

Section 1. BASIC INFORMATION

A. Name of System: Western New York Library Resources Council

B. Address: 4455 Genesee Street, PO Box 400, Buffalo, New York 14225-0400

C. Phone number: 716.633.0705

D. FAX number: 716.633.1736

E. E-mail address: sknab@wnylrc.org

F. URL: www.wnylrc.org

G. Date of establishment: 1966

Date of absolute charter: 12/17/71

H. Name(s) of central library/co-central libraries: N/A

I. System service area:

1. Square mileage: 4,862

2. Population: 1,517,375

J. Type of system: 3 R's Council (multi-type library system)

Section 2. SYSTEM GOVERNANCE

A. Bylaws: See www.wnylrc.org

B. Advisory Groups:

Board Committees: Business & Finance Committee

Executive Committee

Nominations Committee

Strategic Planning Task Force

Advisory Committees:

Academic Library Directors Group

Buffalo Free-Net Library Complex Committee

Continuing Education Committee

Documentary Heritage Program Advisory

Committee

Health Care Information Access Committee

Preservation Committee

Regional Automation Committee (RAC)

Regional Digital Advisory Task Force

Resource Sharing Committee

Virtual Reference Advisory Committee

Section 3. MEMBER SERVICES

A. List of members: See www.wnylrc.org

B. Levels of service:

WNYLRC offers various levels of service depending upon the level of membership. Currently, WNYLRC has 4 membership levels:

Full, Associate, Collegial, Personal.

Detailed information on service levels is available at www.wnylrc.org

Section 4. DESCRIPTION OF PLANNING, APPROVAL, EVALUATION, AND REVISION PROCESS FOR ALL SECTIONS OF THE PLAN OF SERVICE

A. Needs assessment and development of the Plan. 1.) What processes were used to assess needs in development of the Plan? 2.) What groups were involved and what were their roles?

WNYLRC's Board of Trustees established the Strategic Planning Task Group on September 20, 2005. Task Group membership was representative of different types of libraries and library systems and also included key WNYLRC staff. The Task Group met several times between late 2005 and early 2006. Over the course of these meetings, the Task Group: reviewed the goals, objectives, and accomplishments of the 2001 – 2005 Strategic Plan; reviewed the recommendations of the Strategic Thinking Group Plan (2005); reviewed the results of focus groups conducted in 2005; surveyed the membership on membership satisfaction with services and identification of future needs; requested each WNYLRC standing committee – Buffalo Free-Net Library Complex Committee, Continuing Education, Preservation, Regional Automation, and Resource Sharing – as well as the Health Care Information Access Committee and the Regional Archivist to submit proposed goals, objectives, and activities for inclusion into this current Plan; and reviewed results of the digitization survey and the WNYLRC.ORG web site survey. The Task Force developed the Plan after analyzing this information and revised the Plan four times. Draft #4 of the Plan was emailed to Board members and posted on WNYLRC.ORG for member feedback. The Plan was presented to the WNYLRC Board of Trustees for approval on April 11, 2006.

B. Approval of the Plan:

After working through the Plan's development and revision, the Strategic Plan is sent to the Board of Trustees a minimum of 10 days prior to the next Board meeting for their review. The Plan was presented to the Board for approval at their April 11, 2006 meeting.

C. Evaluation: 1. What information will be collected to evaluate whether or not the system has achieved the intended results of the Plan? 2. What methods will be used to determine whether the system's customers were satisfied with the system's services? 3. How will the information on customer satisfaction be used to shape the system's plan in the next year or in the following cycle?

Various types of information from different sources will be collected and used in evaluating the Plan's components. The type of information gathered, dependent upon a specific intended result, includes (but is not limited to): statistics (e.g.: number of workshop participants, number of website hits, etc.); qualitative feedback (both formal and informal), time studies (i.e., turn around time for interlibrary loan requests and responses), and compare/contrast with studies completed in prior years.

Member satisfaction will be determined in several ways: according to analysis of survey results (e.g.: workshop evaluation forms) using closed-ended and open-ended questions as well as a Likert-type scale (e.g.: 1 = not satisfied.....5 = very satisfied); regular review of services by advisory committees and Board of Trustees; visits to member libraries and library systems by staff; and informal conversations with members in regards to WNYLRC service performance.

WNYLRC is flexible enough to meet needs as they are determined by any of the means noted in this Plan. WNYLRC's planning process is to add, modify, or drop services according to membership needs and available funding. The Board of Trustees plays a major role in determining the connection between planning and resources. Additionally, the advisory committees assist in determining changes in programs and services.

D. Revision process: Describe the process for revising the system's Plan of Service for submission to the New York State Library.

See the information under Evaluation and Customer Satisfaction above. The goals and objectives along with the evaluation processes will be reviewed on an on-going basis throughout the year, with amendments made as needed and requested by the Division of Library Development. Upon membership input provided to WNYLRC throughout the year, the WNYLRC Board of Trustees may make an annual amendment to the *Plan of Service* on or before April 1st of each year for implementation July 1st of the same year.

Section 5. MISSION STATEMENT, GOAL STATEMENTS, INTENDED RESULTS AND EVALUATION METHODS

A. Mission statement:

WHO WE ARE: The Western New York Library Resources Council (WNYLRC) is a not-for-profit consortium of libraries and library systems serving six counties: Cattaraugus, Chautauqua, Erie, Genesee, Niagara, and Orleans. The Council was chartered by the New York State Board of Regents in 1966. Member libraries include academic, corporate, hospital and other special types of libraries. Library systems include public and school libraries. WNYLRC is governed by a volunteer Board of Trustees. Operations are conducted by a staff at the central headquarters located at 4455 Genesee Street, across from the Buffalo Niagara International Airport. Specific issues and activities are addressed by various volunteer committees and discussion groups comprised of staff from member libraries. Most Council programs are funded by state aid administered by the Division of Library Development at the New York State Library. The Council also seeks funding from private and other government sources for specific projects.

