

**4CLS PLAN OF SERVICE  
2002 - 2006**

**(This plan of service is in the process of being revised.)**

**SECTION 1 – BASIC INFORMATION**

A - J Contact Information

A.	Name of System:	Four County Library System
B.	Address:	304 Clubhouse Road, Vestal NY 13850-3713
C.	Phone Number:	(607) 723-8236
D.	Fax Number:	(607) 723-1722
E.	E-mail Address:	<a href="mailto:dkarre@4cls.org">dkarre@4cls.org</a>
F.	URL:	<a href="http://www.4cls.org">www.4cls.org</a>
G.	Date of Establishment	08/24/1960
	Absolute Charter Date	09/24/1965
H.	Name of Central Library	Broome County Public Library
I.	System Service Area:	Broome, Chenango, Delaware, Otsego
	- Square mileage	4,052
	- Population	371,670
J.	Type of System:	Cooperative

K – Minimum Staffing Requirements

1. System Director
2. Outreach Coordinator
3. Others

L - List of members – [Attachment]

## **SECTION 2 – GOVERNANCE**

**A – Bylaws** – a copy of the Bylaws of the Four County Library System is attached. [Attachment]

**B – Organization Chart** – a copy of the Organizational Chart of the Four County Library System is attached [Attachment]

## **SECTION 3 – DESCRIPTION OF MEMBER INPUT ON POLICIES**

### **A – Briefly describe role of members in advising the Board**

Input is always welcome from the members of the Four County Library System. Most communication activities result from contacts by member library directors through the system administration, or by member library Board members contacting system staff. Actions of the Four County Library System Board of Trustees are published in the system newsletter in order to provide information. The Central Library Advisory Committee provides recommendations to the Board regarding Central Library Development Aid (CLDA) and Central Book Aid (CBA) programs.

### **B – Describe role of member advisory groups**

The following groups exist in order to provide information about System actions and activities, as well as to seek input and gather feedback:

1. Directors Councils – Directors Councils meet at least twice per year (winter and summer) in each county. System and member library information is shared, and informal “focus group” sessions are held to evaluate current and proposed new services. Group programs are presented on policy issues. Twice per year (spring and fall), a combined “Directors Symposium” for all members is held to present detailed programs on specific topics and issues relating to management issues (spring program) and library science issues (fall program). Feedback from this group is used in planning programs and individual consulting activities with member libraries is scheduled.
2. Central Library Advisory Council (CLAC) – This group, made up of representatives from all counties and sizes of libraries, meets

3 times per year to discuss Central Library issues and services. Input from this group is used in creating the Central Library Plan of Service

3. Outreach Advisory Committee – This group meets twice per year to discuss, review and plan outreach services in the System area, with input used to plan future activities and services.
4. Circuits Advisory Committee – 4CLS provides “circuit programs” for (1) large print materials; (2) videos (mostly educational, children’s and classics), and (3) audio books. Much of the work is done under one “umbrella” committee meeting once per year, while each format has a sub-committee to discuss format and selection issues as well as future direction of the circuit program. As a result of discussions from the Committee, 4CLS is considering adding new circuit programs, including, CD Books, J-Read-along materials, CD music, and possibly E-books.
5. Adult Services and Collections Advisory Group – This group meets two to four times per year to share and learn more about adult services issues. Input is used to plan future activities and services. Each meeting has a continuing education component.
6. Technical Services Advisory Group - This group usually meets twice per year to review technical services issues and services (acquisitions, cataloging, classification and processing), as well as bibliographic database topics, in the System area, with input used to plan future activities and services.
7. DRA Governing Council – By contract, all “online libraries” (those using the 4CLS Automation System for complete library management services) meet quarterly to discuss and make decisions about issues of common concern and plan for upgrades and improvements in the 4CLS automated system.
8. Youth Services Advisory Group – This group meets at least twice per year. The focus is to train member librarians and managers in providing quality youth services at the local library. Each meeting has a continuing education component. It is also

here where Summer Reading Programs are coordinated with the statewide theme.

9. Electronic Services Advisory and Selection Committee – This new group assists in selecting electronic resources to purchase as a consortium.
10. Continuing Education Advisory Committee –Representatives from all sizes of member libraries meet twice per year to advise the System on training and other education needs of the members. They provide guidance in developing our CE plan. This group also serves as the selection committee for the 4CLS Incentive Grant Program, which provides scholarships for members to attend state and national conferences.
11. Joint Boards Committee – Representatives from the Broome County Public Library Board and the Four County Library System Board meet at irregular intervals to discuss issues involving Central Library and cooperative services.

## **SECTION 4 – DESCRIPTION OF PLANNING, EVALUATION, REVISION AND APPROVAL PROCESS FOR ALL ELEMENTS OF THE PLAN OF SERVICE**

### **A – Plan Development**

#### **1. Member Needs Assessment**

Needs of members are gathered on a continuous basis both formally and informally. An essential element in all of our member meetings is to ask them what they need and how best we may deliver it to them. This information is shared with 4CLS leadership staff continuously and used annually as our strategic plan is revised. Therefore, this routine avenue for needs assessment leads to tailoring our programs and services to really meet members' needs. For example, the Continuing Education Advisory Committee, with member representatives from all sizes of libraries, actively helps 4CLS in developing the System's CE Plan. Likewise, each system workshop, seminar, or training session includes an evaluation component and a standard question asked on these forms is "What topics would you like us to cover in upcoming workshops?" We enjoy a high return rate of evaluation surveys from these sessions and use the information to continually improve our learning activities and to address gaps or new areas where training or learning is needed. We routinely use topics suggested in these evaluations to plan future workshops and training activities.

Surveys are used as needed to provide another avenue for members to let us know what they need. This method helps because not all members have the ability to attend meetings on a routine basis. E-mail and phone contact are also routine sources of needs information along with on-site consulting visits to member libraries. 4CLS professional staff routinely shares trends in the library field with members so that local libraries may further develop programs and services. This activity generates needs that members, especially from smaller libraries, were not aware of because they do not have the opportunity to keep up with library trends by attending conferences and subscribing to professional literature. The logic here is --- If members don't know about it, how can they ask for it?

Information from this survey is then acted upon immediately if the "fix" is currently doable or included in our strategic planning process for consideration.

**2. Planning Process – Who is involved in the planning process? What was the role of members in developing the plan?**

The 4CLS Plan of Service is based on the 4CLS Strategic Management Plan, a document that was initially created in 1993 and has been reviewed and revised annually. Believing that a well-developed and utilized Strategic Plan helps provide direction for both the System and the members, this document has been approved by the 4CLS Board of Trustees each year. 4CLS uses input from the members, gathered from all meetings, workshops and individual contacts, in providing direct data and ideas for revisions to the Strategic Plan. This information is presented at an annual Retreat held each year in August, at which time members of the 4CLS Leadership Team review and revise the Plan for the coming year. During the ensuing two months, details, timelines, budgets and responsibilities are assigned to the Plan, which is then presented as a first draft to the 4CLS Board in November. Based on review by the Board committees, the final Plan is then adopted in January of each year.

**a. Central Library**

Discussions concerning Central Library activities take place on both a practical level (with the Central Library Advisory Committee) and the Board level (with the Joint Board Committee). It would be accurate to say that tensions and discord exist concerning the delivery of Central Library services. Because Broome County Public Library continues to support a unique automated library system which inhibits easy access to BCPL's materials (both CBA and locally-owned), the System and Central Library have agreed to utilize CBA funds for the purpose of shared access to electronic resources. In the opinion of the System and members, this action will compensate for the fact that BCPL only provides 7% of the System-wide interlibrary loan resources while local libraries and the System continue to provide the majority (93%) of these services. This has been an area of concern for many years, and in FY 2000, the 4CLS Board instructed its System Services Committee to begin studying this situation. The BCPL Board and the 4CLS Board have signed a Memorandum of Agreement for BCPL to

provide Central Library services, with an expiration date of December 31, 2002.

**b. Direct Access Plan**

The 4CLS Direct Access Plan was approved by the State Education Department on April 20, 2000 and will expire on December 31, 2007

**B – Evaluation**

**1. What information collected**

Statistical data (such as attendance, circulation, ILL, and other data useful in each program offered to members) is collected either routinely to determine trends or for specific studies. Likewise, qualitative information is routinely solicited from members via evaluation forms, through discussions at our various committee meetings, and through consulting visits, e-mail and phone requests for help.

**2) How is information on customer satisfaction used?**

4CLS conducts a full-scale customer satisfaction survey every 5-7 years that provides feedback regarding the complete complement of services and programs offered to members by the System. Workshop and training session evaluations are routinely completed and submitted to the System and the information gathered in them is used to revise existing and add new learning activities. We compile a list of suggested workshop and training topics from these evaluations that is then used to develop future learning activities. Discussion and feedback is garnered and used routinely from our assorted committees as well (Directors Councils, Technical Services Advisory Committee, Central Library Advisory Committee, Continuing Education Advisory Committee, Outreach Advisory Committee, DRA Governing Council of online libraries, Youth and Adult Services groups, focused group meetings, ILL Users Group, Circuits Program Committee and other task forces as needed).

**3) The information gathered in the customer satisfaction survey is used to refine our services and/or to plan for new or enhanced services for members. The information is analyzed and considered in our annual strategic management planning process. Corrective or other action may be immediate for items that can be addressed as part of our continuous improvement.**

### **C – Amendment Process**

Since the 4CLS Plan of Service is based on the System's Strategic Management Plan, the Plan of Service will be significantly revised and updated annually. The Strategic Management Plan has proven to be an excellent tool for guiding the work of the System, as well as providing direction for System staff.

### **D – Approval Process**

In reality, the 4CLS Plan of Service is an extrapolation from the 4CLS Strategic Management Plan, which was created in 1993 and has been thoroughly reviewed and revised annually, with subsequent Board approval. Therefore, this formal 4CLS Plan of Service represents a compilation by the 4CLS Administration based on the input gathered from above sources and presented to the 4CLS Board of Trustees for approval at the June 13, 2001 Board meeting.

**SECTION 5 - MISSION STATEMENT, GOAL STATEMENTS,  
ACTIVITIES AND INTENDED RESULTS**

NOTE: Indexing refers to the 4CLS Strategic Management Plan, approved by the 4CLS Board of Trustees, January 27, 2001 (copy attached), unless otherwise noted.

