



# PLAN OF SERVICE 2027 – 2031

Approved by the RCLS Board of Trustees – XXX  
Approved by Division of Library Development – XXXX

## Section 1. General Information

- 1.1 Name of System – Ramapo Catskill Library System
- 1.2 Street Address – 619 Route 17M
- 1.3 City – Middletown
- 1.4 Zip Code – 10940
- 1.5 Four Digit Zip Code Extension – 4395
- 1.6 Telephone Number – 845-243-3747
- 1.7 Name of System Director – Grace Riario
- 1.8 Email Address of the System Director – [griario@rcls.org](mailto:griario@rcls.org)
- 1.9 System Home Page URL – [www.rcls.org](http://www.rcls.org)
- 1.10 URL of Current List of Members – <https://guides.rcls.org/memberlibraries>
- 1.11 Date of Establishment – 1959
- 1.12 Date of Absolute Charter – 1965
- 1.13 Name of Central Library – Newburgh Free Library
- 1.14 Square Mileage of Service Area – 2,459
- 1.15 Population of System Service Area – 858,351 (2020 US Census)
- 1.16 Type of System – Public Library System (PLS)

## Section 2 – System Governance and Membership

- 2.1 URL of Current Governing Bylaws – [https://guides.rcls.org/Board\\_of\\_Trustees/Bylaws](https://guides.rcls.org/Board_of_Trustees/Bylaws)
- 2.2 System Board Appointment/Election - Indicate whether the System Board Members are appointed or elected (select one).

E – System Board Members are elected

- 2.3 Indicate by whom the System Board Members are elected –

Each library represented at the System Annual Meeting shall vote as a unit. At least one trustee of each member library desiring to vote must be present in person to cast the vote for the participating library.

- 2.4 Advisory Groups –

- a. Member Directors' Organization
- b. Coordinated Outreach Services Advisory Group
- c. Central Library Advisory Committee/System Service Committee

Other (specify using state notes)

## Section 3 -Description of Planning, Approval, Evaluation, and Revision Process for All Sections of the Plan of Service.

### 3.1 Provide a summary describing the processes used to assess member needs in the development of the Plan of Service.

RCLS engaged an independent consultant to design and administer a questionnaire to gather comprehensive feedback on RCLS services, programs, and anticipated member library needs. The questionnaire was distributed to trustees, administrators, and staff from all member libraries. In addition, the consultant facilitated twenty-one focus groups between August and October 2025. All trustees and library employees were invited to participate and share input on existing services and programs, as well as on the evolving needs of member libraries. Focus groups were conducted in both virtual and in-person formats to maximize participation and accessibility.

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

1. RCLS Board Plan of Service Committee, which is made up of three RCLS board members, three members of the Directors' Association, two members of the RCLS Team, and the Executive Director – developed a request of proposal to hire an independent consultant to develop a questionnaire, facilitate focus groups, and analyze member library trustees and staff feedback to prepare a report which will be used to develop the first draft of the RCLS 2027-2031 Plan of Services.

2. Three consultants responded to the request for proposal, and the RCLS Board of Trustees' Plan of Service Committee reviewed and made a recommendation to hire Supernova Consultants to assist with the gathering and analysis of member libraries' feedback.
3. In November 2025, the RCLS Board of Trustees' Plan of Service Committee received the Consultant's report and began developing the first draft of the 2027-2031 Plan of Service.
4. Directors' Association's System Services Committee was provided with the first draft of the 2027-2031 Plan of Service and the consultant's report regarding the feedback received from member libraries on February 10, 2026.
5. Directors' Association's System Services Committee reviewed and commented on the first draft of the 2027-2031 Plan of Service on February 17, 2026
6. Directors' Association's System Services Committee reviewed and approved the second draft of the 2027-2031 Plan of Service on March 16, 2026, to be passed on for approval by the Directors' Association at their April 2026 meeting.
7. Members of the Directors' Association were encouraged to attend and provide feedback during the System Services meetings in February and March.
8. The final draft of the 2027-2031 Plan of Services was approved by the Directors' Association on April 8, 2026.
9. The approved Directors' Association 2027-2031 Plan of Service was distributed to member Library directors and Library Board presidents to be shared and approved by the member library Boards with a deadline for response of Friday, August 7, 2026.

10. The RCLS Board approved the 2027-2031 Plan of Services on

### 3.3 Describe the planning process for the 2027-2031 Central Library Plan.

1. RCLS shared the independent consultant report regarding the member libraries' feedback with the Director of the Central Library in February 2026.
2. RCLS Executive Director met with the Central Library Director and Staff to review the draft of the 2027-2032 Central Library Plan.
3. Members of the Directors' Association were encouraged to attend and provide feedback during the System Services meetings in February.
4. The Directors' Association's System Services Committee was provided with the first draft of the 2027-2031 Central Library Plan on March 16, 2026, for review and feedback.

5. The Central Library Board approved the 2027-2031 Central Library Plan on XXX

6. The RCLS Board approved the 2027-2031 Central Library Plan on XXX

### 3.4 Describe the integration of the 2027-2031 Central Library Plan with the system's Plan of Service.

The 2027-2031 Central Library Plan will work with the RCLS Plan of Service to support professional development and resource-sharing goals.

