

TOP PRIORITY #1	COMMUNICATION					
GOAL 1	AWARENESS & ADVOCACY: MCLS will consistently communicate to the public and elected officials the critical role libraries play in addressing community priorities and the need for sufficient financial resources to deliver services.					
STRATEGY 1	MCLS will provide advocacy tools and training opportunities for staff, trustees, friends and stakeholders					
Activity	Who Responsible	2017	2018	2019	2020	2021
1. Establish an MCLS Advocacy Team	SSOC/DC	X				
2. Develop advocacy toolkits for the member library staff, trustees and friends, using the existing ALA and NYLA models.	Advocacy Team	X				
3. Develop advocacy training for member staff, trustees, friends and community stakeholders.	Advocacy Team	X				
Evaluation Methods						
1. Charter written						
2. Count uses of advocacy kits. Attach an exit poll to online resources						
3. Number of training sessions and attendance						

STRATEGY 2	MCLS will coordinate opportunities for advocacy with local legislators.					
Activity	Who Responsible	2017	2018	2019	2020	2021
1. Continue yearly local office visits with state officials	RPL/MCLS Staff	X	X	X	X	X
2. Develop mechanism(s) to reach County legislators	Advocacy Team	X				
3. Continue to host the yearly "Thank You" breakfast event	Advocacy Team	X	X	X	X	X
4. Expand attendance at Library Lobby Day in Albany	Advocacy Team	X	X	X	X	X
Evaluation Methods						
1. Number of visits scheduled and number of trustees and/or non staff attending						
2. Number of contacts reported by member libraries						
3. Number of legislators and trustees attending						
4. Number attending						

STRATEGY 3		Increase library visibility in the community by ensuring an MCLS presence at select community events and government functions.				
Activity	Who Responsible	2017	2018	2019	2020	2021
1. MCLS will conduct outreach at community events (RocCon, Lilac Festival, etc.) annually.	Outreach Team	X	X	X	X	X
2. Regular attendance at County Legislature meetings by MCLS staff.	RPL/MCLS Staff	X	X	X	X	X
3. Encourage member library contact and collaboration with community service organizations.	Outreach Team Member Library Staff					X
Evaluation Methods						
1. Number of events attended. Number of direct contacts at event. Event attendance overall						
2. Number of meetings attended						
3. Number of contacts made						

STRATEGY 4	Increase public awareness of library resources via strategic marketing.					
Activity	Who Responsible	2017	2018	2019	2020	2021
1. Establish MCLS Marketing Team	SSOC/DC	X				
2. Create a marketing strategy for digital resources	Marketing Team			X		
3. Provide training topics in marketing library services	Marketing Team	X	X	X	X	X
4. Continue to provide Constant Contact at system level	RPL/MCLS Staff	X	X	X	X	X
5. Explore marketing assistance grants to raise awareness of libraries value to the community	Marketing Team		X			
Evaluation Methods						
1. Charter written						
2. Track use of digital resources						
3. Track sessions provided and number attending						
4. Track open and click rates.						
5. Number of grant(s) applied for and received.						

GOAL 2	NEW FUNDING: MCLS will continue to seek ways to stabilize funding for system services by researching new revenue streams.					
STRATEGY 1	Discover creative funding options.					
Activity	Who Responsible	2017	2018	2019	2020	2021
1. Explore the rental of Hacker Hall for events as a revenue stream for the Central Library	RPL/MCLS Staff			X		
2. Approach the Friends and Foundation of the Rochester Public Library about expanding their role in supporting system marketing, grants and training	RPL/MCLS Staff		X			
3. Explore a crowd funding campaign(s) for new services	RPL/MCLS Staff				X	
Evaluation Methods						
1. Measure number of rentals and revenue						
2. Amount of financial support given						
3. Amount of money raised						

TOP PRIORITY #2	TRAINING & DEVELOPMENT						
GOAL 1	STAFF TRAINING AND DEVELOPMENT –MCLS will continue to provide relevant, high quality training to its member library staff and trustees.						
STRATEGY 1	Deliver training in digital as well as live formats.						
Activity		Who Responsible	2017	2018	2019	2020	2021
1. MCLS Training Team will continue to produce videos for CARL training		Training team	X	X	X	X	X
2. Explore the purchase of improved equipment for recording training		RPL/MCLS staff		X			
3. Explore the use of live streaming apps to deliver training		RPL/MCLS staff		X			
Evaluation Methods							
1. Measure number of videos produced as well as views							
2. Survey to evaluate video quality before and after							
3. Number of trainings streamed and number of views							

STRATEGY 2	Deliver mini conference opportunities with both national and local experts on a range of library related topics						
Activity		Who Responsible	2017	2018	2019	2020	2021
1. Collaborate with RRLC to identify interests and opportunities		RPL/MCLS staff with input from training team	X	X	X	X	X
2. Collaborate with other library systems to identify experts and share expenses		RPL/MCLS staff with input from training team	X	X	X	X	X
3. Identify funding sources		RPL/MCLS staff	X	X	X	X	X
Evaluation Methods							
1. Number of training sessions shared with RRLC							
2. Number of trainings sessions co-sponsored with other library systems							
3. Amount of financial support received							

