

Central New York Library Resources Council FIVE YEAR LIBRARY SYSTEM PLAN OF SERVICE (Reference and Research Library Resources System) 2021-2026

SECTION 1 - GENERAL INFORMATION

July 1, 2021 - June 30, 2026

- | | | |
|------|--|---|
| 1.1 | Name of System | Central New York Library Resources Council |
| 1.2 | Street Address | 5710 Commons Park Drive |
| 1.3 | City | East Syracuse |
| 1.4 | Zip Code | 13057 |
| 1.5 | Four Digit Zip Code
Extension (enter N/A
if unknown) | 9400 |
| 1.6 | Telephone Number
(enter 10 digits only) | (315) 446-5446 |
| 1.7 | Fax Number (enter
10 digits only) | (315) 446-5590 |
| 1.8 | Name of System
Director | Marc Wildman |
| 1.9 | E-Mail Address of the
System Director | mwildman@clrc.org |
| 1.10 | System Home Page
URL | https://clrc.org |
| 1.11 | URL of Current
Membership List | https://clrc.org/members/ |
| 1.12 | Date of
Establishment | 1967 |
| 1.13 | Date of Absolute
Charter | 1972 |
| 1.15 | Square Mileage of
System Service Area | 4,057 |
| 1.16 | Population of System
Service Area | 839,865 |
| 1.17 | Type of System | 3Rs |

SECTION 2 - SYSTEM GOVERNANCE AND MEMBERSHIP

BYLAWS

- 2.1 URL of Current Governing Bylaws <https://clrc.org/about/>

APPOINTMENT/ELECTION OF SYSTEM BOARD / SYSTEM COUNCIL

- 2.2 System Board / System Council Appointment/Election - Indicate whether the System Board / System Council Members are appointed or elected (select one). E - System Board / System Council Members are elected
- 2.3 Indicate by whom the System Board / System Council Members are appointed/elected. CLRC Membership at the Annual Business Meeting. One vote is cast per membership institution. The CLRC Nominating Committee proposes a slat of nominees for each vacant Board position.

ADVISORY GROUPS

2.4 Advisory Groups - Indicate the groups that advise the System Board / System Council. (check all that apply):

- a. Member Directors' Organization / SLS Advisory Council No
- d. Regional Automation Committee Yes
- e. Hospital Library Services Program Committee Yes
- f. Coordinated Collection Development Committee Yes
- j. Other (specify using the note) Yes
- 2.5 Does the System Offer Levels of Membership? Yes
- a. Membership Level Name Full Membership

- b. Criteria for Membership at this Level employ an appropriate information specialist responsible for supervising library collections and service, have minimum holdings of 2,000 bibliographically-controlled titles, agree to share library resources through ILL in accordance with Council policies
- a. Membership Level Name Cultural Heritage Membership
- b. Criteria for Membership at this Level non-library organizations and historical associations, museums, friends' organizations, or historical records repositories.
- a. Membership Level Name Affiliate Membership
- b. Criteria for Membership at this Level institutions who do not qualify & are not seeking full membership, historical records repositories & associations such as historical societies or museums, friends' organizations, or newly-created libraries still developing collection & services structure.
- a. Membership Level Name Personal Membership
- b. Criteria for Membership at this Level any individual who lives or works within the CLRC service area wishing to actively participate in continuing education opportunities, committee work, and special interest groups.
- a. Membership Level Name Hospital Member
- b. Criteria for Membership at this Level hospitals and medical institutions in the CLRC service area wishing to participate in the HLSP fund program.
- 2.6 Provide the URL for Membership Level Descriptions <https://clrc.org/membership/>

SECTION 3 - PLANNING

NEEDS ASSESSMENT AND DEVELOPMENT OF THE PLAN OF SERVICE

- 3.1 Provide a summary describing the processes used to assess member needs in the CLRC adopted Monthly "Tuesdays at Ten" meetings during COVID to gauge members concerns and questions. Four specific "Regional Conversations" were conducted specifically to gather member input for the POS. These would

