

Nioga Library System

Five-Year Library System Plan of Service

2007-2011

Section 1 General Information

January 1, 2007-December 31, 2011

1.1 Name of System	Nioga Library System
1.2 Street Address	6575 Wheeler Rd
1.3 City	Lockport
1.4 Zip	14094
1.5 Four Digit Zip Code extension	9400
1.6 Telephone Number	(716) 434-6167
1.7 Fax Number	(716) 434-8231
1.8 Email Address of the System Director	bindeman@nioga.org
1.9 System Home Page URL	www.nioga.org
1.10 Date of Establishment	1959
1.11 Date of Absolute Charter	1965
1.12 Name(s) of Central Library/Co-Central Libraries	Niagara Falls Public Library
1.13 Square Mileage of System Service Area	1,409
1.14 Population of System Service Area	324,387
1.15 Type of System	PLS

SECTION 2-SYSTEM GOVERNANCE

BYLAWS

2.1 URL of Current Governing Bylaws

www.nioga.org

APPOINTMENT/ELECTION OF BOARD/COUNCIL

2.2 Board/Council Appointment/Election-

Elected

Indicate whether the Board/Council Members
Are appointed or elected (select one)

2.3 Indicate by whom the Board/Council

Members are appointed/elected

Member Libraries

Advisory Groups

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

- | | |
|-------------------------------------|---|
| a. Director's Advisory Council | 0 |
| b. Member Advisory Council | 1 |
| c. Outreach Advisory Council | 1 |
| d. Central Library Advisory Council | 0 |
| e. Other (specify using State note) | 1 |

Under other using State note:

1. Technology Advisory Committee
2. Electronic Resources Sub-Committee of Technology Advisory Committee
3. Automated Library Management System Governing Council
4. Youth Services Advisory Committee
5. Reference Advisory Committee

SECTION 3-MEMBER SERVICES

List of Members

3.1 URL of Current Members www.nioga.org

Levels of Service

3.2 Does the public library system provide different levels of service to its member libraries? Indicate Y for Yes, N for No. If Yes, complete the level and describe the service(s) provided at that level, If No, enter **N/A**. NA

1. Level of Service and Service(s) Provided NA

SECTION 4 PLANNING

NEEDS ASSESSMENT AND DEVELOPMENT OF THE PLAN

4.1 Describe the process used to assess member library needs in the development of the system's Plan of Service.

The Executive Director of the Nioga Library System met with the System Advisory Committee (SAC) in October 2005 to discuss the planning process for the Plan of Service. It was decided, since System Advisory Committee is representative of the System membership, SAC would coordinate the planning process for the Plan of Service.

The Executive Director discussed the proposed project with the Board of Trustees of the Nioga Library System. The Nioga Board directed the Executive Director to work with the System Advisory Committee which has provided the System's Executive Director with advice in the long-range planning and major decision making since its inception in the early 1980's to draft the goals, intended results and evaluation methods for the Plan of Service.

The System Advisory Committee meets four times per year and consists of seven member library directors---the Director of the Central Library-Niagara Falls Public Library (or a designee) and two directors from each of the three counties. The directors in each county select the representatives in their respective counties.

All member library directors may participate in the System Advisory Committee meetings.

The System Advisory Committee directed the Executive Director to gather data for the Plan of Service.

The following activities were conducted:

- An eleven page "needs assessment" survey (for System services and services from the Central Library) was sent out to member library directors, librarians (Reference, Children's and Technical Support) and support staff. Seventy four surveys were sent out and fifty-one surveys were returned (69% return rate).
- Meetings were held with the various committees: Technology Advisory, Electronic Resources Subcommittee, Automated Library Management System Governing Council, Youth Services Advisory Committee, Adult/Reference Discussion Group, Outreach Advisory Committee.
- The Spring Directors meeting was dedicated to: formulating a needs assessment document; goals statements for system services over the next five years and evaluation methods.
- Focus group sessions were held with staffs of the member libraries.

