

Southeastern New York Library Resources Council Five Year Plan of Service July 1, 2001 -- June 30, 2006

Mission Statement:	The Southeastern New York Library Resources Council (SENYLRC) is a consortium of academic, special, hospital, research public and public/school library systems in the counties of Columbia, Dutchess, Greene, Orange, Putnam, Rockland, Sullivan, & Ulster. SENYLRC's purpose is to provide a leadership role in assisting and facilitating member libraries and library systems to cooperate and collaborate to advance the provision of timely reference and research resources and services to their community of users.
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8) Organizational Structure	<i>Vision: SENYLRC will effectively use the collective knowledge, experience and energies of the Board of Trustees, Council and member library staff to efficiently deliver desired programs within the constraints of available resources.</i>
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Year	Goals	Activities	Funding	Players	Results
Ongoing	ORG-O G-1 STRONG AND FISCALLY SOUND ORGANIZATION Southeastern will be an organization that has sufficient revenue to achieve its mission and staff who, as a team, will work together to implement the Board-determined policies, programs and corresponding activities	ORG-O 1.1 An annual state of the organization summary by the Director leading to Board understanding of the current viability of SENYLRC		Director, staff	An informed Board to make decisions
Ongoing	ORG-O G-1	ORG-O 1.2 An annual system-wide program and service evaluation conducted in the 1st quarter of the calendar year	SENYLRC	Staff, Board	Knowledge of valued services; where improvements are necessary, etc. as an information tool for program/service decisions
Ongoing	ORG-O G-1	ORG-O 1.3 The Board of Trustees will prioritize goals and activities on a philosophical level; the Director, in consultation with staff, will review such on the pragmatic level		Board, Director, staff	A method and process to take a leadership role and be successful within the constraints of the fiscal and staffing resources

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Ongoing	ORG-O G-1	ORG-O 1.4 Maintain a fiscally sound organization by increasing revenue options, including implementing fees for services.	SENYLRC, fees	Board	Sufficient operating moneys to provide value services
Ongoing	ORG-O G-1	ORG-O 1.5 Identify and encourage enthusiastic and forward looking people to serve on SENYLRC's Board of Trustees		Board	A Board composed of committed people, with a wide range of experiences and which can collectively focus on the global view
Ongoing	ORG-O G-1	ORG-O 1.6 Identify, hire, recognize and retain exceptional librarians, other professionals and support staff at SENYLRC who are empowered to achieve desired results that are within their capabilities through a work ethic that includes a commitment to customer service, team work, and who can interact with committees, consultants and other individuals to achieve a clear set of prioritized and achievable goals, activities and initiatives	SENYLRC, RBDB, HLSP, other grants	Director, Board, SENYLRC	A staff which are both valued by the organization and membership and which understands and values their importance to the organization and membership, resulting in successful program and service implementation
Ongoing	ORG-O G-1	ORG-O 1.7 A program that fosters an informed Board of Trustees on the role of the Board and current and emerging issues that impact the organization	SENYLRC	Board, Director	A Board with a knowledge base the result of which is to set policy and program direction both effectively and equitably
Ongoing	ORG-O G-1	ORG-O 1.8 Activities that result in an ongoing environment of communications between the Board, Executive Director, and between the Executive Director, SENYLRC management team, and the staff	SENYLRC	Board, Director, staff	Effective program implementation
Ongoing	ORG-O G-1	ORG-O 1.9 An annual process that results in SENYLRC Committee activities being aligned with SENYLRC annual goals and activities	SENYLRC	Committees, Board	Effective use of the time of committee volunteers; better program implementation

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Ongoing	ORG-O G-1	ORG-O 1.10. Empower committee chairs to assume a strong leadership role with the committee so that committee members can better address their annual charges, including 1) leadership workshop for chairs; 2) ongoing reporting and meeting opportunities with the board; 3) cross committee communications; 4) communication, cooperation and collaboration with staff	SENYLRC	Committee chairs, Board	Same
Ongoing	ORG-O G-1	ORG-O 1.11 Educate committee members about their role on Southeastern committees within the framework of the 3R Council structure.		Board, staff	Effective use of SENYLRC committees
Ongoing	ORG-O G-1	ORG-O 1.12 A technology plan for the system headquarters for equipment upgrades that allows SENYLRC to provide timely service, including an annual review of the hardware and telecommunications infrastructure	SENYLRC, RBDB, LSTA, other	Staff, Director, Board	Up-to-date tools for program/service implementation
Ongoing	ORG-O G-1	ORG-O 1.13 An annual review of the Long Range Plan		Board, Director	A targeted program of values and needed services within the limits of available staff
Current Year 2000-2001	ORG-00 G-1 STRONG AND FISCALLY SOUND ORGANIZATION	Ongoing		ongoing	ongoing
2000-2001	ORG-00 G-1	ORG-00 1.1 Building Task Force Recommendation leading to a long term manageable SENYLRC revenue stream	SENYLRC	Board	Decision on a permanent Council office with the long range goal of controlling expenses
2000-2001	ORG-00 G-1	ORG-00 1.2 Board of Trustees explore membership, service & dues options for school and public libraries	Libraries	Board	Role clarification of services to members of member library systems
2000-2001	ORG-00 G-1	ORG-00 1.3 Explore areas for library cost sharing and fees for services provided by SENYLRC	SENYLRC, grants, libraries	Board	Increase service revenue

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Year 1 2001-2002	ORG-01 G-1 STRONG AND FISCALLY SOUND ORGANIZATION	Ongoing	ongoing	ongoing	ongoing
2001-2002	ORG-01 G-1	ORG-01 1.1 Explore options for outsourcing programs and services; identify candidate programs/services		SENYLRC, Board	Improved service; enhanced ability to control costs and provide disruptive-free service taking advantage of outside expertise
2001-2002	ORG-01 G-1	ORG-01 1.2 Implement cost sharing and partial fee for service strategy	SENYLRC, libraries, library systems	Board	Increase service revenue
Year 2 2002-2003	ORG-02 G-1 STRONG AND FISCALLY SOUND ORGANIZATION	Ongoing	ongoing	ongoing	ongoing
Year 3 2003-2004	ORG-03 G-1 STRONG AND FISCALLY SOUND ORGANIZATION	ongoing	ongoing	ongoing	ongoing
Year 4 2004-2005	ORG-04 G-1 STRONG AND FISCALLY SOUND ORGANIZATION	ongoing	ongoing	ongoing	ongoing
Year 5 2005-2006	ORG-05 G-1 STRONG AND FISCALLY SOUND ORGANIZATION	ongoing	ongoing	ongoing	ongoing