

Section 1. BASIC INFORMATION

- A. Name of System:** North Country Library System
- B. Address:** 22072 County Route 190, PO Box 99
Watertown, New York 13601-0099
- C. Phone Number:** (315) 782-5540
- D. FAX Number:** (315) 782-6883
- E. E-mail Address:** ncls@northnet.org
- F. URL:** www.nc3r.org/ncls
- G. Date of Establishment:** 10/24/1958
Absolute Charter Date 10/25/1963
- H. Name(s) of Central Library/Co-Central Libraries:** Roswell P. Flower Memorial Library
Watertown

Ogdensburg Public Library
- I. System Service Area** Jefferson, Lewis, Oswego, Saint Lawrence
- Square Mileage:** 6,187.0
- Population:** 371,484
- J. Type of System:** Cooperative

K. Minimum Staffing Requirements: (list all staff required by regulations)

In fulfillment of §90.3 (d) of the Education Law which calls for “at least one full-time staff member (or the equivalent) for each 5,000 residents of the area served by the system, exclusive of janitorial, cleaning and maintenance workers,” the North Country Library System is staffed with the following 7.4 key professional positions plus 25.1 managerial and support positions for a total of 32.5 staff positions all of which are filled with experienced personnel. These 32.5 System staff positions plus 60.2 FTE directors/managers of our 64 member libraries brings the total staff for the entire System area to 92.7. These figures do not include additional staff members, both professional and clerical, that are employed by member libraries. Therefore, the total is well over the 74.3 (population of 371,484 divided by 5,000 = 74.3) required by the law stated above.

North Country Library System – Professional Staff

Director – Leonard J. Meinhold holds a Public Librarian’s Professional Certificate. Following years of experience in various public library situations, he has been Director of the North Country Library System for 23 years, thus fulfilling the further requirements for System directorship with excellence.

Executive Consultant – Erma Hover

Associate Director for Information Technology – Stephen Bolton

Associate Director for Central Services & Outreach Coordinator – Susan Charley

Youth Services Consultant – Regan DeFranza

Consultant for Information Technology – Yvonne Reff

General Consultant – Sarah Becking

LSTA Project Coordinator – Dagmar Jaunzems

North Country Library System – Managerial Staff

Finance Officer & Fiscal Consultant – Linda Lawler

Human Resources Officer & Programs & Public Relations Coordinator – Deborah Lee

New York State Council on the Arts Decentralization Coordinator – Patricia Pacilio

Outreach Facilitator – Mary Bidwell

North Country Library System – Support Staff

Computer Programmer – Susan Chiffy

Receptionist & Executive Secretary to the Director – Faith Bettinger

Information Technology Assistant – Marguerite White

Assistant Finance Officer – Nancy Dodge

Consultants’ Assistants – Marcia Gray, Catherine Kittelson, Cornelia King

North Country Library System – Support Staff (continued)

Graphic Artist – Scott McIntyre

Acquisitions Technician – Pamela Rajner

Data Technicians for Technical Services – Jeanett Grausgruber, Dawn Vincent, Joan VanAlstyne

Data Search & Retrieval Technicians for Interlibrary Loan – Bridget Bryant, Cindy Gifford

Data Technicians for Circulation – Bernard Robinson, Jo-Ann Barnes

Data Technicians for Database Maintenance – Barbara Hess, Susan Pietro

Data Technicians for Outreach & AudioVisual – Linda Dygert, Whitney Markham

Data Technician for Central Services – Gordon Cronk

Multilith Printers – Rocco Marra, Lee VanAlstyne

Kenneth Petroske – Delivery Van Driver

Professional Directors of Member Libraries Serving Populations of 7,500 or More

Canton Free Library – Mrs. Carolyn Swafford

Fulton Public Library – Mrs. Joyce H. Cook

Massena Public Library – Mr. Paul L. Schaffer

Ogdensburg Public Library – Mr. David A. Franz

Oswego School District Public Library – Ms. Carol Ferlito

Potsdam Public Library – Mrs. Patricia Musante

Roswell P. Flower Memorial Library, Watertown – Mr. Kenneth Hodosy Jr.

