Metropolitan New York Library Council
FIVE YEAR LIBRARY SYSTEM PLAN OF SERVICE
(Reference and Research Library Resources System) 2016-2021

SECTION 1 - GENERAL INFORMATION July 1, 2016 - June 30, 2021

New York Metropolitan Reference and Research Library Agency, Inc.
599 11th Avenue, New York, NY 10036
(212) 228-2320

Executive Director: Nate Hill
info@metro.org

System Home Page: http://metro.org
Current List of members: http://metro.org/corporatememberships/applications/search/
Date of Establishment: 1964
Date of Absolute Charter: 1964
Square Mileage of System Service Area: 733
Population of System Service Area: 9,124,246 Service Area
Type of System: 3Rs

SECTION 2 - SYSTEM GOVERNANCE BYLAWS
URL of Current Governing Bylaws: http://metro.org/governance/

APPOINTMENT/ELECTION OF SYSTEM BOARD / SYSTEM COUNCIL
Indicate by whom the System Board / System Council Members are appointed/elected: *System Board / System Council Members.*

ADVISORY GROUPS
Indicate the groups that advise the System Board / System Council. (check all that apply):
Member Directors' Organization / Council, Hospital Library Services Program Committee

Does the System Offer Levels of Membership? *Yes*
Membership Level Name: *Institutional Level 1*
Criteria for Membership at this Level: *Budget under $50,000*

Membership Level Name: *Institutional Level 2*
Criteria for Membership at this Level: *Budget Between $50,000 and $99,000*

Membership Level Name: *Institutional Level 3*
Criteria for Membership at this Level: *Budget Between $100,000 and $249,000*

Membership Level Name: *Institutional Level 4*

Criteria for Membership at this Level: *Budget Between $250,000 and $499,000*

Membership Level Name: *Institutional Level 5*
Criteria for Membership at this Level: *Budget Between $500,000 and $749,000*

Membership Level Name: *Institutional Level 6*
Criteria for Membership at this Level: *Budget Between $750,000 and $999,000*

Membership Level Name: *Institutional Level 7*
Criteria for Membership at this Level: *Between Between $1,000,000 and $2,000,000*

Membership Level Name: *Institutional Level 8*
Criteria for Membership at this Level: *Budget Over $2,000,000*

Provide the URL for Membership Level Descriptions:
http://metro.org/library-and-archives-memberships/

SECTION 3 - PLANNING NEEDS ASSESSMENT AND DEVELOPMENT OF THE PLAN
Provide a summary describing the processes used to assess needs in the development of the Plan of Service: *METRO used multiple methods for assessing member needs. These include: Ongoing 3.1 online survey assessment following every professional development event, training and describing the workshop; Meetings of the Board of Trustees; Meetings of other advisory groups and processes used to councils including Hospital Library Services, Digital Services Advisory Council, assess needs in the Academic Leaders Advisory Committee, Archives Leaders Advisory Committee, development of the Empire State Digital Network Advisory Group; Phone calls with every library regarding delivery service. Phone calls and site visits with CCDA libraries; Visits with HLSP members.*

Identify the groups involved in development of the Plan of Service and each group's role: *METRO staff and Executive Director worked in consultation with Academic Leaders Advisory Committee, Archives Leaders Advisory Committee, Digital Services Advisory Committee and HLSP Advisory Council to develop the strategic plan goals. METRO Board of Trustees reviewed the plan along side METRO's current vision/mission to consider the needs of METRO members in the changing information environment.*

EVALUATION
Describe the information to be collected in order to evaluate and determine members' satisfaction with the system's services: *Types of information METRO will gather to determine member satisfaction include: Feedback from members through surveys, focus groups, site visits and in-person discussions. Advisory groups and committees will also continue to discuss and offer feedback. Data and numerical statistics will be collected in various program areas to measure outcomes such as professional development program attendance; membership growth; delivery usage information; numbers of items digitized and hosted in supported digital collection platforms including numbers of records contributed to the Digital Public Library of America through the Empire State Digital Network. To this end, METRO will*

focus on identifying, collecting and analyzing relevant program and performance data. Ongoing direct communication with members through email, social media platforms and contributions to our websites will also help measure member satisfaction.