Our Mission: The Western New York Library Resources Council is dedicated to enhancing access to information, encouraging resource sharing, and promoting library interests for its members that serve the people of Western New York.

Our Strategic Vision: Increase and enhance member services in areas of professional development, grants, and information access.

Goals:

- To promote and facilitate the expansion of access to information for all citizens in the region (in collaboration with member libraries and library systems).
- To promote and enhance resource sharing both formally and informally among all types of libraries.
- To provide information to and among members.
- To encourage collaboration, coordination and cooperative ventures that strengthens existing information resources in the region, and identifies and develops new ones.
- To provide opportunities for training and staff development for member libraries.
- To actively represent the interests of Western New York libraries.

B. Goal statements, intended results and evaluation methods:

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1. Resource Sharing	Goal Statements	Intended Results	Year	Activities (not a required column for plan – internal use only)	Evaluation Methods
	Goal 1: Enhance the access to, and retrieval of print, electronic, and digital information resources for member libraries, library systems, and their patrons (2006-2011)		2006-2011		
1.a. Cooperative Collection Development	CCD Objective 1: Assess the need, willingness, and ability of member libraries to develop a region-wide, cooperative collection development program.	Improved cohesiveness regarding CCD practices.	2007-2009	RSC identifies area libraries' current collection strengths. RSC develops and distributes survey to better assess the needs and interests of member libraries regarding CCD. RSC analyzes results and recommends guidelines for CCD program to Board.	Survey results
	CCD Objective 2: Educate members on cooperative collection	Communicate best practices to WNYLRC members.	2007 - 2009	RSC requests WNYLRC committee program funds to	Workshop statistics Number of listserv and web

	development best practices.			support educational programs on best practices in CCD.	communications on CCD-related topics.
1.b. Delivery	Delivery. Objective 1: Continue to monitor member libraries' interest in and need for alternative delivery systems.	Provide the best delivery methods that meet the needs of the region.	2006-2011	<p>RSC in partnership with RAC to identify delivery needs in region via online survey, including electronic and physical delivery. (2006)</p> <p>Apply for funding (i.e. LSTA) to initiate a delivery pilot project in the region (2007).</p> <p>Communicate changes and developments that may make regional delivery of materials more efficient (2006-2011).</p> <p>Periodically assess member library and library system directors' willingness to fund alternative regional delivery services (2006, 2008, 2010)</p> <p>WNYLRC will facilitate</p>	<p>Survey results</p> <p>Use of WNYLRC listerv, newsletter, and web site</p>

				information gathering and meetings to discuss alternative delivery methods and subsequent implementation of any decisions (2006-2011).	
1.c. Interlibrary Loan	ILL. Objective 1: Develop a seamless regional network of electronic ILL management to accommodate staff workflows at member libraries and library systems.	<p>Improve turnaround time for patron ILL requests.</p> <p>Reduce the number of workflows for participating libraries with multiple ILL management systems.</p> <p>Increase the number of participating libraries and library systems using WNYlibraries.org Express (VDX) or allowing VDX requests in their ILL management system by 50%.</p> <p>Increase the amount of resources participating WNYLibraries.org Express (VDX) users can access by 10%.</p>	2006-2011	<p>RAC will continue to support funding of WNYlibraries.org Express – a low-cost electronic ILL management system. (2006)</p> <p>RAC will continue to work with the ZPortal and VDX vendors to enhance interoperability with other ILL systems including OCLC, Iliad, Docline, and peer to peer borrowing. (2008)</p> <p>RAC in partnership with RSC will recruit new participants to use VDX directly or to allow VDX requests in through their compliant current ILL management system. (2008)</p>	<p>Track and count the number of participating libraries sending and receiving requests.</p> <p>Track and count the number of resources added each time a new library is added to WNYlibraries.org Express (VDX).</p> <p>Survey ILL staff in member libraries and library systems to determine improvements in turnaround time and workflow.</p>

				RAC with the RSC will explore and/or implement a cost share model with member libraries and library systems to support electronic ILL. (2007-2008)	
1.d. Other (Optional): Shared Regional Storage	Shared Regional Storage Objective 1: Identify the current state of shared storage in the region.	Obtain clear picture of regional shared storage needs.	2007	RSC will determine who in the region is sharing a storage facility. RSC will develop recommendations for further investigation into regional storage needs.	Survey results
1.e. Other (Optional): InfoPass	InfoPass Objective 1: Provide a mechanism for the patrons of our member libraries and library systems to borrow materials from each other under current guidelines.	Reciprocal borrowing will occur according to updated and revised InfoPass guidelines. Improve librarian workflow and patron tracking using new web-based registration system through www.wnylrc.org	2007	RSC will review and update InfoPass manual according to new online application process through www.wnylrc.org RSC will provide an electronic version of the revised InfoPass manual to WNYLRC staff. WNYLRC staff will post the manual on the WNYLRC.ORG web site.	Number of times InfoPass manual is accessed electronically. Number of InfoPass cards issued compared to previous years with previous registration system.