### 3.5 Provide the URL of the 2027-2031 Central Library Plan.

### 3.6 Describe the planning process for the 2027-2031 Direct Access Plan.

1. The RCLS Executive Director and the Chair of the Directors' Association Direct Access Committee met to review the 2027-2031 Direct Access Plan and ensure that the Plan met requirements.
2. Directors' Association's Direct Access Committee was provided with the first draft of the 2027-2031 Direct Access Plan on February 9, 2026.
3. Directors' Association's Direct Access Committee reviewed and commented on the second draft of the 2027-2031 Direct Access Plan on March 12, 2026
4. Directors' Association's Direct Access Committee reviewed and approved the third draft of the 2027-2031 Direct Access Plan on April 14, 2026, to be passed on for approval by the Directors' Association for their May 2026 meeting.
5. The final draft of the 2027-2031 Direct Access Plan was approved by the Directors' Association on xxx
6. The approved Directors' Association 2027-2031 Direct Access Plan was distributed to member Library directors and Library Board presidents to be shared and approved by the member library Boards with a deadline for response of Friday, August 7, 2026.
7. The RCLS Board approved the 2027-2031 Plan of Services on XXXX

### 3.7 Describe the integration of the 2027-2031 Direct Access Plan with the system's Plan of Service.

The 2027–2031 Direct Access Plan is designed to strengthen and sustain the shared library ecosystem across the Ramapo Catskill Library System service area by ensuring that all member

libraries participate equitably in resource sharing. Through this plan, costs and responsibilities are distributed fairly among the system's forty-six member libraries, reflecting both the collective value of shared access and the principle that a cooperative system is strongest when all members contribute. This approach supports systemwide access for community members while maintaining fiscal responsibility and long-term sustainability for libraries of varying sizes and capacities.

### 3.8 Provide the URL of the 2027-2031 Direct Access Plan.

### 3.16 Describe the information to be collected in order to determine members' satisfaction with the system's services.

An annual survey will be distributed to member library administrators to gather feedback on service usage and satisfaction.

Two Town Hall events will be scheduled yearly to provide an opportunity for member library trustees and staff to have an open conversation with the RCLS team.

### 3.17 Provide the URL of the proposed blank annual member survey.

### 3.18 Describe how the information on customer satisfaction will be used to shape the system's plan in the next year or in the following planning cycle.

The satisfaction of the majority of member library trustees and staff is essential to the continuation of any service or program. If a majority of members express dissatisfaction with a service, we will either discontinue it or modify it to better meet the needs of the membership.

### 3.19 Describe the process for revising the system's Plan of Service for submission to the New York State Education Department

If changes are required, a draft of these changes would be prepared and shared with the Directors' Association System Services Committee, Directors' Association, member library Boards of Trustees, and the RCLS Board of Trustees. Once all of the groups provided their feedback, we would modify the draft as required, submit it to the RCLS Board for approval, and send the approved draft to DLD for approval.

## Section 4. Mission Statement, Objectives, Outcomes, and Evaluation Methods

### 4.1 The Ramapo Catskill Library System Mission Statement RCLS

We deliver high-quality, cost-effective consolidated and cooperative services to support member libraries in meeting the needs of their communities.

### 4.3 Goal 1 – Resource Sharing

Integrated Library System (ILS)

Goal Statement: Enhance and maintain existing automation services and assist member libraries in implementing emerging technologies to improve library service and cooperation.

Objective: Assist member libraries in identifying, assessing, and implementing new material formats and unique collections to enhance the libraries' offerings.

Activities: Includes tasks such as:

- Adding new shelving locations.
- Establishing MARC records for titles in new formats.
- Develop MARC records for unique collections.
- Ensure new formats are visible on the discovery layer.

Outcomes: 2027 Library staff will be able to implement and access new material formats and unique collections.

Note: repeat in 2028, 2029, 2030, and 2031.

Evaluation Method: 2027 Library staff at libraries reporting indicate that they are able to implement and access new material formats and unique collections.

Note: repeat in 2028, 2029, 2030, and 2031.

#### 4.3.1 Goal 1 – Resource Sharing

Integrated Library System (ILS): Managing

Goal Statement: Enhance and maintain existing web-based services and assist member libraries in implementing emerging technologies to improve library service and cooperation.

Objective: Maintain a current, integrated library system (ILS) for inventory control, material tracking, and the facilitation of access to the collections of member libraries participating in the ILS consortium from within the library and through remote access.

Activities: Includes tasks such as:

- Configuring the discovery layer.
- Managing and maintaining ILS software.
- Maintaining user documentation.
- Acting as a liaison with the ILS vendor and broader community.

Outcomes: 2027 Library staff will be able to use the web-based ILS to easily track and manage items in their collections.

Evaluation Method: 2027 Library staff will have access to the web-based system 95% during library hours.

Library staff at libraries reporting indicate 95% success in catalog searches for materials with complete catalog records.

Library staff at 80% of libraries reporting indicate that they are using reports generated by the ILS to manage their collections.

Note: repeat in 2028 (85%), 2029 (85%), 2030 (90%), 2031 (90%)

#### 4.4 Goal 1 – Resource Sharing

##### RCLS Delivery Service

Goal Statement: Offer a clearly defined set of cost-effective, coordinated delivery services designed to enhance local library achievement and maximize the value of local funds expended.

Objective: Maintain a cost-effective delivery system to meet the demand for the transfer of materials among RCLS libraries and support ILL with the libraries from other library systems.

Activities include tasks such as:

- Monitor daily delivery statistics; evaluate annually; adjust routes as required.
- Maintain delivery fleet; oversee vehicle and supply purchases.
- Consult with member libraries on delivery access during new construction and/or renovations to support the delivery of library materials.

Outcomes: 2027 Library staff are able to receive and send library materials from libraries within RCLS.

Note: repeat in 2028, 2029, 2030, and 2031.

Evaluation Method: 2027 Staff at 80% of libraries reporting indicate satisfaction with the delivery service.