ITEM	ELEMENTS	SMP PAGE	OBJECTIVES	GOALS / ACTIVITIES
<b>I</b>	<b>Resource Sharing</b>			
	Cooperative Collection Bldg	28 – 30	B	2.1 – 2.4
	Delivery	17	A	1.1/ Goal 6
	Interlibrary Loan	21	A	1.6
	Other			
<b>II</b>	<b>Technology</b>	31 – 34	C	3.1 – 3.3
<b>III</b>	<b>Special Client Groups</b>			
	Adult Literacy	14 21 24	A A A	1.1 / Goal 1 / A. 3 1.5 / Goal 4 1.8

	Outreach	24 - 25	A	1.8
	Correctional Facilities	24	A	1.8
	Youth Services	26 – 27 30 37	A B D	1.10 2.4 4.3.2
	Other			
<b>IV</b>	<b>Construction</b>	20 – 21	A	1.5
<b>V</b>	<b>Continuing Education / Training</b>	18 - 19 33 – 34 35 – 36 39	A C D E	1.3 3.3 4.1 5.1
<b>VI</b>	<b>Awareness and Advocacy</b>	14 - 15 22 – 24	A A	1.1/ Goal 2 1.7
<b>VII</b>	<b>Communication / Cooperation</b>	35 – 38	D	4.0 – 4.5
<b>VIII</b>	<b>Cooperation – Other Systems</b>		See “Intended Results” ( below )	
<b>IX</b>	<b>Central Library</b>	36 –	D	4.2

		37		
<b>X</b>	<b>Direct Access</b>		See "Intended Results" ( below )	
<b>XI</b>	<b>Other Goals</b>			

**Intended Results:**

**1. RESOURCE SHARING**

- a. Cooperative Collection Development
  - 1) Resource sharing among member libraries for print and audio-visual materials will increase
  - 2) Shared electronic resources will enhance member library collections
  - 3) Remote access will provide access to library materials from home and / or when libraries are not open
- b. Delivery
  - 1) Resources and materials will be provided to local citizens in a timely, yet cost-effective manner
  - 2) Access to resources of member libraries will show a continued increase in demand for physical materials
- c. Interlibrary Loan
  - 1) Requests for materials will increase
  - 2) Libraries will move to a "just in time" format for materials, rather than a "just in case" purchasing concept
- d. Other

**2. TECHNOLOGY**

- a. Continuous upgrades of connectivity will occur – whether they are telecom, cable or wireless

- b. Hardware and software upgrades will meet demand, consistent with the Strategic Management Plan's goal for using "tried and true" technology

### **3. SPECIAL CLIENT GROUPS**

- a. Adult Literacy
  - 1) 4CLS staff continues to serve on the board of (or consult with) the local LVA affiliate
  - 2) Writes and/or collaborates on grants with literacy affiliates.
  - 3) Member libraries directors serve on boards of their local literacy affiliates and/or plan coordinated services and write collaborative grants with them.
  - 4) 4CLS serves as a resource for literacy groups looking for partners on projects that involve workforce development and family literacy issues.
  - 5) System continues to disseminate literacy information to member libraries as well as encourage local libraries to participate in collaborative efforts.

(Examples: Deputy Executive Director will begin a new term on the board as VP of Literacy Volunteers of Broome/Tioga Counties; 4CLS received a NYS Literacy Grant recently for this local literacy affiliate to get a traveling laptop classroom; Norwich director received a NYS Literacy Grant last year for a collaborative family literacy project with Chenango County literacy affiliate and plans to write another this year to expand the program into other Chenango County libraries; Oneonta director has a long-standing collaboration with the literacy affiliate that spans Otsego and Delaware Counties.)

- b. Outreach
  - 1) Services will continue to communities without libraries
  - 2) Services will continue to senior centers

- 3) Services will continue to correctional facilities
- c. Correctional Facilities
  - 1) Continue Outreach services to facilities
  - 2) Continue Cybermobile services to allied areas (youth camps)
- d. Youth Service
  - 1) Enhanced programming will occur for youth centers, such as day care centers
  - 2) Technology will have a major focus in youth services

#### **4. CONSTRUCTION**

- a. Additional funds at both state and federal levels will allow improved facilities
- b. 4CLS will assist with construction work by consulting on projects

#### **5. CONTINUING EDUCATION / TRAINING**

- a. Continuing education will continue to be a major component of 4CLS services, realizing that improvements in collections and technology required a highly-skilled workforce
- b. Trustee training will continue to be a focus of 4CLS
- c. Distance education will be particularly important in this rural service area

#### **6. AWARENESS AND ADVOCACY**

- a. Public relations efforts must be continued and even enhanced in the region
- b. More advocates must be found, and must become activists on local, regional, state and federal levels

#### **7. COMMUNICATION AND COOPERATION AMONG MEMBER LIBRARIES**

- a. Communication, in various formats, is a key for Systems and members
- b. Working effectively and cooperatively makes libraries more cost-effective

## **8. COOPERATIVE EFFORTS WITH OTHER LIBRARY SYSTEMS**

- a. Efforts to work cooperatively with nearby similar systems, particularly in areas of continuing education and resource sharing, must be explored.
- b. Networking with other types of libraries is essential for expanding resources and training

## **9. CENTRAL LIBRARY**

- a. Central library services will move towards shared electronic resources
- b. Reliance on Central Library reference services will diminish

## **10. DIRECT ACCESS**

- a. In a mobile society, people need to have simple and convenient access to library resources, wherever they may be
- b. System must take a lead in facilitating this process

## **11. OTHER GOALS**

# Libraries by County

<b>Broome</b>	<b>Code</b>	<b>Name</b>	<b>City</b>
	BCPL	Broome County Public Library	Binghamton
	BF	Benjamin Franklin Branch	Binghamton
	DE	Deposit Free Library	Deposit
	EB	East Branch	Binghamton
	EN	George F. Johnson Memorial Library	Endicott
	FE	Fenton Free Library	Binghamton
	FP	Foundry Plaza Branch	Binghamton
	JC	Your Home Public Library	Johnson City
	LI	Lisle Free Library	Lisle
	NI	Nineveh Public Library	Nineveh
	SB	South Branch	Binghamton
	VE	Vestal Public Library	Vestal
	WP	Mary Wilcox Memorial Library	Whitney Point
<b>Chenango</b>	<b>Code</b>	<b>Name</b>	<b>City</b>
	AF	Afton Free Library	Afton
	BA	Bainbridge Free Library	Bainbridge
	GR	Moore Memorial Library	Greene
	NB	New Berlin Library	New Berlin
	NO	Guernsey Memorial Library	Norwich
	OX	Oxford Memorial Library	Oxford
	SH	Sherburne Public Library	Sherburne
	SM	Smyrna Public Library	Smyrna
	SN	South New Berlin Free Library	South New Berlin
<b>Delaware</b>	<b>Code</b>	<b>Name</b>	<b>City</b>
	AN	Andes Public Library	Andes
	BC	Bovina Public Library	Bovina Center
	DI	Cannon Free Library	Delhi
	FL	Skene Memorial Library	Fleischmanns
	FR	Franklin Free Library	Franklin
	HA	Louise Adelia Read Memorial Library	Hancock
	MG	Fairview Public Library	Margaretville
	RO	Roxbury Library Association	Roxbury
	SI	Sidney Memorial Public Library	Sidney
	ST	Stamford Village Library	Stamford
	WA	William B. Ogden Free Library	Walton
<b>Otsego</b>	<b>Code</b>	<b>Name</b>	<b>City</b>
	CO	Village Library of Cooperstown	Cooperstown
	CV	Cherry Valley Memorial Library	Cherry Valley
	ED	Edmeston Free Library	Edmeston
	GI	Gilbertsville Free Library	Gilbertsville
	HR	Kinney Memorial Library	Hartwick
	MI	Milford Free Library	Milford
	MO	Village Library of Morris	Morris
	ON	Huntington Memorial Library	Oneonta
	OT	Harris Memorial Library	Otego
	RS	Richfield Springs Public Library	Richfield Springs
	SP	Springfield Library	Springfield
	UN	Unadilla Public Library	Unadilla
	WO	Worcester Free Library	Worcester

**FOUR COUNTY LIBRARY SYSTEM**

**BY-LAWS**

ARTICLE I

NAME - AUTHORITY AND GOVERNMENT

Sec. 1 The name of this organization shall be the Four County Library System, hereinafter referred to as the System.

Sec. 2 The System derives its authority from a charter issued provisionally by the University of the State of New York Education Department on August 24, 1960, made absolute on September 24, 1965.

Sec. 3 The System is governed by Section 255 of the New York State Education Law, by all other applicable New York State laws, the Rules of the Board of Regents, the Regulations of the Commissioner of Education, and these by-laws.

ARTICLE II

PURPOSE

Sec. 1 The purpose of the System is to extend, improve, and expand library service in the counties of Broome, Chenango, Delaware, and Otsego.

ARTICLE III

MEMBERSHIP

Sec. 1 Membership shall be open to libraries chartered by the New York State Board of Regents within the area served by the System.

ARTICLE IV

BOARD OF TRUSTEES

Sec. 1 General Powers and Objectives.

The Board of Trustees, hereinafter referred to as the Board, is entrusted with the government of the System. It shall adopt and revise By-laws, adopt a Plan of Service and amend it as necessary, establish such policies as will insure the achievement of the System's objectives, employ a Director, supervise the expenditure of the System's funds, discharge all such responsibilities as provided for under Article I, Section 3, and exercise such other responsibilities as may be appropriate.

ARTICLE IV

BOARD OF TRUSTEES

Sec. 2

Number and Representation

The number of trustees shall be nine. Each county in the System shall have two trustees who shall have their principal residence in the county for which they serve. One additional trustee shall be elected from any county in the System, and shall be considered as an at-large trustee. An employee of the System or of a member library shall be ineligible for election as a System trustee.

Sec. 3

Nominations and Election

Prior to the annual meeting, the Board shall solicit nominees for replacement. Such replacements shall adhere to county or at-large configurations. New trustees shall be elected at the annual meeting of the system.

Sec. 4

Term of Office

A term of office of a trustee shall be five years. Such terms shall begin on July 1 and end on June 30. A trustee may not serve more than two consecutive full five-year terms. Following such service a trustee may again be appointed or selected after an interim of at least one year.

ARTICLE IV

BOARD OF TRUSTEES

Sec. 5

Filling of Vacancies

In the event of a vacancy on the Board during an unexpired term, a successor trustee shall be elected by the remaining trustees to serve for the balance of the unexpired term. This trustee shall come from the same county as the vacating trustee.

Sec. 6

Disqualification

If any trustee shall fail to attend three consecutive meetings without excuse accepted as satisfactory by the trustees, he/she shall be deemed to have resigned.

Sec. 7

Central Library Representation

The Central Library's Board of Trustees shall be offered the option of appointing a representative to attend System board meetings. Such representative shall be in an ex-officio relationship.

ARTICLE V

OFFICERS

Sec. 1

The officers, and their duties, shall be as follows:

- a. The president shall preside at all meetings of the Board and of the System's members; shall serve ex-officio as a member of all committees except the Nominating Committee; shall sign official documents; and shall exercise such powers as are authorized in these By-laws of the Board.
- b. The Vice-President shall have all the responsibilities and perform all the duties of the President in case of the absence or disability of the President.

ARTICLE V OFFICERS

- c. The Secretary shall direct the keeping of the minutes of the Board and System and of the records of the System. An Assistant Secretary shall be elected from the Board members to perform the routine duties in the absence of the Secretary. The System Administrative Assistant will assist in correspondence pertaining to the business of the Board and System and shall be responsible for sending such notices as may be required.
- d. In addition to the foregoing duties, each officer shall have such powers and perform such duties as are incumbent upon similar officers in corporate organizations, and as may be conferred by the Board.

Sec. 2 Election

A subcommittee of the board shall recommend a slate of officers at the Annual Meeting of the Board, at which time officers shall be elected for the ensuing year.

Sec. 3 Terms of Office

The term of office shall be one year, commencing on July 1 and terminating the following June 30. No trustee shall serve as President for more than two consecutive full year terms.

Sec. 4 Filling of Vacancies

Should an office become vacant prior to its expiration, the Board, at the first regular meeting held after such vacancy occurs, shall elect one of its members to fill the unexpired term.

ARTICLE VI COMMITTEES

Sec. 1 There may be an executive Committee, consisting of the President, the Vice President, the Secretary, and two other trustees to be appointed annually by the president. The Executive Committee, in intervals between meetings of the Board of Trustees, may transact such business of the System as the trustees may authorize, except to make removals from office.

ARTICLE VI

COMMITTEES

Sec. 2

The Board may create or dissolve new committees as the need arises. Members to the committees shall be appointed by the President of the Board at the annual organizational meeting each year. A listing of current committees appears in Appendix One.

ARTICLE VII

MEETINGS

Sec. 1

Membership Meetings

- a. The Secretary shall issue a call to each trustee of every member library for the annual system meeting to be held on any weekday in June, at the direction of the President. All trustees of all member libraries are entitled to attend and to participate in the proceedings of the meeting but each member library shall have only five votes.
- b. Special Membership Meetings may be called by the Board, or at the request of any ten member libraries acting in concert, upon not less than 14 days written notice to the President of the Board of each member library. At such meetings, only such business shall be transacted as is stated in the call of the meeting.
- c. A quorum shall be those member libraries represented.