- development of the Plan of Service.
- 3.2 Identify the groups involved in development of the Plan of Service and each group's role. have been held in person but COVID concerns turned them into digital events. CLRC also conducted a specific Google Survey to gather input from the membership for the POS. Other surveys are conducted periodically to gather specific feedback on certain services such as Continuing Education. Each Committee and Special Interest Group was consulted for input for the plan. CLRC staff conducted information gathering with each of the committees or special interest groups they lead (<https://clrc.org/community/committees/>). The Executive Director also met with each staff members to draft goal statements based on feedback and staff expertise. Those draft goals were brought to the Board of Trustees at their December meeting for comment and suggestions. An in person board retreat was not possible and would normally have been held. Members were offered four opportunities to make comments and suggestions for continued and new services. A draft of the POS was presented to the BOT at the February meeting for final comment and suggestions. The BOT approved the report for submission at the March meeting.
- 3.11 Provide the URL of the 2021-2026 Coordinated Collection Development for Academic Libraries Plan <https://clrc.org/wp-content/uploads/2021/01/CLRC-CCDA-Plan-2021.pdf>

EVALUATION

- 3.12 Describe the information to be collected in order to evaluate and determine members' satisfaction with the system's services. CLRC continuously monitors attendance and surveys members after each CE events. CLRC uses statistics to measure effectiveness of our ILL and delivery services as well as special interest group input (SIG). Periodic surveys are conducted targeted to specific groups as well as a survey sent to all members. CLRC staff make field visits to members to solicit feedback and to promote services. CLRC conducts an annual meeting for membership and includes opportunity for feedback during the business meeting portion of the day.
- 3.13 Provide the URL for <https://docs.google.com/spreadsheets/d/1enXz2IN->

- the evaluation form(s) used by members. TsGvmY-IB5hfUzK4Faf-vDU9iefi206MBuQ/edit#gid=797835528
- 3.14 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. CLRC staff continuously monitor feedback and adjust services to meet member needs. Some services are ongoing while staff strive to anticipate the needs in the months and years ahead. Information solicited from surveys and feedback are factored into long range planning and the POS. CLRC staff review the POS every six months to assure that the plan is being followed and our goals are being met. Staff are also expected to submit goals annually during their job performance review that anticipate and expand services to members.

REVISION PROCESS

- 3.15 Describe the process for revising the system's Plan of Service for submission to the New York State Education Department/New York State Library. CLRC staff have been anticipating this process well over a year ago when we review the POS every six months. We determined what goals were ongoing services to our members and where we could expand or change to meet members expectations over the next five years. Originally town meetings were to be held across our service area over a period of several months but the COVID pandemic hindered that process. CLRC changed the meetings to online "Community Conversations" to gather input from members. CLRC also conducted a survey of members to solicit feedback of what members valued from us and what they anticipated as needs going forward. The board of directors focused a meeting on the POS draft and made suggestions to the final document. CLRC staff review the POS at least twice yearly to assess progress and anticipate changing needs of members.

SECTION 4 - GOALS/RESULTS

- 4.1 The Library System's Mission Statement (The Instructions include the definition of the mission statement.) CLRC empowers its members by providing support, programs, and advocacy, resulting in stronger libraries and communities within the region.

Minimum Requirement for questions 4.2 through 4.6, 4.8, 4.10 through 4.13, 4.15 through 4.17 - complete one repeating group for each topic of every

element.

4.2 Element 1 - RESOURCE SHARING

Cooperative Collection Development

1. Goal Statement CLRC will facilitate participation in the Coordinated Collection Development Aid (CCDA) program among academic member libraries, and ensure that the eligible libraries continue to submit collection development applications annually to the NYS DLD.

- 2a. Indicate year(s) during which the system will be addressing this goal Yes (check all that apply)

Year 1
- 2b. Year 2 Yes
- 2c. Year 3 Yes
- 2d. Year 4 Yes
- 2e. Year 5 Yes

3. Intended Result(s) Eligible academic libraries will be aware of and participate in Cooperative Collection Development Aid.

4. Evaluation Method(s) CLRC will compare numbers and participation to previous years and monitor collection subject areas. CLRC will convene the participants of CCDA together twice a year to discuss the program and evaluate its success.