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

The following groups were involved in the development of the Plan of service:

- Board of Trustees of the Nioga Library System: Board reviewed and granted final approval of plan to submit to the State Library. Also gave input and guidance in the development of the Plan of Service.
- System Advisory Committee (SAC): gave direction in the development, planning and content of the final document.
- Technology Advisory Committee (TAC): key input on the development of technology related recommendations such as Integrated Library System, Virtual Reference, Consulting and Technical Assistance Service.
- Electronic Resources Subcommittee: important input on Interlibrary Loan and Virtual Reference.
- Automated Library Management System Governing Council: important input on recommendations concerning Integrated Library System, Interlibrary Loan and Virtual Reference.
- Youth Services Advisory Committee: input developing the recommendations concerning Youth Services on services for children and teens.
- Adult/Reference Discussion Group: important input on developing the recommendations on Interlibrary Loan, Virtually Reference, Continuing Education and Training.
- Outreach Advisory Committee: key committee in developing the recommendations on Adult Literacy, Coordinated Outreach, Correctional Facilities (State and Local), and communications among Member Libraries.

4.3 Describe the planning process for the 2007-2011 Central Library Plan.

The Board of Trustees of the Niagara Falls Public Library directed the Director and the assistant to the Director of the Library to develop a long range plan for the library.

The Director and assistant to the Director of the Niagara Falls Public Library met with the Executive Director of the Nioga Library System on several occasions to discuss the development of the Library's long range plan and for the System's Plan of Service.

Since the Central Library plays a role in delivering services to the member libraries and there are overlapping responsibilities (Central Library and System staff) in delivering these services it was agreed that both plans should be simultaneously developed.

It was agreed that Central Library services would be incorporated in the planning process for the System's Plan of Service.

Service elements for the Central Library Long Range Plan and elements for the System's Plan of Service were simultaneously developed. Elements for both plans were presented and discussed at all Committee, sub committee and focus group discussions.

Questions related to services available from the Central Library were included in the "needs assessment". Questions were based on the Central Library Satisfaction Survey that is sent out annually to the member libraries.

4.4 Identify the groups involved in the development of the Central Library Plan and each group's role.

The following groups were involved in the development of the Plan of Service:

- Board of Trustees of the Niagara Falls Public Library: the Board gave input and guidance in the development of the Long Range Plan. The Board reviewed and granted final approval of the plan to submit to the State Library.
- Board of Trustees of the Nioga Library System: Board reviewed and granted final approval of the plan to submit to the State Library.
- System Advisory Committee (SAC): gave direction in the development, planning and content of the final document.
- Technology Advisory Committee (TAC), Electronic Resources Subcommittee, Automated Library Management System Governing Council and the Adult/Reference Discussion Group had input on the elements of the Plan of Service that dealt with services offered to the member libraries from the Central Library.

4.5 Describe the integration of the 2007-2011 Central Library Plan with the System's Plan of Service.

The Central Library is provider of library services to system members. The Director of the Niagara Falls Public Library and the Executive Director of the Nioga Library System are in frequent contact with each other discussing what services should be delivered to the members of the system and the best method to deliver these services.

The Central Library provides the services described in their Long Range Plan 2007-2011. They also will participate in developing the elements for the current Plan of Service.

The Central Library staff is and will remain an active participant in the following activities listed in many of the elements of the Plan of Service i.e. Interlibrary Loan, Virtual Reference, Adult Literacy, Continuing Education.

The Long Range Plan for the Central Library was simultaneously developed with the Plan of Service for the System

The Goal Statements (2.0 in the Long Range Plan for the Niagara Falls Public Library) are key elements for providing services to the member libraries.

The Board of Trustees of the Niagara Falls Public Library and the Board of Trustees of the Nioga Library System approved the plan for submission to the State Library.

APPROVAL OF THE PLAN

4.7 *Briefly describe the process for the approval of the plan.*

After working through the Plan's development and revision (input from the various committees and constituencies) the Plan of Service was sent to the Board of Trustees of the Nioga Library System ten days prior to the next Board meeting for their review. The Plan was presented to the Board for approval at their September 26, 2006 meeting.

EVALUATION

4.8 *Briefly describe the information that will be collected to evaluate whether or not the system achieved the intended results of the plan.*

Various types of information from different sources will be collected and used in evaluating 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 in prior years.

