WESTERN NEW YORK
LIBRARY RESOURCES COUNCIL

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Western New York Library Resources Council
Strategic Plan of Service 2016-2021
Effective: July 1, 2016 to June 30, 2021

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Approved by the WNYLRC Board of Trustees on January 13, 2016

3.1 Strategic Planning Task Group Needs Assessment and Development of the Plan

Strategic Planning Task Group Members
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- Michael Cambria, Buffalo School Library System
- Dan Dilandro, Buffalo State College
- Lisa Erikson, Nioga
- Dennis Galucki, WNYLRC Board Representative
- Eli Guinnee, Chautauqua Cattaraugus Library System
- Dean Hendrix, University at Buffalo
- John Hood, Ecology & Environment
- Sheryl Knab, WNYLRC
- Dawn Peters, Buffalo & Erie County Public Library
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The WNYLRC Board of Trustees established the Strategic Planning Task Group with the charge to explore member needs and WNYLRC's response to those needs. This Task Group also examined how WNYLRC funds are currently allocated, what resources - including staffing and dollars- would be required to ensure continued success for its existing services, and what the organization would need for future services. WNYLRC had already begun changing the way it provided services to its members as a developer of services and creator of content through the implementation of the 2011 – 2016 Plan of Service initiatives and the restructuring of WNYLRC's mission to a framework of principles.

A member survey was distributed in spring 2015 both to the main contacts (64% return – 44 out of 68 institutions) at each member institution as well as a separate survey to be completed by front line librarian and support staff at each of the member institutions (estimated 21% return – 119 out of 550 potential staff). The service model adopted in 2011 was evaluated by the members through several questions on the 2015 survey. The Task Group concluded the service model was still vital and appropriate for WNYLRC members. The current service model allows WNYLRC to be adaptable, nimble, and proactive in implementing change, allowing WNYLRC to stay ahead of technological advancements. WNYLRC encourages experimentation both within WNYLRC's office and in partnership with our members. Therefore, the existing incubator service model of questioning existing practices and testing new ideas will continue to allow WNYLRC to:

- Operate on the premise of specific principles that consider the end users and the library community as beneficiaries of its actions rather than relying on a mission statement that specifies current services and has the potential to become outdated.
- Provide seed money when available for new initiatives and avoid supporting in perpetuity programs and services that are core to library services and should be supported by member libraries themselves.
- Remain nimble, adaptable, and proactive, and therefore better able to support its members.
- Continue to assess and evaluate the rapid change in the library industry and position WNYLRC to both lead and assist its members in meeting the challenges and opportunities that are the consequence of change.

Additionally, three group sessions were held at each of the three public library systems in the spring and summer of 2015. At each of these sessions both system and member staff were invited to provide insight about how WNYLRC impacts their libraries and or services. A set of questions was developed in advance and the three public library system directors each took turns leading the group discussion at a system other than their own and provided notes and feedback for input into the strategic planning process to the WNYLRC Executive Director, who by design, did not attend any of the sessions. The WNYLRC Executive Director also met with the Academic Library Directors at their spring 2015 meeting and asked specific questions to get feedback on what WNYLRC should focus on in providing services to academic libraries over the next 3-5 years. The WNYLRC Executive Director also met via conference call with school library system directors to gather feedback and input on how WNYLRC can better serve school library systems and their members as well as talking to the members of some of the school library systems' councils. WNYLRC also hosted a special library meeting luncheon to gather feedback from our museum, archival and corporate libraries in spring 2015.

Groups reached (3.2)

Academic libraries through survey and meeting
School library systems and members through survey and conference call and library system Council meetings
Public library systems and members through survey and focus group style meetings
Special libraries through survey and meeting
Hospital libraries through survey
General membership (individual staff from member libraries) through survey and committee meetings
Main contacts at each member library through survey
WNYLRC staff through staff meetings
WNYLRC Standing Committees

Evaluation
Describe the information to be collected in order to evaluate and determine members' satisfaction with the system's services: (3.9)

Information that will be collected in order to assess programs and services throughout the plan period include: staff performance evaluations, statistics of various kinds, participants surveys including professional development session surveys, semi-annual meetings with committee chairs, regular meetings with the Academic Directors Caucus, and additional surveys and meetings as needed.