4.3 Element 1 - RESOURCE SHARING

Catalog Services

1. Goal Statement CLRC will facilitate accurate and current holdings listed in OCLC upon request.

- 2a. Indicate year(s) during which the system will be addressing this goal Yes (check all that apply)

Year 1
- 2b. Year 2 Yes
- 2c. Year 3 Yes

- 2d. Year 4 Yes
- 2e. Year 5 Yes
- 3. Intended Result(s) CLRC members will have their collections represented in OCLC and available to the public. Members collection will be available for ILL when allowed. CLRC will assist member libraries listing their holdings in OCLC.
- 4. Evaluation Method(s) The participating members will be surveyed that their cataloging needs are being fulfilled successfully.

4.4 Element I - RESOURCE SHARING

Delivery

- 1. Goal Statement CLRC will facilitate cost-effective methods for delivery of library resources among members.
- 2a. Indicate year(s) during which the system will be addressing this goal Yes (check all that apply)
 - Year 1
 - 2b. Year 2 Yes
 - 2c. Year 3 Yes
 - 2d. Year 4 Yes
 - 2e. Year 5 Yes
- 3. Intended Result(s) Physical and electronic materials are delivered efficiently and cost-effective. Libraries can extend their collections and meet users needs for recreational and research needs. As many libraries as possible will participate in the Empire Library Delivery (ELD) service. Campusship will be provided as an alternative to ELD where necessary.
- 4. Evaluation Method(s) CLRC will facilitate a regional Resource Sharing Workshop for members to learn and discuss better ways to provide the sharing of materials. CLRC monitors and evaluates Campusship and Empire Library Delivery statistics. All CLRC members have access to some mechanism of delivery services.

4.5 Element I - RESOURCE SHARING

Interlibrary Loan

- 1. Goal Statement CLRC will support members' Interlibrary Loan (ILL) needs and activities

2a. Indicate year(s) during which the system will be addressing this goal Yes (check all that apply)

Year 1

2b. Year 2 Yes

2c. Year 3 Yes

2d. Year 4 Yes

2e. Year 5 Yes

3. Intended Result(s) CLRC members will have access to ILL if they do not facilitate the services themselves internally at their institution. Members will have training and assistance available to them for whatever method needed (DOCLINE, MLA, WorldCat, Etc.).

4. Evaluation Method(s) CLRC will maintain services with DOCLINE, MLA, EFTS and WorldShare to meet members needs. CLRC will maintain and evaluate statistics from all ILL service providers. Members will be aware of and use MISIP funding. The Resource Sharing Special Interest Group will provide input and evaluation of CLRC ILL services.

4.6 Element I - RESOURCE SHARING

Digital Collections Access

1. Goal Statement CLRC will support and encourage regional digitization efforts.

2a. Indicate year(s) during which the system will be addressing this goal Yes (check all that apply)

Year 1

2b. Year 2 Yes

2c. Year 3 Yes

2d. Year 4 Yes

2e. Year 5 Yes

3. Intended Result(s) Member libraries will be able to engage in digital projects through Access and Digitization Grants. The Digital Collections Librarian consults with members to prioritize and asses digital projects.

Access and Digitization grants are available to members for digitization and metadata projects. CLRC facilitates adding these digital collections to repositories such as NY Heritage, NY Newspapers, and Empire ADC where appropriate. CLRC will maintain digitization services through our DigLab. The equipment in our DigLab may be used by members or CLRC to digitize materials. CLRC staff will also offer digitization and metadata services. Reducing our reliance on outside vendors significantly reduces project costs for CLRC and our members."

- 4. Evaluation Method(s) CLRC maintains statistics and monitors usage of materials added to NYH, NY Historic Newspapers and other repositories for storing digitized materials. CLRC sponsors Access and Digitization Grants to members to encourage the digitization of collections and materials housed in their institutions.