Note: repeat in 2028 (85%), 2029 (85%), 2030 (90%), 2031 (90%)

#### 4.4.1 Goal 1 – Resource Sharing

##### Interlibrary Loan

Goal Statement: Offer a clearly defined set of cost-effective consolidated and coordinated services designed to enhance local library achievement and maximize the value of local funds expended.

Objective: Monitor electronic interlibrary loan activity to assess the impact on delivery and the equity of borrowing and lending among the libraries.

Activities: Includes tasks such as:

- Produce statistical reports of borrowing and lending among libraries.
- Adjust the borrowing routing algorithm.
- Maintain ILS settings that define sharing rules.

Outcomes: 2027 Library staff will see a balance between their ILL borrowing and lending activity.

Note: repeat in 2028, 2029, 2030, and 2031.

Evaluation Method: 2027 Library staff at libraries reporting indicate a loaning/borrowing balance.

Note: repeat in 2028, 2029, 2030, and 2031.

#### 4.4.2 Goal 1- Resource Sharing

##### Interlibrary Loan

Goal Statement: Offer a clearly defined set of cost-effective consolidated and coordinated services designed to enhance local library achievement and maximize the value of local funds expended.

Coordinate Central Library and System activities to provide a broad range of services and online resources to support equity of access for all residents.

Objective: Facilitate System interlibrary loans between member libraries and out-of-system libraries that allow access to resources unavailable within the System.

Activities: Includes tasks such as:

- Coordinate all ILL activities for materials requested from OCLC libraries.
- Organize training and support for regional ILL (e.g. SEAL).

Outcomes: Library staff can provide library users access to resources and materials unavailable at the local library or within the RCLS system.

Note: repeat in 2028, 2029, 2030, and 2031.

Evaluation Method: 2027 Staff at 80% of libraries reporting indicate they are satisfied with ILL services.

Note: repeat in 2028 (85%), 2029 (85%), 2030 (90%), 2031 (90%).

#### 4.4.3 Goal 1 – Resource Sharing

##### Interlibrary Loan

Goal statement: Offer a clearly defined set of cost-effective consolidated and coordinated services designed to enhance local library achievement and maximize the value of local funds expended. This goal is dependent upon timely responses from the facility.

Objective: Provide service to the Federal Correctional Institute, Otisville, NY (FCI) through interlibrary loans from RCLS libraries and the New York State Library.

Activities: Includes (but not limited to) tasks such as:

- Process ILL requests except when ILL guidelines are not met by the facility

Outcome: 2027 Library materials are available to dedicated library staff at the Otisville Federal Correctional Facility.

Note: repeat in 2028, 2029, 2030 and 2031.

Evaluation Method: 2027 FCI library staff report they are satisfied with the ILL service.

Note: repeat in 2028, 2029, 2030 and 2031

#### 4.5 Goal 1 – Resource Sharing

##### Shared Electronic Collection

Goal: Coordinate Central Library and System activities to provide a broad range of services and online resources to support equity of access for all residents.

Objective: Offer cost-effective hosting of and/or access to enhanced Web-based resources.

Activities: Includes tasks such as:

- Working with the vendors to maintain the interfaces.
- Selecting and administering the content pool.
- Collaborating with the vendor to enhance the product(s).

Outcomes: 2027 Library staff can make streaming library materials available to their users.

Note: repeat in 2028, 2029, 2030, and 2031.

Evaluation Method: 2027 The staff at 80% of libraries reporting indicate that they know how to access digital content and can explain this procedure to their users.

Note: repeat in 2028 (85%), 2029 (85%), 2030 (90%), 2031 (90%).

#### 4.6 Goal 1 - Resource Sharing

##### Supporting Technology

Goal Statement: Offer a clearly defined set of cost-effective, consolidated, and coordinated IT services designed to support local library business operations and maximize the value of local funds expended.

Objective: Offer member libraries IT services based on an IT agreement and a menu of services.

Activities: Includes tasks such as:

- Collaborate with member libraries' administration to select an annual IT menu of services that meet their business operations' needs.
- Consult with the administration of member libraries on IT infrastructure needs.
- Administer and manage the Library's Internet Service Provider (ISP) connectivity, including administrative access to the ISP account and ISP-provided equipment (e.g., the cable modem), to ensure reliable service and appropriate security controls.

Outcomes: Library administration has access to RCLS IT services and IT support staff after signing on to the service.

Note: repeat in 2028, 2029, 2030, and 2031.

Evaluation Method: 2027 Staff at 80% of libraries reporting indicate they are satisfied with IT services

Note: repeat in 2028 (85%), 2029 (85%), 2030 (90%), 2031 (90%).

#### 4.10 Goal 2 – Client Groups

##### Adult Literacy

Goal Statement: Offer a clearly defined set of cost-effective, consolidated, and coordinated services designed to enhance local library achievement and maximize the value of local funds expended.

Objective: Offer adult literacy programs and services within the service area.

Activities: Includes tasks such as:

- Provide opportunities for member libraries to learn best literacy practices.
- Offer training sessions.
- Collaborate with member libraries to develop services that meet local community needs.

Intended Results: 2027 Library staff are aware of or have participated in RCLS literacy educational sessions or services.

Note: repeat in 2028, 2029, 2030, and 2031.

#### 4.11 Goal 2 – Client Groups

##### Coordinated Outreach

Goal Statement: Offer a clearly defined set of cost-effective consolidated and coordinated services designed to enhance local library achievement and maximize the value of local funds expended.

Objective: Facilitate information and consulting for member library staff to provide services addressing the New York State-designated Outreach populations' needs and issues.

