MID-HUDSON LIBRARY SYSTEM
66 Libraries 1 Great Community

103 Market Street
Poughkeepsie, New York 12601-4028
Phone: (845) 471-6060
Fax: (845) 454-5940
https://midhudson.org

Mid-Hudson Library System Plan of Service 2027-2031

Mission Statement, Objectives, Outcomes, and Evaluation Methods

Mission Statement: The Mid-Hudson Library System acts to uphold the public's right to free and equitable access to information and library resources; facilitate economical resource sharing; and promote professional and inclusive library services in partnership with our independent member libraries.

Goal 1: Resource Sharing

4.3 - Integrated Library System (ILS) & Central Cataloging

A. Integrated Library System (ILS)

1. Objective: MHLS will administer an Integrated Library System (ILS) for member libraries.

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

3. Outcomes(s)
    a. Member library directors and staff will have access to an ILS which allows effective and efficient:
        1. management of library acquisitions and processing for physical and digital collections;
        2. management of patron information;
        3. management of circulation activities;
        4. facilitation of resource sharing; and
        5. management of public facing interfaces for member library collections and resources
        6. management of analytics related to the ILS and discover layers
        7. management of ILS authentication services
    b. Member library directors and staff will be knowledgeable, skilled, and cooperative in operating the ILS through training, documentation, and cooperative communications.

c. Member library directors and staff will have support with projects and initiatives that require consultation, custom solutions and record management.
d. Member libraries will have access to contribute brief bibliographic records to the shared catalog or participate in automated record loading with vendors who are compatible with the ILS. Those records will be reviewed and maintained by MHLS cataloging for accuracy and regular authority control.
e. Member libraries will have access to secure API authentication for third party vendors.
f. Member libraries will have access to recommended mainstream hardware and software that support ILS processes.
g. Member libraries will have access to technical support in installing and implementing the ILS software and related hardware which will be administered during MHLS business hours and facilitated in priority of service disruption and impact to within the constraint of available resources.
h. Member libraries will have access to customized profiles according to their lending and registration policies.
i. Member libraries will have access to and receive support to customize public facing profiles where available and implemented (e.g. Catalog collections sites and Kiosks, Mobile app, and notifications).
j. Member library staff will be provided with access to the ILS through customizable and secure logins that will have regular password renewal.
k. MHLS Members will have representation and a voice in the product development and enhancement of the ILS and related platforms.

4. Evaluation Method(s)
    a. MHLS will assess service improvements recommended by the MHLS Directors Association, County Associations and individual member library directors.
    b. Annual feedback will be solicited from member library directors resulting in the evaluation and rating of this service.
    c. The Resource Sharing Committee will review issues and planned enhancements to the ILS as needed and make recommendations to the MHLS Directors Association.
    d. Report to and confer with the Directors Association and the MHLS Board of Trustees on actions, outputs and trends that impact the ILS.

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4.4 - Interlibrary Loan and Delivery

A. Interlibrary Loan

1. Objective 1: MHLS will coordinate interlibrary loan services among member libraries, as well as regional collections via Southeastern Access to Libraries (SEAL) and national institutions via WorldCat.

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

3. Outcomes(s):
    a. Member libraries will have access to request and lend items across the system's service region, and national collections, with equity and efficiency.
    b. Libraries outside of the system's service area will have access to material from member library collections.

4. Evaluation Method(s)
    a. Ongoing assessment by MHLS staff for continuous service improvement based on feedback from libraries and patrons utilizing interlibrary loan services.
    b. Annual review of this service by the Resource Sharing Advisory Committee of the MHLS Directors Association.
    c. Annual feedback will be solicited from member library directors resulting in the evaluation and rating of this service.

B. Delivery

1. Objective: MHLS will coordinate physical delivery service to all member libraries and partner institutions, including providing material sorting services and contracting with a commercial vendor for material delivery services.

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

1. Outcomes(s)
    a. Member libraries will have access to an efficient and cost-effective way to share physical library materials.