**4.7 Element I - RESOURCE SHARING
Other (Optional)**

- 1. Topic MISP Funds
- 2. Goal Statement CLRC will utilize and promote MISP grant funds for members to access medical information and documents.
- 3a. Indicate year(s) during which the system will be addressing this goal Yes
(check all that apply)
- Year 1
- 3b. Year 2 Yes
- 3c. Year 3 Yes
- 3d. Year 4 Yes
- 3e. Year 5 Yes
- 4. Intended Result(s) Member libraries will have the ability to purchase medical articles and document from DOCLINE and other medical resources that charge fees. These fund help supplement shrinking budgets especially at medical institutions where information can be crucial to patient care. Hospitals will increase the use of electronic resources available to them.

5. Evaluation Method(s) CLRC monitors all MISP fund allocations and measures usage of each institution. Statistics are also kept on the number of articles requested using these funds. CLRC staff follow up with institutions if they see that they are not using the usual amount of funds in previous years.

4.8 Element 2 - SPECIAL CLIENT GROUPS

Hospital Library Services

1. Goal Statement CLRC will use HSLP and MISP funds to enhance hospital members access to medical information, training, and documents.
- 2a. Indicate year(s) during which the system will be addressing this goal (check all that apply) Yes
 - Year 1
- 2b. Year 2 Yes
- 2c. Year 3 Yes
- 2d. Year 4 Yes
- 2e. Year 5 Yes
3. Intended Result(s) Hospitals will be able to meet the information needs of staff and medical professionals to ensure patient care. Health sciences librarians will receive training and exposure to new resources to enhance their ability to provide their hospitals with expert research service. CLRC will supplement database purchases that are needed by hospital workers to perform their duties.
4. Evaluation Method(s) Statistics are kept on how many questions are answered by the HEALTH@CLRC support librarian. Numbers are also retained and evaluated on how many articles are requested and by whom. Usage of electronic resources supported by CLRC funds.

4.9 Element 2 - SPECIAL CLIENT GROUPS

Other (Optional)

1. Topic Special Interest Groups
2. Goal Statement CLRC will continue to sponsor Special Interest Groups (SIG's) and encourage new sections.

3a. Indicate year(s) during which the system will be addressing this goal Yes (check all that apply)

Year 1

3b. Year 2 Yes

3c. Year 3 Yes

3d. Year 4 Yes

3e. Year 5 Yes

4. Intended Result(s) Members with similar interests find it beneficial to be able to collaborate with fellow colleagues. Members can learn from each others experience and work together to find solutions for problems they may have encountered. CLRC provides the ability and opportunity to work with these groups to hold workshops and events that otherwise may not come to fruition.

5. Evaluation Method(s) CLRC evaluates Special Interest Groups by attendance at meetings and the goals achieved by each group.

4.10 Element 3 - PROFESSIONAL DEVELOPMENT AND TRAINING

1. Goal Statement CLRC continuing education programs will be planned based on direct suggestions from members, CLRC committees, and feedback from follow-up surveys.

2a. Indicate year(s) during which the system will be addressing this goal Yes (check all that apply)

Year 1

2b. Year 2 Yes

2c. Year 3 Yes

2d. Year 4 Yes

2e. Year 5 Yes

3. Intended Result(s) Members who participate in CLRC workshops will enhance skills to serve their patrons. CLRC will provide training opportunities to members who lack the ability to travel to regional and national events

and conferences. Members will be exposed to emerging trends and technology.

4. Evaluation Method(s) All CE events are followed up with an evaluation survey. CLRC tracks the number of attendees at each event. CLRC also periodically sends a survey to all members to solicit the needs of library employees for CE workshops. CLRC has a CE Committee to provide feedback and help plan workshop ideas.

1. Goal Statement CLRC will strive to use members expertise to provide continuing education. CLRC will strive to enlist a diverse group of speakers and presenters from underrepresented groups for CE offerings.

2a. Indicate year(s) during which the system will be addressing this goal Yes (check all that apply)

Year 1

2b. Year 2 Yes

2c. Year 3 Yes

2d. Year 4 Yes

2e. Year 5 Yes

3. Intended Result(s) Members will appreciate the sharing of skill and expertise with their fellow colleagues. Members will see more diversity in the presenters and the library field.