				<p>WNYLRC staff will evaluate in-house record keeping for InfoPass. WNYLRC staff will revise participating library list and brochure as needed.</p> <p>Executive Director will share InfoPass manual with the Board of Trustees.</p>	
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2. Technology Services	Goal Statements	Intended Results	Year	Activities (not a required column for plan – internal use only)	Evaluation Methods
2.a. Virtual Union Catalog – WNYlibraries.org	VUC Goal 1: Enhance the access to, and retrieval of print, electronic, and digital information resources for member libraries, library systems, and their patrons.		2006-2011		

	<p>VUC Objective 1: Expand WNYlibraries.org by assisting members in targeting their electronic catalogs via the virtual union catalog.</p>	<ul style="list-style-type: none"> Increase the number of targeted libraries in WNYlibraries.org by 15% by 2009. 	<p>2006-2009</p>	<p>RAC will continue to support funding through RBDB of WNYlibraries.org as the virtual union catalog. (2006-2009)</p> <p>RAC will continue to support funding of Z39.50 server software through RBDB for use by members for inclusion of their OPAC in WNYlibraries.org. (2006-2009)</p>	<p>Compare and contrast the number of targeted libraries each year with the number targeted in 2005.</p>
	<p>VUC Objective 2: Provide a mechanism for our member libraries and library systems to allow patrons to request resources electronically.</p>	<ul style="list-style-type: none"> Facilitate patron initiated electronic ILL requests. 	<p>2008</p>	<p>RAC will explore implementation of patron initiated ILL in WNYlibraries.org Express (VDX). (2008)</p> <p>If patron initiated ILL is implemented, RAC will support through RBDB funding of costs incurred by members to implement NCIP. (2008)</p>	<p>Track and count number of patron initiated requests and compare and contrast this figure with library initiated requests from the same period.</p>

2.b. Union Catalog	N/A				
2.c. Union List of Serials	ULS Objective 3: Promote access to accurate serials holdings information via WNYlibraries.org.	Make accessible regional holdings of serials via WNYLibraries.org.	2006 2006-2008	RAC will discontinue RBDB support of ULS updates. (2006) RAC will continue to work with ZPortal and VDX vendor to maximize access to serials holdings. (2006-2008)	Survey members to evaluate their usage of WorldCat and WNYlibraries.org for serials information.
2.d. Virtual Reference	VR Objective 4: Provide a mechanism for patrons of member libraries and library systems to access information and reference services electronically (2006-2011)	Increase number of sessions conducted in Ask Us 24/7 with patrons from participating libraries and/or regions by 35% over the life of the plan. Increase number of hits on WNYinfo.org portal page by 15% each year.	2006-2011	RAC will continue to support through RBDB using cost share model to fund Ask Us 24/7 virtual reference service. (2006-2011) RAC will recruit libraries in the Western New York, Rochester region, and beyond to participate in Ask Us 24/7. (2006 – 2011) RAC will promote WNYinfo.org as the patron portal to	Track and count number of virtual reference sessions conducted using the reporting tool in QuestionPoint annually. Track and count number of WNYInfo.org hits using counter supplied with Evan Content Management System.

				quality information in Western New York. (2006-2011)	
2.e. Other (optional): Digitization (Please see WNYLRC's Regional Digitization Plan)	Digitization Objective 5: Establish a regional digital heritage program. (2007)	Increase number of member digitization projects by 25% over the life of the plan.	2006-2009	RAC will support member library and library systems' digitization projects through RBDB Member Grants that meet goals and objectives established in the regional digitization plan. (2007-2011)	Track and count number of member projects.
			2006-2011	RAC will support through RBDB WNYLRC activities that meet goals and objectives established in the Regional Digitization Plan. (2007-2011)	

3. Special Client Groups a. Hospital Library Services	Goal Statements	Intended Results	Year	Activities (not a required column for plan – internal use only)	Evaluation Methods
	HLSP Goal 1: Provide maximum access to quality health information resources and services to hospitals in Western New York.		2006-2011		
	HLSP Objective 1: Improve information services provided to area libraries through the HLSP program.	<p>HLSP will be able to use survey results to improve HLSP services.</p> <p>MISP allocation will subsidize cost of health information access.</p>		<p>Assess hospital information needs by conducting surveys periodically.</p> <p>HLSP staff create survey, analyze results, and make improvements to the HLSP program accordingly.</p> <p>Distribute MISP funds to help pay for health information access costs.</p>	<p>Number of survey responses.</p> <p>MISP-funded Interlibrary loan reports.</p> <p>Number of online database subscriptions funded by MISP.</p>
	HLSP Objective 2: Ensure the quality of the HLSP services and to maintain a qualified	HLSP staff will obtain current information and skills.	2006-2011	HCIA Committee will meet semi-annually to provide input on HLSP issues.	Number of CE opportunities attended per HLSP staff member.

	HLSP professional staff	Site specific needs will be identified.		<p>Each HLSP staff member to participate and successfully complete at least two CE opportunities per year by budgeting necessary funds.</p> <p>Support attendance at professional conferences by budgeting for at least two HLSP staff members to attend at least two professional conferences per year.</p>	Number of conferences attended.
	HLSP Objective 3: Provide greater online access to journals and databases through consortial purchasing of electronic resources.	HLSP patrons will have increased access to electronic resources.	2006-2011	Continue to support HUBNET access to circuit hospitals.	Number of hits or visits to HUBNET resources.
	HLSP Objective 4: Promote resource sharing among area hospital libraries.	<p>HLSP patrons will have increased access to library materials through interlibrary loan.</p> <p>HLSP patrons will have faster access to more resources through local resource sharing arrangements.</p>	2006-2011	<p>Circuit librarians will provide and facilitate interlibrary loans for hospital libraries.</p> <p>Circuit librarians and liaisons will continue to submit electronic ILL requests to IDS (Information Delivery</p>	<p>Number of interlibrary loans borrowed, lent, filled, and unfilled.</p> <p>Number of resources accessible.</p> <p>Turnaround time to access resources.</p>

		MISP allocation will subsidize cost of health information access.		Service) at the Health Sciences Library/Univ. at Buffalo and other libraries. Distribute MISP funds to help libraries pay for health information access costs. Librarians will support participation in DOCLINE.	
	HLSP Objective 5: Conduct expert literature searches for hospital library users.	HLSP patrons' information needs will be fulfilled through searches conducted by qualified MLS health sciences librarians.	2006-2011	Circuit librarians will conduct literature searches of print, non-print, and electronic resources for hospital patrons. Circuit librarians will fill article requests.	Number of searches. Number of article requests filled.
	HLSP Objective 6: Increase the quality of hospital library holdings through collection development.	HLSP patrons will have access to current, relevant materials located in hospital library collections.	2006-2011	Librarians will review collection development policies as needed. Librarians will seek input of hospital staff and library committees to identify titles for purchase. Librarians will weed	Number of policies reviewed. Number of items weeded. Number of items purchased.