Activities: Includes tasks such as:

- Conduct Coordinated Outreach Services Advisory Group (COSAG) meetings and activities that focus on the New York State-designated Outreach populations' needs and issues.
- Provide information that will enhance local library services to New York State-designated Outreach populations.
- Coordinate model program opportunities directed to target groups and hosted by member libraries.
- Supply information and encourage member libraries to use or take advantage of the New York State Talking Book and Braille Library services.

Outcome: 2027 Library staff are able to address the needs of the different New York State-designated Outreach target groups.

Note: repeat in 2028, 2029, 2030, and 2031.

Evaluation Method: 2027 Staff at 80% of libraries reporting indicate that they are able to address the needs of the different New York State-designated Outreach target groups.

Note: repeat in 2028(85%), 2029 (85%), 2030 (90%), 2031(90%)

#### 4.12 Goal 2 – Client Groups

##### Correctional Facilities (State and County)

Goal Statement: Coordinate Central Library and System activities to provide a broad range of services and online resources to support equity of access for all residents.

Objective: Provide educational opportunities and a forum for correctional library staff to exchange information and programs in facilities to enhance their offerings.

Activities: Includes tasks such as:

- Coordinate regional and local meetings to discuss issues, concerns, needs, etc.
- Offer training sessions and support materials.
- Organize Statewide training opportunities.
- Develop programs for the facilities to offer.

Outcomes: 2027 Correctional library staff improve their understanding of the skills needed to deliver library services and programs to their clients.

Note: repeat in 2028, 2029, 2030 and 2031

Evaluation Method: 2027 Staff at 80% of correctional libraries reporting indicate that they have participated in the educational opportunities and forums provided.

Note: repeat in 2028 (85%), 2029 (85%), 2030 (90%), 2031 (90%).

#### 4.12.1 Goal 2 – Client Groups

Correctional Facilities (State and County)

Goal Statement: Coordinate Central Library and System activities to provide a broad range of services and online resources to support equity of access for all residents.

Objective: Facilitate interlibrary loans for correctional institutions within the RCLS service area.

Activities: Includes tasks such as:

- Processing ILL requests for state correctional institutions.
- Develop collections to enhance correctional facility libraries' ILL services through collaboration between and among RCLS Staff and Correctional Facilities' librarians.

Outcomes: 2027 Correctional library staff have access to library materials from RCLS and other system libraries and the New York State Library.

Note: repeat in 2028, 2029, 2030, and 2031.

Evaluation Method: 2027 Staff at 80% of correctional libraries reporting indicate that they are satisfied with the interlibrary loan service provided by RCLS.

Note: repeat in 2028 (85%), 2029 (85%), 2030 (90%), 2031 (90%).

#### 4.12.2 Goal 2 – Client Groups

## Correctional Facilities (State and County)

Goal Statement: Coordinate Central Library and System activities to provide a broad range of services and online resources to support equity of access for all residents.

Objective: Facilitate the acquisition of materials and educational services for correctional facility libraries.

Activities: The following activities depend on funding allocation. Includes tasks such as:

- Coordinate the purchase of materials and programs.
- Organize the purchase of conference tickets and accommodation for the New York Library Association Conference.
- Business Office consulting services.

Outcomes: 2027 Correctional library staff acquire materials and programs as needed.

Note: repeat in 2028, 2029, 2030, and 2031.

Evaluation Method: 2027 Staff at 80% of correctional libraries reporting indicate they are satisfied with purchasing and support services supplied by RCLS.

Note: repeat in 2028 (85%), 2029 (85%), 2030 (90%), 2031 (90%).

### 4.13 Goal 2 – Client Groups

#### Youth Services

Goal Statement: Offer a clearly defined set of cost-effective consolidated and coordinated services designed to enhance local library achievement and maximize the value of local funds expended.

Maintain and promote effective means of communication with and among member libraries to encourage cooperation.

Objective: Support projects and services to enhance youth services. Activities: Includes tasks such as:

- Participate in county library association meetings and activities.
- Coordinate roundtables and discussion groups as well as provide support, consultation, and advice to the officers and participants of the member library youth services groups.
- Consult with the youth services library staff regarding publishing trends and publishing houses.
- Manage and maintain unique collections to support youth services programming.
- Collaborate with Central Library staff to maintain and develop an eContent collection that meets the needs of the youth.

Outcomes: 2027 Youth services staff have the information and support required to provide services to children and teens.

Note: repeat in 2028, 2029, 2030, and 2031.

Evaluation Method: 2027 Youth services staff at 80% of libraries reporting indicate that they have the information and resources needed to manage programs and services for children and teens.

Note: repeat in 2028 (85%), 2029 (85%), 2030 (90%), 2031 (90%).

#### 4.14 Goal 2 – Client Groups

Early Literacy (Birth to School Age with Parents/Caregivers)

Goal Statement: Offer a clearly defined set of cost-effective early literacy services designed to enhance local library early literacy needs and maximize the value of local funds expended.

Objective: Offer early literacy programs, services, and materials to assist member libraries in developing and/or enhancing their early literacy programs.

Activities: The following activities depend on funding allocation. Includes tasks such as:

- Support staff development at member libraries to help them incorporate early literacy initiatives.
- Cooperate with member library staff to develop tools to educate families about early literacy.
- Provide consulting services to member library staff regarding early literacy techniques.

Outcomes: 2027 Library staff are aware of the programs and services offered by RCLS to assist them in developing and/or enhancing their early literacy programs.

Note: repeat in 2028, 2029, 2030, and 2031

Evaluation Method: 2027 Staff at 80% of libraries reporting indicate that they are aware of the programs and services offered by RCLS to help them develop and/or enhance their early literacy programs.

Note: repeat in 2028 (85%), 2029 (85%), 2030 (90%), 2031 (90%).