Managers of Member Libraries Serving Populations Under 7,500

Adams Free Library: Mrs. Frances Sisco

Adams Center Free Library: Mrs. Mary Godfrey

Alexandria Bay – Macsherry Library: Mrs. Lil Purpura

Antwerp – Crosby Public Library: Mrs. Charee L. Cook

Beaver Falls Library: Mrs. Carol Jackson

Belleville – Philomathean Free Library: Mrs. Lydia Miller

Black River Free Library: Mrs. Sandra Lamb

Brownville Glen Park Library: currently vacant

Cape Vincent Community Library: Mrs. Linda Voorhees

Carthage Free Library: Mr. Jerold Anderson

Central Square Library: Mrs. Mary Last

Chaumont – Lyme Free Library: Ms. Patti Hughes

Clayton – Hawn Memorial Library: Mrs. Alice Barton

Colton – Hepburn Library of Colton: Mrs. Nancy McCarthy

Cranberry Lake – Clifton Community Library: Ms. Bethany Rathman

Croghan Free Library: Mrs. Rose Buckingham

Managers of Member Libraries Serving Populations Under 7,500 (continued)

Constableville Village Library: Mrs. Mary Ann Schofield
Depauville Free Library: Mrs. Connie Haver
Dexter Free Library: Ms. Suzette Cumoletti
East Hounsfield Free Library: Mrs. Trina Hogan

Edwards – Hepburn Library of Edwards: Ms. Elaine Archer
Ellisburg Free Library: Mrs. Sheila Bettinger
Evans Mills Public Library: Mrs. Helen Tooley
Gouverneur – Reading Room Association of Gouverneur: Mrs. Charlotte Garofalo

Hammond Free Library: Mrs. Sherrie Moquin
Hannibal Free Library: Mrs. Marlene Sutcliffe
Harrisville Free Library: Mrs. Barbara Ward
Henderson Free Library: Mrs. Cheryl Shutts

Hermon – Hepburn Library of Hermon: Mrs. Bonnie Hayden
Heuvelton Free Library: Ms. Mary Vassmer
LaFargeville – Orleans Public Library: Mrs. Kelly J. Orvis
Lisbon – Hepburn Library of Lisbon: Mrs. Sylvia Armstrong

Lowville Free Library: Mrs. Sally Brown
Lyons Falls Library: Mrs. Esther Houck
Madrid – Hepburn Library of Madrid: Mr. Richard Tabor
Mannsville Free Library: Mrs. Mary Etler-Tingfah

Martinsburg – William H. Bush Memorial Library: Ms. Dawn E. Manzer
Mexico Public Library: Mrs. Janice Howard
Morristown Public Library: Mr. David Murray
Norfolk – Hepburn Library of Norfolk: Mrs. Vicky Brothers

Norwood Library: Mrs. Marcia Murray
Orwell – Cogswell Free Library: Mrs. Paula Steele
Osceola Public Library: Ms. Alice Sterling
Parish Public Library: Mrs. Bridget Swartz

Philadelphia – Bodman Memorial Library: Ms. Kimberly Dingle
Phoenix Public Library: Mrs. Joanne Trask
Port Leyden Community Library: Mrs. Lyn Cyr
Pulaski Public Library: Mrs. Margaret Weigel

Richville Free Library: Mrs. Lila Youngs
Rodman Public Library: Mrs. Kristin Benner
Russell Public Library: Mrs. Brenda Hale
Sackets Harbor – Hay Memorial Library: Mrs. Toni Ellinger

Managers of Member Libraries Serving Populations Under 7,500 (continued)

Sandy Creek – Annie P. Ainsworth Memorial Library: Miss Kay E. Dealing
Theresa Free Library: Mrs. Christine Rajner
Thousand Island Park Library: Mrs. Mabel Ann Heath
Turin – B. Elizabeth Strong Memorial Library: Mrs. Sharon Stewart
Waddington – Hepburn Library of Waddington: Ms. Regina Davis

In fulfillment of §90.3 (j) (2) Eligibility criteria (iii) of the Education Law, the North Country Library System employs a full-time certified professional librarian, Susan Charley, Associate Director for Central Services & Outreach Coordinator with expertise in outreach services. She has over 20 years of experience in various capacities at the North Country Library System including the administration of the coordinated outreach program services for the System service area.

In fulfillment of §90.4 Standards for central libraries (a) (3) of the Education Law both the System's Central Library and Co-Central Library have at least two regularly filled full-time professional positions, financed from other than Federal funds, as follows:

Roswell P. Flower Memorial Library, Watertown

Kenneth Hodosy, Director
Anne Swartz, Reference Librarian
Karen Lago, Reference Librarian
Janet Kreason, Children's Librarian

Ogdensburg Public Library

Dr. David Franz, Director
Mark Boyer, Reference Librarian
Bonnie Wright, Children's Librarian

L. List of Members

- 1) Not Applicable for Public Library Systems.
- 2) Not Applicable for Public Library Systems.
- 3) For Public Library Systems: Current list of members **(See Attachment 1 – List of System Members – pages 55 – 57 & Attachment 12 – North Country Library System Five-Year Plan of Service 2001 – 2006 in Electronic Format (Microsoft Word), which includes the List of System Members and is attached to the inside of the back cover.)**

Section 2. GOVERNANCE

A. Bylaws

- 1) Copy of current governing board bylaws (**See Attachment 2 – System Bylaws – pages 58 - 66**)
 - (**Attachment 3 – Fees/Dues Structure**) – Not applicable for Public Library Systems.