URL for evaluation forms used by members (survey) 3.10

URL for results of survey (3.11)

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 (3.12)

The information gathered at training and networking sessions is used to evaluate workshops, presenters, and topic. Cost share programs such Ask Us 24/7 and NY Heritage are evaluated annually with the Regional Advisory Committee and through discussions with the other Councils who are participating. Most programs include oversight by one or more WNYLRC committees. The Board reviews information on committee and program activities that WNYLRC staff provides via bi-monthly reports the Executive Director gives to the board at meetings. In September, the Board of Trustees reviews the summary year-end statistics and information the WNYLRC staff has compiled in a report and disseminated to the membership via the form of an annual report. The Board then has the opportunity to update the plan of service for the upcoming year. However, that happens rarely since the goals are written to be encompassing and generally remain valid throughout the life of the plan. What are more apt to change are the projects or activities that the Council implements to reach a specific goal more effectively.

Revision Process
Describe the process for revising the systems Plan of Service for submission to the NYS Education Department/NYS Library (3.13)

The WNYLRC Board of Trustees reviews the past year's accomplishments and reviews the goals for the upcoming year in September. At that time, the Board has the opportunity to change the direction of the work plan and plan of service for the upcoming year. Generally, changes are not made to the plan of service but rather to the work plan, which is a projection of our project and activities for the year.

WNYLRC's Mission Statement (4.1)
WNYLRC's current identity defines the organization's relationship to its members, library users and the library community. It illustrates this relationship through a purpose statement, a tag line, a vision statement, and a set of guiding principles.

Purpose statement
WNYLRC is a member-driven organization that helps libraries build connections with each other, library users, and the larger community.

Tag line
Questioning existing practices. Testing new ideas. WNYLRC: a leader in library innovation.

Vision statement
Questioning existing practices. Testing new ideas. WNYLRC: a leader in library innovation.

WNYLRC Guiding Principles

Community and Collaboration: *Working together is more effective than working alone*
When we come together as a community and work toward a common goal, we are better, stronger, and more likely to succeed.

Innovation: *Creating value through positive change*
New ideas, technologies, services, and programs need an incubator.

Education: *Cultivating a culture of learning*
New skills and knowledge create opportunities.

Connecting: *Blurring boundaries*
Building bridges requires facilitating connections among diverse groups.

Advocacy: *Championing libraries*
Securing support requires telling a compelling story.

Strategic Plan of Service 2016-2021 Elements

Element 1 - Resource Sharing

1. Cooperative Collection Development (4.2)

Goal: Leverage the purchasing power of academic libraries through the CCDA program to increase local collections and/or improve information access for end-users as well as develop initiatives for shared print collections.

Years: 1, 2, 3, 4, 5.

Intended result: Increase number of titles or resources purchased for regional collections. Review and assess program to date through the regional Resource Sharing Committee. Increase the number of titles libraries have unfettered access to via shared print collections.

Evaluation methods: # of items and # of titles (print and non-print) are added to local collections and available for use within the region.

Cooperative Collection Development Plan URL (4.3)
Adoption by Board (4.4)

2. Catalog Services (4.5)

Goal: Continue to monitor both regional and state-wide resource sharing by creating a cross-committee regional task group to investigate the feasibility of a new regional union catalog. Establish partnerships with member libraries and library systems, other 3R Councils, and/or other organizations in enhancing access to information.

Years: 1, 2, 3, 4, 5.

Intended result: Improve patron access to information by removing artificial boundaries and barriers. Programs developed by WNYLRC committees (e.g. Resource Sharing Committee, Regional Advisory Committee) and staff will help to increase access for patrons of member libraries to other library collections and information that exists within the region and/or other geographic areas in New York State.