#### 4.16 Goal 3 – Professional Development and Training

Library Administration and Staff

Goal Statement: Provide opportunities to member libraries' staff and administration for the RCLS Plan of Service 2027-2031

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training, networking, and skills development needed to support library service and wholly encourage participation in opportunities offered by regional, state, and national organizations.

Objective: Coordinate or provide member library staff and administration with opportunities for training, networking, and skills development.

Activities: Includes tasks such as:

- Coordinate, arrange for, inform, or provide training, networking, and skills development, roundtables, or discussion groups.
- Organize and conduct ILS and emerging technology training sessions.
- Provide staff training on the enhanced discovery layer.
- Develop and maintain a menu of educational sessions for library staff.
- Foster leadership opportunities for library staff via educational offerings.
- Provide an orientation to educate member libraries' staff about RCLS services.
- Maintain a subscription to an online training platform to provide remote training.

Outcomes: 2027 Provide opportunities to member libraries' administrators and staff for the training and skills development needed to support library service and career advancement.

Note: repeat in 2028, 2029, 2030, and 2031.

Evaluation Method: 2027 Library administrators and staff at 80% of libraries reporting indicate that they are satisfied with the opportunities to receive training and skills development.

Note: repeat in 2028 (85%), 2029 (85%), 2030 (90%), 2031 (90%).

#### 4.16.1 Goal 3 – Professional Development and Training

##### Library Trustees

Goal Statement: Provide opportunities to member libraries' trustees for the training and skills development needed to support library governance.

Objective: Actively promote educational resources available to all trustees and encourage member library trustees to join and participate in state and national organizations.

Activities: Includes tasks such as:

- Provide trustee-related state and national organization information.
- Maintain an electronic mailing group for trustees.
- Provide and promote in-person and virtual local trustee training opportunities.
- Offer trustee training materials in the form of the Handbook for Library Trustees.
- Encourage library trustees to engage in collaboration and communication via open forums.
- Assist library trustees in meeting state educational requirements and governance best practices.

Outcomes: 2027 Library trustees are aware of and know how to access information about the national, state, and regional trustee resources and training opportunities.

Note: repeat in 2028, 2029, 2030, and 2031.

Evaluation Method: 2027 Library trustees at 80% of libraries reporting indicate that they are aware of the national, state, and regional organizations that support libraries and library services, and know how to access trustee resources and training opportunities.

Note: repeat in 2028 (80%), 2029 (85%), 2030 (90%), 2031(90%)

#### 4.17 Goal 4 – Consulting Services

##### Consulting and Development Services

Goal Statement: RCLS will maintain knowledge and information pertaining to state laws and initiatives that directly affect member libraries.

Objective: Provide consulting services to support member libraries in areas such as management and personnel administration, finances, youth services, adult services, community engagement, technology, trustee development, and Education law to assist member libraries in achieving service excellence.

Activities: Includes tasks such as:

- Provide consulting services about library-related policy, management, operational issues, state laws, and regulations, etc.
- Provide consulting services about library budget, financial policies, sustainable funding, E-Rate, and the Tax Cap / Tax Freeze calculations and filings.
- RCLS staff actively participate in local, regional, state, and national organizations when funding is available.

Outcomes: 2027 Library administrators and staff report they have the information they require to support excellent library service.

Note: repeat in 2028, 2029, 2030, and 2031.

Evaluation Method: 2027 Library administrators and staff at 80% of libraries reporting indicate they are satisfied with the consultant services provided by RCLS staff.

Note: repeat in 2028 (80%), 2029 (85%), 2030 (85%), 2031 (90%)

##### 4.17.1 Goal 4 – Consulting Services

###### Financial Consulting

Goal Statement: Enhance and maintain existing automation services and assist member libraries in implementing emerging technologies to improve library service and cooperation.

Objective: Provide technical support for all member libraries to assist them in maintaining an accurate record of their financial information.

Activities: Includes tasks such as:

- Provide advice on related financial software, such as QuickBooks, and on applications for the Annual Report/Construction Grant processes.
- Consult with member library staff and trustees on developing the library budget and funds related to capital projects.

Outcomes: 2027 Library trustees, administrators, and staff will have access to consulting support.

Note: repeat in 2028, 2029, 2030, and 2031.

Evaluation Method: 2027 Library trustees, administrators, and staff will initiate an average of twenty interactions with RCLS consulting services a month.

Library administrators and staff at 80% of libraries reporting indicate they are satisfied with the consulting services provided by RCLS staff.

Note: repeat in 2028 (80%), 2029 (85%), 2030 (85%), 2031 (90%)

#### 4.17.2 Goal 4 – Consulting Services

##### Marketing Consulting

Goal Statement: Enhance and maintain knowledge and information pertaining to marketing and social media initiatives that directly affect member libraries.

Objective: Provide consulting services to support member libraries in marketing activities.

Activities: Includes tasks such as:

- Collaborate with member libraries in developing marketing materials.
- Communicate the value of library service to local and state stakeholders.
- Promote library services and programs to community members within the RCLS service area.

Outcomes: 2027 Library staff will have access to marketing consulting services to support their marketing efforts.

Evaluation Method: 2027 Library staff will initiate an average of twenty interactions with RCLS consulting services staff per month.

Note: repeat in 2028, 2029, 2030 and 2031

### 4.17.3 Goal 4 – Consulting Services

#### Social Media Campaigns and Communication

Goal Statement: Educate trustees and library staff about the importance of communicating and using social media campaign tools effectively.

Objectives: Educate trustees and library staff about projects and initiatives that highlight social media as a tool to strengthen the library's online presence and connect with their community.