Provide the URL for the evaluation form(s) used by members:
https://www.surveymonkey.com/r/2723KST

Provide the URL for the results of the member evaluation:
http://metro.org/articles/metros-2014-professional-development-needs-assessment-report/

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: *Relevant evaluation information will be shared with all groups that play active roles in the planning of METRO's ongoing services. METRO staff, Board of Trustees, and Advisory Councils will have access to relevant data collected. Information will also be shared more broadly with the membership through METRO's communications platforms including newsletters, social media, the website, and at the Annual Meeting.*

REVISION PROCESS
Describe the process for revising the system's Plan of Service for submission to the New York State Education Department/New York State Library: *At various points throughout the plan period, revisions will be made based on feedback from relevant Advisory Committees, Board of Trustees and METRO staff. Additionally, data collection and analysis may present realities for program staff that require adjustment to the plan. METRO staff and Executive Director will make revisions in consultation with appropriate groups and through careful examination of all available data.*

SECTION 4 - GOALS/RESULTS
The Library System's Mission Statement (The Instructions include the definition of the mission statement.): *As libraries everywhere continue to face the challenge of doing more with less, METRO works to build a broad range of support services, resources and collaborations to help our members meet many needs. From grant funding and networking events to technology upgrades and digitization services and support, our work provides effective support to more libraries and more library staff than ever before.*

Element 1 - RESOURCE SHARING
Cooperative Collection Development

Goal Statement: METRO will continue to assist academic libraries in the application and processing of
Coordinated Collection Development Aid (CCDA) applications.
Year 1: Yes
Year 2: Yes
Year 3: Yes

Year 4: Yes
Year 5: Yes

Intended Result(s): Academic Libraries will be able to supplement their institutional budgets through CCDA grants.

Evaluation Methods: Evaluation will be based on the number of Academic Libraries receiving CCDA grants, the efficiency with which the applications are processed, and the amounts of money received.

Provide the URL of the most recent Cooperative Collection Development for Academic Libraries Plan:
http://metro.org/metros-ccda-plan/

Date of Adoption by the System Board: March 29, 2016

Element 1 - RESOURCE SHARING
Catalog Services N/A

Goal Statement: N/A
Year 1: No
Year 2: No
Year 3: No
Year 4: No
Year 5: No
Intended Result (s): N/A
Evaluation Method (s): N/A

Element I - RESOURCE SHARING
Delivery

Goal Statement: *METRO will assist our members in improving resource sharing between libraries by contracting and facilitating a library delivery system that supports up to five days per week of delivery services for member libraries. In coming years, we will be investigating enhanced, streamlined services that offer libraries the ability to track their materials online.*

Year 1: Yes
Year 2: Yes
Year 3: Yes
Year 4: Yes
Year 5: Yes

Intended Result(s): *METRO members will continue to be able to send books and other library materials throughout the METRO membership area on a cost effective basis. The existing service will be enhanced to include online tracking of shipments and materials. The delivery service allows member library patrons quick and easy access to resources from all participating*

member institutions.

Evaluation Method(s): *METRO evaluates the delivery system using a variety of methods. Anecdotal evidence is collected via regular telephone interactions with participating institutions. METRO staff also conduct regular quarterly calls with participating institutions, bi-weekly follow-up calls with problematic sites, periodic web-based questionnaires for member feedback, and focus groups with library participants. New tracking services will be tested by METRO staff and member institutions. Delivery data and statistics are compiled, tracked and analyzed by METRO staff.*

Element I - RESOURCE SHARING
Interlibrary Loan
Goal Statement: N/A
Year 1: No
Year 2: No
Year 3: No
Year 4: No
Year 5: No
Intended Result(s): N/A
Evaluation Method(s): N/A

Element I - RESOURCE SHARING
Digital Collections Access
Goal Statement: *METRO will offer online hosting and access of the digital collections of member libraries, archives, museums and historical societies located in and around New York City, and will expose these resources at a national level by facilitating contribution to such projects as the Digital Public Library of America (DPLA). Digital Culture of Metropolitan New York (http://dcmny.org) provides a digital collection hosting service for METRO member institutions. METRO supports statewide aggregation and sharing of digital collection content through the Empire State Digital Network (ESDN).*

Year 1: Yes
Year 2: Yes
Year 3: Yes
Year 4: Yes
Year 5: Yes

Intended Result(s): *By hosting and administering the DCMNY content management system, METRO provides member libraries with support for metadata creation and cross-collection search and retrieval through a shared front-end interface. Member libraries have access to collections from other member institutions through the shared portal. Additionally, by hosting and administering the Empire State Digital Network (ESDN), METRO makes statewide content accessible through a searchable portal as well as sharing it at a national level.*

Evaluation Method(s): *METRO tracks numbers of participating institutions, as well as numbers*

of records contributed and shared through DCMNY. Monthly usage statistics are tracked by METRO staff through website analytics software. Numbers of records contributed to the DPLA through DCMNY are also tracked and recorded. Analytics and usage information will also be collected through the statewide ESDN portal.