4.9 *Briefly describe the methods that will be used to determine whether the system's customers were satisfied with the system's services.*

Member satisfaction will be determined in several ways: according to the analysis of survey results (e.g. workshop evaluation forms, system survey), regular review of services by advisory committees and Board of Trustees; visits to member libraries by staff; informal conversations with members in regard to Nioga's service performance.

4.10 *Briefly describe how the information on customer satisfaction will be used to shape the system's plan in the next year or in the following planning cycle.*

The Nioga Library System is flexible enough to meet needs as they are determined by any of the means noted in this Plan. Nioga's process is to add, modify or drop services according to member library's needs and **available funding**. Additionally, the advisory committees assist in the determining changes in programs and services.

REVISION PROCESS

4.11 *Briefly describe the process for revising the system's Plan of Service for submission to the New York State Education Department/New York State Library.*

Please see information under "Evaluation and Customer Satisfaction" above. The goals and objectives along with the evaluation processes will be reviewed on an ongoing basis throughout the year, with amendments made as needed and requested by the Division of Library Development.

Upon review of member library input provided to Nioga throughout the year, the Board of Trustees of the Nioga Library System 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 Goals/Results

5.1 Mission Statement:

The Mission of the Nioga Library System is to extend and improve library services to the residents of Niagara, Orleans and Genesee Counties by assisting local libraries in meeting the information needs of their communities through leadership, education, inspiration and enhanced resource sharing (Adopted September 1994 and Reaffirmed March 2001).

5.2 Element 1 Resource Sharing Cooperative Collection Development

1. Goal Statement(s)

The Nioga Library System will enhance the access to, and retrieval of print, electronic and digital information resources for member libraries and their patrons.

Intended Result(s)

Assess the need, willingness and ability of member libraries to develop a system wide cooperative collection development program. (2007-2008)

Educate member libraries on the value of cooperative collection development. (2008-2011)

Improve cohesiveness regarding Collection Development Practices. (2007-2011)

Communicate best practices to member libraries. (2010-2011)

Evaluation Method(s)

Survey Results.

Workshop statistics.

Number of listserv and web communications on Collection Development related topics.

5.3 Element 1 Resource Sharing Delivery

1. Goal Statement(s)

Nioga Library System will enhance resource sharing by identifying, locating and delivering materials in a timely and cost effective manner to fill the informational needs and recreational requests initiated by patrons of member libraries, contracting libraries and staff.

Intended Result(s)

Encourage resource sharing among the member libraries by providing at least twice a week delivery. (2007-2009)

Explore options to enhance and expand delivery among the member libraries and within the region. (2007-2011)

*****Increase by 3% per year the sharing of resources among member libraries. (2007-2011)***

Evaluation Method(s)

Survey Results.

Track and count the number of items delivered to member libraries.

5.4 Element 1 Resource Sharing

Interlibrary Loan

1. Goal Statement(s)

The Nioga Library System will continue to maintain “speedy” turnaround time for shared material and maintain phenomenal rapid response time in filling requests.

Develop a seamless system wide network of electronic interlibrary loan management to accommodate staff workflows at member libraries.

Intended Result(s)

60% of patron requests for Interlibrary Loan materials are filled within the Nioga Library System. (2007-2008)

Member libraries obtain 65% of materials directly for patrons when available in non member libraries within the region. (2008-2010)

Improve turnaround time for patron interlibrary loan request. (2007-2011)

Reduce the amount of workflow for member libraries with the introduction of an electronic interlibrary loan package. (2008-2009)

Increase the number of online libraries. (2007-2011)

Increase the number of resources on System’s webpage: www.nioga.org.

Evaluation Method(s)

Track and count the number of interlibrary loan requests being sent and received.

Track and count the number of participating libraries sending and receiving requests.

Track and count the number of resources added.

Survey Interlibrary Loan staff in member libraries to determine improvements in turnaround time and workflow.

5.5 Element 1 Resource Sharing **Other Inter System Cooperation**

1. Goal Statement(s)

The Nioga Library System will explore creating a mechanism for the patrons of the member libraries of the Nioga Library System to borrow materials from other public library system(s) (e.g. Buffalo and Erie County Public Library System) under new guidelines.