2. Evaluation Method(s)
    a. Ongoing assessment by MHLS staff for continuous service improvement based on feedback from member library directors, staff, and vendor.
    b. Annual assessment by MHLS Staff of delivery usage patterns, statistics, outputs, and capacity.
    c. Annual review of this service by the System Services Advisory Committee of the MHLS Directors Association.
    d. Annual report to stakeholders on the return on investment of this service.
    e. Annual feedback will be solicited from member library directors resulting in the evaluation and rating of this service.

4.5 - Shared Electronic Collections

1. Objective: MHLS will facilitate and mediate access to shared digital collections (e.g. OverDrive) and limited access digital collections (e.g. purchased at the county level).

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

3. Outcomes(s)
    a. Member libraries will have access to effective and cost-efficient shared digital collection platforms.
    b. Member library patrons will have access to discover electronic resources
    c. Patrons of member libraries will have access to shared digital collections through the catalog and vendor platforms (e.g., OverDrive).
    d. Member libraries will have access to secure API authentication through the ILS.
    e. Patrons will have access to the shared digital collection among member libraries and through reciprocal lending agreements with other New York State public library systems.
    f. Member libraries will have access to training and marketing materials to help connect patrons with digital collections.

4. Evaluation Method(s)
    a. Ongoing assessment by MHLS staff for continuous service improvement based on feedback from member library directors.
    b. At a minimum, annual review of this service by the designated advisory committees of the MHLS Directors Association.

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c. Annual feedback will be solicited from member library directors resulting in the evaluation and rating of this service.
d. Report to and confer with the MHLS Directors Association and the MHLS Board of Trustees on actions, outputs, and trends that impact digital collections provided to all member libraries.

4.6 - Supporting Technology

1. Objective: MHLS will consult with libraries and make recommendations for hardware and connectivity (e.g. broadband and network equipment as it relates to the operation of the ILS.) MHLS will provide best practices, documentation, training and consult with member libraries to ensure the protection of the data within the ILS.

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

3. Outcomes(s)
    a. Member libraries have opportunity to consult with MHLS IT to evaluate broadband connectivity and manage their networks to the specifications of the ILS.
    b. Member libraries will have appropriate specifications for hardware (e.g. computers, printers and scanners) to use with the ILS.
    c. Member libraries will have strong procedures and protocols to protect patron information stored in the ILS.
    d. Member libraries will receive consultations and information to help them protect local library networks from cyber-attacks and ransomware attempts.
    e. Member libraries will have documentation and training opportunities to maintain accessibility standards at the current levels or better.
    f. Member libraries will have access to centrally managed WiFi Access points and receive monthly and annual usage reports.

4. Evaluation Method(s)
    a. Ongoing assessment by MHLS staff for continuous service improvements based on feedback from member library directors.

b. Annual review of this service by the Resource Sharing Advisory Committee of the MHLS Directors Association.
c. Annual feedback will be solicited from member library directors resulting in the evaluation and rating of this service.
d. Report to and confer with the MHLS Directors Association and the MHLS Board of Trustees on actions, outputs and trends that affect this service.

Goal 2: Client Groups

4.10 - Adult Literacy[1]

1. Objective: MHLS will facilitate collaborations between member libraries and organizations to expand access to adult literacy services in their communities. Activities include but are not limited to, tasks such as:
   - Coordinate discussion groups
   - Offer workshops, training sessions, and support materials.
   - Collaborate with member libraries to develop programs and services that meet local community needs.

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

3. Outcomes(s):
   a. Adults age 16 and over who are not enrolled in school, will experience increased access to member libraries' materials, programs, and services through assistive technologies and other support aids.
   b. Community members and organizations serving adults age 16 and over who are not enrolled in school, will have increased access to print and digital literacy resources through the library.
   c. Member libraries will partner with literacy organizations to provide expanded adult literacy services.

4. Evaluation Method(s):
   a. Periodic feedback from member library Directors.
   b. Periodic feedback from the Coordinated Outreach Services Advisory Council.

[1] Services for adults age 16 and over who are not enrolled in school.

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c. Annual feedback will be solicited from member library directors resulting in the evaluation and rating of this service.