Sec. 2

Board Meetings

- a. Trustees shall be notified at their usual address, by mail, not fewer than five days prior to the meeting.
- b. At all regular and special meetings a majority of the trustees then on the Board shall constitute a quorum.
- c. Regular Meetings
  - 1. Six regular meetings of the Board or of its Executive Committee shall be at times and places to be designated by the Board.

ARTICLE VII

MEETINGS

Sec. 2

Board Meetings

c. Regular Meetings

2. The order of business at the regular meetings shall be determined by the presiding officer, and shall include the following:

- Roll Call
- Minutes of Previous Meeting
- Treasurer's report and financial reports
- Director's Report
- Committee Reports
- Communications
- Unfinished Business
- New Business
- Adjournment

The order of business may, at any point in the meeting after roll call, be modified by a majority of the trustees present or at the discretion of the presiding officer.

3. The Annual Meeting of the Board shall be held not more than four weeks after the Annual Meeting of the System, at which time it shall elect officers, fix the schedule of regular board meetings for the ensuing year, and conduct such other business as may properly come before the meeting.

d. Special Meetings

Special meetings of the Board may be called by the President, or at the request of any three Board Members acting in concert, for the transaction only of such business as is stated in the call of the meeting.

ARTICLE VII

MEETINGS

Sec. 2

Board Meetings

e. Executive Session

At the discretion of the presiding officer, or upon the adopted motion of any trustee at any meeting, the Board may adjourn to Executive Session for such purposes as are authorized by law. No motion, other than a motion to adjourn from Executive Session, shall be entertained by the presiding officer while the Board is in such session. Matters decided in Executive Session shall not be binding unless put into a motion and passed at an open meeting.

ARTICLE VIII

TREASURER

Sec. 1

At the Annual Meeting of the Board, arrangements shall be made for the selection of a treasurer for the ensuing year. He/she may or may not be a trustee. If he/she is not a trustee, he/she may attend board meetings but may not vote. He/she shall attend to the fiscal affairs of the System and shall be appropriately bonded. The amount of the bond and the Bonding Company shall be designated by the board and the bond shall be filed with the Secretary. In the event the board authorizes any other officer to sign checks, as hereinafter provided, the same bonding requirements shall apply to such other officer.

Sec. 2

All sums received shall be deposited in a bank or banks approved by the board and funds shall be withdrawn only by check and with the signature of the treasurer or such other officer as the board may authorize. The Treasurer, or other designated officer, shall pay out funds of the System on the order of the board.

Sec. 3

The treasurer shall keep an accurate account of all monies received and disbursed by him/her and make a report thereof to the board as often as required. All books, vouchers, and records in the possession of the Treasurer shall be under supervision of the board and subject to its control.

ARTICLE IX

STAFF

Sec. 1 The Director of the Four County Library System shall be appointed by the Board and other members of the staff shall be appointed by the Board only on the recommendation of the Director in accordance with the provisions of law.

Sec. 2 The Director shall be considered ex-officio executive officer of the Board and may take part in their deliberations but he/she shall have no vote. He/she shall have sole charge of the administration of the library system under the direction and review of the Board. He/she shall submit an annual report as to the progress and condition of the System during the current year with recommendations and suggestions as may seem expedient.

ARTICLE X

PARLIAMENTARY AUTHORITY

Sec. 1 Robert's Rules of Order, latest revised edition, shall, in the absence of provisions to the contrary herein, be observed in governing the transactions of the business of the System.

ARTICLE XI

AMENDMENTS

Sec. 1 Amendments to these By-laws may be made by a majority vote of the Board at any regular meeting provided that the proposed changes shall have been submitted at an earlier regular meeting and that a copy of the proposed changes is part of the call of the meeting.

- Adopted: 7/26/60
- Amended: 7/8/68
- Amended: 3/22/75
- Amended: 11/23/85
- Amended: 9/12/89
- Amended: 5/17/97
- Amended: 6/22/00
- Amended: 1/26/02
- Amended: 4/4/02

APPENDIX ONE

**CURRENT 4CLS BOARD COMMITTEES:**

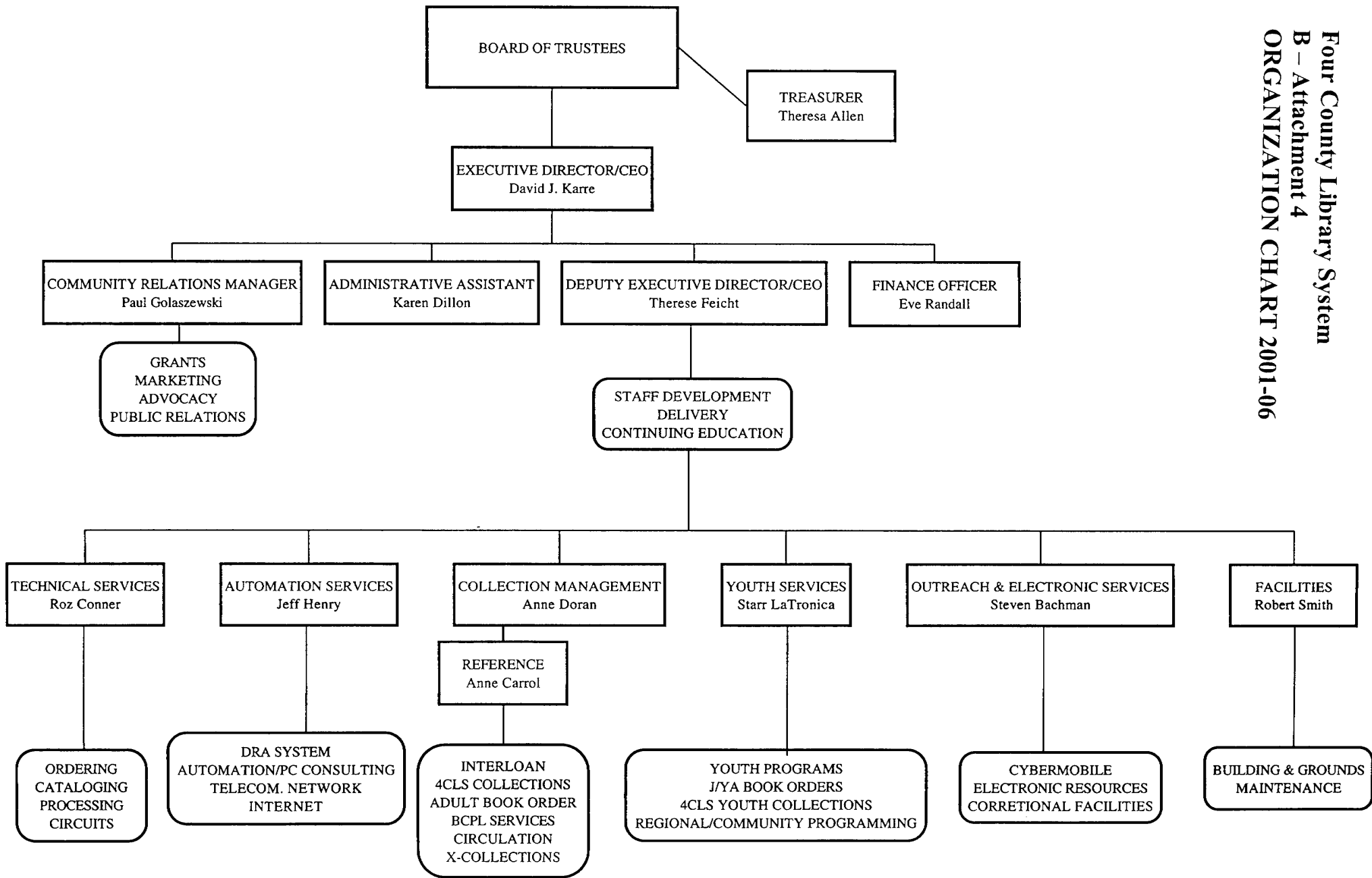
**Governance Committee** whose charge may include but not be limited to: the solicitation and reporting of nominations for 4CLS Board Officers; the solicitation and determination of persons to fill trustee vacancies; the regular review of the System By-Laws; organizing and conducting the performance review of the Executive Director/Chief Executive Officer; and the regular review of the System personnel policies.

**Finance Committee** whose charge may include but not be limited to: review of and revisions to the 4CLS Annual Budget; review of and revisions to the fees structure for 4CLS services; review of the 4CLS fringe benefits package costs; review of the 4CLS performance-based compensation plan, with revisions suggested to the Board as necessary; and review of and planning for 4CLS major/capital improvements.

**Joint 4CLS/Central Library Board Committee** whose charge may include but not be limited to: serve as a liaison group for the two boards; review contractual arrangements between the two organizations and develop recommendations for revisions; provide a forum for analysis of services from the central library to the 4CLS members; and review the Central Library Development Aid grant application and the Central Library long-range plan as it relates to central library services, as prescribed by law and regulation.

**System Services Committee** whose charge may include but not be limited to: review policies, procedures and plans as required by the State of New York, and recommend action and/or changes as appropriate, including, but not limited to the 4CLS Plan of Service, the 4CLS Free Direct Access—90.3 Plan, the 4CLS Construction Plan, and central library services; conduct surveys of member libraries relating to systems services and programs; review and approve 4CLS marketing programs and activities; review and revise 4CLS incentive grant programs; review and revise the Reading Center program, services and fees; review and revise contracts with member libraries; review and approve proposals for new system services.

**Four County Library System**  
**B – Attachment 4**  
**ORGANIZATION CHART 2001-06**



# **FOUR COUNTY LIBRARY SYSTEM**

## **STRATEGIC PLAN 2000 - 2006**

fn: SMP2001.DOC

Board approved: January 27, 2001

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## **STAFF ABBREVIATIONS**

<b>ADMA</b>	-	Administrative Assistant, Karen Dillon
<b>CM</b>	-	Collection Management, Anne Doran
<b>CRM</b>	-	Community Relations Manager, Paul Golaszewski
<b>DDIR</b>	-	Deputy Executive Director, Therese Feicht
<b>DIR</b>	-	Executive Director, David Karre
<b>FM</b>	-	Facilities Manager, Robert Smith
<b>FO</b>	-	Finance Office, Eve Randall
<b>LT</b>	-	Leadership Team
<b>OR/ES</b>	-	Outreach and Electronic Services, Steve Bachman
<b>REF/ILL</b>	-	Reference/Interlibrary Loan, Anne Carroll
<b>SM</b>	-	System Manager, Jeffrey Henry
<b>TS</b>	-	Technical Services, Rosalind Conner
<b>YS</b>	-	Youth Services, M. Starr LaTronica

## GENERAL STATEMENT

### Background

The Charter of Four County Library Service states that "The purpose [of] the Corporation . . . is to expand and improve library service in the counties of Broome, Chenango, Delaware, and Otsego." Ever mindful of this Charter, over the past several years we have been faced with severe challenges: limited or no increases in revenue, rising operating costs, and increased demand for services. Stagnant revenues have required us to reduce or eliminate certain services, while instituting cost recovery fees for other services. This situation compounds the difficulties for our clients, our member libraries, in that most struggle to maintain basic services in the face of difficult local economic times. Yet, while this has been occurring, new technology, in the form of the Internet, lower-cost hardware, and electronic resources have begun to flourish. They serve to enhance existing automated library systems and create new opportunities thereby making our clients' products and services more valuable to the public at large. Some of these technologies have been seized upon by private businesses, which began to offer "pay-as-you-go" services to business, government, and the consumer. This includes such services as electronic information systems for the home, information for a fee, and direct document delivery via the INTERNET. Competition from similar and additional sources must be anticipated in the future.