Intended Result(s)

Initiate discussions with neighboring library systems to discuss possible reciprocal borrowing privileges for patrons. (2007-2011)

Evaluation Method(s)

Establish reciprocal guidelines for cooperative program.

Track number of cards issued.

Track number of items checked out under reciprocal borrowing program.

5.6 Element 2 Technology Services **Integrated Library System**

1. Goal Statement(s)

The Nioga Library System will enhance the access to and retrieval of print and digital information resources for member libraries and their patrons by expanding and enhancing the Nioga information portal.

Provide a mechanism to member libraries to allow patrons to request resources electronically.

Intended Result(s)

*****Increase online circulation and public access catalog services to seventeen member libraries and two branches. (2007)***

*****Achieve online circulation and public access catalog services for all twenty-one public libraries. (2007-2011)***

Plan for Migration to Windows-Based or Solaris based integrated system. (2007)

Install new integrated library system: circulation, cataloging, inventory control, community information and public access catalog. (2008-2009)

Establish benchmarks for use of electronic resources in 2007 and increase use of electronic resources and databases by 3% each year. (2008-2011)

Expand access points to the regional Virtual Union Catalog. (2007-2011)

Demonstrate and install adaptive technologies in at least one library in each of the three counties. (2008-2009)

Explore and facilitate patron initiated electronically placed interlibrary loan requests. (2007-2011)

Evaluation Method(s)

Track and monitor the number of "hits" on the information portal.

Count number of libraries (and branches) that have automated circulation control and public access catalog.

Track the number of "hits" on regional Virtual Union Catalog.

Track the number of "hits" on electronic resources and compare to previous year's statistics.

Track and count number of patron initiated requests and compare and contrast this figure with library initiated requests from the same period.

Survey member libraries on value of Nioga's Information Portal, electronic resources and services available from the integrated system.

5.7 Element 2 Technology Services

Virtual Reference

1. Goal Statement

The Nioga Library System will provide a mechanism for patrons of member libraries to access information and reference services electronically.

Intended Result(s)

Initiate participation in *Ask Us 24/7* online reference service. (2007)

Train member libraries on use of *Ask Us 24/7* online reference service. (2007)

Publicize to patrons *Ask Us 24/7* online reference service. (2007-2011)

Increase the number of sessions in *Ask Us 24/7* Online Reference Service by 10% each year of participating in the program. (2008-2011)

Evaluation Method(s)

Track and count the number of virtual reference sessions conducted.

Track and count number of “hits” on Nioga’s Information Portal.

5.8 Element 2 Technology Services

Act as a component of the Local, Regional and State Electronic Networks

1. Goal Statement

The Nioga Library System will facilitate member library access into the local, regional and state electronic network, provide connections and guidance in the identification and use of these resources, and add content as appropriate.

Intended Result(s)

The Nioga Library System will communicate and cooperate with neighboring libraries (e.g. Niagara University, Niagara County Community College and Genesee County Community College) and the Western New York Library Resources Council, Division of Library Development and other agencies to broaden access to local, regional and state electronic resources. (2007-2011)

The Nioga Library System will develop and maintain a telecommunications infrastructure (e.g. Point to Point, Wide Area Network, Internet Connection and Virtual Private Network) that will allow member libraries access to the World Wide Web. (2007-2011)

Evaluation Method(s)

Track and count the number of “hits” on content related databases.

Track, count and evaluate bandwidth utilization on various telecommunication networks.

Monitor and evaluate current trends in telecommunications and connectivity.

5.9 Element 3 Special Client Groups

Adult Literacy

Goal Statement

The Nioga Library System will support efforts of member libraries in providing library services to adults with low literacy skills including educationally disadvantaged.

Intended Result(s)

Member libraries will have an increased awareness of the literacy providers and the literacy providers will have an increased awareness of the libraries and their resources.

(2007-2011)

Application for an Adult Literacy Grant will be submitted to Library Development. (2008-2011)

Member libraries will have an increased awareness of the GED providers and the GED providers will have an increased awareness of the libraries and their resources. (2009-2011)

Evaluation Method(s)

Track and monitor contacts/discussions Outreach Librarian has with member libraries.