Element I - RESOURCE SHARING
Other (Optional)
Topic: Referral Card services
Goal Statement: *METRO's Referral Card system expands onsite patron access to collections and resources throughout New York City and Westchester County. Students and researchers can locate materials that may not circulate by visiting METRO member libraries and using materials onsite.*

Year 1: Yes
Year 2: Yes
Year 3: Yes
Year 4: Yes
Year 5: Yes

Intended Result(s): *METRO's Referral Card Service facilitates resources sharing by providing patrons full access to library collections beyond their home institution. The Referral card service provides students and researchers full access to library collections beyond their home institutions.*

Evaluation Method(s): *The number of METRO members that participate in the program; numbers of requests by participating institutions for additional referral cards; and anecdotal evidence collected from member libraries. Participating host libraries also submit all received referral cards to METRO at the end of each month, allowing for usage tracking.*

Element 2 - SPECIAL CLIENT GROUPS
Hospital Library Services

Goal Statement: METRO will assist Hospital Library Services Program member libraries in maintaining access to a broad array of electronic medical texts by providing access to StatRef, EBSCO's ebook Nursing Collection, and other electronic medical texts through a shared search and discovery platform.

Year 1: Yes
Year 2: Yes
Year 3: Yes
Year 4: Yes
Year 5: Yes

Intended Result(s): *HLSP libraries will have expanded access to electronic content and collections through a shared discovery platform (EBSCO EDS). In addition to the platform, METRO will license new electronic texts and materials and make those titles discoverable*

through a shared search platform. The discovery platform (EBSCO EDS) will provide search and usage statistics for licensed electronic medical resources.

Evaluation Method(s): *Additional evaluation will be based on user statistics provided by individual electronic text publishers, anecdotal discussions with HLSP members, and discussions with the HLSP Advisory Council.*

Goal Statement: *METRO will assist HLSP libraries in maintaining viable research collections by granting funds for the purchase of books and journals through the Collection Development Grant program.*

Year 1: Yes
Year 2: Yes
Year 3: Yes
Year 4: Yes
Year 5: Yes

Intended Result(s): *HLSP libraries will be able to supplement their institutional budgets through METRO grants; HLSP members will provide improved access to content and services to their users by expanding their collections and making them more relevant to users' needs.*

Evaluation Method(s): *Evaluation will be based on the number of HLSP libraries participating in the Collection Development Grant program, the amount of funds allocated, and anecdotal reports received from library staff about the value of the program.*

Goal Statement: METRO will assist HLSP libraries in maintaining an adequate level of technology through the use of Technology Grants which will be awarded annually on a competitive basis.

Year 1: Yes
Year 2: Yes
Year 3: Yes
Year 4: Yes
Year 5: Yes

Intended Result(s): *HLSP libraries will be able to supplement their institutional budgets through METRO grants and they will be able to improve services to their users through the use of new technology.*

Evaluation Method(s): *Evaluation will be based on the number of HLSP libraries participating in the Technology Grant program and the amount of funds allocated.*

Goal Statement: *METRO will assist HLSP library staff in gaining access to Medical Library Association accredited continuing education programs by offering these courses annually in conjunction with METRO's Professional Development program.*

Year 1: Yes
Year 2: Yes

Year 3: Yes
Year 4: Yes
Year 5: Yes

Intended Result(s): *HLSP staff will have access to MLA credit-bearing continuing education workshops on a partially subsidized basis.*

Evaluation Method(s): *Evaluation will be based on the number of workshops offered and on workshop attendance.*

Goal Statement: *METRO will assist HLSP libraries in maintaining access to the delivery of library materials through the physical and electronic delivery of interlibrary loan items.*

Year 1: Yes
Year 2: Yes
Year 3: Yes
Year 4: Yes
Year 5: Yes

Intended Result(s): *HLSP libraries will be able to send and receive library materials throughout the METRO region on a cost effective basis.*

Evaluation Method(s): *Evaluation will be based on the number of HLSP libraries receiving delivery through METRO contracted delivery service and through feedback gathered from the HLSP Advisory Committee.*

Element 2 - SPECIAL CLIENT GROUPS
Other (Optional)

Topic: N/A
Goal Statement: N/A
Year 1: No
Year 2: No
Year 3: No
Year 4: No
Year 5: No

Intended Result(s): N/A

Evaluation Method(s): N/A

Element 3 - PROFESSIONAL DEVELOPMENT AND TRAINING
METRO will host and deliver trainings, meetings and workshops in a variety of formats in order to meet member's learning and library service needs.

