

**Upper Hudson Library System**  
**Five-Year Library System Plan of Service**

**SECTION 1 – GENERAL INFORMATION**

**January 1, 2007 – December 31, 2011**

1.1	Name of system	<i>Upper Hudson Library System</i>
1.2	Street Address	<i>28 Essex Street</i>
1.3	City	<i>Albany</i>
1.4	Zip Code	<i>12206</i>
1.5	Four Digit Zip Code Extension	<i>2030</i>
1.6	Telephone number	<i>(518) 437-9880</i>
1.7	Fax number	<i>(518) 437-9884</i>
1.8	E-mail address of Director	<i><a href="mailto:phil@uhls.lib.ny.us">phil@uhls.lib.ny.us</a></i>
1.9	System Home Page URL	<i><a href="http://www.uhls.org/">http://www.uhls.org/</a></i>
1.10	Date of establishment	<i>1960</i>
1.11	Date of Absolute Charter	<i>June 16, 1989</i>
1.12	Name of Central Library	<i>Albany Public Library</i>
1.13	Square Mileage of System Service Area	<i>1,178</i>
1.14	Population of System Service Area	<i>447,108</i>
1.15	Type of system	<i>PLS</i>

**SECTION 2 – SYSTEM GOVERNANCE**

**BYLAWS**

- 2.1 URL of Current Governing Bylaws *[http://www.uhls.org/new/UHLS\\_bylaws.pdf](http://www.uhls.org/new/UHLS_bylaws.pdf)*

**APPOINTMENT/ELECTION OF BOARD/COUNCIL**

- 2.2 Board/Council Appointment/Election – *Elected*  
Indicate whether the Board/Council Members are appointed or elected.
- 2.3 Indicate by whom the Board/Council Members are appointed/elected. *Election of trustees to fill expired terms takes place at the Annual Business Meeting with each member library board having one vote.*

**ADVISORY GROUPS**

- 2.4 Advisory Groups – Indicate the groups that advise the Board/Council.
- |    |                                    |   |
|----|------------------------------------|---|
| a. | Director’s Advisory Council        | <i>Yes</i>  |
| b. | Member Advisory Council            | <i>No</i>   |
| c. | Outreach Advisory Committee        | <i>Yes</i>  |
| d. | Central Library Advisory Committee | <i>Yes</i>  |
| e. | Other                              | <i>Automated Services Committee<br/>Adult Services Advisory Council<br/>Database Maintenance Advisory Council<br/>Library Advocacy Advisory Council<br/>Resource Sharing Advisory Council<br/>Technology Advisory Council<br/>Youth Services Advisory Council</i> |

**SECTION 3 – MEMBER SERVICES**  
**LIST OF MEMBERS**

3.1 URL of Current List of Members <http://www.uhls.org/new/members.asp>

**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 one repeating group for each level of service. Identify the level and describe the service(s) provided at that level. If No, enter N/A

1. Level of Service and Service(s) Provided

*Services with a fee-based structure:*

*a. Integrated Library System*

2. Level of Service and Service(s) Provided:

*Services provided at no cost to member libraries:*

*a. Cooperative collection development*

*b. Delivery*

*c. Interlibrary loan*

*d. Reference*

*e. Email and web hosting*

*f. Reports*

*g. Hardware and software support*

*h. Adult Literacy coordination*

*i. Coordinated outreach services*

*j. Services to inmates in county jails*

*k. Services to children, teens, and families*

*l. Continuing education and training for staff/trustees*

*m. Consulting and technical assistance*

*n. Coordinated purchasing of materials and equipment*

*o. Awareness and advocacy*

*p. Communications among member libraries*

*q. Cooperative projects with other libraries/systems*

*r. Building planning and construction issues*

## **SECTION 4 – PLANNING**

### **NEEDS ASSESSMENT AND DEVELOPMENT OF THE PLAN**

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

*Based on the services currently provided to the member libraries, the UHLS staff prepared a draft of the Plan of Service that was reviewed and revised by all of the UHLS Advisory Groups, based on their assessment of the needs of the member libraries. It was then presented to the UHLS Directors Association for further review and revision. After approval by the member library directors, the Plan was presented to the UHLS Services Committee and Board of Trustees for final approval.*

