

Element 1: Resource Sharing	Goal Statement	Activities	Intended Results	Evaluation Methods
Cooperative Collection Development	Aid member libraries in database maintenance efforts, especially removal of discards through training and training materials.	Utilize BC Analytics to identify problems with material records for correction. Develop materials to promote uniformity in barcoding. Develop and provide training materials.	Catalog will be cleaner, more accurate, and more searchable.	Statistics from ILS
	Improve acquisitions and cataloging process	Investigate methods for providing acquisitions. Develop materials to facilitate acquisitions process for member library staff. Explore direct ordering from vendors. Explore creation of framework for members to create brief records for certain materials	Ordering materials through 4CLS is easier and more efficient. Materials arrive at libraries faster. Workload of Collection services will be reduced.	# of libraries using direct ordering. Turnaround time for items through 4CLS. Member satisfaction survey. Benchmarking with other systems.
	4CLS offers traditional and digital library materials to the patrons of member libraries.	Monitor Developments in digital offerings including streaming video, and digital language tools, for improvements in cost, content, and patron interest.	Patrons find useful and enjoyable materials and resources available.	Circulation and database usage data. Benchmarking with other systems.
Integrated Library System	Fully automate all libraries by 2022	Develop teams of system & member library staff to help libraries make the transition. Identify automation costs and impact for ballot measures to cover automation. Create barcoding SWAT teams to aid in barcoding. Seek grant funding for cost of automating from local foundations	All libraries' collections will be available for ILL. Patrons will see all libraries' collections in the online catalog	Number of libraries fully online
	Improve quality and ease of use of shared catalog	Explore Authority Control service for clean-up of database. Downsize user & item categories for better discovery, ease of use, and statistics. Investigate and evaluate tools for increasing visibility of library holdings.	Patrons find it easier to find and request library materials.	Examination of OPAC logs. Member satisfaction survey.

	Increase connections speeds to member libraries	Explore NYS Broadband initiatives. Investigate feasibility and availability (and cost) of dark fiber. Use e-rate rebates to keep connection costs low.	Staff at member libraries work more efficiently. Patrons using library connections finds speeds conducive to completing their work.	Bandwidth speeds (from annual reports)
Delivery	Delivery to member libraries is provided as frequently as possible.	Investigate feasibility of minimum 2 deliveries per week for each library. Explore possibilities of cooperating with BOCES, SUNY, and/or 3R's on delivery	Speed of ILL delivery is increased. Materials are delivered to patrons faster. Circulation is increased.	Measure van volume. Circulation and ILL stats from annual reports. Member satisfaction survey.
Interlibrary Loan	Increase interlibrary loan between member libraries	Bring more libraries online. Increase deliveries.	Patrons have speedy access to materials from across 4CLS libraries.	ILL statistics from annual report. Benchmarking with other systems.
	Increase awareness of mechanisms for out of system ILL	Convey information via newsletters, meetings, handouts, etc.	More libraries make use of out of system ILL where appropriate. Patrons have access to materials not held in 4CLS.	Usage statistics for BARC & NYS Library ILL
Digital Collections Access	4CLS provides a mechanism for expansion of access to digital collections.	Encourage participation of member libraries in New York Heritage digital newspaper collection. Submit local history and genealogy resources to Download Zone	Patrons have access to digital collections that are useful for their research.	Usage statistics from vendors
Element 2: Special Client Groups	Goal Statement	Activities	Intended Results	Evaluation Methods

Adult Literacy	Collaborate with established organizations (LVA, etc) to leverage services	Use adult literacy grant program to make literacy and workforce development resources available to patrons and organizations across the system. Provide access to JobNow online resource.	Patrons can raise their literacy levels and gain job-seeking skills.	Number of contacts with literacy partners. Number of workshops + attendance. JobNow Usage
Coordinated Outreach	Streamline and relaunch outreach services	Employ smaller vehicle for greater flexibility. Explore pop-up library model for library services. Seek partnerships with member libraries and outside agencies	Unserved and underserved patrons have access to library services	Number of visits. Circulation figures. Number of registered borrowers.
Correctional Facilities (State & Local)	Extend library services to the incarcerated	Provide materials to county jail populations	Inmates have access to reading material	Number of titles provided
Youth Services	Assist member libraries in serving children & families through training, continuing education, and program support, including Every Child Ready to Read	Train library staff in Every Child Ready to Read components. Promote use of components on the local level. Provide consulting help & professional development. Coordinate with school librarians.	Member library staff are equipped to provide library services to children & families. Member library staff are familiar with Every Child Ready to read components.	Number of training sessions, meetings, etc. Attendance at same. Number of local projects featuring Every Child Ready to Read components. Member satisfaction survey.
Early Literacy	Brainstorm with member library staff on ways to further early literacy programs throughout the system	Utilize Family Literacy grant program to bring training and resources to member library staff	Member library staff have skills and tools needed to provide early literacy services and programs to their communities	Number of workshops & attendees. Number of local programs & projects. Member satisfaction survey.
	Expand Imagination Library to other counties	Investigate underpinnings of Imagination Library model. Seek partners to collaborate and fund the program in Broome, Otsego, and Delaware County.	Children from birth to 5th birthday are given a collection of books.	Number of counties & libraries participating.