4. Evaluation Method(s) CLRC will track member and BIPOC presenters.

4.11 **Element 4 - CONSULTING AND DEVELOPMENT SERVICES**

1. Goal Statement CLRC staff will provide consulting services to members in their areas of expertise.

2a. Indicate year(s) during which the system will be addressing this goal Yes (check all that apply)

Year 1

2b. Year 2 Yes

2c. Year 3 Yes

2d. Year 4 Yes

- | | | |
|-----|--|--|
| 2e. | Year 5 | Yes |
| 3. | Intended Result(s) | Members will seek out CLRC when they encounter issues where they may not have the expertise to solve. CLRC staff will be the information resource when librarians need technical assistance. CLRC staff can direct members to appropriate resources that will provide information on the topic they require. |
| 4. | Evaluation Method(s) | CLRC staff will monitor the questions and consultation that are sought out by members. Some consultation may be via email, phone, zoom, or in person site visits. |
| 1. | Goal Statement | CLRC will create programs and opportunities for members to expand their knowledge base of grants, budgets, and administrative issues. |
| 2a. | Indicate year(s) during which the system will be addressing this goal (check all that apply) | Yes |
| | Year 1 | |
| 2b. | Year 2 | Yes |
| 2c. | Year 3 | Yes |
| 2d. | Year 4 | Yes |
| 2e. | Year 5 | Yes |
| 3. | Intended Result(s) | Members will have access to programs and services that will enable them to carry out the missions of their institutions. CLRC will provide information for grant opportunities. CLRC will provide the Ask-The-Lawyer and Ask-The-HR-Expert services for members when appropriate. Members will be more aware of CLRC grants for Professional Development and New Initiatives as well as grants from regional and national sources. |
| 4. | Evaluation Method(s) | CLRC will monitor attendance and interest in CE events that pertain to development issues. CLRC measures and tracks the funds spent on Ask-The-Lawyer and Ask-The-HR-Expert and other internal grants. |

**4.12 Element 5 - COORDINATED SERVICES FOR MEMBERS
Virtual Reference**

- | | | |
|-----|--|---|
| 1. | Goal Statement | CLRC will promote and provide members with information to participate with the AskUs 24/7 service at a consortia price. |
| 2a. | Indicate year(s) during which the system will be addressing this goal (check all that apply) | Yes |
| | Year 1 | |
| 2b. | Year 2 | Yes |
| 2c. | Year 3 | Yes |
| 2d. | Year 4 | Yes |
| 2e. | Year 5 | Yes |
| 3. | Intended Result(s) | Participating member libraries receive a 10% discount for AskUs 24/7 |
| 4. | Evaluation Method(s) Number of participating members. | |

4.13 Element 5 - COORDINATED SERVICES FOR MEMBERS
Digitization Services

- | | | |
|-----|--|--|
| 1. | Goal Statement | CLRC will maintain the DigLab to provide digitization services to members. |
| 2a. | Indicate year(s) during which the system will be addressing this goal (check all that apply) | Yes |
| | Year 1 | |
| 2b. | Year 2 | Yes |
| 2c. | Year 3 | Yes |
| 2d. | Year 4 | Yes |
| 2e. | Year 5 | Yes |
| 3. | Intended Result(s) | Members may use the DigLab for library projects. Members may have CLRC staff perform digitization work on hire, or as part of an Access and Digitization grant. CLRC will facilitate member contributions to the Digital Dark Archive, in collaboration with ESLN. This service provides members with long-term, low-cost, and archivally-sound storage for digital files. Digital files may include collections from NYH or NYSHN, or files |

held in member repositories. The Council also contributes to the NY Historical Newspapers project. CLRC is also the hub for New York Heritage projects.

4. Evaluation Method(s) CLRC monitors all work done in the DigLab for both projects paid for my members and Access and Digitization grants.

4.14 **Element 5 - COORDINATED SERVICES FOR MEMBERS**

Other (Optional)

1. Topic Cooperative Purchasing
2. Goal Statement CLRC will facilitate cooperative purchasing for services for members and continue to look for new opportunities.

- 3a. Indicate year(s) during which the system will be addressing this goal Yes (check all that apply)

Year 1

- 3b. Year 2 Yes

- 3c. Year 3 Yes

- 3d. Year 4 Yes

- 3e. Year 5 Yes

4. Intended Result(s) Members of CLRC are entitled to coordinated services such as Empire Library Delivery, AskUs 24/7, RDA toolkit, EmpireADC. These offerings are made at lower rates than a member would pay to choose these services on their own.