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

*The staff of UHLS prepared a draft of the Plan of Service. This draft was reviewed and revised by all of the UHLS advisory groups and by the UHLS Directors Association. The UHLS Services Committee reviewed the draft, and the final Plan of Service was approved by the UHLS Board of Trustees.*

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

*Based on the services currently provided by Albany Public Library in its role as the Central Library for the Upper Hudson Library System, the Central Library Advisory Council (CLAC) of UHLS reviewed the UHLS Plan of Service as it relates to Central Library Services. Based on these discussions, APL staff prepared a draft Central Library Plan of Service. This draft was presented to the CLAC and APL management staff for review and revision. The Plan was then presented to APL Board of Trustees and UHLS Board of Trustees for approval.*

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

*The staff of APL prepared a draft of the Central Library Plan of Service. This draft was reviewed and revised by APL management staff and the CLAC. The final Plan of Service was approved by the APL Board of Trustees and the UHLS Board of Trustees.*

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

*A link was provided from the UHLS Plan of Service to the Albany Public Library's Central Library Plan. The committee reviewed the System's Plan and made every attempt to align the programs and services offered by the Central Library to those proposed by the System.*

## **APPROVAL OF THE PLAN**

- 4.7 Briefly describe the process for approval of the Plan of Service.

*The UHLS staff prepared a draft of the Plan that was then presented to each of the Advisory Groups for review and revision. The revised draft was presented to the UHLS Directors Association. A final draft was then presented to the UHLS Services Committee and Board of Trustees for approval.*

## **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.

*Anecdotal reports, observations, surveys, and statistical information will be collected and reviewed. The UHLS staff and Board of Trustees will review the information to determine that the intended results of the Plan are being achieved.*

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

*Anecdotal reports, observations, surveys, and statistical information will be collected and reviewed to determine whether the member libraries were satisfied with the system's services.*

- 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.

*Anecdotal reports, observations, statistical information, and the results of all surveys will be examined and used to review and/or revise the Plan.*

## **REVISION PROCESS**

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

*As changes are needed, they will be presented to the UHLS Directors Association for review and then to the UHLS Services Committee and Board of Trustees for approval.*

## **SECTION 5 – GOALS/RESULTS**

- 5.1 The Library System's Mission Statement

*The Upper Hudson Library System coordinates resources and activities that will improve the services of the public libraries in Albany and Rensselaer Counties.*

Minimum Requirement for questions 5.2 through 5.23 – complete one repeating group for each topic of every element.

## **5.2 Element 1 – RESOURCE SHARING**

### **Cooperative Collection Development**

1. Goal Statement  
*Promote access to all library materials through resource sharing among UHLS member libraries.*
  
- 2a. Year 1 X
- 2b. Year 2 X
- 2c. Year 3 X
- 2d. Year 4 X
- 2e. Year 5 X
  
3. Intended Result(s)  
*Increase the level of resource sharing among member libraries.*  
*Maintain a union catalog of the holdings of all UHLS member libraries and a web-based catalog that allows 24/7 access.*  
*Acquire electronic resources including, but not limited to, e-books, audio books, online databases, and other digital media that are made available to all users of UHLS member libraries, including remote access to UHLS library card holders.*  
*Rotating and pool collections of library materials will be sustained and continue to be useful to member libraries.*
  
4. Evaluation Method(s)  
*Evaluation of the Intended Results will be accomplished by using anecdotal reports, observations, meetings with the Advisory Councils, statistics, questionnaires, and/or surveys.*

## **5.3 Element 1 – RESOURCE SHARING**

### **Delivery**

1. Goal Statement  
*Provide for the delivery of materials to member libraries and participate in regional efforts to improve and expand access and delivery.*
  