Evaluation method: # of meetings attended, # of informational sessions attended, # of discussions occurring, # of partnerships established, # of services and products developed if any.

3. Delivery (4.6)

Goal: Promote the statewide delivery service and its multiple options to members who are currently not using the service.

Years: 1, 2, 3, 4, 5.

Intended result: Improve patron access to items available in other areas of the state through a more streamlined service.

Evaluation method: # of members participating, # of informational sessions attended, # deliveries.

Goal: Investigate the need for a possible regional delivery service through the creation of a regional delivery task force.

Years: 1, 2.

Intended result: Improve patron access to regionally located information and connect to state-wide delivery mechanisms already in place.

Evaluation method: # of meetings, # of informational sessions attended.

4. Interlibrary Loan (4.7)

Goal: Continue to monitor and facilitate both regional and state-wide resource sharing. Establish partnerships with member libraries, other 3R Councils, and/or other organizations in enhancing interlibrary loan and resource sharing initiatives and/or opportunities.

Years: 1, 2, 3, 4, 5.

I*ntended result:* Improve patron access to information by removing artificial boundaries and barriers. Programs developed by WNYLRC committees (e.g. Resource Sharing Committee, Regional Advisory

Committee) and staff will help to increase access for patrons of member libraries to other library collections and information that exists within the region and/or other geographic areas in New York State.
Evaluation method: # of meetings attended, # of informational sessions attended, # of discussions occurring, # of partnerships established.

5. Digital Collections Access (4.8)
Goal: Investigate the need for and potentially implement a system-supported or system-facilitated regional repository by partnering with an entity or entities that have an existing repository or through the creation of a regional repository that would house, maintain and promote access to data sets, original research, locally available government information, publications, and/or unique holdings from member libraries.
Years: 1, 2, 3.
Intended result: Improve access to intellectual content.
Evaluation method: # of items, # of participating members, # of partners.

6. Other – Reciprocal Sharing (4.9)
Goal: Monitor existing programs (i.e. WNYLRC's InfoPass program, AcademicShare, EmpireShare Program) and seek out potential partnerships to expand programs outside the region to widen the access to collections and information.
Years: 1, 2, 3, 4, 5.
Intended result: Borderless access to library collections in at least New York State. Programs developed by WNYLRC committees (e.g. Resource Sharing Committee, Regional Advisory Committee) and staff will help to increase access for patrons of member libraries to other library collections and information that exists within the region and/or other geographic areas in New York State.
Evaluation method: # of InfoPasses issued, # of partnerships established.

Element 2 -Special Client Groups (4.10)

1. Hospital Library Services Program (HLSP)
Goal: Promote health information literacy by providing WNY hospital library staff and the wider health care community with access to expert assistance in health information and guidance through consultations and services regarding health information.
Years: 1, 2, 3, 4, 5.
Intended result: Allows members to obtain information from experts and other professionals to improve patron access to health care information.
Evaluation method: # of consultations, # of services provided, List of topics covered, # of hospitals resigning, # of workshops provided, # of reports written.

Goal: Provide WNY hospital library staff and the wider health care community opportunities for networking, communication and collaboration among hospitals and the larger health care community in Western New York.
Years: 1, 2, 3, 4, 5.
Intended result: Establishment of partnerships between and among hospitals and the larger health care community, economy of scale through coordinated services, and improved relationships with members. Through the monitoring of current communication trends, HLSP staff will be able to maximize information exchange between HLSP and hospital staff.
Evaluation method: # of partnerships, # of coordinated services, # of networking events, # of participants.

Goal: Provide WNY hospital library staff and the wider health care community with access to grant funds, proprietary database access and training on the utilization of health care-related resources.
Years: 1, 2, 3, 4, 5.
Intended result: To increase knowledge and improve skills that will contribute to both professional and personal growth and to improve hospital library collections and available resources.