Review outcome of Adult Literacy Grant.

Track and monitor contacts/discussions Outreach Librarian has with GED providers.

5.10 Element 3 Special Client Groups

Coordinated Outreach

1. Goal Statement

To support efforts of member libraries in providing library services to members of ethnic and minority groups in need of library services, unemployed persons and those in need of job placement assistance, persons living in areas underserved by a library, the blind and visually impaired, the physically challenged and the aged.

Intended Result(s)

Member libraries will have an increased awareness of the outreach populations within their service areas and the other organizations and agencies that serve outreach populations will have an increased awareness of the materials and services available through the member libraries and the Nioga Library System. (2007-2011)

Assist member libraries in complying with the Americans with Disabilities Act. (2007-2011)

Submit one grant application bi-annually that would serve the Outreach populations. (2007, 2009 and 2011)

Evaluation Method(s)

Track and monitor contacts/discussions Outreach Librarian has with member libraries about services to Special Populations

Review outcome of grant application.

5.11 Element 3 Special Client Groups

Correctional Facilities (State and Local)

Goal Statement

The Nioga Library System will provide services to the State correctional facilities and County jails in its service area.

Intended Result(s)

The contracts between the two state correctional facilities will be signed in a timely fashion and services will be rendered satisfactorily. (2007-2011)

Fill rate for interlibrary loan from the facility inmates will reach 86%. (2010-2011)

Purchases will be made and materials added to the state facility libraries in a timely fashion. (2007-2011)

Purchases will be made and materials added to the county jail libraries in a timely fashion. (2007-2011)

Evaluation Method(s)

Track dates the state correctional contracts are signed.

Track and monitor fill rate of interlibrary loan requests.

Track, monitor and evaluate purchases of materials for state facilities libraries.

Track, monitor and evaluate purchased materials for county jail libraries.

Survey staff of state and county facilities on services provided by System.

5.12 Special Client Groups**Youth Services****1. Goal Statement**

The Nioga Library System will support efforts of member libraries in providing library services to children, young adults, parents and caregivers.

Intended Result(s)

At least 64% of member libraries will attend System supported workshops on Children/Young Adult related topics. (2007-2011)

At least 62% of member libraries will attend in-service training sessions each year. (2007-2011)

The fill rate for juvenile and young adult materials will increase to at least 86%. (2009)

The fill rate for professional materials related to juvenile and young adult services will increase to 84%. (2009)

One juvenile or young adult related grant application to be submitted bi-annually. (2008 and 2010)

At least one library per year will be assisted in preparing a juvenile or young adult related grant application. (2007-2011)

Evaluation Method(s)

Track and monitor attendance at System supported workshops.

Track, monitor and evaluate fill rate of interlibrary loan requests for juvenile and young adult materials and professional materials.

Evaluate results for grant application(s).

5.14 Element 4 Continuing Education and Training

1. Goal Statement

The Nioga Library System will offer regularly scheduled formal training and continuing education workshops, seminars and other learning opportunities for System and member library staffs.

Intended Result(s)

Develop and implement continuous Nioga training for member library staffs. (2007-2011)

Develop skills assessment lists as training tools. (2007-2011)

Develop a plan for staff members from 77% of the member libraries to attend at least one continuing education opportunity each year. (2008-2011)

Develop a plan for trustees from 57% of the member libraries to attend trustee training opportunities and/or trustee discussion meetings. (2009-2011)

Evaluation Method(s)

Survey staffs of member libraries on continuous education programs sponsored by the Nioga Library System every two years.

Track, monitor and evaluate quality of skills assessment lists.

Track number of participants from member libraries who attend continuing education opportunities.

Track number of Trustees from member libraries who attend trustee training opportunities and/or trustee discussion meeting(s).

5.15 Element 5 Consulting and Technical Services

1. Goal Statement(s)

The Nioga Library System will provide consultation and advice, or access to such consultation and advice, on all aspects of library services, operations and administration.

