

Section 4. Mission Statement, Goal Statements, Intended Results and Evaluation Methods

4.1 Mission Statement: Mid-Hudson Library System acts to ensure the public's right to free access, facilitate economical resource sharing, and promote professional library services while working in partnerships with the independent public and free association libraries in the designated service region.

Element 1 – RESOURCE SHARING

4.2 Cooperative Collection Development:

1. Goal Statement: MHLS will assist member libraries in developing collections designed to meet the needs of patrons, considering new technologies and formats in addition to traditional formats.
2. Intended Result(s): MHLS will provide the support and tools to:
 - Make the best use of library funds.
 - Keep collections up-to-date in critical areas.
 - Provide adequate access to popular items.
 - Develop relevant local collections that satisfy patron needs for content and format.
 - Meet member library expectations of fairness in resource sharing.
 - Analyze collections for gaps in critical areas.
 - Coordinate collection development where practical.
3. Evaluation Method(s):
 - Ongoing review of and response to anecdotal comments to ensure continuous improvement.
 - Periodic review and analysis by the advisory committee to achieve outcome-based evaluation of initiatives and improvements.
 - Survey member libraries regarding the effect of MHLS support and tools in the collection development of their library.
 - Advisory committee will determine ways to validate patron satisfaction

4.3 Integrated Library System:

1. Goal Statement: MHLS will maintain, support and provide training for an integrated library system (ILS) that responds to member library and patron needs.
2. Intended Result(s): A current, reliable, cost-sustainable ILS and support that provide:
 - Member library staff and patrons with effective and efficient access to member library collections.
 - Training of member library staff to use the ILS effectively.
 - Full-service functionality and data collection capability.
 - Patron-friendly features, including integrated discovery tools.
3. Evaluation Method(s):
 - Ongoing review of anecdotal comments to ensure continuous improvement.
 - Periodic review and analysis by the advisory committee of usage patterns, content errors, vendor data, and product comparisons.
 - Number of training sessions, the number of member libraries attending this training, and training session evaluations to support continuous improvement.

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- Survey member libraries regarding the effect of MHLS support and tools on ILS use and maintenance.
- Advisory committee will determine ways to validate patron satisfaction

4.4 Delivery:

1. Goal Statement: MHLS will provide physical delivery service to all member libraries.
2. Intended Result(s):
 - Library materials will be collected and distributed by the most efficient and cost-effective method, through continuous refinement of methods to expedite delivery.
3. Evaluation Method(s):
 - Ongoing review of delivery usage patterns, statistics and capacity.
 - Advisory committee investigation of indirect costs, such as moving materials, damage from overuse and staff time.
 - Ongoing assessment of member library comments by MHLS staff for continuous improvement.

4.5 Interlibrary Loan (ILL):

1. Goal Statement: MHLS will facilitate access to nationwide collections for member libraries.
2. Intended Result(s):
 - Member libraries will have reasonable, cost-effective access to material outside of MHLS and regional (SEAL) holdings.
 - Results will be maximized based on exploration of ILL opportunities.
3. Evaluation Method(s):
 - Ongoing review of ILL usage patterns, statistics, capacity and cost.
 - Annual advisory committee assessment of ILL cost effectiveness.

Element 2 – SPECIAL CLIENT GROUPS

4.7 Adult Literacy:

1. Goal Statement: MHLS will inform member libraries of service trends, resources and programs, and will encourage the sharing of related experiences.
2. Intended Result(s):
 - Member libraries will have the information and awareness to develop collections, services and partnerships targeting adult literacy.
 - Member libraries will have the information and awareness to develop collections, services and partnerships targeting digital literacy.
3. Evaluation Method(s):
 - Advisory committee review of initiatives designed to improve existing conditions.
 - Survey member library satisfaction of MHLS initiatives.

4.8 Coordinated Outreach:

1. Goal Statement: Member libraries will have the information and awareness to develop programs and services to attract and connect to outreach target populations and form relevant community partnerships at the local level.
2. Intended Result(s):
 - Member libraries will be kept current about changing demographics, service trends, resources and programs, as well as the sharing of related experiences.
 - MHLS will provide collection development tips and coordinated public relation materials for target populations.
3. Evaluation Method(s):
 - Advisory committee review of the effect of initiatives designed to improve existing conditions.
 - Survey member library satisfaction of MHLS initiatives.

4.9 Correctional Facilities (State and Local):

1. Goal Statement: MHLS will provide services to state and county correctional facility libraries per the Correctional Services State Aid Guidelines.
2. Intended Result(s):
 - Member correctional facility libraries will have access to system-wide collections, services and the statewide library network to supplement its services to inmates.
3. Evaluation Method(s):
 - Annual review and negotiation of MHLS services.
 - Professional assessment by New York State Department of Corrections, number of consultations and the ongoing assessment of comments and suggestions by correctional facility librarians for continuous improvement.
 - Survey correctional facility librarian satisfaction with MHLS support services.

4.10 Youth Services:

1. Goal Statement: MHLS will provide member libraries the information and awareness to develop sustainable programs and services for youth.
2. Intended Result(s):
 - Member libraries will be informed about trends, resources, programs and opportunities to share experiences.
3. Evaluation Method(s):
 - Advisory committee review of initiatives designed to improve existing conditions.
 - Survey member satisfaction with information for reaching target populations and forming relevant community partnerships.