- 2a. Year 1 X
- 2b. Year 2 X
- 2c. Year 3 X
- 2d. Year 4 X
- 2e. Year 5 X
  
3. Intended Result(s)  
*Library materials will be delivered daily on a Monday through Friday basis among member libraries in a safe and timely manner.*

*Delivery of materials will facilitate the access to all materials by users of all member libraries.*

*Access to and delivery of materials on a regional basis will be expanded.*

4. Evaluation Method(s)  
*Evaluation of the Intended Results will be accomplished by using anecdotal reports, observations, meetings with the Advisory Councils, statistics, questionnaires, and/or surveys.*

#### **5.4 Element 1 – RESOURCE SHARING**

##### **Interlibrary Loan**

1. Goal Statement  
*Provide a method of securing access by all member libraries and their users to interlibrary loan requests in a timely manner.*
- |     |        |   |
|-----|--------|---|
| 2a. | Year 1 | X |
| 2b. | Year 2 | X |
| 2c. | Year 3 | X |
| 2d. | Year 4 | X |
| 2e. | Year 5 | X |
3. Intended Result(s)  
*Library materials outside UHLS will become more accessible.*  
*Member library staff will be trained on various aspects of interlibrary loan.*  
*Member libraries with limited budgets, staff, and resources will receive ongoing support to effectively meet the needs of their patrons.*  
*Document delivery will be cost-effective and timely, and it will meet the informational needs of the patrons.*
4. Evaluation Method(s)  
*Evaluation of the Intended Results will be accomplished by using anecdotal reports, observations, meetings with the Advisory Councils, statistics, questionnaires, and/or surveys.*

#### **5.5 Element 1 – RESOURCE SHARING**

##### **Other (optional)**

- |     |                      |     |
|-----|----------------------|-----|
| 1.  | Topic                | N/A |
| 2.  | Goal Statement       | N/A |
| 3a. | Year 1               | N/A |
| 3b. | Year 2               | N/A |
| 3c. | Year 3               | N/A |
| 3d. | Year 4               | N/A |
| 3e. | Year 5               | N/A |
| 4.  | Intended Result(s)   | N/A |
| 5.  | Evaluation Method(s) | N/A |

## 5.6 Element 2 – TECHNOLOGY SERVICES

### Integrated Library System

1. Goal Statement  
*Provide and maintain an efficient integrated library system that provides a web-based union catalog of holdings and allows for 24/7 access by all users.*
  
- 2a. Year 1 X
- 2b. Year 2 X
- 2c. Year 3 X
- 2d. Year 4 X
- 2e. Year 5 X
  
3. Intended Result(s)  
*Provide the best product available that is affordable.  
Hardware and software will be upgraded as needed.  
All member libraries will have effective telecommunications networks.  
The children's catalog will be fully functional.  
Research and implement new information technologies as they evolve.*
  
4. Evaluation Method(s)  
*Evaluation of the Intended Results will be accomplished by using anecdotal reports, observations, meetings with the Advisory Councils, statistics, questionnaires, and/or surveys.*

## 5.7 Element 2 – TECHNOLOGY SERVICES

### Virtual Reference

1. Goal Statement  
*Facilitate the provision of online reference service by the member libraries.*
  
- 2a. Year 1 X
- 2b. Year 2 X
- 2c. Year 3 X
- 2d. Year 4 X
- 2e. Year 5 X
  
3. Intended Result(s)  
*Patrons will have 24/7 access to selected reference tools, including online databases and selected web pages.  
Patrons will be able to ask a librarian questions by using online methods.  
Patrons will be able to download digital content from the UHLS webpage.  
UHLS and its member libraries will continue to explore and implement new technologies to facilitate 24/7 access to electronic information.*
  
4. Evaluation Method(s)  
*Evaluation of the Intended Results will be accomplished by using anecdotal reports, observations, meetings with the Advisory Councils, statistics, questionnaires, and/or surveys.*