Evaluation method: # of grants provided, # of titles purchased, # of searches conducted, # of reference interviews conducted.

2. Academic and Special Libraries (4.11)
Goal: Continue to reach out and partner with academic and special libraries to identify issues and concerns impacting their libraries, including programs and services they provide to their constituency.
Years: 1, 2, 3, 4, 5.
Intended results: Identify specific WNYLRC services and programs that help our academic and special libraries serve their constituency. Provide opportunities for pilot programs and facilitate relationships between the three types of library systems and special and academic libraries.
Evaluation methods: # of programs, # of services developed, # of discussions, # of meetings, member feedback.

Element 3 - Professional Development and Training (4.12)
1. Members
Goal: Provide WNYLRC members and the wider Western New York library community with high-quality in-person and online training on a variety of topics that will contribute to both professional and personal growth through WNYLRC's CE program, through WNYLRC committees, and through programs developed by or with other organizations.
Years: 1, 2, 3, 4, 5.
Intended result: Topics covering current trends in the field, best practices, and other relevant areas of interest to our members will increase regional expertise and knowledge base. Topical guides may also be developed to provide pathways to information and resources.
Evaluation method: # of programs, # of session surveys, # of attendees, # of topical informational guides, survey results, attendee feedback and suggestions.

2. WNYLRC Staff
Goal: Provide WNYLRC staff with the opportunity to pursue activities that will contribute to both professional and personal growth.
Years: 1, 2, 3, 4, 5.
Intended result: WNYLRC staff will be up to date on current trends and best practices in librarianship and will contribute to WNYLRC's overall success as an organization.
Evaluation method: # of programs, # of positive performance evaluations.

Element 4 - Consulting and Development Services (4.13)
1. Consulting Services
Goal: Improve WNYLRC members' access to sources of expertise and information in specific areas (e.g. copyright, licensing negotiation, archival services).
Years: 1, 2, 3, 4, 5.
I*ntended result:* Allows staff from member libraries and library systems to obtain information from WNYLRC staff, staff from other WNYLRC member libraries or library systems, experts and other professionals who may be put on retainer by WNYLRC, have special partnership status with WNYLRC, or have been contracted for specific services by WNYLRC.
Evaluation method: # of connections between members and experts, usage statistics, # of collections identified, survey results, and committee driven (e.g. Preservation Committee) telephone query interviews to identify specific needs and gauge the effectiveness of offered consulting services.

2. Other: Research and Development
Goal: Explore, identify, and incubate innovative technologies, services, theories, methods, original research, and programs through WNYLRC sponsored grant funds and initiatives that impact member libraries and that adhere to WNYLRC's established guiding principles.
Years: 1, 2, 3, 4, 5.

Intended result: With assistance from WNYLRC Committees (i.e. Continuing Education, Regional Advisory Committee, Resource Sharing Committee, Preservation, High School to College, WNY Library Assistants) WNYLRC will provide a testing environment for new and relevant technologies, programs, and pilots for WNYLRC member libraries to improve outreach, workflows, or services to its own patrons and member libraries. By assisting in developing survey tools for specific issues and/or audiences, WNYLRC will provide a valuable service to specific member groups as well as gather pertinent data on library-related issues.
Evaluation: Survey results, # of programs or pilots, or any other meaningful means as identified by WNYLRC during the service period.

Element 5 - Coordinated Services (4.14 – 4.16)

1. Virtual Reference - Ask Us 24/7 (4.14)
Goal 1: Provide on behalf of New York State, a virtual reference program, with the support of the Regional Advisory Committee, through which New York State library patrons can receive quality reference help online, when away from the library, or during times when their library is closed.
 Years: 1, 2, 3, 4, 5.
Intended result: Allow participating WNYLRC members to provide services to patrons outside of regular business hours, and allow patrons to connect to librarians, and the information they need, when and where it's convenient for them.
Evaluation method: Patron surveys, growth in the number of participating libraries.