Element 3 – PROFESSIONAL DEVELOPMENT AND CONTINUING EDUCATION

4.12:

1. Goal Statement: MHLS will provide member library directors, staff, Friends and trustees with the opportunity to develop the skills and knowledge necessary to fulfill their roles and responsibilities and to proactively meet the current and future challenges of the community.
2. Intended Result(s): Member libraries will have access to a coordinated program of continuing education, resources and networking opportunities in such areas as:
 - Leadership.
 - Management.
 - Community-based planning.
 - Strategies for sustainable funding.
 - Managing growth and transition.
 - Technology.
 - Advocacy skills.
 - Strategic public relations.
 - Staff development to ensure quality of service.
3. Evaluation method(s):
 - Number and topic of training sessions as compared to NYS categories.
 - Number of member libraries and number of participants attending training.
 - Advisory committee will determine changing member library needs.
 - Evaluation by attendees at each session, reviewed by MHLS staff and the advisory committee.
 - Self-evaluation by the instructor after each session for continuous improvement.
 - Follow-up surveys for selected sessions asking participants if the session resulted in changes in behavior, skills, knowledge.

Element 5 – CONSULTING AND DEVELOPMENT SERVICES

4.13:

1. Goal Statement: MHLS will provide services designed to meet the varying needs expressed by member libraries.
2. Intended Result(s): Member libraries will have access to assistance (including onsite visits) for:
 - Board development.
 - Director development.
 - Community-based planning, sustainable funding, growth and development.
3. Evaluation Method(s):
 - Number and topic of consultations
 - Number of visits to libraries

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- Surveys to assess the impact of these services on director and trustee skills, behavior and knowledge.

Element 6 – COORDINATED SERVICES

4.14:

1. Goal Statement: MHLS will provide member libraries opportunities to participate in cost-sharing and group purchasing of products and services.
2. Intended Result(s): Member libraries will have:
 - Opportunities for group purchasing and cost-sharing.
 - Reduced costs for services and products.
3. Evaluation Method(s):
 - Number of coordinated service opportunities.
 - Survey member library director satisfaction and effectiveness of coordinated initiatives.

Element 7 – AWARENESS AND ADVOCACY

4.15:

1. Goal Statement: MHLS will provide member libraries the education, skills and resources to obtain sustainable funding and community support through advocacy and greater public awareness.
2. Intended Result(s): Member libraries:
 - Will have the tools, plans and communication skills to be effective advocates.
 - Will have staff and trustees who are knowledgeable about current legislative issues.
 - Will have a comprehensive understanding of how libraries and library systems collaborate to provide cost effective service.
 - Will be able to promote the integrated services offered system-wide.
3. Evaluation Method(s):
 - Advisory committee review of MHLS education and resources.
 - Assessment of MHLS education and resources on director and trustee skills, behavior and knowledge.
 - Ongoing advisory committee review of MHLS efforts, making necessary improvements where appropriate.

Element 8 – COMMUNICATIONS AMONG MEMBER LIBRARIES

4.16:

1. Goal Statement: MHLS will identify, develop and provide an integrated system of communication.
2. Intended Result(s):
 - Member libraries will increase their knowledge and understanding of best practices and local, regional and national trends and issues impacting library service.
 - Member libraries will have peer-networking opportunities, online and face-to-face.

3. Evaluation Method(s):

- Member library assessment of the effectiveness of existing communication methods.
- Number of networking sessions, topics, attendance and session evaluations, including surveys to determine level of change in behavior, skills and knowledge.
- Number of visits from MHLS Trustees to member libraries and member library boards and follow-up reports to the MHLS Board of Trustees.
- Ongoing review of and response to anecdotal comments to ensure continuous improvement.

Element 9 – COOPERATIVE EFFORTS WITH OTHER LIBRARY SYSTEMS

4.17:

1. Goal Statement: MHLS will collaborate with other library systems on projects that benefit member libraries.
2. Intended Result(s): Collaborations shall:
 - Enhance member library opportunities.
 - Maximize the cost effectiveness of services to member libraries.
 - Increase regional staff development opportunities.
3. Evaluation Method(s):
 - MHLS staff evaluation of cost-effectiveness.
 - Survey member library director satisfaction.

Element 10 – CONSTRUCTION

4.18:

1. Goal Statement: MHLS will support member libraries in facility assessment, development, management and planning, construction and renovation.
2. Intended Result(s): Member libraries will have access to training, resources and consulting regarding:
 - Library space needs and assessment.
 - Energy efficiency.
 - Construction planning, including funding and bonding.
 - New York State (NYS) construction grant process.
3. Evaluation Method(s):
 - Number and topic of consultations and number of visits to member libraries.
 - Assessment of member library satisfaction with support and levels of change in member library behavior, skills and knowledge.
 - Percentage of annual NYS construction fund allotment awarded to member libraries.

Goal Statements and Intended Results reviewed by MHLS Resource Sharing Advisory Committee 5/9/11, MHLS Continuing Education/Professional Development Advisory Committee 5/12/11, MHLS Marketing Committee 6/7/11, MHLS Central Library/Collection/Development Advisory Committee 6/7/11. Full plan reviewed by the MHLS System Funding Task Force 6/21 and 6/23/11; and reviewed by the MHLS Trustees Planning and Personnel Committee on 6/28/11. Approved by the MHLS Board of Trustees on 9/14/2011.