## 5.8 Element 2 – TECHNOLOGY SERVICES

### Other (optional)

1. Topic  
*Email, Web Hosting, Reports, Emerging Technologies, Hardware and Software Support for Member Libraries*
2. Goal Statement  
*Provide and maintain email services, web site hosting, ad hoc reports, cataloging support, discovery and support of emerging technologies, and hardware and software support for member libraries.*
- 3a. Year 1 X
- 3b. Year 2 X
- 3c. Year 3 X
- 3d. Year 4 X
- 3e. Year 5 X
4. Intended Result(s)  
*Improvement of the communication of the member libraries with the System office, with each other, with their users, and with their boards of trustees.*  
*Measurement of the effectiveness of the libraries' services.*  
*High and continually improving quality of the bibliographic database and the tools provided by the libraries to support the resources and services they provide to their patrons.*
5. Evaluation Method(s)  
*Evaluation of the Intended Results will be accomplished by using anecdotal reports, observations, meetings with the Advisory Councils, statistics, questionnaires, and/or surveys.*

## 5.9 Element 3 – SPECIAL CLIENT GROUPS

### Adult Literacy

1. Goal Statement  
*Play a leadership role in facilitating and promoting literacy.*
- 2a. Year 1 X
- 2b. Year 2 X
- 2c. Year 3 X
- 2d. Year 4 X
- 2e. Year 5 X
3. Intended Result(s)  
*Strengthen the collaboration between UHLS member libraries and local literacy provider agencies and schools.*



*Increase local awareness of UHLS member libraries' role in promoting adult literacy.*

*Increase usage of adult literacy materials available at UHLS member libraries.*

4. Evaluation Method(s)

*Evaluation of the Intended Results will be accomplished by using anecdotal reports, observations, meetings with the Advisory Councils, statistics, questionnaires, and/or surveys.*

**5.10 Element 3 – SPECIAL CLIENT GROUPS**

**Coordinated Outreach**

1. Goal Statement

*Facilitate the provision of library services by member libraries to persons who are most in need and who often are not regular library users.*

- |     |        |   |
|-----|--------|---|
| 2a. | Year 1 | X |
| 2b. | Year 2 | X |
| 2c. | Year 3 | X |
| 2d. | Year 4 | X |
| 2e. | Year 5 | X |

3. Intended Result(s)

*Members of the following target populations will receive services from UHLS and/or its member libraries: blind/physically disabled, aged, developmentally or learning disabled, institutionalized, members of ethnic/minority groups in need of special services, educationally disadvantaged, unemployed/underemployed, geographically isolated.*

4. Evaluation Method(s)

*Evaluation of the Intended Results will be accomplished by using anecdotal reports, observations, meetings with the Advisory Councils, statistics, questionnaires, and/or surveys.*

**5.11 Element 3 – SPECIAL CLIENT GROUPS**

**Correctional Facilities (State and Local)**

1. Goal Statement

*Provide library services to the inmates of the county correctional facilities.*

- |     |        |   |
|-----|--------|---|
| 2a. | Year 1 | X |
| 2b. | Year 2 | X |
| 2c. | Year 3 | X |
| 2d. | Year 4 | X |
| 2e. | Year 5 | X |

- 3. Intended Result(s)  
*Materials provided will meet the informational and recreational needs of the facility residents*  
*Facility residents will heavily use the materials provided.*
  
- 4. Evaluation Method(s)  
*Evaluation of the Intended Results will be accomplished by using anecdotal reports, observations, meetings with the Advisory Councils, statistics, questionnaires, and/or surveys.*

**5.12 Element 3 – SPECIAL CLIENT GROUPS**

**Youth Services**

- 1. Goal Statement  
*Facilitate the provision of library services by member libraries to children, teens, and families.*
  