Year 1: Yes
Year 2: Yes
Year 3: Yes

Year 4: Yes
Year 5: Yes

Intended Result(s): *Information professionals will gain the skills and knowledge needed to succeed in their jobs. Library patrons will receive improved services.*

Evaluation Method(s): *Following each training session, METRO will analyze participant data including attendance numbers and session evaluation results. METRO staff will specifically seek to find out from librarians the workshop formats that work the best for particular learning styles and work situations.*

Goal Statements: METRO will serve as a lab space where New York's libraries and archives can come together to learn, collaborate, share ideas, and experiment with new technologies.

Year 1: Yes
Year 2: Yes
Year 3: Yes
Year 4: Yes
Year 5: Yes

Intended Result(s): *METRO will provide space, equipment and the direction needed to facilitate collaborative learning initiatives that broaden impact beyond the walls of any one member organization. Member institutions will have the opportunity to experiment together with new technologies, software, and equipment in support of expanded services throughout the region.*

Evaluation Method(s): *METRO will analyze participant data for events including attendance numbers, anecdotal evidence. Programming and learning needs will be driven by feedback from Archives Leaders Advisory Committee, Academic Leaders Advisory Committee, Digital Services Advisory Committee, and METRO staff. Demand for expanded access to equipment and software will also inform evaluation.*

Goal Statements: *To continue to develop opportunities for member librarians to network with each other through Special Interest Groups, electronic mailing lists, and the annual meeting.*

Year 1: Yes
Year 2: Yes
Year 3: Yes
Year 4: Yes
Year 5: Yes

Intended Result(s): *Librarians meet together with their peers to learn first-hand what does and doesn't work in libraries. Librarians develop support networks for accessing information about best practices in libraries and archives. Member institutions are connected to one another and are better able to serve their customers.*

Evaluation Method(s): *Statistics will be kept on attendance at and participation in all networking activities. METRO will collect anecdotal data and conduct post-event surveys to assess how networking opportunities help librarians serve their customers. Feedback is also gathered through consultation with the Special Interest Group Advisory Council.*

Goal Statements: *METRO Special Interest Groups (SIGs) will continue to make their activities easily available and discoverable to the METRO membership.*

Year 1: Yes
Year 2: Yes
Year 3: Yes
Year 4: Yes
Year 5: Yes

Intended Result(s): *METRO will assist SIGs in creating and maintaining functioning, up-to-date web pages. SIG pages will be linked to from the METRO website and will focus on outreach to the broader METRO membership.*

Evaluation Method(s): *Evaluation will be based on web traffic to the sites, on discussions with SIG members, and on conversation with METRO members. Feedback will also be gathered through consultation with the Special Interest Group Advisory Council.*

Goal Statements: *METRO will launch and run a monthly speaker series that will bring thought leaders from around the country to New York City to share new ideas on technology, society, data, and the ways in which these facets intersect with the work of professionals in our membership.*

Year 1: Yes
Year 2: Yes
Year 3: Yes
Year 4: Yes
Year 5: Yes

Intended Result(s): *METRO will host an annual series of 12 high-level, informative, and intellectually stimulating talks by leaders in the information and tech fields. Speakers will address topics of relevance to library and information professionals and will align with METRO's quarterly programming themes. The speaker series will support emerging continuing education and professional development needs of library professionals. Talks will be accompanied by a reception and an opportunity for our audience to informally interact with the speakers thereby providing networking opportunities for members.*

Evaluation Method(s): *Evaluation will be based on number of attendees at each event. Post-event surveys and evaluations will also provide valuable insights into program success. METRO staff will also take into account anecdotal discussions with members and response on social media.*

Element 4 - CONSULTING AND DEVELOPMENT SERVICES

Goal Statements: *To assist METRO members in learning to manage and develop their experience and knowledge in the area of digitizing and sharing library collections.*