				<p>outdated materials from hospital library collections.</p> <p>Librarians will select relevant materials for the hospital library collection.</p> <p>HLSP will continue to provide grant funds for hospital library materials.</p>	
	HLSP Objective 7: Continue to update the HLSP Audio-visual collection.	HLSP patrons will have shared access to a variety of current audio-visual materials in different formats housed in a central location.	2006-2011	<p>Librarians will survey hospital staff for suggestions of audiovisual materials.</p> <p>Librarians will select audiovisual materials for purchase.</p>	Number of audiovisual items purchased.
	HLSP Goal 2: Ensure circuit hospital library compliance with appropriate standards.		2006-2011		
	HLSP Objective 1: Comply with the JCAHO IM (Information Management) 5.10 standards.	Librarians will understand current JCAHO KBI (Knowledge-Based Information) standards.	2006	Librarians will develop a standard written plan for information access when electronic resources are not	<p>Number of written plans developed.</p> <p>Number of JCAHO KBI-standards distributed.</p>

		Ensure circuit hospital library compliance with the JCAHO IM 5.10 standards known as the Knowledge-Based Information (KBI) standards.	2006-2011	<p>available.</p> <p>Provide the standard written plan to JCAHO coordinators at each hospital.</p> <p>Annual updates of KBI standards will be provided to circuit librarians.</p> <p>KBI standards will be discussed annually at an HLSP staff meeting.</p> <p>Circuit librarians will make KBI standards available in each hospital library.</p>	
	HLSP Goal 3: Increase the knowledge base of HLSP constituents.		2006-2011		
	HLSP Objective 1: Increase training and continuing education opportunities in health information access to the hospitals, health professionals, and health sciences library community in Western New York.	<p>Liaisons will obtain current knowledge and share experiences with hospital librarians.</p> <p>Patrons will obtain improved HUBNET search skills.</p> <p>Patrons from the WNY</p>	2006-2011	<p>Provide an annual training workshop in information access methods and trends for hospital library liaisons.</p> <p>Offer at least two continuing education courses annually.</p>	<p>Number of workshops offered.</p> <p>Number of participants/workshop.</p> <p>Workshop evaluations.</p> <p>Number of HUBNET training sessions held.</p>

		<p>community will increase their awareness of and skills to access consumer health information.</p>		<p>Offer HUBNET training both individually and collectively.</p> <p>Identify training needs through suggestions, course evaluations, etc.</p> <p>Investigate and select courses and instructors, arrange and promote courses, facilitate, and evaluate courses.</p> <p>2006-2011 Provide website links to Ovid Tutorials and online search guides and create handouts as necessary.</p> <p>2006-2011 Provide consumer health information access training opportunities to the WNY community.</p> <p>Facilitate consumer health certification program and assist with the certification</p>	<p>Number of participants.</p> <p>Number of training sessions held for WNY community patrons.</p> <p>Number of participants.</p>
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				process.	
	HLSP Objective 2: Partner with other organizations to support continuing education activities.	Share costs for continuing education activities among various organizations.	2006-2011	<p>HLSP and other organizations develop survey to determine education and training needs.</p> <p>Survey conducted and results analyzed.</p> <p>Continuing education courses offered using a cost-sharing model.</p> <p>Partner with Upstate NY/Ontario Chapter (UNYOC) and other organizations to survey, plan, and share costs of continuing education classes.</p>	<p>Number of continuing education sessions held.</p> <p>Number of participants.</p> <p>Amount of money saved.</p>
	HLSP Goal 4: Increase marketing and communication of information about the HLSP to the Western NY healthcare community.		2006-2011		
	HLSP Objective 1: Enhance and share information about HLSP	Will increase the awareness and utilization of HLSP services.	2006-2011	Provide HLSP and health-related information via the	Number of hits to HLSP and health-related information on www.wnylrc.org

	services to the Western NY healthcare community.			<p>“HLSP Highlights” section in the WNYLRC WATCH newsletter and on the HLSP webpage.</p> <p>Identify and add authoritative links to website.</p> <p>Create pathfinders and lists as needed.</p>	
			2006	Add a counter to the HLSP website to calculate the number of visitors.	
			2006-2007	Evaluate current marketing materials and will update marketing materials to reflect current services in conjunction with WNYLRC marketing materials.	
	Objective 2: Provide networking opportunities for liaisons and local librarians in the health sciences community.	Increase awareness and support among the WNY community.	2006-2011	Encourage attendance at WNYLRC’s Annual Meeting and at the HLSP liaison workshop.	<p>Number of networking opportunities provided.</p> <p>Number of participants.</p>

3. Special Client Groups b. Documentary Heritage Program	Goal Statements	Intended Results	Year	Activities (not a required column for plan – internal use only)	Evaluation Methods
	DHP Goal 1: Foster the widest and most equitable access to the regions' historical records collections, especially those documenting local history.				
	DHP Objective 1: Improve access to historical records in the region.	<p>WNY Community has greater access to more historical records including documentation of local history.</p> <p>Improve identification and documentation of local subjects currently not well documented.</p>	2006-2011	<p>Provide technical assistance (e.g.: site visits, workshops, etc.) to repositories to improve collections management especially in applying the basic elements.</p> <p>Continue to respond to individual queries concerning aspects of program management.</p> <p>Continue to take part in the WNYLRC Regional Digital</p>	<p>Monitor progress made at sites visited.</p> <p>Track number of new entries in WNY Archives database.</p> <p>Track number of queries.</p>