The dilemma we faced during our strategic planning sessions was this: With the public's current and anticipated changing demand for increased, innovative library services, our response must:

- satisfy our client's needs, as well as those of their clients
- be cost effective
- be financially prudent
- be within the framework of our charter

At the same time, we must keep in mind that our client base is quite diversified, ranging from rural, small libraries with limited resources to those in major towns and cities with increased means and needs. While their basic needs are similar, there are also unique needs and demands for which the System must provide.

## Basic Objectives

Four County's basic objectives are: 1) to focus on the basic services required by our clients as well as 2) the changing demands by the public from our libraries over the next five years, and 3) to offer cost effective services to meet these demands which are both high in quality and wherever possible innovative. We also realize that for us to perform in a superior manner, we must also be in a sound financial position. It is our intent to develop a leadership position and to be a primary source of products and services for our clients.

Specifically our objectives are:

- A. Stabilize and, where possible, increase the 4CLS revenue stream while improving our financial position.
- B. Become a provider of up-to-date, high quality products and services, which our clients require, and are affordable in cost and responsive to their needs.
- C. Ensure that the Corporation incorporates the latest, tried technology in its operations and in providing services.
- D. Ensure that all our services are marketed to our clients and are current, effective, of high quality, and result in a proper cost/benefit ratio.
- E. Emphasize the development of Human Resources as a key to success.

## Strategy

To accomplish our objectives, we will employ two overall strategies:

1. Concentration: We will continue to focus on our current clients, products and services, ensuring that our products are current and client-based and stressing least cost operations and distribution to maximize utilization and cost effectiveness. At the same time, we will seek new revenue sources where it is appropriate.

By focusing on the markets and products we know, it is our intent to use our superior insights into our products and clients to develop a leadership position.

2. New Product Development: We will continue to be pro-active in the cooperative development of new products and services which can be offered to our current client base through established channels, as well as new markets where we can be a leader and utilize new channels. We will also seek new sources of revenue where it is appropriate.

It is our intention to increase our capital spending only where we can measurably improve efficiency and enhance our ability to become a least-cost provider and distributor of high quality products.

## **Economy**

In order to plan effectively, it is necessary for us to keep in mind the economy affecting our business. It has been our experience that our industry has been affected substantially by adverse economic and political conditions particularly as tax revenue and the resulting government spending impact it. In 2001 we face the uncertain prospects of a new federal administration and congress, which will most likely produce trickle-down changes in state and local economies.

Our plan, however, assumes that the current economic and business climate will remain relatively stable for the next year or two. Such conditions have kept interest rates, consumer prices, and unemployment rates in relatively good positions, thereby voiding both recession and inflation environments. These conditions help keep the Four County Library System in a relatively comfortable operating position, away from excessive swings in the economy.

We remain cautiously optimistic that there will be no major cutbacks in local or state appropriations. In fact, these times of relative surplus renew our efforts to seek significant funding increases to make up for several years of stagnant or reduced funding.

The effects of these economic actions on the Four County Library System may be summarized as follows:

- A. An improving business climate has generated a better state budget, which has led to only limited additional state revenues;
- B. Aggressive efforts are being made to generate additional state revenues;
- C. Targeted efforts should be made to generate local revenues;
- D. Relatively stable consumer prices should keep system expenses in check, with small increases;
- E. Low interest rates have a positive and negative effect on the system:
  - 1. As the system needs to borrow money, the cost of borrowing the money will be relatively low.
  - 2. Since the system receives rather large payments from the state which may last for a relatively long period, investments made with these funds will generate relatively small amounts of additional cash.

## **Conclusion**

It is important to state emphatically that this document is considered a fluid, "living" document. We recognize that strategic issues may not necessarily wait for a revised plan to be developed. The plan contains a mechanism for a regular reviewing process and a formal annual revision. We will endeavor to provide the most efficient services possible to our member libraries. However, the organization reserves the right to make necessary and immediate changes to significant events.

David J. Karre  
Executive Director/CEO

January 2001

## **MISSION STATEMENT**

The Charter of the Four County Library System states:

"The purpose [of] the Corporation...is to expand and improve library service in the counties of Broome, Chenango, Delaware, and Otsego."

### **Mission**

It is our intention to be a leader as a regional public library service system.

Our mission is to strive for the success of the institutions we serve by providing cost effective and/or specialized library products and service options which best satisfy their needs and are of superior quality.

We provide our services directly to our member libraries, community institutions, unserved populations, and other library systems primarily in the counties of Broome, Chenango, Delaware, and Otsego and in New York State. To serve our clients, we endeavor to utilize the most current, tried technology in processing, distribution, and information resources management.

We will conduct our operation prudently allowing us to continually expand our services on a cost effective basis.

### **Values**

Our first responsibility is to our clients: striving to understand and anticipate their current and future needs; providing innovative, high quality services and products at a fair value.

We feel a deep responsibility to our employees: to assist them in the development of their full potential; to reward each commensurate with their own performance and that of the corporation; to provide them with a safe, healthy working environment; and to establish standards for integrity, fairness, and professionalism.

Our suppliers are an important resource to our corporation. We measure them on the basis of consistent quality, price, and service.

## VISION STATEMENT

### **By 2006 . . .**

Our focus has been on becoming a low-cost provider of high quality products and services required and demanded by our clients, developing innovative new products and services when needed or requested, flexibility to change, and technical competence.

To purchase, process, and deliver our products, we have endeavored to become as automated as possible and continued to improve our financial structure. In the niche service markets in which we elect to serve, we have a leadership position.

Leadership has been used to develop a culture which is open and honest.

Fairness, integrity, and professionalism in all our dealings, has provided a basis for our daily and long-term decisions and actions.

We are totally committed to understanding and serving our clients, thus creating a cooperative, effective, and long-lasting partnership.

We recognize the importance of our employees and they have an opportunity to develop their individual skills and careers in a safe working environment. Continuous improvement has been our focal point and exists in part through effective and efficient operating systems in all areas of the organization.

We have accomplished all this while delivering a sound financial performance relative to others in our profession.

## ORGANIZATION CHART

**STATEMENT OF INCOME FORECAST**

**MAJOR/CAPITAL IMPROVEMENTS FORECAST**

## FINANCIAL ASSUMPTIONS

It is interesting to note that the first "Financial Assumptions", written in 1993, remain very true today. This is good in that it represents stability in our fiscal environment. Please refer to the previous pages for the Statement of Income and Expenses Forecasts.

### REVENUES

1. Miscellaneous Income figures are "inflated" by the inclusion of an annual Revenue Anticipation Note in the amount of \$400,000. This figure has been eliminated from these assumptions in an effort to portray a more accurate picture.
2. The prime source of system funds continues to be New York State Aid. New York State Aid generally represents between 75 and 80 percent of revenue depending on the year. The decade of the 90's has seen little increase in State Aid for libraries—in fact, we know that the Four County Library System was under-funded from legislative levels by more than 1.1 million dollars during this decade.

With the culmination of the Regents Commission on Library Services, a new, comprehensive funding package is being proposed to the governor and the legislature. As this is written, its status in the governor's budget and its future in this legislature is unknown. We do know that major players and groups will be working very hard for its inclusion in the FY2001 budget. This could represent a welcome, steady stream of additional State funds for the system.

3. Federal and local aid continue to represent between 3.5 - 5.5% of our aid. While helpful, it must be remembered that this aid traditionally has been dedicated to specific programs and services to benefit our member libraries. While we try to utilize funds to defray costs, we must look harder for ways to increase the amount of these funds, as well as utilize them to offset expenses at 4CLS.
4. Charges for services and programs at 4CLS, such as automation services, circuits and processing, must continue to comprise a greater portion of our revenues. This is one of only two areas over which the system has direct control. It is important to focus on these programs and services. While libraries may not like it, these services may only be provided on a "cost-recovery" basis. After 10 years of stagnant/flat state aid, 4CLS is no longer in any position to significantly underwrite these services.
5. Miscellaneous income must be increased significantly. It is anticipated that this will be accomplished through the use of a Community Relations Manager, who will seek significant additional revenues for the system. The prime focus of this program will be to obtain funds to offset existing operating expenses as well as provide funds for corporate improvements and expansion.
6. Other sources, such as interest, earnings, refunds and sales, make up the smallest category of the budget revenues (1.7%).

## **EXPENSES**

1. As a result of the implementation of a Performance-based Compensation Plan in 1998, salary and staffing increases will be modest and tied to available funds. A look at the staffing forecast shows that the number of actual people on the job has and will increase, while FTE will remain almost flat. Positions have been eliminated and new positions created to reflect the needs of the corporation ever mindful of cost effectiveness. Benefit costs will be constantly reviewed and reassessed for potential savings.
2. Equipment costs will be monitored as closely as possible. Costs for capital expenditures will be delayed as much as practical, and a method for creating a reserve fund is being reviewed. However, this reserve fund may only be created when we are in an improved financial position that enables us to utilize surplus funds.
3. Materials purchases will continue to be flat or even reduced. In an era where delivery of printed materials has become commonplace and efficient, and access to electronic resources continues to grow, we envision that 4CLS' purchase of materials will shift to electronic formats. Collections management will adopt a philosophy of "just in time" instead of "just in case."
4. Supply costs have been significantly reduced since the first Strategic Management Plan was produced. We will continue to monitor costs and work diligently for savings.
5. Telecommunications costs will continue to be unpredictable. This is indicative of the continued reliance on our automated system by our member libraries. We are paying for our success! We continue to explore all available telecommunications discounts. Implementation of the federal Universal Service Discount program has generated savings, but these will be later offset by increased costs for upgraded services. Also, it must be remembered that the uncertain flow of funds for the Universal Service Program has created unpredictable irregularities in our budget.
6. Postage, publicity, staff development, and professional fees will remain relatively flat. Postal increases should have only a minor impact on 4CLS. Staff development increases will reflect the increased need for 4CLS staff to improve and maintain technological competencies.
7. Repair and maintenance of equipment will be kept at a minimum. Preventive maintenance and negotiation of contracts keeps these costs as reasonable as possible.
8. Building operation costs will be kept to a minimum. There have been some increases in recent years as we find the need to make repairs to our 30-year-old building. Worn, non-ergonomic furniture is being replaced according to a schedule and with grant help. Utility costs are kept as low as possible, and we will seek to uncover the secrets of alternate utility suppliers for reducing these costs.

9. Vehicle costs are difficult to predict. Beginning in 2000, we implemented a plan to replace our delivery vehicles. There is a greater demand for delivery service. The bookmobile was replaced in 2000 with the Cybermobile. Therefore, these increased capital costs should be at a minimum over the next few years.
10. Direct cash payments to libraries have been reduced due to the development of the Incentive Grant program, which has been very successful. Expenditures in this category should remain relatively constant. Unfortunately, if revenues remain relatively stable, this program may need to be reduced or eliminated.
11. State and Federal grant expenditures closely mirror the revenues. We need to work more aggressively to determine ways that these funds can be used to offset other major costs in our budget, thereby giving us the flexibility to reallocate resources.
12. Our loans and capital improvements reflect our anticipation that New York State budgets will not be passed on time and that the system will be required to borrow funds. The 2001 Forecast reflects the second of three payments of a Bond Anticipation Note for a new computer CPU, which was purchased in 1999.

Therefore, the underlying financial assumptions of 4CLS are:

1. The system must continue to work hard for, and be successful in obtaining, increases in State Aid.
2. The system must be successful at finding additional/new sources of revenues, particularly from grant sources.
3. Costs for system services must be more in line with actual costs, particularly in the areas of automation and technical services.
4. The system must explore alternatives for funds for capital improvements.
5. As has been the case for many years, expenses must be kept to a realistic minimum, realizing that further reductions may result in elimination of services or programs.
6. Development of a real and significant reserve fund is of major importance, but may only be achieved when significant additional revenues are realized.