GOAL 2	TRUSTEE TRAINING AND DEVELOPMENT –MCLS will to continue to deliver high quality training opportunities for member library trustees.					
STRATEGY 1	Find ways to increase trustee engagement.					
Activity	Who Responsible	2017	2018	2019	2020	2021
1. Offer trustee orientation twice yearly	RPL/MCLS staff	X	X	X	X	X
2. Explore integrating HATS(Helping All Trustees Succeed) curriculum into current training modules	RPL/MCLS staff	X				
3. Encourage trustee participation in Library Trustees Association	RPL/MCLS staff and member library directors	X	X	X	X	X
4. Encourage trustees to attend conferences	RPL/MCLS staff and directors	X	X	X	X	X
5. Investigate interest in digital delivery of trustee training	RPL/MCLS staff		X			
Evaluation Methods						
1. Number of trainings and attendees						
2. Number of training sessions and attendance						
3. Number of trustee memberships from MCLS libraries						
4. Number of trustees attending						
5. Number of digital sessions recorded and number of trustees viewing						

STRATEGY 2		Greater communication among member library trustees					
Activity		Who Responsible	2017	2018	2019	2020	2021
1. Develop MCLS trustee council		RPL/MCLS staff			X		
2. Hold trustee mini conference		RPL/MCLS staff with input from member library directors	X	X	X	X	X
Evaluation Methods							
1. Number of meetings and attendees							
2. Number of attendees							

TOP PRIORITY #3	TECHNOLOGY – MCLS will continue to explore and provide the latest updates for its member libraries for an informed tech competent staff, patrons and trustees						
Goal 1	Maximize the patron experience with enhancements to the ILS						
STRATEGY 1	Research and implement recommended enhancements and applications supporting the ILS						
Activity		Who is Responsible	2017	2018	2019	2020	2021
1. Establish ILS users group		SSOC/DC	X				
2. Continue to support Emerging technology camps		SSOC/DC	X	X	X	X	X
3. Update www.libraryweb.org to improve patron access to catalog, events, e-resources		RPL/MCLS staff with web team	X				
4. Begin implementation of five-year ILS development plan under new agreement with TLC		RPL/MCLS staff	X	X	X	X	X
Evaluation Methods							
1. Charter document							
2. Number of tech camps and attendees							
3. Use of www.libraryweb.org site pages and new ILS applications (mobile, event registrations, etc.)							
4. Draft 5 year ILS plan							

GOAL 2	All staff will have the ability to use relevant technology as it relates to their job function						
STRATEGY 1	Create and maintain Staff competency document(s)						
Activity		Who is Responsible	2017	2018	2019	2020	2021
1. Charter for staff competency team		SSOC/DC		X			
2. Survey staff for comfort level with various technologies		Competency Team			X		
3. Identify gaps in staff competencies		Competency Team			X		
4. Identify system experts to provide training		Competency Team			X		
5. Provide mechanism for reevaluation and update of competencies		Competency Team				X	
Evaluation Methods							
1. Charter written							
2. Number of survey respondents							
3. Number of training sessions							
4. Self assessment							

STRATEGY 2		Make best use of system purchasing power for additional technology enhancements					
Activity		Who is Responsible	2017	2018	2019	2020	2021
1. Continue to purchase electronic resources as a system		RPL/MCLS Staff with input from Directors Council	X	X	X	X	X
2. Investigate the expansion of Microsoft Office 365 for licensing and internal support (portal)		LAS	X	X	X	X	X
3. Expansion of Software as a Service (hosted) solutions		LAS	X	X	X	X	X
Evaluation Methods							
1. Track uses of electronic resources							
2. Number of system licenses purchased; use of portal							
3. Digital transmission bandwidth utilization							

TOP PRIORITY #4	COLLABORATION						
GOAL 1	Outreach And Special Populations MCLS will maintain existing services to special populations and explore the development of services to new populations						
STRATEGY 1	Expand library services to homebound populations						
Activity		Who Responsible	2017	2018	2019	2020	2021
1. Maintain the existing Coordinated Outreach Department activities as funded by state aid including outreach to seniors and the incarcerated		Outreach Staff	X	X	X	X	X
2. Investigate collaborating with other agencies to extend delivery to in home clients via existing service such as meal on wheels		Outreach Staff/MCLS		X			
3. Investigate extending delivery to in homes via a volunteer core		Outreach/FFRPL		X			
Evaluation Methods							
1. Number of patrons served							
2. Number of patrons served							
3. Number of volunteers recruited							

STRATEGY 2	Eliminate barriers to Service						
Activity		Who Responsible	2017	2018	2019	2020	2021
1. Charter for ADA team		SSOC/DC				X	
2. A system team will explore the requirements and best practices for service to customers with disabilities. The team will evaluate member libraries against ADA requirements.		ADA Team				X	
3. Seek out grant assistance that can help with removing barriers		ADA Team				X	
4. Re survey to see if the project was successful		ADA Team					X
Evaluation Methods							
1. Charter written							
2. Number of survey respondents							
3. Amount of grant received							
4. Compile and share survey results							