- 2a. Year 1 X
- 2b. Year 2 X
- 2c. Year 3 X
- 2d. Year 4 X
- 2e. Year 5 X
  
- 3. Intended Result(s)  
*Staff working with youth and families will have regular opportunities to discuss materials and programs.*  
*Member libraries will be highly satisfied with the continuing education, training, and services offered.*  
*All librarians serving youth and families will be informed about current trends in the provision of library services to these groups.*  
*All member libraries will have regular access to creative ideas to bring youth and families into the libraries.*  
*All member libraries will have opportunities to participate in multi-library projects that increase library effectiveness and visibility.*  
*All member libraries will have the knowledge and tools to create appropriate, current collections for youth and families.*
  
- 4. Evaluation Method(s)  
*Evaluation of the Intended Results will be accomplished by using anecdotal reports, observations, meetings with the Advisory Councils, statistics, questionnaires, and/or surveys.*

**5.13 Element 3 – SPECIAL CLIENT GROUPS**

**Other (optional)**

- 1. Topic N/A
- 2. Goal Statement N/A

3a.	Year 1	N/A
3b.	Year 2	N/A
3c.	Year 3	N/A
3d.	Year 4	N/A
3e.	Year 5	N/A
4.	Intended Result(s)	N/A
5.	Evaluation Method(s)	N/A

**5.14 Element 4 – CONTINUING EDUCATION AND TRAINING**

1. Goal Statement  
*Provide consistent, high-quality continuing education programs for the staff and trustees of member libraries in all aspects of public library operations.*

2a.	Year 1	X
2b.	Year 2	X
2c.	Year 3	X
2d.	Year 4	X
2e.	Year 5	X

3. Intended Result(s)  
*Well-trained and informed library staff and trustees.*

4. Evaluation Method(s)  
*Evaluation of the Intended Results will be accomplished by using anecdotal reports, observations, meetings with the Advisory Councils, statistics, questionnaires, and/or surveys.*

**5.15 Element 5 – CONSULTING AND TECHNICAL ASSISTANCE SERVICES**

1. Goal Statement  
*Provide the appropriate consulting and technical assistance services as needed by the member libraries.*

2a.	Year 1	X
2b.	Year 2	X
2c.	Year 3	X
2d.	Year 4	X
2e.	Year 5	X

3. Intended Result(s)  
*Better and more effective programs that meet the needs of the member library users.*  
*Application for and receipt of more grants that will enable the member libraries to provide enhanced services to their users.*  
*More efficient use of library facilities.*  
*Improved technology in all member libraries.*

4. Evaluation Method(s)  
*Evaluation of the Intended Results will be accomplished by using anecdotal reports, observations, meetings with the Advisory Councils, statistics, questionnaires, and/or surveys.*

**5.16 Element 6 – COORDINATED SERVICES**

1. Goal Statement  
*Provide appropriate services to coordinate the purchase of library materials and supplies, to negotiate the purchase of electronic online resources, and to coordinate the purchase of computer technology and equipment.*

- |     |        |   |
|-----|--------|---|
| 2a. | Year 1 | X |
| 2b. | Year 2 | X |
| 2c. | Year 3 | X |
| 2d. | Year 4 | X |
| 2e. | Year 5 | X |

3. Intended Result(s)  
*Library materials and supplies will be obtained more efficiently and more cost effectively by all member libraries.*  
*Electronic online databases and other digital materials will be obtained in a cost effective manner and provided to all UHLS users.*  
*All member libraries will improve their computer technology and equipment.*

4. Evaluation Method(s)  
*Evaluation of the Intended Results will be accomplished by using anecdotal reports, observations, meetings with the Advisory Councils, statistics, questionnaires, and/or surveys.*

**5.17 Element 7 – AWARENESS AND ADVOCACY**

1. Goal Statement  
*Increase the awareness by the public and elected officials of the critical role public libraries play in addressing community priorities and their need for sufficient financial resources to deliver high quality services.*

- |     |        |   |
|-----|--------|---|
| 2a. | Year 1 | X |
| 2b. | Year 2 | X |
| 2c. | Year 3 | X |
| 2d. | Year 4 | X |
| 2e. | Year 5 | X |