## STAFFING FORECAST

## 1.0 OBJECTIVE A - Basic System Services

To create a basic organizational structure which will allow the system to provide and/or facilitate basic services to and for our member libraries.

### 1.1 ADMINISTRATION

GOAL 1: Generate additional revenue of \$10,000 each in years 2000, 2001 and 2002 by providing new and/or enhanced products and/or services which are cost effective and beneficial for our clients. (Annual) **(DIR)**

ACTIVITY 1: Review and define other methods of revenue generated by library systems and not-for-profit agencies by (Ongoing). **(DIR)**

ACTIVITY 2: Develop new programs for member libraries which generate revenues by 12/31/02. **(FO)**

- A. Define and implement a method of cost plus administrative charge-back for Dialup Deluxe by 12/31/01. **(OR/ES)**
- B. Offer bookkeeping and payroll services for member libraries for a fee by 6/30/02. **(FO)**

ACTIVITY 3: Assess the feasibility of developing alliances to improve or expand our current services. (2000-2001) **(DIR)**

- A. Explore implications of ordering for schools, museums, community colleges, hospitals, and other not-for-profit agencies on a "cost-plus" basis by 6/30/01. **(DIR)**

GOAL 2: Work to improve government funding by 5% by 12/31/01. **(DIR)**

ACTIVITY 1: Actively seek additional state funds for libraries. (Ongoing) **(DIR)**

- A. Pursue member item funds by 6/30/01. **(DIR)**
- B. Actively work for additional legislated state funding by 10/31/01. **(DIR)**

ACTIVITY 2: Actively work to enhance county funding. (2001) **(DIR)**

- A. Secure adequate and additional funding from Broome, Delaware, and Otsego Counties to cover increasing Outreach/delivery costs by 10/1/01. **(DIR)**
- B. Work with officials in Chenango County to restore Cybermobile services by 12/31/01. **(OR/ES)**

ACTIVITY 3: Improve and expand the 4CLS Library Advocacy Network. (Ongoing) **(DIR/CRM)**

- A. Develop processes and/or materials to inform legislators/elected officials about library activities and issues. (Ongoing) **(CRM)**
- B. Actively promote the effectiveness of library systems and the importance of libraries to all levels of government officials. (Ongoing) **(CRM)**
- C. Develop promotional items to keep elected officials informed of library activities and progress. (Ongoing) **(CRM)**
- D. Expand efforts to involve library users, directors and trustees of member libraries, and other constituent groups in advocacy efforts by 3/31/01. **(CRM)**
- E. Coordinate NYLA Library Day by 3/31/01. **(CRM, ADMA)**
- F. Develop a database for advocacy contacts by 3/31/01. **(CRM, ADMA, SM)**
- G. Explore participation in Libraries for the Future “Communities and Libraries” advocacy training program by 9/30/01. **(CRM)**
- H. Assess the value of forming an Advocacy Advisory Council by 3/31/02. **(CRM)**

GOAL 3: Present budget levels which allow for improved activities and programs while maintaining a balanced operating budget. (Annual) **(DIR)**

GOAL 4: Ensure strategic planning process continues for the years 2000-2004. (Annual) **(DIR)**

ACTIVITY 1: Develop and implement a strategic management calendar for the planning cycle. (Ongoing) **(DIR)**

- A. Prepare draft budget by 8/31/01. **(FO)**
- B. Conduct annual strategic planning retreat involving all staff by 9/01/01. **(DIR)**
- C. Complete strategic plan for five year planning period by 12/31/01. **(DIR)**

ACTIVITY 2: Ensure that the strategic plan is kept current and is executed in a timely fashion. (Ongoing) **(DIR)**

- A. Schedule and conduct regular meetings to review the strategic plan and any additional strategic issues that have arisen by the months of 4/, 8/, 12/ in 2001 and 2002-2006. (Quarterly) **(DIR)**
- B. Regularly communicate results to Board, management and employees regarding the status of the plan. (Quarterly) **(DIR)**

GOAL 5: Improve the operating efficiency of the corporation. (Annually) **(DIR)**

ACTIVITY 1: Implement Inventory Control system. (Ongoing) **(FO)**

- A. Continue to update inventory list. (Ongoing) **(FO)**
- B. Add historical cost and depreciation elements to inventory database (retroactively only where not fully depreciated) by 12/31/02. **(FO)**

ACTIVITY 2: Migrate accounting method to show full accrual comparison by 12/31/05. **(FO)**

- A. Create inventory and depreciation files for year ended 12/31/01 and each year thereafter. Have external auditors review files by 6/1/02. **(FO)**
- B. Input to accounting system encumbrances and accounts receivable as created. Create files for Accounts Payable and Accounts Receivable for year ended 12/31/02 and each year thereafter. Have external auditors review files by 6/1/03. **(FO)**

- C. Begin accruing payroll and accommodate change in year-end statements by 6/1/04. **(FO)**
- D. Create comparative statements and report results of operations on full accrual basis as well as cash basis. Have external auditors review statements by 6/1/05. **(FO)**

ACTIVITY 3: Develop proposal for the use of e-commerce to pay fines and fees online through smartcards by 12/31/02. **(FO)**

GOAL 6: Provide superior delivery service in order to achieve the best possible resource-sharing program throughout the 4CLS region. (Ongoing) **(DDIR)**

ACTIVITY 1: Monitor the frequency of deliveries and recommend changes to accommodate online libraries and potential added traffic due to expanded electronic services by 7/31/01. **(DDIR, CM/ILL)**

- A. Explore additional delivery day for new dial-up deluxe program libraries by 7/31/01. **(DDIR)**
- B. Explore daily delivery to all libraries by 7/31/03. **(DDIR)**

ACTIVITY 2: Plan for this as needed in the budget by 7/31/01. **(DDIR, CM/ILL)**

ACTIVITY 3: Explore options for operation of "hub" delivery service in order to improve efficiencies by 1/01/03. **(DDIR)**

ACTIVITY 4: Explore possibilities of night shift operations in conjunction with Finance Office's study of "second shift" options in order to improve efficiencies by 12/31/03. **(DDIR)**

ACTIVITY 5: Plan for delivery vehicle replacements and additional vehicles needed for additional service. (Annually) **(DDIR)**

- A. Investigate vehicle rotation schedule as additional vehicles are added to fleet by 7/31/01. **(DDIR)**
- B. Plan for additional delivery vehicles as needed as additional deliveries are implemented. (12/31/02) **(DDIR)**

GOAL 7: Update or create 4CLS operating policies and procedures in order to document the whys and ways we operate and place in appropriate manuals. (Annual) (**DIR**)

ACTIVITY 1: Using the following schedule, document 4CLS policies and procedures and place the revised information in the 4CLS Policy Handbooks (policies need Board approval):

Complete by 12/31/01

- a. Library building and grounds (**DDIR**)
- b. Laws and standards (**DIR, ADMA**)

Complete by 12/31/02

- a. Collection management/selection (**CM**)
- b. Newsletter (**CRM**)
- c. Finance/business office (**FO**)
- d. Directory (**ADMA**)
- e. Audio-visual (**CM**)
- f. Outreach (**OR/ES**)
- g. Automation (**SM**)
- h. Interlibrary loan (**ILL**)
- i. Technical services (**TS**)

Complete by 12/31/03

- a. Deliveries (**DDIR**)
- b. Library trustees (**DIR/ADMA**)
- c. Library organization (**DIR/ADMA**)
- d. Public relations (**CRM**)

Complete by 12/31/04

- a. Circuits (**TS**)
- b. Youth services (**YS**)
- c. Central library services (**BCPL Director**)
- d. Personnel (**DDIR/FO**)

GOAL 8: Provide assistance to member libraries with their budget process. (Ongoing) (**FO**)

ACTIVITY 1: Create a budget assistance area within the web page including such items as automation costs, circuit costs and average cost of a book by 12/31/01. (**FO**)

## **1.2 AUTOMATION (See OBJECTIVE C for specific details)**

## **1.3 BOARD ACTIVITIES**

GOAL 1: Involve the 4CLS Board and Board committees in review of current and revised policies and activities. (Annual) **(DIR)**

ACTIVITY 1: Review and revise financial planning process for major expenditures and capital improvements. (Ongoing) **(DIR)**

- A. Consider developing a dedicated fund for major/capital expenditures by 7/31/03. **(DIR)**

ACTIVITY 2: Provide an appropriate Board Development program. (Ongoing) **(DIR)**

- A. Provide schedule of programs for each Board meeting by 3/31/01. **(DIR)**
- B. Develop list of topics/programs to be presented in future years by 12/31/01. **(DIR)**
- C. Plan for Board participation in New York Library Association and American Library Association activities and conferences by 12/31/01. **(DIR)**

ACTIVITY 3: Review existing mandated plans and contracts in a timely manner. (Ongoing) **(DIR)**

- A. Review System Plan of Service in conjunction with state-regulated revisions by 6/30/01. **(DIR)**
- B. Complete fee plan for Dial-Up Deluxe Program and submit for board approval in time for 2001 billing by 4/1/01. **(DIR, FO)**
- C. Review and revise Central Library agreement by 3/31/02. **(DIR)**

ACTIVITY 4: Review new programs and associated costs for member libraries in a timely manner. (Ongoing) **(DIR)**

- A. Work with Board Finance Committee to accurately determine system financial needs by 8/31/01. **(DIR)**

ACTIVITY 5: Review Board participation in the 4CLS Planning process. (Ongoing)  
**(DIR)**

- A. Review and, if necessary, revise the Board's role and function in the Strategic Management Plan process by 6/30/01. **(DIR)**
- B. Plan Board assessment program to discuss issues related to 4CLS' future plans by 9/30/01. **(DIR)**

#### **1.4 BUILDING AND GROUNDS**

GOAL 1: Create and maintain our work environment in a workable, pleasant, efficient and safe manner. (Annual) **(DDIR, FM)**

ACTIVITY 1: Landscape/grounds clean-up by 10/30/01. **(DDIR, FM)**

- A. Break ground for staff garden off new staff room with staff helpers by 7/1/01. **(DDIR, FM)**
- B. Evaluate the results of our contract for combined lawn care and snowplowing services for cost and staff efficiency by 7/30/01. **(DDIR, FM and FO)**
- C. Explore idea of staff for an honor or memorial garden as part of our staff garden (in A. above) by 9/30/02. **(DDIR, FM)**

ACTIVITY 2: Write state construction grants for building improvements based on facilities plan. (Annually) **(DDIR, FM)**

ACTIVITY 3: Revisit janitorial cleaning schedules for building due to move of staff room, etc. by 3/31/01. **(FM)**

#### **1.5 DEVELOPMENT/GRANTS**

GOAL 1: Generate grant revenue at the following levels: **(CRM)**

- 2001 - \$ 75,000
- 2002 - \$ 75,000
- 2003 - \$ 100,000
- 2004 - \$ 100,000
- 2005 - \$ 100,000

ACTIVITY 1: Submit grant applications and/or assist 4CLS staff with applications to the appropriate funders. (Ongoing) **(CRM)**

- A. Develop a database for tracking grants and funders by 6/30/01. **(CRM)**
- B. Research and pursue operating grants and other grants for corporate improvements/expansion, including outreach and corrections, construction, etc. by 12/31/01. **(CRM)**
- C. Explore the creation of a planned giving program by 6/30/02. **(DIR, CRM)**
- D. Broaden our development/grant revenue stream by pursuing national-level foundations by 12/31/02. **(CRM)**
- E. Explore the creation of an endowed position at 4CLS by 12/31/03. **(DIR, CRM)**

ACTIVITY 2: Develop and exploit regional and national contacts by 12/31/01. **(CRM)**