Year 1: Yes
Year 2: Yes

Year 3: Yes
Year 4: Yes
Year 5: Yes

Intended Result(s): *METRO digital services staff will perform site visits to members interested in providing digital access to their collections. Members will contact METRO to express interest in exposing collections and content online. METRO staff will visit and perform assessment to provide recommendations for digitization or for making existing digital collections more accessible.*

Evaluation Method(s): *METRO staff will maintain records of contact and expressions of interest. Additionally, anecdotal evidence and input from the Digital Services Advisory Council will be used.*

Goal Statements: *To assist METRO Hospital Library Services Program members in learning to manage and develop library services to their users.*

Year 1: Yes
Year 2: Yes
Year 3: Yes
Year 4: Yes
Year 5: Yes

Intended Result(s): *METRO staff will continue to perform site-visits to participating libraries to discuss specific problems and possible solutions in improving the quality of the services they provide. The services of HLSP members will improve in quality and effectiveness.*

Evaluation Method(s): *METRO will maintain records of visits; Anecdotal discussions with individual HLSP members and consultation with the HLSP Advisory Group will be* considered.

Element 5 - COORDINATED SERVICES FOR MEMBERS
Virtual Reference

Goal Statement: N/A
Year 1: No
Year 2: No
Year 3: No
Year 4: No
Year 5: No

Intended Result(s): N/A

Evaluation Method(s): N/A

Element 5 - COORDINATED SERVICES FOR MEMBERS
Digitization Services

Goal Statement: *METRO will continue to host, support and facilitate contribution of digital collections from member libraries, archives, museums and historical societies in the Digital Culture of Metropolitan New York (DCMNY).*

Year 1: Yes
Year 2: Yes
Year 3: Yes
Year 4: Yes
Year 5: Yes

Intended Result(s): *Member libraries will share digital collection content according to regional standards and best practices to help build a premier digital library collection in New York City and Westchester County. METRO will provide cross-searchable access to shared digital collections through the DCMNY platform.*

Evaluation Method(s): *Evaluation will be based on a combination of numerical statistics, use data and analytics, and feedback from participating institutions. Additional insights will be gained through consultation with the Digital Services Advisory Council.*

Goal Statement: *In continued collaboration with the other ESLN councils, METRO will provide the technical expertise and infrastructure necessary to expose New York's rich cultural heritage through the Digital Public Library of America (DPLA). The Empire State Digital Network (ESDN) will be hosted and staffed by METRO and will provide a statewide metadata aggregation service to enhance sharing of digital content and collections.*

Year 1: Yes
Year 2: Yes
Year 3: Yes
Year 4: Yes
Year 5: Yes

Intended Result(s): *METRO will provide the technical expertise and infrastructure to support wide-scale metadata aggregation through ESDN. ESDN will aggregate digital collection metadata from member institutions, DCMNY, and other statewide repositories to allow library digital collections to be cross-searched, exposed, and shared more broadly.*

Evaluation Method(s): *ESDN will be assessed according to numbers of institutions that participate and contribute data; numbers of records aggregated and shared with the DPLA; usage data and click throughs from DPLA to DCMNY; and feedback from participating institutions.*

Goal Statements: *METRO will expand support for on-site institutional scanning. METRO will bring mobile digitization kits to METRO member institutions across New York City and Westchester. METRO staff will scan selected collections and make them available through DCMNY.*

Year 1: Yes
Year 2: Yes
Year 3: Yes

Year 4: Yes
Year 5: Yes

Intended Result(s): *Member institutions often have important local history in their physical collections but may lack the equipment and expertise needed to digitize their treasures. METRO will help expose these hidden collections by bringing the equipment and expertise to the institutions. Items scanned will be made available through DCMNY and shared with the Digital Public Library of America.*

Evaluation Method(s): *Evaluation will be based on numbers of collections scanned as well as numbers of items added to DCMNY. Expressions of interest from member institutions and anecdotal evidence gathered through conversations with members will also be used.*

Goal Statements: *METRO will assist member libraries in preserving their rich digital resources for future*
generations.