B. Organizational Chart

- 1) System staffing organizational chart (**See Attachment 4 – System Organizational Chart – page 67**)

Section 3. DESCRIPTION OF MEMBER INPUT ON POLICIES

A. Role of members in advising the board or council

Draft copies of policies are distributed to the Library Directors/Managers and the Board Presidents of all member libraries. Library Directors/Managers and Board Presidents are instructed to consider such draft documents individually and with their entire Boards and submit all recommendations for changes, deletions, or additions to the System Director. All such submissions are considered and integrated as appropriate before the final document is brought to a meeting of the Board of Trustees of the North Country Library System for consideration and approval. Copies of all approved policies are made available to all member libraries on the North Country Library System's web site from which member libraries may make copies as needed.

B. Role of member advisory groups, special purpose groups or meetings, such as those for developing federal and state grant proposals, directors' advisory groups, and other types of advisory groups required in Education Law or Regulations of the Commissioner.

- ◆ In-Service Training Meetings and Workshops. At the outset of each of a minimum of eight such meetings/workshops per year, some of which are repeated in various locations throughout our large service area, topics for consideration are introduced and input is sought on pertinent issues by the System's administrative and professional staff. All member library input on each issue is noted and considered by the System's administrative and professional staff in the planning, development, implementation, refining and updating of all new and continuing services.

North Country Public Library Directors Organization (NCPLDO). This group was organized at a meeting of Directors/Managers of member libraries held on 4/17/1991. As stated in the By-Laws formalized at that meeting, "This organization serves to improve library service to the residents of Jefferson, Lewis, Oswego, and St. Lawrence Counties, through the interchange of information, the monitoring of services provided to libraries, and the provision of advice and guidance to the North Country Library System regarding concerns of the Association." Meetings of this group are currently held irregularly.

Joint Automation Board (JAB). This board is composed of representatives of the North Country Library System and the System's two Central Libraries, the Roswell P. Flower Memorial Library, and the Ogdensburg Public Library. It was organized in 1987 and remains intact to share the Data Research Associates computer system, jointly purchased and jointly operated by these three public library entities. Its purpose is to automate library functions with a compatibility that has the potential of eventually expediting the sharing of materials for use in serving patrons through all member libraries.

- ◆ A Cooperative Online Regional Network (ACORN) Users Group. The purpose of this group is to keep all participants in the shared Data Research Associates computer system up-to-date on all developments, to consider and establish policies, i.e. patron database (information and records), fine collection, etc. and discuss issues, i.e., circulation statistics, computer usage, etc.

B. Role of member advisory groups . . . (continued)

- ◆ Outreach Advisory Council. The Outreach Advisory Council is currently and usually composed of eleven persons, the greatest number allowed under §90.3 (j) (2) Eligibility criteria (iv) of the Education Law, for the best possible representation of target groups served through the System's Outreach Program. Those eleven members currently represent the visually impaired/blind; the hearing impaired/deaf; the elderly; the physically disabled; the learning disabled or educationally disadvantaged; residents of institutions, such as nursing/adult homes and correctional facilities; and representatives of agencies serving these target groups. In addition, one director of a member library and one trustee representing the System Board of Trustees serves on this Council. Council members serve three year terms. The Council meets twice a year, usually once in the spring and once in the fall. The Outreach Coordinator and the Outreach Facilitator report on the development of services over the past six months and seek the advice of the Council in areas of concern. Council members report on the work of special Council committees, i.e. campaigns to alert service providers of issues that need their attention in meeting special needs of certain groups of individuals; fund raising for special projects to meet needs, etc.

New York State Council on the Arts Decentralization (DEC) Program, Regional Advisory Council. This Council is composed of three representatives from each of the three counties served through this program, for a total of nine members. Nominations are also sought from all segments of the artistic and demographic area served by our DEC site. Business and community representatives, authors, community program directors, accountants, development directors, college professors, city planning officers, jewelers, and sculptors are among those who either are currently serving or have served in the past. The members of this Council are appointed by the Board of Trustees of the North Country Library System. The role of this Council is to assist in the development of the annual Decentralization regrant program and the evolution of policy and procedures on behalf of the North County Library System as the regrant agency for Jefferson, Lewis, and St. Lawrence counties. This Council also identifies the region's cultural needs and monitors regional cultural development.

- ◆ Grant Meetings for Adult literacy, LSTA, etc.