GOAL 2: Increase funding for youth services through grants. (Annual) **(CRM, YS)**

ACTIVITY 1: Explore alternative sources for grant funding of Youth Services programs, training and/or materials by 9/30/01. **(YS, CRM)**

GOAL 3: Explore expansion of Community Relations Manager program relating to grants to include member libraries and other systems 12/31/02. **(DIR, CRM)**

ACTIVITY 1: Explore the possibility of sharing costs and staffing of Community Relations Manager with member libraries and other systems by 4/30/02. **(DIR)**

GOAL 4: Explore and create partnerships/collaborations with other organizations/agencies for grant applications. (Ongoing) **(CRM)**

ACTIVITY 1: Contact two or more outside agencies to collaborate on grant projects, e.g. BOCES, Binghamton University, MedicAlert, United Health Services by 12/31/01. **(CRM)**

## **1.6 INTERLIBRARY LOAN**

GOAL 1: Increase intra-System ILL activity by 2% annually. **(CM)**

ACTIVITY 1: Improve interlibrary loan services (Ongoing). **(CM)**

- A. Continue to train, re-train, revise and redesign member library ILL personnel as needed. (Ongoing) **(CM)**
- B. Encourage members to participate in the use of the automated reserves project, Point-to-Point ILL, and the NYSILL automated request system. (Ongoing). **(CM)**
- C. Continue to monitor implications for ILL of 4CLS collection management efforts. (Ongoing) **(CM)**

ACTIVITY 2: Facilitate transition from Gateway to DRA web for onlines by 12/31/01. **(CM)**

ACTIVITY 3: Continue to plan for and test the use of patron-placed reserves for onlines and dialups based upon borrower needs and member library staffing, by 12/31/01. **(CM)**

GOAL 2: Prepare for the impact of Cybermobile programs and other statewide initiatives on out-of-System interlibrary loan. (Ongoing) **(CM)**

## **1.7 MARKETING & PUBLIC RELATIONS**

GOAL 1: Review and revise the comprehensive system-marketing plan and assess the benefit of moving marketing team activities into 4CLS leadership team by 6/30/01. **(DIR, CRM)**

ACTIVITY 1: Facilitate member library involvement in system-wide celebration of Summer Reading Program by 8/31/01. **(YS)**

ACTIVITY 2: Encourage staff participation in three community events by 12/31/01. **(CRM, YS)**

ACTIVITY 3: Undertake a local library satisfaction opinion poll with community input by 12/31/01. **(DIR)**

ACTIVITY 4: Maintain and expand contacts with local media by 12/31/02. **(CRM)**

ACTIVITY 5: Work with the New York Library Association to bring the annual NYLA Conference to Binghamton by 1/1/03. **(DIR)**

GOAL 2: Position 4CLS as the regional library authority for media by 12/31/02. **(CRM)**

ACTIVITY 1: Maintain and enhance contact with area media. (Ongoing) **(CRM)**

ACTIVITY 2: Complete the process for formal legal protection of the 4CLS logo by 12/31/00. **(CRM)**

ACTIVITY 3: Clean, enhance and manage the 4CLS mailing list/database by 1/31/01. **(ADMA, CRM, SM)**

ACTIVITY 4: Improve the quality of communications tools (newsletter, annual report, Web site content, brochures, flyers) to ensure purpose and consistency by 3/31/01. **(CRM, ADMA)**

ACTIVITY 5: Explore public service announcements as a vehicle to promote the summer reading program by 3/31/01. **(YS, CRM)**

ACTIVITY 6: Facilitate member library involvement in a system-wide celebration of summer reading program by 6/30/01. **(YS)**

ACTIVITY 7: Develop 4CLS member library identifier by 9/30/01. **(CRM)**

ACTIVITY 8: Explore and pursue partnerships/collaborative relationships with other organizations, e.g. United Health Services, NYS Dept. of Labor, for Cybermobile and/or other appropriate marketing opportunities by 9/30/01. **(CRM)**

ACTIVITY 9: Pursue the John Cotton Dana Award by 6/30/02. **(CRM)**

GOAL 3: Enhance electronic marketing activities by 12/31/02. **(OR/ES, CRM)**

ACTIVITY 1: Explore and pursue appropriate opportunities for linking 4CLS Web site with other regional sites by 12/31/01. **(OR/ES, CRM)**

ACTIVITY 2: Explore new avenues/opportunities for revenue-based electronic marketing, e.g. sales of ad space on our Web site, corporate sponsorship, etc. by 12/31/02. **(OR/ES, CRM)**

ACTIVITY 3: Electronically promote 4CLS and member library activities and events to all member libraries by 12/31/02. **(OR/ES, CRM)**

ACTIVITY 4: Create member library listserves for news, programs, new books; list new books on Web2 by 12/31/02. **(OR/ES, CRM)**

ACTIVITY 5: Create Internet searching contest for local teens; seek corporate partner for sponsorship/prizes by 12/31/02. **(OR/ES, CRM)**

ACTIVITY 6: Explore online book discussion chats at local libraries and/or video conferencing with authors; supported by NEH grants by 12/31/03. **(OR/ES, CRM)**

GOAL 4: Enhance community-related marketing activities by 12/31/03. **(CRM)**

ACTIVITY 1: Participate in Broome Chamber “newcomers” program by 12/31/01. **(DIR, CRM)**

ACTIVITY 2: Partner with local service organizations to support, and encourage staff participation in, community-benefit activities/events by 12/31/01. **(YS, CRM)**

ACTIVITY 3: Produce bookmarks that promote library services with children’s artwork, by 12/31/01. **(YS)**

ACTIVITY 4: Host Broome Chamber mixer by 12/31/02. **(DIR, CRM)**

ACTIVITY 5: Explore 4CLS and member library collaborative participation in county fairs--Cybermobile at parades by 12/31/03. **(OR/ES, CRM)**

ACTIVITY 6: Engage BU interns for surveys/studies of library usage and book-buying motivations by 12/31/03. **(CRM)**

GOAL 5: Enhance member library-related marketing activities by 12/31/03. **(CRM)**

ACTIVITY 1: Evaluate participating in/joining Library Marketing Network by 12/31/01. **(DIR, CRM)**

ACTIVITY 2: Develop and/or improve use of member library websites by 12/31/02. **(OR/ES, CRM)**

## **1.8 OUTREACH**

**GOAL 1:** Assess the current methods we are employing for Community Outreach and implement new methods and technology, if appropriate, that are more cost-effective in meeting our clients needs. (Annual) **(OR/ES)**

**ACTIVITY 1:** Provide services to Community Populations. (Ongoing) **(OR/ES)**

- A. Investigate services to local businesses by 12/31/01. **(OR/ES)**
- B. Develop and conduct 3 programs of substance for patrons as part of Outreach program by 12/31/01. **(OR/ES)**
- C. Continue a version of adult reading program on the Cybermobile by 12/31/02. **(OR/ES)**
- D. Explore possibility of book discussion programs with correctional and institutional facilities staff by 12/31/03. **(OR/ES)**

**ACTIVITY 2:** Investigate expansion of service to children and families with “mini bookmobile” by 3/31/03. **(YS)**

- A. Implement mechanics of deposit collections in day care centers by 4/30/02. **(YS)**
- B. Seek funding to expand partnership with Youth Bureau and Family Court to provide books for waiting area by 6/30/02. **(YS)**
- C. Explore option of home delivery of materials for rural families in partnership with other agencies by 12/31/02. **(YS)**
- D. Work through contacts and networking to present six programs to children and adults by 12/31/03. **(YS)**

**GOAL 2:** Implement expanded Cybermobile Project by 12/31/04. **(OR/ES)**

**ACTIVITY 1:** Develop procedures for the use of satellite technology in Cybermobile Operations by 3/31/01. **(OR/ES)**

**ACTIVITY 2:** Complete fundraising by 6/30/01. **(OR/ES, DIR)**

**ACTIVITY 3:** Complete sale of old Bookmobile by 6/30/01. **(OR/ES)**

ACTIVITY 4: Develop and implement new public service schedule to accommodate technology use and training progress at stops and other new programs by 12/31/01. **(OR/ES)**

ACTIVITY 5: Develop a “Friday Night Geek Club” at Oakdale Mall or other location by 12/31/02. **(OR/ES)**

ACTIVITY 6: Partner with kids in hospitals to write poetry and journals by 12/31/03. **(YS, OR/ES)**

## **1.9 TECHNICAL SERVICES**

GOAL 1: Ensure that we are providing the highest quality services and products to our clients through the most cost-effective methods. (Annual) **(TS)**

ACTIVITY 1: Assess the feasibility of developing alliances to improve or expand our current services. (Ongoing) **(TS)**

- A. Continue to determine the feasibility of cataloging and processing to historical societies and other institutions dependent on grant funding. (Ongoing) **(TS)**
- B. Continue to build relations with other local library Tech Service Departments (BU, BOCES, etc) by 12/31/01 **(TS)**

ACTIVITY 2: Expand centralized ordering of materials by 3/31/01. **(TS)**

- A. Continue to investigate electronic ordering options. (Ongoing) **(TS)**

ACTIVITY 3: Continue coordination of Central Library and 4CLS Technical Services functions by 1/31/01. **(TS)**

- A. Evaluate CBA ordering process to 4CLS by 3/30/02. **(TS)**

ACTIVITY 4: Expand training of member libraries in Technical Services issues via site visits. (Ongoing) **(TS)**

ACTIVITY 5: Improve access to materials in the database by 12/31/01. **(TS)**

- A. Investigate cost of authority control through DRA and other vendors by 12/31/01. **(TS)**

ACTIVITY 6: Reduce Technical Services supply costs. (Ongoing) **(TS)**

- A. Complete minimal level Acquisitions training for all libraries and eliminate distribution of monthly paper order lists by 9/30/01. **(TS)**

ACTIVITY 7: Continue move to TAOS for Department and Members. (Ongoing) **(TS)**

- A. Complete migration from dumb terminals to PCs in department and implement TAOS cataloging module by 6/30/01. **(TS)**
- B. Prepare libraries and revise procedures for suspension of card production by 12/30/01. **(TS)**
- C. Investigate purchasing DRA Series module by 12/31/02. **(TS)**

ACTIVITY 8: Explore the possibility of offering new preservation service to member libraries by 6/30/01. **(TS)**

## **1.10 YOUTH SERVICES**

GOAL 1: Design System projects to assist member library service to public. (Annual) **(YS)**

ACTIVITY 1: Survey community resources for children and parents/teachers/caregivers and maintain community information file for public use by 12/31/01. **(YS)**

ACTIVITY 2: Establish electronic links to any web site of above resources in 4CLS area by 12/31/01. **(OR/ES)**

ACTIVITY 3: Expand professional contributions. (Ongoing) **(YS)**

- A. Network and coordinate activities between libraries and other organizations/agencies serving children. (Ongoing) **(YS)**
- B. Distribute publications on a state level by 3/31/01. **(YS)**
- C. Contribute efforts to local, regional, and statewide projects and events dealing with libraries, children, and literacy. (Ongoing) **(YS)**

- D. Investigate clearing house for literary and story telling events by 9/30/01. **(YS)**

ACTIVITY 4: Establish/strengthen ties with school librarians. (Ongoing.) **(YS)**

- A. Attend meetings of the School Librarians of the Southern Tier, (Ongoing.) **(YS)**
- B. Organize and orchestrate joint promotion of Summer Reading Program and/or year-round reading program by 6/30/01. **(YS)**
- C. Convene two joint meetings for YS librarians and school librarians by 12/31/01. **(YS)**

ACTIVITY 5: Work with local storytelling groups to stage children's storytelling event, by 6/30/05. **(YS)**

ACTIVITY 6: Work with member libraries to implement "birthday" program, (e.g. card mailed to child, with coupon to absolve fines.), by 12/31/06. **(YS)**

## **2.0 OBJECTIVE B - Collection Management**

Continue to develop and implement plans to ensure that 4CLS selects and acquires library materials and information resources most useful to the institutions it serves, and that the sharing of these resources, along with those of the Central Library and member libraries, is coordinated.