Year 1: Yes
Year 2: Yes
Year 3: Yes
Year 4: Yes
Year 5: Yes

Intended Result(s): *Member libraries will learn about digital preservation through METRO professional development programs. METRO will provide access to digital forensic and media transfer equipment and trainings. METRO will investigate offering long-term file storage solutions to members. Member libraries will expand digital preservation services.*

Evaluation Method(s): *Evaluation will be based on a combination of numerical statistics, anecdotal reports, and feedback from the Archives Leaders Advisory Committee. Demand for digital forensics equipment and transfer and event attendee data will be considered.*

Goal Statements: *METRO will continue to support and fund digitization projects at member institutions through the METRO Digitization Grant Program.*

Year 1: Yes
Year 2: Yes
Year 3: Yes
Year 4: Yes
Year 5: Yes

Intended Result(s): *Member libraries will increase the number and range of digital resources available for their respective audiences.*

Evaluation Method(s): *Evaluation will be based on the number of member institutions participating in the digitization grant program and the amount of funds allocated annually. Feedback and additional program analysis will be provided by the Digital Services Advisory Council.*

Goal Statements: *METRO will assist member libraries to develop and maintain the essential*

skills and competencies to support and staff digitization initiatives.

Year 1: Yes
Year 2: Yes
Year 3: Yes
Year 4: Yes
Year 5: Yes

Intended Result(s): *Member libraries will have access to a wide variety of metadata and digitization training from beginning to advanced levels. Trainings will enable staff at member institutions to effectively carry out digitization projects in their libraries.*

Evaluation Method(s): *Evaluation will be based in part of the number of trainings offered and the number of attendees. Post-event surveys and assessments will be used to measure the effectiveness of each training program.*

Element 5 - COORDINATED SERVICES FOR MEMBERS
Other (Optional)

Topic: N/A
Goal Statement: N/A
Year 1: No
Year 2: No
Year 3: No
Year 4: No
Year 5: No

Intended Result(s): N/A

Evaluation Method(s): N/A

Element 6 - AWARENESS AND ADVOCACY
Goal Statement: *METRO will develop and maintain communication with area governmental representatives and officials in the state and federal government in NYC and Westchester County informing them of METRO's services and the use and value of state aid to libraries.*

Year 1: Yes
Year 2: Yes
Year 3: Yes
Year 4: Yes
Year 5: Yes

Intended Result(s): *METRO and METRO members will have an increasingly effective voice in legislative matters affecting libraries.*

Evaluation Method(s): *Evaluation will be based on the number of contacts and visits made by METRO representatives with state and federal officials; the number of governmental aides who attend METRO sponsored events or trainings; the stable or increased state funding received by*

the library systems in NYC and Westchester County.

Goal Statements: *METRO will continue to lobby for library interests in public policy matters with the State of New York and the Federal Government on matters supported by the library community along with the New York State Library Association and the American Library Association.*

Year 1: Yes
Year 2: Yes
Year 3: Yes
Year 4: Yes
Year 5: Yes

Intended Result(s): *METRO members increase their strategic position and have an effective voice to influence state and federal policies and programs.*

Evaluation Method(s): *Evaluation will be based on the number of contacts and visits made by METRO staff with state and federal officials and representatives, and the final legislative outcomes of library related issues.*

Element 7 - COMMUNICATIONS AMONG MEMBER LIBRARIES AND LIBRARY SYSTEMS

Goal Statement: *METRO will continue to maintain the METRO Membership Directory.*

Year 1: Yes
Year 2: Yes
Year 3: Yes
Year 4: Yes
Year 5: Yes

Intended Result(s): *METRO members will have quick access to up-to-date contact information, delivery information, etc. of other member institutions. Members can use the information to contact and connect with other libraries for sharing of information, for collaboration, and for sending materials through the METRO delivery service.*

Evaluation Method(s): *Evaluation will be based on analytics showing the usage of the online directory as well as through anecdotal discussions with members.*

Goal Statements: *METRO will continue to update the METRO website, news blog, newsletters, and social media to build online communication and communities around METRO and among METRO members.*

Year 1: Yes
Year 2: Yes
Year 3: Yes
Year 4: Yes
Year 5: Yes

Intended Result(s): *Members will have opportunity to interact with one another and with METRO*

staff directly through social media. Members will feel part of the METRO community and will be less isolated. Members will make better use of METRO services thanks to up-to-date information on the website. Members will improve the quality of services to their users.