Activities: Includes tasks such as:

- Consult with member library staff on their social media campaigns.
- Develop and sponsor continuing education opportunities using social media platforms to promote library services and programs.
- Collaborate with member library staff to foster social media best practices.

Outcomes: 2027 Trustees and library staff are aware of the RCLS consulting services.

Note: Repeat in 2028, 2029, 2030, and 2031

Evaluation Method: 2027 Trustees and library staff at 50% of libraries reporting indicate that they are aware of social media campaigns and best practices, and 20% of libraries had, on average, five interactions per month with the RCLS consulting services staff.

Note: Repeat in 2028 (60%), 2029 (65%), 2020 (70%), 2031 (75%)

### 4.17.4 Goal 4 – Consulting Services

#### Sustainability Consulting

Goal Statement: Educate trustees and library staff about the importance of striving for sustainability within the library.

Objectives: Educate trustees and library staff about projects and initiatives that highlight the triple bottom line of sustainability by employing environmentally sound, socially equitable, and economically feasible practices.

Activities: Includes tasks such as:

- Consult with member library staff on the sustainable practices that fit local needs.
- Develop and sponsor continuing education programs on sustainability.
- Maintain an electronic mailing list for library staff to share ideas and projects.
- Mentor member library staff to foster sustainable practices within the library environment.

Outcomes: 2027 Trustees, administrators, and library staff are aware of the importance of sustainability and RCLS sustainability consulting services.

Note: Repeat in 2028, 2029, 2030, and 2031

Evaluation Method: 2027 Trustees and library staff at 50% of libraries reporting indicate that they are aware of sustainability initiatives, and 20% of libraries had on average five interactions per month with the RCLS consulting services staff.

Note: Repeat in 2028 (60%), 2029 (65%), 2030 (70%), 2031 (75%)

#### 4.17.5 Goal 4 – Consulting Services

##### Advocacy Consulting

Goal Statement: Educate trustees and library staff about the importance of continuous advocacy and partnership with local, state and federal elected officials.

Objectives: Educate trustees and library staff about projects and initiatives that highlight the importance of building strong relationships with local, state and federal officials.

Activities: Includes tasks such as:

- Promote the benefits of continuous library advocacy.
- Consult with member library staff about the legislative process and libraries' financial requests.
- Develop and sponsor continuing education programs on advocacy.
- Maintain an electronic mailing list for library staff to share ideas and projects that promote library advocacy.

Outcomes: 2027 Trustees and library staff are aware of the importance of library advocacy.

Note: Repeat in 2028, 2029, 2030, and 2031

Evaluation Method: 2027 Trustees and library staff at 80% of libraries reporting indicate that they are aware of the advocacy consulting services.

Note: Repeat in 2028 (80%), 2029 (80%), 2030 (85%), 2031 (85%)

#### 4.17.6 Goal 4 – Consulting Services

##### Community Engagement and Partnerships Development

Goal Statement: Educate trustees and library staff about the importance of continuous engagement and partnership with local and state mission-aligned organizations and agencies.

Objectives: Educate trustees and library staff about projects and initiatives that highlight the importance of building strong relationships and participation with local and state mission-aligned organizations and agencies.

Activities: Includes tasks such as:

- Promote the benefits of continuous community engagement practices.

- Develop and sponsor continuing education programs about outreach to the New York State-designated Outreach target population.
- Provide an electronic mailing list for library staff to share ideas and projects that promote localized services.
- Assist member library staff with creating and maintaining local organization relationships.
- If funding is available, create a path forward to offering County social services to member libraries.
- If funding is available, explore other platforms of communication.

Outcomes: 2027 Trustees and library staff are aware of the importance of organization and agencies' partnership and local participation and 15% of libraries had on average ten interactions per month with the RCLS consulting services staff.

Note: Repeat in 2028, 2029, 2030, and 2031

Evaluation Method: 2027 Trustees and library staff at 80% of libraries reporting indicate that they are aware of opportunities to partner with local organizations and agencies.

Note: Repeat in 2028 (80%), 2029 (80%), 2030 (85%), 2031 (85%)

#### 4.17.7 Goal 4 – Consulting Services

##### Human Resources

Goal Statement: Assist trustees and library administration with employment concerns and best practices.

Objectives: Educate trustees and library staff about best human resources practices and the importance of following State and federal laws that govern libraries as an employer.

Activities: Includes tasks such as:

- Promote the benefits of continuous engagement in best human resources practices.
- Organize continuing education opportunities.
- Provide an electronic mailing list for library staff to share human resources information.
- Consult with the administration of member libraries on human resources concerns.

Outcomes: 2029 Trustees and library staff are aware of the importance of human resources best practices, and 20% of libraries, on average, have 10 interactions per month with RCLS consulting services staff.

Note: Repeat in 2030 and 2031

Evaluation Method: 2029 Trustees and library staff at 20% of libraries reporting indicate that they are aware of the human resources consulting services and find the service valuable.

Note: Repeat in 2029 (20%), 2030 (25%), 2031 (30%)

#### 4.17.8 Goal 4 – Consulting Services

##### ILS Open-Source Development

Goal Statement: Improve the functionality and features of Open-Source Software for the benefit of member libraries.

Objectives: Address current pain points and develop feature enhancements for Open Source ILS Software.

Activities: Includes tasks such as:

- Work with an established committee to identify and prioritize bugs and most-requested feature enhancements.
- Promote discussion in the Open-Source community regarding identified bugs and enhancements.
- Collaborate with established developers to address bugs and build new features.
- Deliver bug fixes and feature enhancements for member libraries and the wider open-source community.