4.11 - Coordinated Outreach[2]

1. Objective: MHLS will support targeted, equitable and improved library services for persons who are educationally disadvantaged, members of ethnic or minority groups in need of special library services, unemployed, blind, physically disabled, have developmental or learning disabilities, or who are aged or confined in institutions, or who are at-risk youth from birth to age twenty-one.

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

3. Outcomes(s):
   a. Member libraries will have information and support to develop programs and services to attract and connect to outreach target populations and form relevant community partnerships at the local level.
   b. Institutions serving targeted populations will have the opportunity to participate in community-based partnerships[3] facilitated by MHLS to improve outreach services.

4. Evaluation Method(s)
   a. Ongoing assessment by MHLS staff for continuous service improvement based on comments from member library directors participating in MHLS supported outreach services.
   b. Periodic feedback from member library directors resulting in the evaluation and rating of this service.
   c. Annual feedback will be solicited from member library directors resulting in the evaluation and rating of this service.

[2] System services for persons who are educationally disadvantaged or who are members of ethnic or minority groups in need of special library services, or who are unemployed and in need of job placement assistance, or who live in areas underserved by a library, or who are blind, physically disabled, have developmental or learning disabilities, or who are aged or confined in institutions, or who are at-risk youth from birth to age twenty-one." (Education Law §273 (1) (h) (1))

[3] For example: Division of Juvenile Justice and Opportunities for Youth (DJJOY)

4.12 - Correctional Facilities (State and County)[4]

1. Objective: MHLS will provide state and county correctional facilities with library materials and services, including professional development opportunities.

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

3. Outcomes(s)
    a. State correctional facilities will benefit from their annually negotiated Plan of Service as per Guidelines for the New York State Public Library System Services to State Correctional Facility Libraries State Aid Program.
    b. County correctional facilities will receive newly purchased library materials funded by the Inter-institutional Aid Program.

4. Evaluation Method(s)
    a. Ongoing assessment by MHLS staff for continuous service improvement based on comments from State correctional facilities librarians and county correctional facilities administrators.
    b. Periodic feedback from State correctional facilities librarians resulting in the evaluation and rating of this service.
    c. Ongoing review by MHLS staff of the needs and trends of state correctional facilities regarding interlibrary loan and reference services, collection development, consultant services, continuing education, programs, and regional re-entry guides.
    d. Ongoing review by MHLS staff of the needs and trends of county correctional facilities' collection development and regional re-entry guides.

4.13 - Youth Services[5]

1. Objective: MHLS will provide member library directors and member library staff with information to support services for youth.

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

[4] Services for people who are incarcerated in state correctional facilities or county jails (Education Law §285)
[5] Services for youth to age 18 exclusive of early literacy programming

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3. Outcomes(s)
    a. Member libraries will have access to basic information about youth services and new trends in the field in order to improve youth services.

4. Evaluation Method(s)
    a. Ongoing assessment by MHLS staff for continuous service improvement based on comments from member library directors participating in MHLS supported youth services.
    b. Periodic feedback from member library directors and youth services staff resulting in the evaluation and rating of this service.
    c. Annual feedback will be solicited from member library directors resulting in the evaluation and rating of this service.

4.14 - Early Literacy[6]

1. Objective: MHLS will facilitate collaboration between member library youth services staff to develop, expand, or improve early literacy-related services.

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

3. Outcomes(s):
    a. Member libraries will be offered training in support of making their library a vital community partner and early learning hub in their community.

4. Evaluation Method(s)
    a. Ongoing assessment by MHLS staff for continuous service improvement based on comments from member library directors participating in MHLS supported early literacy services.
    b. Periodic feedback from member library directors and staff who focus on early literacy resulting in the evaluation and rating of this service.
    c. Annual feedback will be solicited from member library directors resulting in the evaluation and rating of this service.

[6] Services for birth to school-age children with their families/caregivers

4.16 Goal 3 - Professional Development and Training

1. Objective: MHLS will coordinate professional development and training focused on select subjects for library directors, staff, trustees, and Friends of member libraries (hereafter referred to as member stakeholders).