### **2.1 ADULT**

**GOAL 1:** Support and enhance print and non-print resources including programs available to members. (Annual) **(CM)**

**ACTIVITY 1:** Update (as needed) collection management program for the 4CLS adult print, audiovisual, and electronic resources collections. (Ongoing) **(CM)**

- A. Weed the System's Dewey 600's (less the medical areas in 610-619) and large print items by 12/31/01. **(CM)**
- B. Advertise and promote the use of the 4CLS "Library Professional Collection" by featuring it on the 4CLS Web site, printed bibliographies, etc. by 12/31/01. **(CM)**

**ACTIVITY 2:** Consider adding unabridged books on audiocassette to materials available in X-Collections to member libraries by 3/31/01. **(CM)**

**ACTIVITY 3:** Distribute to members 4CLS-purchased videos formerly in the Joint Video Collection by 5/31/01. **(CM)**

**ACTIVITY 4:** Provide computer-generated lists of materials to members as needed for the purposes of weeding and collection maintenance. (Ongoing) **(CM)**

**GOAL 2:** Develop a focus on member library collection management policies and practices. (Ongoing) **(CM)**

**ACTIVITY 1:** Provide individualized assistance to member staff in the drafting of Collection Management plans. (Ongoing) **(CM)**

**ACTIVITY 2:** Focus on building plans for cooperation (sharing resources) with the Central Library and System members by 12/31/04. **(CM)**

GOAL 3 Explore consolidated order programs for print reference, circulating and periodical materials issued on a recurring basis. (Ongoing) **(REF/ILL)**

ACTIVITY 1: Develop the program for standing orders by 6/30/01. **(REF/ILL)**

ACTIVITY 2: Develop the program for periodical subscriptions by 12/31/01. **(REF/ILL)**

## **2.2 AUDIO/VISUAL**

GOAL 1: Position 4CLS as leader in investigating emerging non-print media. (Ongoing) **(CM)**

ACTIVITY 1: Survey the membership to explore the addition of e-books as a new resource available from or through the System by 12/31/01. **(CM)**

ACTIVITY 2: Consider the types of hardware needed to access e-books by 12/31/01. **(CM)**

ACTIVITY 3: Investigate assistive devices allowing the disabled to use e-books by 12/31/01. **(CM)**

ACTIVITY 4: Gather information in order to suggest the most effective ways in which to acquire, process, and circulate e-book software and hardware by 12/31/01. **(CM)**

GOAL 2: Make special collections of print and non-print materials available to members beyond what they, with limited resources, might normally be able to offer to their borrowers. (Ongoing) **(TS)**

ACTIVITY 1: Continue to administer the Audio, Video and Large Print Books Circuit programs. (Ongoing) **(TS)**

ACTIVITY 2: Provide the most cost-effective and timely acquisitions and processing of materials that are possible. (Annual) **(TS)**

ACTIVITY 3: Provide lists and other tools documenting the contents of each collection. (Annual) **(TS)**

ACTIVITY 4: Investigate and implement a Juvenile Audiocassette Circuit by 9/30/01. **(TS, YS)**

ACTIVITY 5: Consider additional circuits, especially music CD and/or DVD, by surveying members by 12/31/01. **(TS)**

ACTIVITY 6: Promote Circuits to small libraries. (Ongoing) **(TS)**

### **2.3 CBA (Coordinated Collection Development)**

GOAL 1: Coordinate, with the Central Library, a collection development effort that defines and meets established acquisitions needs. (Ongoing) **(CM)**

ACTIVITY 1: Establish semi-annual (or more frequent) meetings with BCPL reference and collection development staffs to identify needs and establish timelines for attaining the goal by 12/31/01. **(CM, ES, REF/ILL)**

ACTIVITY 2: Complete a coordinated Collection Development plan for 4CLS and BCPL by 2/30/02. **(CM)**

ACTIVITY 3: Using the Conspectus method, expand plan to include member libraries by 12/31/02 **(CM)**

- A. Online libraries by 12/31/04. **(CM)**
- B. Dialup libraries by 12/31/05 **(CM)**

ACTIVITY 4: Interact with BCPL staff to complete collection evaluation and implementation by 12/31/03. **(CM)**

### **2.4 CHILDREN'S/YOUNG ADULT**

GOAL 1: Streamline and enhance collection development procedures for selection of materials for youth. (Annual) **(YS)**

ACTIVITY 1: Provide recommendations of titles on a regular basis. (Ongoing) **(YS)**

ACTIVITY 2: Work with Four County collection management team and YS personnel from member libraries to develop a comprehensive collection management plan for youth materials by 7/31/01. **(YS)**

ACTIVITY 3: Conduct collection management workshop specific to juvenile and young adult issues by 12/31/01. **(YS)**

ACTIVITY 4: Conduct evaluation sessions as part of regular Youth Services meetings to hone selection skills of member librarians. (Ongoing) **(YS)**

### **2.5 ELECTRONIC RESOURCES See Objective C, 3.2 content.**

### **3.0 OBJECTIVE C - Automation/Technology**

To provide the best possible cost-effective automated library system services to the members. In keeping with Electronic Doorway Library (EDL) concepts we will address our needs in terms of Access, Content and Training.

#### **3.1 ACCESS**

GOAL 1: Continue upgrading the 4CLS automated systems. (Ongoing) **(SM)**

ACTIVITY 1: As new member libraries sign to come online as fully automated circulating libraries, start networking them with the latest communication equipment. (Ongoing) **(SM)**

A. Continue replacing terminal based access in member libraries and 4CLS with PC based environment by 12/31/01. **(SM)**

GOAL 2: Add more online member libraries and services for member libraries. (Ongoing) **(SM, DDIR)**

ACTIVITY 1: Add two to four online sites per year either as full circulating systems or as Dial-up Deluxe libraries (libraries whose collections are bar-coded so the patrons can search for their items, but do not use the DRA circulation module) by 12/31/01. **(SM)**

GOAL 3: Investigate and locate assistive devices for PC's to ensure that disabled library patrons are able to use online resources offered by the System by 12/31/01. **(CM)**

#### **3.2 CONTENT**

GOAL 1: Continue to broaden our Internet access and graphics capability. (Ongoing) **(SM)**

ACTIVITY 1: Expand information about Four County Library System using our web server. (Ongoing) **(SM, OR/ES)**

A. Create "Intranet" to provide electronic access to system calendar, personnel policy, staff activities, map to the Four County Library System, Strategic Management Plan, goals and other vital information concerning staff and 4CLS policies by 3/31/01. **(SM, OR/ES)**

B. Incorporate Gates Library Initiative into 4CLS network access by 12/31/01. **(CM, SM)**

GOAL 2: Streamline library operation functions with automation enhancements. (Ongoing) **(SM)**

ACTIVITY 1: Explore regional smart card systems for access to electronic resources, Internet access, printing, fines, etc. by 12/31/01. **(SM)**

GOAL 3: Investigate construction of a Virtual Reference Library (VRL) with several online products working in tandem by 12/31/01. **(OR/ES)**

ACTIVITY 1: Develop a broad range menu of electronic resources based on member needs by 12/31/01. **(OR/ES)**

- A. Explore and continue to offer full-text, online encyclopedia resources by 12/31/01. **(OR/ES)**
- B. Explore and continue to offer full-text, online periodical index and journals by 12/31/01. **(OR/ES)**
- C. Explore electronic resources for Reader's Advisory by 12/31/01. **(OR/ES)**
- D. Explore opportunities to offer full-text, online reference resources by 12/31/01. **(OR/ES)**
- E. Explore opportunities to offer full-text, online newspaper resources by 12/31/01. **(OR/ES)**
- F. Explore the use of a Best Seller Club for members enabling them to automatically reserve new materials by authors they select by 12/31/02. **(OR/ES)**
- G. Explore new and emerging electronic resources for inclusion in VRL as they become available. (Ongoing) **(OR/ES)**

ACTIVITY 2: Coordinate, and where/when feasible, provide adequate training in use of electronic resources. (Ongoing) **(OR/ES)**

ACTIVITY 3: Provide site-specific usage statistics of online resources to member libraries by 12/31/03. **(OR/ES)**

- A. Investigate proxy server for authentication and generation of statistics by 12/31/03. **(SM, OR/ES)**

ACTIVITY 4: Explore possibilities of coordination with a library system in Australia/New Zealand for provision of 24/7 e-reference by 12/31/03 **(OR/ES)**

GOAL 4: Continually implement DRA's Web2 upgrade. (Ongoing) **(OR/ES, CM)**

ACTIVITY 1: Install, reconfigure, and customize Web2 version 1.3a by 6/30/01  
**(OR/ES, CM)**

ACTIVITY 2: Implement meta-search capabilities of the Web 2 catalog by 6/30/01.  
**(OR/ES, CM)**

ACTIVITY 3: Investigate implementation of vendor-driven meta-search software packages by 12/31/01. **(OR/ES, CM)**

GOAL 5: Explore feasibility and implementation of remote access options for electronic resources by 6/30/01. **(OR/ES)**

ACTIVITY 1: Explore the ramifications of remote access on technology and policy by 6/30/01. **(OR/ES)**

ACTIVITY 2: Identify remote access options during negotiations with vendors of electronic resources and websites by 6/30/01. **(OR/ES)**

GOAL 6: Identify and provide statistical software to define patron and library usage of electronic resources by 6/30/01. **(OR/ES)**

### **3.3 TRAINING**

GOAL 1: Train staff and member libraries in new technologies and software advances. (Ongoing) **(OR/ES)**

ACTIVITY 1: Establish Training Center for staff and members at 4CLS and in member library buildings by 12/31/02. **(OR/ES)**

- A. Develop a calendar of Internet and related training sessions available to members. (Annual) **(OR/ES)**
- B. Establish a training program for Eudora/email for 4CLS staff and members by 12/31/01. **(SM)**
- C. Establish training program for DRA/PC application software for members by 12/31/01. **(SM)**

ACTIVITY 2: Set up training and retraining sessions based on member library and 4CLS staff needs. Bring staff up to date on new modules and technologies. (Ongoing) **(OR/ES)**

- A. Coordinate with Continuing Education and Staff Development committees to plan and schedule training for relevant staff in the new modules and technologies by 12/31/01. **(OR/ES)**

ACTIVITY 3: Set up new online training where 4CLS department staff or established online staff-aid in the particular module of their expertise by 12/31/01. **(OR/ES)**

- A. Retrain staff on the various modules. (Ongoing) **(TS, CM)**
- B. Implement consolidated PC trouble shooting/repair service for members by 3/31/01. **(SM)**
- C. Explore developing video/computer links with WSKG by 12/31/01. **(SM)**
- D. Create our own training videos or establish a teleconferencing training network by 12/31/01. **(SM)**

GOAL 2: Make other DRA learning opportunities available to staff, member library staff, and NYS Public Library Systems staffs by 12/31/01. **(OR/ES, CM, SM)**

GOAL 3: Implement Distance-learning Program by 12/31/02. **(SM)**

ACTIVITY 1: Establish distance-learning network at 4CLS in conjunction with awarding of LSTA grant by 12/31/02. **(SM)**

ACTIVITY 2: Investigate and establish network of sharing training programs with regional public and school library systems by 12/31/02. **(DIR, OR/ES)**

ACTIVITY 3: Expand distance-learning courses to member libraries at remote sites by 12/31/03. **(OR/ES)**

ACTIVITY 4: Expand distance-learning capabilities to six member library sites by 12/31/04. **(SM)**

GOAL 4: Institute dialup library registration of all patrons on the DRA Circulation system by 6/30/02. **(CM)**

ACTIVITY 1: Train dialup library staffs to input borrower registrations by 6/30/02. **(CM)**

## **4.0 OBJECTIVE D - Member Services**

Ensure all of our services are marketed to our clients and are current, effective, of high quality, and result in a proper cost/benefit ratio.

