literacy skills and help them be better prepared for school.

Evaluation Method:
- Number of workshops, attendance and evaluation (Annual)
- Member services survey on importance of activity and satisfaction with outcomes. (Annual)

Goal Leaders: Coordinator for Member Services/Central Library Advisory Council

ELEMENT 3: Professional Development & Training

Goal Statement: OCPL will provide member library staff and trustees with the opportunity to develop the skills and knowledge necessary to fulfill their roles and responsibilities and to proactively meet the current and future recreational and learning needs of the community.

Priorities:
- Ongoing training to all member library staff and trustees

Activities:
- Year 1 –The Professional Development and Training Committee will create a training plan and budget based on member libraries' assessed needs. The Professional Development and Training Committee will consist of the Chairs of all other committees.
- Year 1, 3 & 5 – OCPL will assess the training needs of member libraries and design a training calendar and resources.
- Year 2 & 4 – OCPL will investigate alternative methods of providing training for member libraries.

Intended Result:
- OCPL member libraries will have access to a coordinated program of training, resources and networking opportunities.

Evaluation Method:
- Number and topic of training sessions as compared to NYS Annual Report categories (resource sharing, technology, digitization, leadership, management/supervision, planning/evaluation, awareness/advocacy, trustee training, special client populations, children's services, teen services, adult services). (Annual)
- Number of System training sessions, attendance and evaluations (Annual)
- Member services survey on importance of activity and satisfaction with outcomes. (Annual)

Goal Leaders: Professional Development and Training Committee

ELEMENT 4: Consulting & Development Services

Goal Statement: OCPL system staff will provide member libraries with quality and timely consulting services to assist in the effective operation of their library.

Priorities:
- Topics of interest: sustainability, emerging technologies, marketing, strategic planning, children's programming, and board development.
- Create training and consulting plan to bring in experts and develop current system staff skills.

Activities:
- Year 1 – OCPL will work with member libraries in assessing areas of consultation needs.
- Year 2 – System Staff will attend workshops and/or bring in experts to develop system staff's skills based on the areas of need.
- Year 2 – OCPL will create a System website that will have resources and tools for member libraries on desired topics along with a staff directory.

Intended Result:
- Member library staff and trustees will be knowledgeable about and able to effectively respond in a timely manner to issues and trends in library service.
- Member libraries will meet and/or exceed minimum standards mandated by the NY State Library with OCPL assistance.

- Member libraries will have access to the expertise they need to run effective and sustainable operations.

Evaluation Method:
- Number and topic of consultations (specifically annual report topics) (Annual)
- Member services survey on importance of activity and satisfaction with outcomes. (Annual)

Goal Leaders: Member Services Advisory Committee/ Trustee Advisory Committee

ELEMENT 5: Coordinated Services

Goal Statement: OCPL will provide member libraries with access to coordinated, centralized library services/resources that are cost-effective and provide economies of scale.

Priorities:
- Continue to explore negotiated pricing for licensed electronic collection purchases
- Technical support and technology group purchases
- More coordinated non-print purchases
- Virtual Library Card

Activities:
- Year 1 – OCPL will work with member libraries to assess their coordinated service needs. OCPL will investigate the costs and benefits involved in creating an OCPL Library app and possibly implement based on the findings.
- Year 2 & 4 – OCPL will assess the current cataloging service and make improvements where needed.
- OCPL will investigate and inform member libraries of opportunities for group purchases. (Ongoing)
- The Collection Development Advisory Committee will investigate different collections and make recommendations to the Central Library Advisory Council for purchase. (Ongoing)
- OCPL will assess the policies around virtual library cards

Intended Result:
- OCPL member libraries are able to allocate more resources to library services, expand their service offerings and maximize the return on local funds expended for library service.
- OCPL provides expanded access to library products and services for all member libraries.

Evaluation Method:
- Patron satisfaction survey
- Number and type of coordinated services and products made available to member libraries. (Annual)
- Member services survey on importance of activity and satisfaction with outcomes. (Annual)

Goal Leaders: Member Services Advisory Committee/Central Library Advisory Council

Digitization Services – N/A   These services are provided by CLRC

ELEMENT 6: Awareness & Advocacy

Goal Statement: OCPL will provide member libraries with the information, tools and resources to assist in the promotion of library and system services to legislators and communities.

Priorities:
- Support NYLA Advocacy day and CLRC Legislative Breakfast
- Provide advocacy resources and workshops
- Work to increase local, regional and national funding for libraries

Activities:

- Year 1, 3 & 5 –OCPL will work with NYLA and CLRC and present advocacy workshops to provide member libraries with the tools needed to promote their library in their local community and statewide.
- OCPL will communicate the value of public libraries/system to elected officials through visits organized by the OCPL Government Relations Committee. (Ongoing)
- OCPL will keep member directors and trustees informed of opportunities for their supporters to contact legislators and public officials for action on issues of importance to libraries. (Ongoing)
- OCPL will encourage member libraries to contact local and state officials and to attend NYLA Advocacy Day and CLRC Legislative Breakfast. (Ongoing)

Intended Result:
- Member libraries will have the necessary information, tools and resources to successfully advocate for public libraries and public library systems.
- Legislators, the general public and funding agencies will have an increased awareness of the values of public libraries and library systems and provide ongoing and increased financial support to OCPL and member libraries.