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

3. Outcomes(s):
    a. Member stakeholders will have improved skills and knowledge to fulfill their roles and responsibilities.
    b. Member stakeholders will have access to professional development sessions that are proactively focused on meeting the current and future needs of the community.
    c. Member library directors will have access to professional development opportunities for themselves and their staff to "upskill" on topics such as technology (ILS, online resources and hardware); data-driven decision making; planning, implementing, and evaluating programs with meaningful outcomes; and community engagement expertise.
    d. Member stakeholders will have access to professional development topics that relate to the themes identified through the plan of service development process, such as: social cohesion; civic services; diverse programming; accessibility; managing aging buildings; expansion and modernization of buildings; routine public votes; fiscal professionalism; financial planning; targeted outreach; partnerships; and managing the shift in identify of modern libraries.
    e. Member stakeholders will have access to professional development in live sessions and recordings of live sessions available through the MHLS Training on Demand platform.

4. Evaluation Method(s)"
    a. Follow-up surveys for events, asking participants if the session resulted in changes in behavior, skills, and/or knowledge.
    b. Ongoing assessment by MHLS staff for continuous service improvement based on comments from member stakeholders.
    c. Annual feedback will be solicited from member library directors resulting in the evaluation and rating of this service.
    a. Report and confer with the MHLS Directors Association's System Services Advisory Committee and MHLS Board of Trustees on actions, outputs and trends that impact this service.

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4.17 Goal 4 - Consulting Services

1. Objective: MHLS will provide technical support and expertise to member library directors and trustees in the areas of library management, library governance, community-based planning, collective impact, and sustainable funding.

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

3. Outcomes(s):
    a. Member library directors and trustees will have access to consultants knowledgeable about:
        i. Library management and operations;
        ii. Library governance;
        iii. Library laws and regulations;
        iv. Sustainable funding options;
        v. Vote campaigns;
        vi. Facilities and construction projects;
        vii. Budgeting and financial planning;
        viii. Community-based planning;
        ix. Technology competencies;
        x. E-Rate;
        xi. Friends Groups;
        xii. Core Values of Librarianship;
        xiii. Trends impacting libraries
    b. MHLS staff will periodically conduct a Salaries & Benefits survey to inform financial planning at member libraries.
    c. Participating member libraries will have support to complete the Sustainable Library Certification Program.
    d. Member library directors and trustees will have access to consulting services by email, phone, online and in person meetings.

4. Evaluation Method(s):
    a. Ongoing assessment by MHLS staff for continuous improvement based on feedback from member library directors, staff, trustees and Friends Groups.
    b. Evaluation survey of directors, trustees and Friends Groups who receive consultations.
    c. Annual feedback will be solicited from member library directors resulting in the evaluation and rating of this service.
    d. Report to and confer with the MHLS Directors Association and MHLS Board of Trustees on actions, outputs and trends that impact this service.

4.18 Goal 5 - Coordinated Services for Members

1. Objective: MHLS will work to coordinate group purchases and seek discounts on services/products that address the basic operation of a library, where leveraging our numbers or advantage exists.

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

3. Outcomes(s):
    a. MHLS will coordinate the purchase of equipment for member libraries through state contract and through negotiated group purchases when a meaningful discount can be achieved by doing so.
    b. MHLS will negotiate discounts with professionals (e.g. HR consultant) and businesses (e.g. Amazon Prime business) for member libraries.
    c. MHLS will negotiate group purchases for member libraries when both a meaningful discount can be achieved by doing so and MHLS staff capacity allows.

4. Evaluation Method(s):
    a. Ongoing assessment by MHLS staff for continuous improvement based on feedback from member library directors, staff, trustees and Friends Groups.
    b. Annual feedback will be solicited from member library directors resulting in the evaluation and rating of this service.
    c. Report to and confer with the MHLS Directors Association and MHLS Board of Trustees on actions, outputs and trends that impact this service.

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4.19 Goal 6 - Communication and Awareness

1. Objective: MHLS will provide a structure for system-to-member and interlibrary communication and work with member libraries and the MHLS Board of Trustees to raise the profile of MHLS and member libraries in the region.