GOAL 1: Ensure we are providing the highest quality services and products to our clients through the most cost-effective methods. (Ongoing) **(DIR)**

ACTIVITY 1: Utilize member forums to identify/ analyze/ implement new and/or emerging ideas and trends in library service and technology. (Annually) **(DIR)**

- A. Utilize Directors' Councils and/or Trustee Councils as a means to initiate "public forums" on current issues of interest/hot topics in the library field by 12/31/01. **(DIR)**
- B. Create an Electronic Focus group for discussion of current and proposed electronic services and resources by 12/31/01. **(OR/ES)**

### **4.1 CONTINUING EDUCATION**

GOAL 1: Provide a quality continuing education and program to meet the needs of librarians, staff, and trustees of member libraries. (Ongoing) **(DDIR)**

ACTIVITY 1: Continue a mentor program that includes new director orientation. (Ongoing) **(DDIR)**

ACTIVITY 2: Continue to implement up to two quality workshops for member libraries and their staff. (Ongoing) **(All)**

ACTIVITY 3: Continue presentations about library operating and personnel policies at Directors Council symposium meetings in 2001. **(DDIR, DIR)**

ACTIVITY 4: Continue to present "Trustee Building Block Series" by 4/30/01. **(DIR)**

ACTIVITY 5: Investigate CE workshop registrations on our web page by 10/31/01. **(ADMA)**

ACTIVITY 6: Develop a coordinated "class listing and schedule" for 4CLS learning activities from all 4CLS departments by 12/31/01. **(DDIR, SP)**

ACTIVITY 7: Research and implement the awarding of Continuing Education credits from 4CLS to local library staff and trustees to encourage increased commitment to training and compensation to staff by 12/31/01. **(ADMA)**

ACTIVITY 8: Explore developing workshops on such topics as confidentiality, and space planning by 12/31/01. **(DDIR)**

ACTIVITY 9: Offer a series of reference and Reader's Advisory skills "on the road" training sessions by 12/31/01 and explore web-based training for the same by 12/31/02. **(ILL, DDIR, YS)**

A. Consider merging Trustee Workshops and Directors Symposium into one program by 6/30/01. **(DIR)**

B. Develop methods to target workshop registration mailings, CE registrations and/or phone contacts to trustees to match local projects and concerns by 12/31/01. **(ADMA, DIR)**

GOAL 2: Provide training/enrichment for Youth Services personnel in member libraries. (Annual) **(YS)**

ACTIVITY 1: Conduct at least two workshops on practical matters to enhance performance in youth services by 12/31/01. **(YS)**

ACTIVITY 2: Organize at least one event featuring outside speakers that will enrich the background of Youth Services personnel by 12/31/01. **(YS)**

ACTIVITY 3: Contact with Youth Services personnel through site visits and meetings. (Ongoing) **(YS)**

ACTIVITY 4: Train staff of member libraries to conduct parent/child Internet education session for the public by 12/31/01. **(YS)**

ACTIVITY 5: Solicit other systems to share training opportunities via the web by 12/31/01. **(YS)**

ACTIVITY 6: Design "Building Blocks" training series for YS personnel by 12/31/02. **(YS)**

## **4.2 CENTRAL LIBRARY**

GOAL 1: Coordinate activities with the Central Library to support and enhance services and programs for member libraries. (Annual) **(DIR)**

ACTIVITY 1: Provide reference services that support and enhance the activities of member libraries by 12/31/01. **(DDIR)**

- A. Continue to provide tour of Central Library to new directors as part of the 4CLS orientation program. (Ongoing) **(DDIR, BCPL Staff)**

ACTIVITY 2: Continue to coordinate topics with Central Library on its two yearly workshops. (Ongoing) **(DDIR)**

GOAL 2: Review and evaluate Central Library services by 12/31/01. **(DIR, BOARD)**

ACTIVITY 1: Ensure ability of Central Library to adequately meet needs of member libraries by 3/31/01. **(DIR, BOARD, CLAC)**

ACTIVITY 2: Review needs/requirements of Central Library services and programs by 12/31/01. **(DIR, BOARD, CLAC)**

### **4.3 PROGRAMMING**

#### **4.3.1 ADULTS**

GOAL 1: Coordinate book-orientated adult programming. (Annual) **(CRM)**

ACTIVITY 1: Monitor the Book Discussion Program (BDP) closely to ensure it meets needs; revise procedures accordingly. (Ongoing) **(CRM)**

ACTIVITY 2: Create tax-deductible buying club with bookstore chains for best-sellers/hot titles, by 12/31/01. **(DIR, CRM)**

#### **4.3.2 JUVENILE**

GOAL 1: Expand youth related programs through member libraries. (Annual) **(YS)**

ACTIVITY 1: Continue to investigate other resources within the community for joint sponsorship and reading incentives. (Ongoing) **(YS)**

ACTIVITY 2: Encourage ALL member libraries to participate in the New York State Summer Reading Program by offering 4CLS-produced summer reading materials at cost. (Ongoing) **(YS)**

ACTIVITY 3: Continue to enhance coordinating efforts with other groups who sponsor summer reading programs (e.g. legislators and schools, etc.). (Ongoing) **(YS)**

ACTIVITY 4: Investigate subsidies for summer reading programs through Incentive Grant Program, local businesses, community agencies, and other funding sources by 3/31/01. **(YS, CRM)**

ACTIVITY 5: Institute a year-round reading program for children by 6/30/01. **(YS)**

- A. Establish structure for incentive-based reading program by 1/31/01. **(YS)**
- B. Publicize program to the community, schools and parents by 3/31/01. **(YS)**
- C. Conduct continuing education sessions for member library staff to support efforts by 6/30/01. **(YS)**
- D. Order materials to support program by 3/31/01. **(YS)**
- E. Evaluate program and revise procedures for subsequent years by 6/30/01. **(YS)**

ACTIVITY 6: Investigate organization and funding for parent/child book discussion group to be conducted in member libraries by 12/31/02. **(YS)**

#### **4.4 ORIENTATION AND VISITS TO MEMBER LIBRARIES**

GOAL 1: Create an even more user-friendly relationship between the member libraries and 4CLS. (Ongoing) **(DIR)**

ACTIVITY 1: Develop schedule of regular visitations to 4CLS members and Boards by 6/30/01. **(DIR, DDIR)**

ACTIVITY 2: Encourage 4CLS member library Boards to appoint liaison/contact person to 4CLS by 6/30/01. **(DIR)**

ACTIVITY 3: Create educational campaign about 4CLS for member library trustees, directors, and staff by 9/30/01. **(DIR)**

#### **4.5. INCENTIVE GRANT PROGRAM**

GOAL 1: Review Incentive Grant Program. (Annual) **(DDIR)**

ACTIVITY 1: Review and make refinements as needed annually by 3/31/01. **(DDIR, DIR)**

- A. Revisit collection development incentive grant program considering the goal of the program and with a view of including 4CLS Outreach Services, among other suggestions, in the mix, by 5/31/01. **(DDIR)**
- B. Revisit continuing education incentive grant program due to history of low participation by members by 6/30/01. **(DDIR)**
- C. Revisit equipment incentive grant program by 12/31/01. **(DDIR)**

ACTIVITY 2: Delegate implementation responsibilities to 4CLS managers as appropriate. (Annually) **(DDIR)**

## 5.0 OBJECTIVE E - Human Resources

We feel a deep responsibility to our employees: to assist them in the development of their full potential; to reward each commensurate with their own performance and that of the corporation; to provide them with a safe, healthy working environment; and to establish standards for integrity, fairness, and professionalism.

### 5.1 STAFF DEVELOPMENT

GOAL 1: Continue to implement and refine our new Staff Development Program.  
(Ongoing) **(DDIR)**

ACTIVITY 1: Using industry standards, allocate at least 3% of 4CLS payroll to staff development and training. (Ongoing) **(DIR)**

ACTIVITY 2: Implement the current Staff Development Action Plan as outlined by the end of each year. **(DDIR)**

ACTIVITY 3: Annually review staff development program and action plan and revise as needed for the following year by 12/31/01. **(DDIR)**

ACTIVITY 4: Continue to offer annual staff development activities for 4CLS staff.  
(Annually) **(DDIR, Staff Development Team)**

- A. Explore ways to include 4CLS staff and/or Board in SMP retreat activities specifically in 2001 the use of the IBC Tech Center by 8/30/01. **(DIR)**
  - 1. Consider changing format (i.e. IBM Tech Center, Board/staff participate, etc.) to maximize input by 6/30/01. **(DIR)**
  - 2. Compile and review ideas from previous retreats for relevance by 6/30/01. **(DIR)**
- B. Plan and offer up to 4 EAP seminars for staff through EAP programs by 12/31/01. **(DDIR, Staff Development Team)**
- C. Develop or revise annual staff activities with staff development team by 12/31/01 and then implement by 12/31/02. **(DDIR, Staff Development Team)**
- D. Explore possibility of joint staff development programs with BCPL by 9/30/03. **(DIR)**

ACTIVITY 5: Send representative(s) to Book Expo in 2000 to begin building relationships with publishers of adult books by 6/30/01. **(DDIR, CM)**

## **5.2 SALARY STRUCTURES AND BENEFITS**

GOAL 1: Review and refine a meaningful compensation plan for staff members, which supports our culture of continuous improvement. (Ongoing) **(DIR)**

ACTIVITY 1: Explore telecommunicating options and costs for staff by 12/31/01. **(DDIR, SM)**

GOAL 2: Explore meaningful benefit program for 4CLS staff. (Annually) **(DIR)**

## **5.3 4CLS STAFFING**

GOAL 1: Implement creative ideas to improve 4CLS staffing of positions and work responsibilities. (Ongoing) **(DIR)**

ACTIVITY 1: Develop a staffing plan for the organization based on our current and projected needs, member services and budget by 12/31/01. **(DDIR, All)**

ACTIVITY 2: Institute and conduct quarterly meetings between 4CLS managers and BCPL managers in an effort to better understand and coordinate activities by 12/31/01. **(DIR)**

ACTIVITY 3: Utilize interns from Binghamton University for management and automation tasks and surveys by 12/31/01. **(DIR)**

ACTIVITY 4: Develop the System "Plan of Service" by 6/30/01. **(DIR)**

ACTIVITY 5: Consider staff sharing new positions with neighboring systems by 6/30/02. **(DIR)**

GOAL 2: Explore meaningful benefit program for 4CLS staff. (Annually) **(DIR)**

ACTIVITY 1: Explore alternate work arrangements (Ongoing) **(FO)**

- A. Explore possibility of having a "second shift" (expanded hours) in some divisions by 12/31/01 **(FO)**
- B. Look at telecommunicating options and costs for staff by 12/31/02. **(FO)**
- C. Develop proposal for compressed workweek for all staff members by 12/31/01. **(FO)**

- D. Consider the possibility of offering sabbaticals to staff members for specific purposes by 12/31/03 **(FO)**
- E. Determine the feasibility of creating a library exchange program with other libraries or systems in the United States by 12/31/05 **(FO)**

ACTIVITY 2: Consider getting staff and members trained in CPR and First Aid.  
(Ongoing) **(FO)**

- A. Determine the cost of “rescue me” kits and possibility of having them placed in libraries by 12/31/03. **(FO)**
- B. Communicate with members and staff to determine if there is an interest in participating in this type of program by 12/31/04. **(FO)**