Outcomes: 2028 Library administration and library staff are aware of the mechanisms to suggest open-source ILS feature enhancements.

Evaluation Method: 2028, 20% of Library staff can name an enhancement championed and developed by RCLS.

Note: Repeat in 2028 (20%), 2029 (30%), 2030 (40%), 2031 (50%)

#### 4.18 Goal 5 – Coordinated Services for Members

##### System-wide Database Access

Goal Statement: Coordinate Central Library and System activities to provide a broad range of services and online resources to support equity of access for all residents.

Objective: Negotiate and fund, in cooperation with the Central Library, a broad range of licensed electronic products, in addition to the State-wide resources available through NOVELNY, to provide access to all library users within the service area with high-quality information resources from libraries for access while at work or home.

Activities: Includes tasks such as:

- Continued funding of system-wide selected electronic resources contingent upon state funding.

Outcomes: 2027 Library staff continue to have access to NOVELNY databases and to

databases that fall outside NOVELNY's coverage.

Note: repeat in 2028, 2029, 2030, and 2031

Evaluation Method: 2027 Library staff at libraries reporting indicates that 85% of users are satisfied with the databases available System-wide.

Note: repeat in 2028 (85%), 2029 (90%), 2030 (90%), 2031 (90%)

#### 4.18.1 Goal 5 – Coordinated Services for Members

##### Group Licensing of Electronic Resources

Goal Statement: Offer a clearly defined set of cost-effective consolidated and coordinated services designed to enhance local library achievement and maximize the value of local funds expended.

Objective: Negotiate group licensing of electronic products on behalf of sub-sets of member libraries, upon request, to provide additional resources to their patrons from the libraries.

Activities: Includes tasks such as:

- Technical support for access to selected databases.
- Acquire useful system-wide and local library metrics from database providers.
- Collaborate with member libraries to develop a database pool.

Outcomes: 2027 Library staff will be able to take advantage of group purchasing discounts for electronic databases beyond those licensed on a system-wide basis.

Note: repeat in 2028, 2029, 2030 and 2031

Evaluation Method: 2027 Library staff at libraries reporting indicate that 80% of users are satisfied with the databases available locally.

Note: Repeat in 2028 (80%), 2029 (80%), 2030 (85%), 2031 (85%)

#### 4.18.2 Goal 5 – Coordinated Services for Members

##### Group Purchasing of Goods

Goal Statement: Offer a clearly defined set of cost-effective consolidated and coordinated services designed to enhance local library achievement and maximize the value of local funds expended.

Objective: Negotiate consortium discounts for goods and services to support summer reading and other services, as developed, when it will be a financial benefit to twenty-five or more member libraries.

Activities: Includes tasks such as:

- Coordinate purchase of services, materials, supplies, equipment and programs.

Outcomes: 2027 Library staff are able to purchase selected materials and supplies at discounted prices to support summer reading and other designated programs.

Note: repeat in 2028, 2029, 2030 and 2031

Evaluation Method: 2027 Library staff at 80% of libraries reporting indicate they have saved time and money by taking advantage of cooperative group purchasing.

Note: repeat in 2027 (80%), 2028 (85%), 2029 (90%), 2030 (95%)

#### 4.18.3 Goal 5 – Coordinated Services for Members

##### Centralized Cataloging Services

Goal statement: Offer a clearly defined set of cost-effective centralized cataloging services designed to enhance local library holdings and maximize the value of local funds expended.

Objective: Administer a system-wide shared catalog through a centralized cataloging department that provides easy access to member libraries' materials and unique collections.

Activities: Includes tasks such as:

- Administer the software and resources to support cataloging.
- Catalog material formats using standard cataloging practices.
- Create and maintain system-wide cataloging standards that are compatible with new standards while integrating local practices.
- Upgrade existing records to facilitate access to materials within the System.
- Maintain RDA cataloging standards as ILS development permits.

Outcomes: 2027 Library staff can find and retrieve materials at any library within RCLS.

Note: repeat in 2028, 2029, 2030, and 2031

Evaluation Method: 2027 Staff at 80% of libraries reporting indicate that they are satisfied with the shared catalog.

Note: repeat in 2028 (85%), 2029 (85%), 2030 (90%), 2031(90%)

#### 4.18.4 Goal 5 – Coordinated Services for Members

##### Streaming Resources

Goal: Coordinate Central Library and System activities to provide a broad range of services

and web-based resources to support equity of access for residents.

Objective: Offer cost-effective hosting of and/or access to enhanced web-based resources.

Activities: Includes tasks such as:

- Working with the vendors to maintain the interfaces.
- Selecting and administering the content pool.
- Collaborating with vendors to enhance the product.
- System-wide database access support.

Outcomes: 2027 Library staff are able to make electronic databases and streaming library materials available to their users.

Note: repeat in 2028, 2029, 2030, and 2031

Evaluation Method: 2027 The staff at 70% of libraries reporting indicate that they know how to access digital content and can explain this procedure to their users.

Note: repeat in 2028 (80%), 2029 (80%), 2030 (85%), 2031 (85%)

#### 4.19 Goal 6 – Communication and Awareness

##### Awareness

Goal Statement: Encourage and support member libraries in their efforts to increase community awareness about public library programs and services.

Actively work to increase awareness of the value and importance of library services and to strengthen member libraries' advocacy efforts.

Objective: Encourage the participation of RCLS staff and trustees in local, regional, state, and national forums that support the System's mandate and afford the opportunity to advocate on behalf of librarians, libraries, and library services.

Activities: Includes tasks such as:

- Promote activities that support regional, state, and national advocacy efforts.
- Provide member libraries with an orientation to RCLS through headquarters tours and town hall meetings.
- Support library awareness efforts through online tools.
- Cooperate with state advocacy efforts to support library systems and libraries.