				<p>Heritage Advisory Subcommittee. Continue to take part in projects that involve teaching with historical records.</p> <p>Continue to work with other regional DHP offices across the state to encourage identification and use of local collections for broader research.</p> <p>Encourage repositories to include holdings descriptions in regional and statewide databases including WNY Archives Database.</p> <p>Encourage repositories to become involved in projects such as building digital collections to utilize new technologies for access.</p> <p>Develop tools to enhance the links</p>	
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				between local history, state, and national events.	
	<p>DHP Objective 2: Develop a broad base of support for historical records programs in the region by engaging in activities that will help promote greater public awareness and appreciation for historical records.</p>	<p>Increase WNY community awareness of historical records in the region.</p> <p>A professional base of support will encourage greater public awareness of the role and responsibilities of archives in their communities.</p> <p>Products resulting from collaborative efforts will reach various constituencies and gain their support.</p> <p>Promote greater public awareness and appreciation for historical records.</p> <p>Strengthen support for activities of local</p>	2006-2011	<p>Encourage local repositories and local academic institutions to make use of local historical records in education.</p> <p>Assist repositories to make information about their collections widely known through electronic and print distribution of holdings descriptions.</p> <p>Educate staff and volunteers of repositories as to the importance of identifying more current materials that will be viewed as historically significant.</p> <p>Meet with educators and community members to present</p>	<p>Track and count attendance.</p> <p>Track number of collaborative projects in the region.</p> <p>Track number of articles published in newspapers, newsletters, etc.</p> <p>Track number of collaborations during this time frame.</p> <p>Track and count the number of tools developed to enhance links.</p>

		<p>repositories managing historical records.</p>	<p>programming activities that inform organizations about the value of the records they are creating or managing.</p> <p>Collaborate with museum, library and other like communities to develop public programming and pursue grant funding that emphasizes the value of historical records.</p> <p>Assist in developing coalitions and collaborations among local (and possibly external) repositories to develop programming emphasizing the value of historical records to the community.</p> <p>Encourage repositories to seek media, academic, government, and other recognition for their</p>	
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				<p>work.</p> <p>Submit articles and encourage others to submit articles for publication that feature the unique values of historical records collections.</p> <p>Increase involvement in activities such as Archives Week, National History Day, Black History Month, etc.</p>	
	<p>DHP Objective 3: Work with other organizations to pursue grant-funded projects that will result in publications, education materials, guidelines for managing collections that focus on under documented subjects.</p>	<p>Create increased documentation on under- documented subjects.</p> <p>Increase strategic planning among groups currently creating records.</p>	<p>2006-2011</p>	<p>Facilitate collaboration among repositories to pursue documentation to specific subjects such as women, ethnic, and racial groups, businesses and industries, environment, etc.</p> <p>Encourage repositories to pursue documentation of subjects not well preserved to date (such</p>	<p>Track number of new resources on local, ethnic, and racial histories.</p> <p>Track number of documented subjects.</p>

				as local ethnic and racial histories, histories of local businesses and industries, etc.)	
	DHP Goal 2: Greater networking among those who manage historical records.				
	DHP Objective 1: Develop more opportunities for people in the region to enhance their archival knowledge and skills.	More people will acquire archival job skills and apply them in their workplace. Greater networking among those who manage historical records will foster a greater sense of collegial stewardship.	2006-2011	<p>Collaborate with other regional programs (WNYLRC, WNYAHA, Region 8 NYSA, etc.) to develop and/or make available basic and advanced training for staff and volunteers of repositories.</p> <p>Support professional activities (archives courses and internships at Univ. at Buffalo, MARAC Conference at Chautauqua in Spring 2008, etc.).</p> <p>Work with NYSA, WNYLRC, and others to develop new and update existing</p>	<p>Assess training programs and feedback from course evaluations.</p> <p>Number of training sessions offered in the region.</p> <p>Assess student feedback from internships, courses</p> <p>Track new and ongoing activities and public programs offered by repositories in the region.</p>

				<p>training opportunities.</p> <p>Ensure that staff and volunteers in the region are kept informed of professional opportunities and model programs that can help them improve their services.</p> <p>Make information available regarding opportunities for professional development outside the region.</p>	
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3. Special Client Groups c. Preservation	Goal Statements	Intended Results	Year	Activities (not a required column for plan – internal use only)	Evaluation Methods
	<p>Preservation Goal 1: Develop the knowledge base of WNYLRC staff and members regarding preservation issues.</p> <p>Preservation Objective 1: WNYLRC to be a regional resource for</p>	Region builds knowledge base regarding preservation to share with members.	2006-2011	<p>Provide general information, guidelines, and referrals to local repositories with preservation questions.</p> <p>Preservation Committee to assess</p>	<p>Track number of questions.</p> <p>Survey results.</p>

	facilitating knowledge of and promoting a greater interest in preservation.			and respond to collective preservation needs in the region.	
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4. Continuing Education and Training	Goal Statements	Intended Results	Year	Activities (not a required column for plan – internal use only)	Evaluation Methods
	CE Goal 1: Develop the organization and human resources within WNYLRC and its member libraries and library systems needed to create and support innovative services in Western New York.		2006-2011		
	CE Objective 1: Provide member libraries and library systems with continuing education opportunities.	<p>Improve the quality of continuing education opportunities.</p> <p>Increase the number of participants attending these continuing education opportunities by 15% over the life of the plan.</p>	2006-2011	<p>WNYLRC to continue to support continuing education activities that cover broad based topics.</p> <p>WNYLRC to increase publicity in order to maximize attendance a professional development activities.</p>	<p>Track feedback of participants through evaluation forms provided during each workshop.</p> <p>Track and count the number of continuing education opportunities offered through the WNYLRC registration database (Evan Content Management</p>