2. Digitization - New York Heritage and New York Historic Newspapers (4.15)
Goal: Continue to support digitization and creation of finding aids for Western New York historical collections; make collections freely available online through cooperative statewide portals (eg. New York Heritage, New York Historic Newspapers, and Empire Archival Discovery Cooperative).
Years: 1, 2, 3, 4, 5.
Intended result: WNYLRC members will reach a wider statewide audience by sharing digitized collections online allowing library users to access collections from across New York State through one web site.
Evaluation method: usage statistics for collections, Google Analytics statistics for web site usage, # of collections, # of contributing WNYLRC members, # of 3Rs councils participating, # of total collections.

3. Other (4.16)

Element 6 - Awareness and Advocacy (4.17)
Goal: Create a plan to encourage staff, faculty, and patrons from member organizations to advocate for funding and support of archives, libraries and library systems.
Years: 1, 2, 3, 4, 5.
Intended result: Help staff, faculty and patrons develop self-initiating advocacy skills that will increase public, institutional, and legislative awareness of libraries, library systems, and archival repositories on their role in society, community, and economic development.
Evaluation method: # of contacts, # of volunteers, # of articles or announcements published.

Element 7 - Communications among Member Libraries and Member Library Systems (4.18)
1. General membership
Goal: Continue to improve relationships among member libraries and library systems through potential partnerships, cooperative programs and services, information dissemination, and networking opportunities.
Years: 1, 2, 3, 4, 5.
Intended result: Facilitate partnerships and collaborations between and among WNYLRC members, increase economy of scale through coordinated services, encourage development of special programming, and improve relationships among members.
Evaluation method: # of collaborations or partnerships, # of contacts, # of events, # of services, # number

of promotional pieces, # of communications including blog articles, # networking opportunities, # of WNYLRC staff participating on system Councils or Advisory Groups.

2. Department of Library and Information Studies (University at Buffalo)
Goal: Continue to work with and partner with the Chair and faculty of the Department of Library and Information Studies (DLIS) to strengthen the relationship between member libraries and library systems and the department.
Years: 1, 2, 3, 4, 5.
Intended results: Students in the DLIS program will have a greater understanding of NYS library systems, and WNYLRC in particular, and increase the opportunity for joint partnerships and activities between WNYLRC, WNYLRC members and the department.
Evaluation methods: # of communications, # of orientations WNYLRC staff present at, participation on DLIS advisory boards, # of presentations provided to DLIS classes, # of partnerships developed.

Element 8 - Cooperative Efforts with Other Library Systems (4.19)

1. Empire State Library Network (ESLN)
Goal: Continue to work with other Councils and the Empire State Library Network on joint programs, initiatives, services and professional development activities.
Years: 1, 2, 3, 4, 5.
Intended result: Improved economy of scale, improved cooperation, increase in joint activities among WNYLRC committees and other entities, and improved relationships with our colleagues across the state.
Evaluation method: # of programs, # of initiatives, # of services, # of professional development activities.

2. School and Public Library Systems
Goal: Continue facilitating collaboration between systems by serving on school library system councils and advisory groups, supporting professional development activities of both school and public library systems, and developing joint projects when appropriate.
Years: 1, 2, 3, 4, 5.
Intended result: Increased collaboration and communication among three public library systems and five school library systems in Western New York.
Evaluation method: # of council meetings attended by WNYLRC staff, # of professional development activities, # of joint projects.

3. New York Alliance of Library Systems
Goal: Continue WNYLRC's participation in the New York Alliance of Library Systems (NYALS) activities.
Years: 1, 2, 3, 4, 5.
Intended result: Increased participation in statewide initiatives and increased opportunities for collaboration and communication across system types.
Evaluation method: # of conference calls, participation at retreats, # of meetings or discussions held, # of programs and partnerships developed.

Element 9 - Other – (4.20) NONE

Assurance
Approval by WNYLRC Board (4.21) January 13, 2016
Approval by DLD (4.22)