5. Evaluation Method(s) The number of members who continue to participate in these services. Statistics provided by each of these service providers.

4.15 **Element 6 - AWARENESS AND ADVOCACY**

1. Goal Statement CLRC will advocate on behalf of members and provide opportunities for members to engage with legislators and government leaders.

- 2a. Indicate year(s) during which the system will be addressing this goal Yes (check all that apply)

- Year 1
- 2b. Year 2 Yes
- 2c. Year 3 Yes
- 2d. Year 4 Yes
- 2e. Year 5 Yes
- 3. Intended Result(s) Libraries will have an additional voice and advocate for their institutions. CLRC will provide opportunities for individual members to meet local and state government leaders to show how libraries improve and enhance communities. Libraries will have the ability to advocated for the needs of the public.
- 4. Evaluation Method(s) Participation in CLRC's Legislative Breakfast events. Participation of members at the NYLA Legislative Day event. CLRC's Legislative Committee members input and leadership.

4.16 Element 7 - COMMUNICATIONS AMONG MEMBER LIBRARIES AND/OR MEMBER LIBRARY SYSTEMS

- 1. Goal Statement CLRC will create and maintain resource pages by subject for members to access.

- 2a. Indicate year(s) during which the system will be addressing this goal Yes (check all that apply)

- Year 1
- 2b. Year 2 Yes
- 2c. Year 3 Yes
- 2d. Year 4 Yes
- 2e. Year 5 Yes

- 3. Intended Result(s) Members can access and discover events and information about services provided by CLRC.

- 4. Evaluation Method(s) Number of site and page hits. Comments and evaluation by members.

- 1. Goal Statement CLRC will maintain a listserve and newsletter to communicate with members.

- 2a. Indicate year(s) during which the system will be addressing this goal Yes (check all that apply)

- Year 1
- 2b. Year 2 Yes
- 2c. Year 3 Yes
- 2d. Year 4 Yes
- 2e. Year 5 No
3. Intended Result(s) Individual members will be kept informed of CLRC events and important news in the library/museum community.
4. Evaluation Method(s) Number of individuals signed up to the CLRC listserv. Number of clicks to open newsletter and follow-throughs.

4.17 Element 8 - COLLABORATIVE EFFORTS WITH OTHER LIBRARY SYSTEMS

1. Goal Statement CLRC staff will seek out partnerships, collaborations, and involvement with local, regional, state, and national organizations.
- 2a. Indicate year(s) during which the system will be addressing this goal Yes (check all that apply)

- Year 1
- 2b. Year 2 Yes
- 2c. Year 3 Yes
- 2d. Year 4 Yes
- 2e. Year 5 Yes
3. Intended Result(s) By participating in other systems and organizations CLRC will be better positioned to meet the needs of its members. CLRC will gain visibility and awareness to other organizations. Members participate in ESLN and statewide initiatives.
4. Evaluation Method(s) Number of committees, boards, and groups CLRC staff are engaged with. Number of partnerships on projects and programs with community organizations. Participation in ESLN and PULISDO membership and initiatives.

4.18 Element 9 - OTHER (Optional)

1. Element
2. Topic

3. Goal Statement
- 4a. Indicate year(s) during which the system will be addressing this goal No
(check all that apply)
- Year 1
- 4b. Year 2 No
- 4c. Year 3 No
- 4d. Year 4 No
- 4e. Year 5 No
5. Intended Result(s)
6. Evaluation Method(s)

ASSURANCE

4.19 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 was reviewed and approved by the Library System Board on (date - mm/dd/yyyy) 3/25/2021

APPROVAL

4.20 The Library System's Plan of Service was reviewed and approved by the New York State Library on (date - mm/dd/yyyy) 06/14/2021

REVISION ASSURANCE

4.21 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 was reviewed and approved by the Library System Board on (date - mm/dd/yyyy)

REVISION APPROVAL

4.22 The Library System's revised Plan of Service was reviewed and approved by the New York State Library on (date - mm/dd/yyyy)