Outcomes: 2027 Library trustees, administrators and staff have the necessary information to be effective advocates for their library, RCLS and library services in NYS.

Evaluation Method: 2027 Library trustees, administrators, and staff at 80% of libraries reporting say that they have the skills and information to effectively advocate on behalf of

librarians, libraries, RCLS, and library services.

Note: repeat in 2028 (80%), 2029 (80%), 2030 (85%), 2031 (85%)

#### 4.19.1 Goal 6 – Communication and Awareness

Communications among member libraries

Goal Statement: Maintain and promote effective means of communication with and among member libraries to encourage cooperation.

Objective: Maintain, evaluate, and modify communication tools to facilitate member libraries' engagement.

Activities: Includes tasks such as:

- Facilitate library trustees and staff service groups as a platform for discussion.
- Encourage committees within RCLS to collaborate on activities system-wide.

Outcomes: 2027 Library staff can easily access publications, policy statements, schedules, guidelines, and committee work minutes online.

NOTE: repeat in each year 2028, 2029, 2030 and 2031

Evaluation Method: 2027 Library staff at 80% of libraries reporting satisfaction with access to documents.

Note: repeat in 2028 (80%), 2029 (80%), 2030 (85%), 2031 (85%)

#### 4.19.2 Goal 6 – Communication and Awareness

Communications among member libraries or branch libraries

Goal Statement: Maintain and promote effective means of communication with and among member libraries to encourage and facilitate collaboration.

Objective: Offer, maintain, evaluate, and modify, as required, Web-based and voice interactive communication systems through the use of email, electronic discussion groups, and voice mail to enhance communication with and among member libraries.

Activities: Includes tasks such as:

- Administer email services at RCLS headquarters.
- Maintain and develop email discussion groups.
- Maintain email directories.
- Develop and maintain email account policies as appropriate.

Outcomes: 2027 Library trustees, administrators, and staff who use the service have the information and support they require to communicate using the services.

NOTE: repeat in 2028, 2029, 2030, and 2031

Evaluation Method: 2027 Library trustees, administrators, and staff at 80% of libraries that use the services report satisfaction with the communication service available.

Note: repeat in 2028 (90%), 2029 (90%), 2030 (95%), 2031 (95%)

#### 4.20 Goal 7 – Collaborative Efforts with Other Library Systems and Organizations

Cooperative efforts with other library systems

Goal Statement: Maintain an organizational environment that allows RCLS to partner with other library systems and organizations.

Objective: Initiate projects with other systems and organizations to expand access to resources and build partnerships that help sustain high-quality services.

Activities: Includes (but not limited to) tasks such as:

- Active participation in Southeastern ILL system (Southeastern Access to Libraries).
- Co-sponsor continuing education programs.
- Serve on other System and organization advisory boards, councils, and committees.
- Coordinate services with other organizations.
- Partner with other library systems and organizations to host educational events.

Outcomes: 2027 Library trustees, administrators and staff have access to additional resources and services through partnerships with other organizations and systems.

Note: repeat in 2028, 2029, 2030, and 2031

Evaluation Method: 2027 Library trustees, administrators, and staff at 80% of libraries reporting say that expanded resources through RCLS partnerships with other organizations have helped to improve local services.

Note: repeat in 2028 (85%), 2029 (85%), 2030 (90%), 2031 (90%)

#### 4.21 Goal 8 - Construction

Goal Statement: Offer a clearly defined set of cost-effective consolidated and coordinated services designed to enhance local library achievement and maximize the value of local funds expended.

Provide opportunities to member libraries' administration and trustees for skills development needed to support construction initiatives and to learn about projects that lead to efficient utilization of the library building, resulting in energy conservation.

Objective: Assist libraries with renovation and new construction projects that will facilitate effective library service, improve operational efficiency and meet minimum New York State Public Library Standards.

Activities: Includes tasks such as:

- Facilitate workshops with library administration and trustees to prepare a plan of service, gather community input, and promote public support.
- Provide consulting services for the integration of technology within the library building.
- Provide consulting services in the preparation of the New York State Construction Grant application.
- Provide consulting services for the optimization of building space and education about facility trends.
- Educate libraries' trustees and administrators about ways to improve building efficiency, energy conservation and green initiatives.

Outcomes: 2027 Library administration and trustees acknowledge RCLS consulting services staff and training were helpful to them during renovation/construction.

Note: repeat in 2028, 2029, 2030, and 2031

Evaluation Method: 2027 Library trustees, administrators, and staff at 80% of libraries reporting indicate they know where to obtain the information, skills, and resources required to complete a building project and improve building efficiency and energy conservation.

NOTE: repeat in 2028 (85%), 2029 (85%), 2030 (85%) and 2031 (85%)

#### 4.23 Assurance

The library system's Plan of Service was developed in accordance with provisions of Education Law and the Regulations of the Commissioner and the requirements of the New York State Library, and it was reviewed and approved by the library system board on (date – mm/dd/yyyy).

#### 4.24 Approval - For NYSL Use Only

The library system's Plan of Service was reviewed and approved by the New York State Education Department on (date – mm/dd/yyyy).

#### 4.25 Revision Assurance

The library system's Plan of Service was revised in accordance with provisions of Education Law and the Regulations of the Commissioner and the requirements of the New York State Library, and it was reviewed and approved by the library system board on (date – mm/dd/yyyy).

#### 4.26 Revision Approval - For NYSL Use Only

The library system's revised Plan of Service was reviewed and approved by the New York State Education Department on (date – mm/dd/yyyy).