Evaluation Method:
- Level of State and local support for libraries as reported on the annual report. (Annual)
- Number of legislative visits conducted by OCPL and member libraries and outcomes from those visits. (Annual)
- Number of workshops, attendance and evaluations. (Year 1, 3 & 5)
- Member services survey on importance of activity and satisfaction with outcomes. (Annual)

Goal Leaders: Government Relations Committee

ELEMENT 7: Communications Among Member Libraries

Goal Statement: Member libraries will share ideas, successes and best practices by means of support, assistance and collaboration with OCPL.

Priorities:
- System meetings
- New and improved OCPL website and System Website
- Electronic system newsletter
- Interest specific and general listservs

Activities:
- Year 1, 3 & 5 – OCPL will assess the effectiveness of existing communication methods to extend and improve current methods of communication among member libraries.
- Year 1 – OCPL will update and improve the current OCPL website. OCPL will create an electronic newsletter that contains System and Member Library news.
- OCPL will facilitate quarterly System meetings including an all day System retreat.   (Ongoing)
- OCPL will send a representative to the Onondaga County Suburban Library Directors meetings.   (Ongoing)

Intended Result:
- OCPL member libraries have information about programs and services available from OCPL, from other OCPL libraries and from state, federal and private sources.
- OCPL actively fosters an environment that encourages full communication and collaboration with the System and among the OCPL member libraries.

Evaluation Method:
- Member library assessment of the effectiveness of existing communication methods (Year 1, 3 & 5)
- Number of visits to System website (Annual)
- Member services survey on importance of activity and satisfaction with outcomes. (Annual)

Goal Leaders: Member Services Advisory Committee

ELEMENT 8: Cooperative Efforts with Other Library Systems

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

Priorities:
- Coordinate continuing education opportunities
- Coordinate the purchase of shared materials, services and resources

Activities:
- Year 1 – OCPL will work with local school districts and BOCES in developing shared programs and services.
- OCPL staff will serve on committees of the Central Library Resources Council. (Ongoing)
- OCPL will participate in State-wide collaborative efforts and programs. (Ongoing)
- OCPL will assist other library systems in disseminating promotional materials for their programs and activities to our member libraries. (Ongoing)
- OCPL will assist member libraries in creating cooperative programming opportunities with other public library systems, school library systems, and reference and research library resources systems. (Ongoing)

Intended Result:
- OCPL member libraries are able to allocate more resources to library services, expand their service offerings, and maximize the return on local funds expended.
- OCPL provides expanded access to library products and services for all member libraries.
- Member libraries will benefit from OCPL staff exchanging information with the staff of other public library systems, school library systems, and reference and research library resources systems.

Evaluation Method:
- Participation in CLRC Board and committees. (Annual)
- Participation in State-wide collaborative efforts. (Annual)
- Number of collaborative programs. (Annual)

Goal Leaders: OCPL Executive Director/Member Services Advisory Committee

ELEMENT 10: Construction

Goal Statement: Member libraries will receive construction aid assistance and encouragement from OCPL to provide accessible facilities that meet community needs.

Priorities:
- Easy to understand application and approval process
- Assistance navigating state rules and regulations
- Assistance finding other funding

Activities:
- Year 1, 3 & 5 – OCPL will work with member libraries to assess their future construction/facility needs and keep a spreadsheet of possible projects.   OCPL will present a workshop to assist member libraries in understanding the Construction Aid application and funding process.
- Year 1 – OCPL will create a webpage on OCPL website providing information to assist member libraries in completing the NYS Public Library Construction Aid.
- Year 2 & 4 – OCPL will provide workshops on construction design and management.
- OCPL will offer workshops that would assist with finding matching funds.
- OCPL will assist member libraries in completing the application process and assist in providing any additional information needed by State agencies. (Ongoing)
- OCPL Coordinator for Member Services will review all applications for comprehensiveness. Along with OCPL, Member Services Coordinator will evaluate and rank the applications in accordance with priorities set by the OCPL Board of Trustees. (Ongoing)

Intended Result:
- OCPL member libraries will have sufficient, accessible, energy-efficient space to meet the library service needs of their communities.

Evaluation Method:
- OCPL will distribute 100% of its NYS Public Library Construction Grant allocation as measured by a spreadsheet of projects and amounts. (Annual)
- Member services survey on importance of activity and satisfaction with outcomes. (Annual)
- Number of workshops and/or advisory meetings. (Annual)

Goal Leaders: Facilities and Construction Advisory Committee

ELEMENT 11:   Other:

Approved by the OCPL Board of Trustees at the August 18, 2021 meeting.