Element 3: Professional Development and Training	Goal Statement	Activities	Intended Results	Evaluation Methods
	Develop and improve 4CLS training opportunities for	Develop 4CLS Symposium (at least yearly) to support membership and provide continuing education	Member library staff gain skills and tools useful to their work.	Number of workshops & attendees. Workshop evaluations.
		Develop ability to provide webinars for member support and training	Library staff receive training without the need for travel.	Number of webinars and attendees.
		Expand use of recorded video for instruction & ready reference	Training materials are available without need for travel	Number of materials available for download
	Develop and implement regular trustee training	Adapt curriculum from statewide efforts for use in 4CLS. Develop workshops and smaller units suitable for delivery at board meetings.	Trustees gain insight on their roles & responsibilities.	Number of sessions and attendees. Number of libraries represented. Workshop evaluations.
	Explore creation of scholarship program for member library staff to attend conferences	Develop parameters and application procedures. Develop MOU for system and applicants. Encourage attendees to write newsletter articles.	Member library staff get the opportunity to attend conferences and expand their skills and knowledge.	Number of staff sent to conferences
Element 4: Digital Collections	Goal Statement	Activities	Intended Results	Evaluation Methods
	Refer member libraries to digitization services offered by 3R's (SCRLC) and regional organizations	Collect and distribute information about digitization services available. Develop consortial pricing with vendors for digitization projects	Libraries that wish to undertake a digitization project are directed to organizations with expertise	Number of new library digitization projects
	Investigate implementation of mobile preservation station	Price, fund, & purchase components. Develop procedures for loan. Promote & train on the use of station	Member libraries can offer preservation services to their communities	Usage statistics of preservation station
Element 5: Consulting and Development Services	Goal Statement	Activities	Intended Results	Evaluation Methods

	Provide as needed consulting on topics such as ballot measures, Education Law, FOIL, Open Meetings Law, collection development, etc.	Respond to questions in person and via phone & e-mail. Convey information via intranet, e-mail, newsletter, & regional meetings. Archive frequently asked questions & answers for reference.	Member library questions are answered.	Number of contacts from annual reports. Member satisfaction survey.
Element 6: Coordinated Services For Members	Goal Statement	Activities	Intended Results	Evaluation Methods
	Explore opportunities for savings through economies of scale and consortial purchases	Regularly confer with public library systems and regional library councils on ways to share services and leverage skills, knowledge, and resources.	Systems and councils work together to reduce costs and expand effectiveness	Number of meetings. Number of cooperative projects.
Element 7: Awareness and Advocacy	Goal Statement	Activities	Intended Results	Evaluation Methods
	Develop coordinated schedule for advocacy efforts that include member library staff, trustees, and patrons.	Convey information to libraries on state budget and legislative priorities. Organize visits with elected officials in Albany and in local offices. Convey information to elected officials on value & needs of libraries.	Elected officials understand role & values of libraries in their districts. Funding levels increase.	Number of contacts with elected officials. State funding level.
	Provide annual press release after annual reports are in re: state of libraries in 4cls, return on investment, etc.	Aggregate information on library use & measures. Send to local media, elected officials, and cimmunity partners.	Raised awareness of library services, roles, and values.	Number of published outlets. Amount of feedback.
	Investigate social media as a tool to raise awareness of 4CLS, member libraries, and library services	Send regular updates on library programs, author information, library value, and tech developments.	Community members understand value of libraries and what services, program, etc. are available.	Number of followers, etc.
Element 8: Communication Among Member Libraries	Goal Statement	Activities	Intended Results	Evaluation Methods

	Increase opportunities for member to member communication	Meet in each county at least twice a year. Rotate meeting site among libraries. Use meeting as opportunity for libraries to share programs, etc. Continue to use 4CLS News, Intranet, and FCLS listserve to distribute & share information	Member libraries share expertise and experience.	Number of meetings and attendees. Member satisfaction survey.
	Build clear and useful policy database on the Intranet	Draft, revise, and create useful and understandable policies. Post policies to Intranet	Member library staff have one place to find relevant policies.	Number of policies drafted and posted.
Element 9: Cooperative Efforts With Other Library Systems	Goal Statement	Activities	Intended Results	Evaluation Methods
	Continue efforts with other library agencies to explore possibilities for sharing cost and expertise for the benefit of systems and member libraries	Meet and coordinate regularly with other systems. Explore building as paid storage for academic/special libraries. Explore development of intern program with BOCES or BCC for help with pc troubleshooting, etc	Systems find more ways to work together and share costs.	Number of projects developed.
Element 10: Construction	Goal Statement	Activities	Intended Results	Evaluation Methods
	Promote use of the Construction Aid Program among member libraries	Hold annual Construction info session/workshop. Visit library boards to convey information. Consult when needed in person or via phone or e-mail.	More libraries submit applications and complete construction projects. Entire 4cls allotment is distributed.	Number of construction applications received. Amount allocated for construction projects.
	Investigate other sources for construction funding (including member items & Schools and Municipalities Program)	Meet with state officials to determine program guidelines. Encourage member libraries to apply.	Library construction needs are addressed.	Number of applications. Number of projects receiving funding.