3. Intended Result(s)  
*Greater understanding of the economic impact and value of public library services in the region.*  
*Greater opportunities to develop partnerships and funding sources with the business community.*

*State aid for library services will be increased.*  
*Local funding for library services will be enhanced.*  
*Public awareness of library services will be increased.*

4. Evaluation Method(s)  
*Evaluation of the Intended Results will be accomplished by using anecdotal reports, observations, meetings with the Advisory Councils, statistics, questionnaires, and/or surveys.*

**5.18 Element 8 – COMMUNICATIONS AMONG MEMBER LIBRARIES  
AND/OR BRANCH LIBRARIES**

1. Goal Statement  
*Develop and maintain a systematic process that continues the collaborative environment that now exists among UHLS and the member libraries and that provides member libraries with the information necessary to ensure quality services for their communities.*

- |     |        |   |
|-----|--------|---|
| 2a. | Year 1 | X |
| 2b. | Year 2 | X |
| 2c. | Year 3 | X |
| 2d. | Year 4 | X |
| 2e. | Year 5 | X |

3. Intended Result(s)  
*Member library staff and trustees will have the information necessary to enhance local library services.*  
*Increased sharing of information among UHLS member libraries will strengthen library services throughout the region.*  
*System staff will understand the needs of member libraries and make every decision regarding service delivery with member library input and support.*

4. Evaluation Method(s)  
*Evaluation of the Intended Results will be accomplished by using anecdotal reports, observations, meetings with the Advisory Councils, statistics, questionnaires, and/or surveys.*

**5.19 Element 9 – COOPERATIVE EFFORTS W/ OTHER LIBRARY SYSTEMS**

1. Goal Statement  
*Engage in cooperative projects with other libraries and systems in order to increase services and maximize existing resources.*

- |     |        |   |
|-----|--------|---|
| 2a. | Year 1 | X |
| 2b. | Year 2 | X |
| 2c. | Year 3 | X |

- 2d. Year 4 X
- 2e. Year 5 X

3. Intended Result(s)  
*Expanded services to member libraries through increased efficiency.  
More cost-effective delivery of services.*

4. Evaluation Method(s)  
*Evaluation of the Intended Results will be accomplished by using anecdotal reports, observations, meetings with the Advisory Councils, statistics, questionnaires, and/or surveys.*

**5.20 Element 10 – CONSTRUCTION**

1. Goal Statement  
*Assist member libraries with building planning, construction issues, and the use of funds available through the State Construction Grant.*

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

3. Intended Result(s)  
*All of the funds available through the State construction Grant will be used by member libraries to improve their facilities.  
Member library buildings will be built and/or renovated to meet the needs of their users.*

4. Evaluation Method(s)  
*Evaluation of the Intended Results will be accomplished by using anecdotal reports, observations, meetings with the Advisory Councils, statistics, questionnaires, and/or surveys.*

**Element 11 – CENTRAL LIBRARY SERVICES**

5.21 Provide the URL of the 2007-2011 Central Library Plan.  
<http://www.albanypubliclibrary.org/documents/CentralLibraryServices.pdf>

**Element 12 – DIRECT ACCESS**

5.22 Provide the URL of the most recent Direct Access Plan approved by the New York State Library.  
[http://www.uhls.org/new/direct\\_access.pdf](http://www.uhls.org/new/direct_access.pdf)

**Element 13 – OTHER (Optional)**

5.23 If there are other elements in the System’s Plan of Service not listed above, complete one repeating group for each element.

1.	Element	N/A
2.	Topic	N/A
3.	Goal	N/A
4a.	Year 1	N/A
4b.	Year 2	N/A
4c.	Year 3	N/A
4d.	Year 4	N/A
4e.	Year 5	N/A
5.	Intended Result(s)	N/A
6.	Evaluation Method(s)	N/A

**ASSURANCE**

5.24 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/yy)

**09/13/06**

**APPROVAL**

5.25 The Library System's Plan of Service was reviewed and approved by the New York State Library on (date – mm/dd/yy)

**01/22/07**