				<p>Explore offering more CE opportunities in the Southern Tier.</p> <p>2007 CE Committee to explore the creation of a “Current Topics” discussion group.</p> <p>2006-2011 RAC to support technology-related continuing education activities through partnerships with committees and other organizations.</p> <p>2006-2007 Explore budgeting additional funds and/or reallocate funds from WNYLRC budgets to hire a full-time Professional Development Librarian Coordinator.</p> <p>2008 CE Committee supports continuing education activities with national speakers or experts in fields other than technology.</p>	<p>System).</p> <p>Track feedback of participants through evaluation forms provided at the end of each Leadership session and at the end of the entire Leadership Institute.</p>
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				<p>WNYLRC offers a Library Leadership Institute with national speakers or experts in the field of leadership.</p> <p>WNYLRC provides training of online databases and WNYLRC products.</p>	
	<p>CE Objective 2: Evaluate instructional technologies and delivery methods offered through WNYLRC to member libraries and library systems.</p>	<p>Increase accessibility to CE activities by providing alternative instructional tools.</p> <p>Increase the number of participants attending continuing education from remote locations by 15% over the life of the plan.</p>	2007	<p>WNYLRC to investigate funding for new technologies for use in WNYLRC Boardroom and Training Center. (2007)</p>	<p>Track feedback of participants through evaluation forms provided during each workshop.</p> <p>Track and count the number of continuing education opportunities offered through the WNYLRC registration database (Evan Content Management System).</p>
	<p>CE Objective 3: Increase education and awareness of sound preservation and conversion practices on both the basic and advanced levels throughout the region.</p>	<p>Preservation Committee members obtain current information on preservation-related topics.</p> <p>Members stay current on preservation issues.</p>	2006-2011	<p>Provide continuing education for Preservation Committee members on preservation-related topics.</p> <p>Develop basic training</p>	<p>Track number of workshops offered.</p> <p>Track number of workshop participants.</p> <p>Workshop evaluation results.</p>

				<p>workshops on preservation issues for WNYLRC member libraries and library systems.</p> <p>Develop advanced training workshops on preservation issues for WNYLRC member libraries and library systems.</p> <p>Seek partnerships or other forms of collaboration with area academic institutions to enhance preservation training in the region (such as a preservation certificate program).</p>	
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5. Consulting and technical assistance services	Goal Statements	Intended Results	Year	Activities (not a required column for plan – internal use only)	Evaluation Methods
	Consulting and Technical Assistance Services Goal 1: Enhance member services through use of staff expertise.	Provide a broader range of services to members.	2006-2011	WNYLRC to explore consultative services (i.e., grant writing, technical assistance, etc.)	Track the number of queries.

				WNYLRC to answer members' queries.	

6. Coordinated services	Goal Statements	Intended Results	Year	Activities (not a required column for plan – internal use only)	Evaluation Methods
6.a. Access to databases (consortial opportunities)	Coordinated Services Goal 1: Enhance the access to, and retrieval of print, electronic, and digital information resources for member libraries, library systems, and their patrons.				
	Coordinated Services Objective 1: Facilitate and support best pricing for access to online resources and databases while practical.	Provide pricing for member libraries to access more databases with limited budgets. Provide optimal pricing for member libraries to access online resources.	2006-2008	RAC will continue to support through RBDB several ports to OCLC's WorldCat. (2006) RAC works with Resource Sharing Committee in identifying online resources that best meet regional needs. (2007-2008) RAC will explore the	Track library patron usage of online databases.

				<p>implementation of a cost share model with members for access to online resources. (2007-2008)</p> <p>RAC with RSC to re-evaluate online database support (2009).</p> <p>WNYLRC will continue to collaborate with vendors providing cost sharing services (e.g.: WALDO)</p>	
6.b. Recon/Cataloging	Coordinated Services Objective 2: Provide access to materials and resources through retrospective conversion of unique items that enhance regional collections and regional resource sharing.	Enhance access to unique materials.	2007 2007-2009	<p>RAC will discontinue RBDB funding of retrospective conversion of ubiquitous materials starting in funding year 2007.</p> <p>RAC will support through RBDB retrospective conversion of unique materials not available elsewhere in the region through</p>	Track number of unique items converted.

			2010	funding year 2009. Discontinue RBDB funding all traditional retrospective conversion of monographs and serials from standard collections effective in funding year 2010.	
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7. Awareness and advocacy	Goal Statements	Intended Results	Year	Activities (not a required column for plan – internal use only)	Evaluation Methods
	Advocacy Goal 1: Continue to raise the visibility of Western NY libraries and library systems to business leaders, government representatives, and the general public.				
	Advocacy Objective 1: Increase the awareness on the part of the business and education communities regarding the roles libraries play as	Will elevate the roles of libraries as partners with the government, business and education communities.	2006-2011	WNYLRC to re-visit reactivating the Library Advocacy Committee. Explore providing library advocacy training through the	WNYLRC staff and Board of Trustees attendance at Legislative day. Number of visits to legislators offices. Training attendance.

	partners.		<p>Library Advocacy Committee.</p> <p>Encourage cooperative visits on Legislative Day in Albany.</p> <p>Library Advocacy Committee and Continuing Education Committee to re-evaluate the WNYLRC Legislative Training Day.</p> <p>CE Committee will complete and make available online a list of library experts willing to present before professional and civic groups about various library-related issues.</p> <p>WNYLRC continues to send press releases to local area media. WNYLRC staff interviewed by local media when appropriate.</p>	<p>Number of presentations.</p> <p>Number of experts identified.</p> <p>Number of press releases.</p>
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	<p>Advocacy Objective 2: Seek increased funding support for libraries and library systems.</p>	<p>Obtain broader support for libraries in WNY.</p>	<p>2006-2011</p>	<p>Support WNYLRC member library delegation to annually attend ALA legislative briefing in Washington, DC and meet with government representatives in their offices.</p> <p>Continue advocacy efforts at the State level through the NYS Librarian's office, Division of Library Development, Regents Commission and related offices.</p> <p>Work with WNYLRC members and members of the Board to meet with legislators in WNY offices.</p> <p>Provide current legislative information to members on library-related issues through WNYLIB-L</p>	<p>Number of members attending legislative briefing.</p> <p>Number of support dollars.</p>

				and on www.wnylrc.org	
				Work with NYLA and other library advocacy-related groups to increase support for WNY libraries and library systems.	
	Advocacy Objective 3: Increase media coverage.	Elevate the roles of libraries in the WNY community.	2006-2011	WNYLRC to continue sending out press releases, articles, etc. to the media. WNYLRC to establish relationships with individuals in the media.	Track media coverage.
	Advocacy Objective 4: WNYLRC will connect with other local organizations in increasing the visibility of libraries and library systems in Western NY and beyond.	Elevate the roles of libraries as partners with the business and education communities	2006-2011	Get on the agenda to present at local area community groups (i.e., Rotary Clubs, etc.) Explore activities (e.g., book festivals, etc.) that encourage collaboration and participation of libraries and libraries systems in Western NY.	Number of presentations. Number of activities.