Intended Result(s)

The System will provide consultation, advice and supplemental resources that will expand the breadth and depth of service available at the local library. (2007-2011)

The System will continue to act as the Training Center for the member libraries. (2007-2011)

The System will provide consultation and training workshops on grant writing, grants administration and preparation and administration of budgets for grants. (2007-2011)

The System will provide consultation on legal issues concerning public libraries. (2007-2011)

The System will provide information on current issues related to the use of technology in public libraries. (2007-2011)

Evaluation Method(s)

Track, monitor and evaluate the use and number of workshops held in the Training Center.

Track feedback of participants in system sponsored workshops through evaluation forms provided during each workshop.

Track and monitor information packets sent to member libraries.

5.16 Coordinated Services**1.Goal Statement**

The System will facilitate and support best pricing for access to online resources and databases while practical.

Intended Result(s)

Provide best pricing for member libraries to access more databases with limited budgets. (2007-2011)

Provide optimal pricing for member libraries to access online resources. (2007-2011)

Evaluation Method(s)

Track library patron usage of online databases.

5.17 Awareness and Advocacy**1. Goal Statement**

The Nioga Library System will provide training, information and advice on influencing local, county, state and national decision makers in order to promote adequate and stable funding to support the System and member libraries.

Intended Result(s)

Obtain broader financial support for member libraries. (2007-2011)

Increase awareness of the overall state of library service within the System service area. (2007-2011)

****Improve attendance** at advocacy workshops. (2009-2011)

****Obtain active participation** in the advocacy efforts for increased state aid by at least **25% on member libraries and member library staff and trustees.** (2009-2011)

Evaluation Method(s)

Nioga staff and Board of Trustees attendance at Legislative Day (Albany).

Increase number of visits to legislators offices.

Increase attendance at Training opportunities.

Monitor the number of press releases at local level.

Track the number of members attending legislative briefing.

5.18 Element 8 Communications Among Member Libraries and/or Branch Libraries

1. Goal Statement

The Nioga Library System will enhance the ability of member libraries to work together cooperatively and efficiently by promoting communication between and among member libraries and the System.

Intended Result(s)

Increase awareness of the overall state of library service within the System service area. (2007-2011)

Increase communication between the System and the member libraries and between the member libraries. (2007-2011)

Increase partnerships and cooperative efforts among the member libraries. (2007-2011)

Increase the awareness on the part of business, government and education communities regarding the roles libraries play as partners. (2007-2011)

Evaluation Methods(s)

Track and count number of newsletters sent out.

Track and count the number of “hits” for online newsletter.

Survey member libraries on communication services.

Track the number of new and revised documents/publications sent to member libraries.

5.19 Element 9 Cooperative Efforts with Other member Libraries**1. Goal Statement**

The Nioga Library System will actively participate in cooperative efforts with other library systems in the region, in the state and the nation.

Intended Result(s)

Form stronger strategic partnerships in the region, in the state and in the nation. (2007-2011)

Explore the most cost effective provision of library service. (2007-2011)

Increase demonstration of accountability to funding sources. (2007-2011)

Evaluation Method(s)

Track the number of meetings with potential partners.

Track the number of reports to funding sources.

5.20 Element 10 Construction**1. Goal Statement(s)**

The Nioga Library System will assist member libraries in improving services through new, expanded or remodeled buildings.

The Nioga Library System will administer New York State’s Public Library Construction Aid Program according to guidelines approved by the Board of Trustees.

Intended Result(s)

At least one member library will apply for and receive a state construction grant each year. (2007-2011)

At least one member library will receive assistance in obtaining grants other than state construction grants for their building and renovation projects. (2007-2011)

Evaluation Method(s)

Track, monitor and evaluate annual state construction grants from member libraries.

Track, monitor and evaluate the number of grants received, other than state construction grants, for their building and renovation project.

Element 11 Central Library Services

5.21 URL for the 2007-2011 Central Library Plan: www.nioga.org

Element 12 Direct Access

5.22 The URL of the most recent Direct Access Plan approved by New York State Library: **<http://www.nioga.org/nioga/pos/DirectAccessPlan.pdf>**

Approved by New York State Library: Library Development
January 12, 2007