Evaluation Method(s): *Evaluation will be measured through numbers of followers and direct interactions on social media, newsletter subscriptions, and anecdotal discussions with members.*

Goal Statements: *METRO will redesign the metro.org website using open source technologies and code. The website code will be shared openly and will be publicly accessible to members and to the larger library and tech communities who will be encouraged to submit requests for desired enhancements.*

Year 1: Yes
Year 2: Yes
Year 3: Yes
Year 4: Yes
Year 5: Yes

Intended Result(s): *By publicly sharing the code behind the metro.org website, members will be able to edit and submit site enhancements to METRO staff. METRO members will have the opportunity to directly influence site functionality and design. METRO institutions will have the ability to repurpose METRO's site and to create their own websites and tools based on the metro.org code base. Increased openness, sharing, communication and development across the membership.*

Evaluation Method(s): *Evaluation will be measured through website analytics; numbers of interactions with the code base; communication and questions from members about the site and the code; attendance at trainings and events focused on GitHub, MarkDown and other related technologies.*

Goal Statements: *METRO will launch and run a fellowship program in which METRO will host a cohort of fellows. The program will leverage METRO's unique network of members to produce useful new products, partnerships, scholarship, and technologies that address cross-institutional needs and opportunities in New York and beyond.*

Year 1: Yes
Year 2: Yes
Year 3: Yes
Year 4: Yes
Year 5: Yes

Intended Result(s): *METRO will partner clusters of member organizations that wish to seek creative approaches to improve their practice and services. Individual fellows will work with partner institutions to address problems of practice. Members will connect directly through the fellowship website. METRO will identify new service needs and build new collaborations among the membership.*

Evaluation Method(s): *Evaluation will be based on numbers of responses to the call for*

proposals; Direct interactions between contributors on the fellows website; Discussions with Fellowship Advisory Committee and anecdotal conversations with members; outcome and statistics derived from assessment of each individual project.

Goal Statements: *METRO will continue to coordinate Special Interest Groups (SIGs) that support groups of librarians within the METRO region.*

Year 1: Yes
Year 2: Yes
Year 3: Yes
Year 4: Yes
Year 5: Yes

Intended Result(s): *Librarians will gather together to discuss specific library-related topics of interest to them and to hear presentations from experts on those topics. Through learning about best practices in other institutions, member professionals will improve the quality of services they provide to their users.*

Evaluation Method(s): *The SIGs will be evaluated through anecdotal discussions and occasional satisfaction surveys.*

Goal Statements: *To continue to plan and grow the METRO annual meeting for all METRO members.*

Year 1: Yes
Year 2: Yes
Year 3: Yes
Year 4: Yes
Year 5: Yes

Intended Result(s): *Librarians will have a chance to meet, share their work and ideas, and network with other librarians in the METRO membership. Members will learn about relevant issues from invited keynote speakers and through panels and presentations by other members. Members will have the opportunity to share and present about their work.*

Evaluation Method(s): *Evaluation will be conducted through a post-event survey, through numbers of presentation proposals submitted, through attendee numbers, and through conversations and discussions with members both in-person and on social media.*

Element 8 - COLLABORATIVE EFFORTS WITH OTHER LIBRARY SYSTEMS

Goal Statements: *To continue to plan and offer cooperative learning opportunities with public library systems and school library systems in the METRO area.*

Year 1: Yes
Year 2: Yes
Year 3: Yes
Year 4: Yes
Year 5: Yes

Intended Result(s): *The library systems will benefit from the planning and training experience of METRO staff as well as from access to METRO's centrally located space. Librarians will gain knowledge of new topics, have access to new software and equipment, and network with librarians from all types of libraries.*

Evaluation Method(s): *Programs will be evaluated using post-event surveys. The value of cooperative efforts will be discussed by the library systems and with METRO staff.*

Goal Statements: *METRO will continue to cooperate and collaborate with other ESLN councils to explore new programs and services that benefit our respective members.*

Year 1: Yes
Year 2: Yes
Year 3: Yes
Year 4: Yes
Year 5: Yes

Intended Result(s): *Collaboration between the ESLN councils will provide leadership in the state around library services and will advance the work of providing innovative and essential services more efficiently.*

Evaluation Method(s): *New programs and services born out of collaboration will be evaluated by ESLN based on member participation and feedback.*

Element 9 - OTHER (Optional)

Element: N/A
Topic: N/A
Goal Statement: N/A
Year 1: No
Year 2: No
Year 3: No
Year 4: No
Year 5: No

Intended Result(s): N/A

Evaluation Method(s): N/A

ASSURANCE
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 03/29/2016.

APPROVAL
The Library System's Plan of Service was reviewed and approved by the New York State Library on 07/07/2016.