8.Communications among member libraries	Goal Statements	Intended Results	Year	Activities (not a required column for plan – internal use only)	Evaluation Methods
	Communications Goal 1: Improve communication channels between and among WNYLRC and member libraries and library systems.				
	Communications Objective 1: Utilize technology to provide alternative communication methods to increase member participation in WNYLRC activities.	Increase participation of Committee and Board of Trustees members.	2007	Investigate funding for optimum conferencing ability in WNYLRC Boardroom. Investigate funding of video conferencing over IP or best alternative to eliminate designated DSL lines and associated costs.	Track and count the attendance at committee and board meetings.
	Communications Objective 2: Continue to improve content and delivery	Improve member libraries and library systems' staff access to regional and national information that	2006	Evaluate effectiveness of print vs. online newsletter to determine best	Track and count number of hits for online newsletter. Survey member libraries and

	<p>of news and information to members.</p>	<p>impact library and information services to patrons of WNY.</p> <p>Streamline delivery of WNYLRC news to member libraries and library systems' staff through automated services provided on the web.</p>	<p>2006-2007</p>	<p>production schedule for each. (2006)</p> <p>Investigate and evaluate alternative delivery methods of news and information to members including but not limited to RSS feeds, listservs, blogs, wikis, etc. (2006-2007)</p> <p>Investigate and evaluate methods of access to existing and new sources of information for members.</p> <p>WNYLRC investigates, with public and school library systems, ways to improve communication between WNYLRC and school and public librarians and staff.</p> <p>Conduct brief orientation for new members and</p>	<p>library systems on communication services provided by WNYLRC.</p> <p>Number of new and potential member orientations.</p> <p>Number of new and revised documents/publications for new and potential members.</p>
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				potential members through personal site visits. Continue to improve member packet information about WNYLRC programs and services.	
	Communications Objective 3: Increase networking opportunities for members.	Improve professional interaction of members regarding current issues in library and information science.	2006-2011	Add networking time to WNYLRC-sponsored events.	Track number of participants. Assess feedback from evaluation forms.

9. Cooperative efforts with other library systems	Goal Statements	Intended Results	Year	Activities (not a required column for plan – internal use only)	Evaluation Methods
	Cooperative Goal 1: Enhance the relationships WNYLRC has with and among its public and school library system members, and NY3Rs, Inc.	Will strengthen cooperation among systems.	2006-2011	Continue the practice of having WNYLRC staff serve on school library system councils throughout the region. Continue efforts to meet onsite at public library systems to share information and	Survey public and school library systems to assess WNYLRC's performance regarding systems cooperation.

				<p>encourage communications. Continue ongoing communication via newsletters, information sharing at council/board meetings, etc.</p> <p>Continue to explore new ways of partnering between and among systems when new opportunities arise.</p> <p>Continue to actively participate in the NY3Rs, Inc.</p>	

10. Other (optional)	Goal Statements	Intended Results	Year	Activities (not a required column for plan – internal use only)	Evaluation Methods
10.a. Board responsibilities	Board Goal 1: Create ways for the WNYLRC Board to work for the betterment of WNYLRC and the membership.				
	Board Objective 1:	Keep Bylaws current	2008	Create a Bylaws	Count votes at 2009

	Evaluate organizational governance	with WNYLRC and members' needs.		<p>Subcommittee of 3 Board members, Executive Director, and 2-3 WNYLRC members to review Member Bylaws. Present Bylaws revisions to the membership at the Annual Meeting in Oct. 2009.</p> <p>Review and revise Board of Trustees Bylaws.</p> <p>Explore the Regents Commission on Libraries report that recommends that 3Rs councils implement a lay Board of Trustees.</p>	Annual Meeting.
	Board Objective 2: Work with WNYLRC staff to implement WNYLRC's 5-Year Plan of Service.	Ensure WNYLRC resources and services are funded and financial operations secure.	2006-2011	Executive Director and staff develop budget of staff and finances accordingly to successfully complete goals and objectives of 5-Year Plan. Board Business & Finance Committee and Executive Committee review	Evaluate according to the intended results as provided in the 5-Year Plan of Service.

				budget proposal annually. Board reviews and approves budget.	
	Board Objective 3: Encourage WNYLRC staff to participate in outreach efforts such as community groups and organizations (e.g.: organizations where WNYLRC is an institutional member, etc.)	Broaden WNYLRC and member libraries/systems support with the broader community.	2006-2011	Determine which Boards staff are currently serving on. Staff and Board identify organizations to approach regarding Board representation. Staff contact identified organizations seeking Board representation.	Count numbers of activities WNYLRC staff participate in.
	Board Objective 4: Continue the smooth transition of changing Board members.	New Board members will be better informed about WNYLRC.	2006-2011	Conduct orientation for new Board members. New Board member orientation conducted by WNYLRC every January prior to first Board meeting of the year.	Feedback from new and current Board members.
10.b. Administration/Operations	Admin Goal 1: Ensure continued success of WNYLRC operations and programs for		2006-2011		