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

3. Outcomes(s):
    a. Member libraries will receive timely communication from MHLS.
    b. Member library directors and staff will have communication channels both online and in person to communicate with one another in a timely, efficient, and effective manner.
    c. The public will become more aware of the value and benefit of MHLS, member libraries, and library services.
    d. The development of metrics to help measure the efficacy of public awareness efforts.
    e. Support Tickets will be responded to and resolved, if possible, within 2 business days.

4. Evaluation Method(s):
    a. Ongoing assessment by MHLS staff for continuous improvement based on feedback from member library directors, staff, trustees and Friends Groups.
    b. Annual feedback will be solicited from member library directors resulting in the evaluation and rating of this service.
    c. Report to and confer with the MHLS Directors Association and MHLS Board of Trustees on actions, outputs and trends that impact this service.

4.20 Goal 7 – Collaborative Efforts with Other Library Systems and Organizations

1. Objective: MHLS will work cooperatively with other public library systems, school library systems, reference and research library resource systems, and area organizations to produce meaningful outcomes for member libraries and the community.

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

3. Outcomes(s):
    a. Member libraries will benefit from enhanced opportunities for resource sharing, professional development, and advocacy.
    b. Member libraries will benefit from MHLS staff exchanging information with the staff of other public library systems, school library systems, and reference and research library resources systems.
    c. Member libraries will benefit from enhanced opportunities to serve their communities through MHLS collaboration with non-library organizations.
    d. MHLS will contribute to community resilience and collective impact efforts such as improving literacy rates; civic engagement; economic development; and climate adaptation across the Hudson Valley through collaboration with non-library organizations.
    e. Member libraries will have access to new products and enhancements through early adoption and development partner opportunities.

4. Evaluation Method(s):
    a. Ongoing assessment by MHLS staff for continuous improvement based on feedback from member library directors, staff, trustees and Friends Groups.
    b. Annual feedback will be solicited from member library directors resulting in the evaluation and rating of this service.
    c. Report to and confer with the MHLS Directors Association and MHLS Board of Trustees on actions, outputs and trends that impact this service.

4.21 Goal 8 – Construction

1. Objective: MHLS will provide administration of the State Aid for Library Construction Program for our region and provide consultation to member library directors and member library boards in support of the assessment, development, planning, and funding of library facilities.

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

3. Outcomes(s)
    a. MHLS member library directors and member library board presidents will have awareness of and access to the State Aid for Library Construction program through communication, continuing education, and consultations.
    b. MHLS member libraries will have access to custom help to fill out the State Aid for Library Construction application.

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c. Applicant libraries will have an advocate on staff at MHLS to help shepherd their application through the review process with the NYS Division of Library Development and the Dormitory Authority of New York State (DASNY).
d. Awarded libraries will have assistance with the reporting requirements to close out their projects awarded funds through the State Aid for Library Construction Program.
e. MHLS member libraries will have access to:
    - Consultation that help them to design facilities that meet the needs of their communities based on community assessment
    - Pre-design project planning assistance
    - Best practices in library facility design, including sustainable and resilient design principles
    - Education of their capital funding options
f. MHLS member library directors and member library boards will have access to consultations in support of the assessment, development, planning, and funding of library facilities.

4. Evaluation Method(s)
    a. Ongoing assessment by MHLS staff for continuous service improvement based on member library directors and member library board comments.
    b. Annual feedback from member library directors and board presidents resulting in the evaluation and rating of administration of this service.
    c. Report to and confer with the Directors Associations and the MHLS Board of Trustees on the State Aid for Public Library Construction Grant Program, and the assessment, development, planning, and funding of library facilities.
    d. Annual review and analysis by the MHLS Board Incentive Committee of priorities, procedures, economically disadvantaged community definition, and ranking process.
    e. Assess the distribution percentage of State Aid for Library Construction allotment awarded to member libraries.

Endorsed by the MHLS Directors Association: June 24, 2026
Approved by the MHLS Board of Trustees: July 14, 2026