	members.				
	Admin Objective 1: Evaluate the WNYLRC resources (i.e., staffing, funding levels, etc.) needed for the creation and support of new projects, services, and programs.	Document the effectiveness and impact of RBDB funded projects from 2005-2008 on the region's access to quality information and resource sharing. Explore the creation of a new competitive technology grant program for member libraries and library systems to fund projects currently not fundable under RBDB.	2009	RAC will formulate a task group to evaluate RBDB spending, projects supported and future directions. (2009) RAC will assess current technologies supported by WNYLRC in providing the virtual union catalog, electronic ILL, and virtual reference. (2009) WNYLRC staff explores funding capabilities for new grant program (2006-2007) Grant project proposal given to Board of Trustees for approval. (2007) If approved, RAC and RSC create grant guidelines and application process	Repeat the method used in 2005 to evaluate RBDB funding for the previous 6 years. RAC will assess program's success by number of grant applicants and perceived impact on regional resource sharing.

				<p>for approval by the Board of Trustees (2007-2008)</p> <p>If approved, a recommended Reading Team approved by RAC and RSC will select the best projects for funding under the new grant program guidelines (2007-2008)</p>	
	<p>Admin Objective 2: Provide a work environment for WNYLRC staff for maximum efficiency and output.</p>	<p>Allow for a staff that is both personally and professionally better prepared and motivated.</p> <p>Technologically proficient staff will be able to provide services to members.</p> <p>Work environment will be safe and at the optimum level for providing member services.</p> <p>Ensure current activities and skills are</p>	<p>2006-2011</p>	<p>Identify and encourage opportunities for professional development through outside training as well as training sponsored in-house.</p> <p>Continue the Tuition Reimbursement Program.</p> <p>Evaluate physical work environment at headquarters to ensure optimum and safe conditions exist for staff.</p>	<p>Each WNYLRC staff member is required to attend a minimum of one professional development activity per year.</p> <p>Survey results.</p>

		<p>commensurate with job descriptions.</p>	<p>Review lease agreement by 4th quarter 2007 for implementing lease extension to 2011. Have lease reviewed by attorney.</p> <p>Executive Director communicates continuously with Calspan, Inc. tenant relations regarding facilities issues and documents concerns in writing.</p> <p>Explore activities that provide opportunities for revenue streams.</p> <p>Assess current services (2007, 2009, 2011).</p> <p>Survey members on a regular basis.</p> <p>Conduct annual performance reviews.</p> <p>Annually review and</p>	
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				<p>update job descriptions of staff. Continuously review of WNYLRC EMPLOYMENT HANDBOOK to reflect current work environment.</p> <p>Review WNYLRC EMPLOYMENT HANDBOOK in its entirety for major policy changes (2007, 2011). Have HANDBOOK reviewed by an HR specialist and an attorney who specializes in HR issues.</p>	
	Admin Objective 3: Keep pace with the latest technological trends.	<p>Provide members with access to and instruction on current technologies.</p> <p>Keep policies current.</p>	2006-2011	<p>Upgrade the organization's hardware and software on a regular basis.</p> <p>Revise WNYLRC technical policies as needed.</p> <p>Upgrade Training Center equipment,</p>	<p>Number of pieces of equipment and software purchased.</p> <p>Number of policies revised.</p>

				furnishings, mechanics, and supplies to allow for the latest technology trends.	
	Admin Objective 4: Continue to strengthen member participation in WNYLRC's committees, subcommittees, task forces, and other such groups that support WNYLRC's mission.	Strengthen WNYLRC member involvement in the organization. Continue active participation by members on committees, subcommittees, task forces, and other groups that support WNYLRC's mission. Encourage members to be stakeholders in WNYLRC programs.	2006-2011	Committees recommend goals that are connected to the 5-Year Plan of Service on an annual basis. Continue to review and refine Committee Guidelines document. With WNYLRC staff, committees participate in new committee member orientation.	Number of goals established. Number of revisions made. Number of new committee member orientations provided. Feedback from new committee member orientation participants.
10.c. Development/Grants	Development Goal 1: Gain financial support for WNYLRC products and services.		2006-2011		
	Objective 1: Seek and increase the number of grants and foundation awards made to WNYLRC.	Increase funds to support WNYLRC products and services.	2006-2011	Research funding sources. Apply for grants and awards to appropriate funding agencies.	Track number of grants and awards given to WNYLRC.

				Establish relationships with area corporations as potential funding agents.	
	Development Goal 2: Assist graduate library school students to obtain experience in the library and information science field.	Help educate future professionals in library and information science and assist them in understanding the workings of libraries in Western NY and throughout NYS.	2007	Re-explore establishing a paid internship/scholarship for UB DLIS graduate students to work at WNYLRC.	Track number of scholarship applicants.
10.d. Marketing	Marketing Goal 1: To heighten awareness and usages of WNYLRC products and services to our members and the broader Western New York Community.	Increased use of WNYLRC products and services.	2006-2011	WNYLRC to develop a marketing plan that also encompasses existing marketing and public relations tools, and also includes public relations (target markets, press release plan, speakers program, email information update program, and media relations program); advertising; promotions (e.g.: giveaways) and budget. WNYLRC to explore	Usage of WNYLRC products and services tracked before and after marketing or public relations event/campaign.

				<p>hiring a marketing/PR consulting firm to assist in developing the marketing plan.</p> <p>WNYLRC to explore working with a local area advertising firm.</p> <p>WNYLRC to explore developing public service announcements (PSA's) on local media (TV and radio).</p> <p>WNYLRC to implement plan's activities.</p> <p>WNYLRC to provide annual updates on WNYLRC activities to school library systems and their members.</p>	
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ASSURANCE:

The Western New York Library Resources Council'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 was reviewed and approved by the Board of Trustees on April 11, 2006.

APPROVAL:

The Western New York Library Resources Council's Plan of Service was reviewed and approved by the New York State Library on _____, 2006.