Special meetings of directors/managers of member libraries and System professional staff members are held to encourage and assist representatives of individual libraries in applying for various types of grants or in participating in System grants.

Section 4. DESCRIPTION OF PLANNING, EVALUATION, REVISION AND APPROVAL PROCESS FOR ALL ELEMENTS OF THE PLAN OF SERVICE

A. Plan Development

1) Member Needs Assessment

◆ Consultant Visits

Every effort is made to visit each member library at least once a year; twice if possible, which allows for continuing needs assessment that are recorded and considered in all planning sessions.

◆ Workshop Evaluations

At least eight in-service meetings/workshops, sometimes repeated at different sites throughout our large service area, and usually two or three additional workshops as needed, plus the System's Annual Meeting with a speaker addressing issues for trustees, are held each year. Before leaving each of the in-service workshops, participants complete and submit evaluation forms with input on each of the following:

1. Was today's meeting/workshop what you expected?
2. What did you learn that was new and could be useful in your library?
3. How could today's meeting/workshop have been improved?
4. Suggestions for future in-service meetings/workshops.

Overall, our in-service meetings/workshops are not only informative, but also enjoyable, so that attendance is generally high. Libraries also receive credit toward their annual incentive grants from the System for meeting/workshop attendance. As attendees observe that their evaluations and recommendations are being used in selecting topics and improving presentations, they tend to be honest in their evaluations. Therefore, the results are always compiled and used by the System's professional staff and the administration as an excellent tool throughout the long range planning process. They are also utilized in the structuring of annual in-service meetings/workshops that address the actual needs of member library directors/managers, their staffs, and member library trustees.

(See Attachment #5 – In-Service Workshop Evaluations – pages 68 - 80)

A. Plan Development (continued)

1) Member Needs Assessment (continued)

◆ Annual System Evaluation

Annually, the Board of Trustees of the North Country Library System conducts a comprehensive System-wide evaluation. All member libraries are divided among the trustees, so that the director/manager or someone else in an administrative position in each member library is contacted by one of the System trustees. Approximately three (3) months prior to these contacts survey sheets are distributed to all libraries so that they have plenty of time to consider and make notes concerning the following:

1. How well has your library been served by NCLS this year?

First, a representative of each library has the opportunity to give an overall rating of System services as follows: very well, well, not too well, poorly. Then they are asked to give specifics and suggestions on their choices.

2. Tell us a few highlights of your library's relationship with NCLS this year. "Any lowlights?"

3. Are there specific areas of NCLS services that need improving?

The results are compiled and carefully perused by the administration and the NCLS professional staff in solving problems that have surfaced, in identifying areas in which improvements are needed, and throughout the long range planning process.

(See Attachment #6 – System Evaluation 2000 – pages 81 - 84)

2) Planning Process

Step 1

Utilizing the wealth of information that was amassed through the above stated needs assessment methods, each professional/managerial System staff member in his/her own area of expertise developed the sub-sections of Section Five – "Goals, Objectives (Intended Results) & Activities" of this Planning Document, as follows:

- I. Resource Sharing – Cooperative Collection Development: Susan Charley, Associate Director for Central Services
- I. Resource Sharing – Delivery: Susan Charley, Associate Director for Central Services

B. Plan Development (continued)

2. Planning Process (continued)

Step 1 (continued)

- I. Resource Sharing – Interlibrary Loan: Susan Charley, Associate Director for Central Services
- II. Technology: Stephen Bolton, Associate Director for Information Technology, with the assistance of Yvonne Reff, Information Technology Consultant
- III. Special Client Groups – Adult Literacy: Regan DeFranza, Consultant
- III. Special Client Groups – Outreach: Susan Charley, Outreach Coordinator, with the assistance of Mary Bidwell, Outreach Facilitator
- III. Special Client Groups - State Correctional Facilities & County Jails: Therese Capone, Special Services Consultant
- III. Special Client Groups – Youth Services: Regan DeFranza, Youth Services Consultant
- III. Special Client Groups – Job Information: Dagmar Jaunzems, LSTA Project Coordinator
- III. Special Client Groups – Arts Programming: Deborah Lee, Human Resources Officer & Programs & Public Relations Coordinator
- IV. Construction: Professional Staff
- V. Continuing Education and Training: Regan DeFranza, Consultant; Therese Capone, Consultant; Linda Lawler, Fiscal Consultant
- VI. Awareness & Advocacy: Regan DeFranza, Consultant; Deborah Lee, Programs & Public Relations Coordinator
- VII. Communication & Cooperation Among Member Libraries: Professional Staff
- VIII. Cooperative Efforts With Other Library Systems: Professional Staff
- IX. Central Library: Stephen Bolton, Consultant

B. Plan Development (continued)

2) Planning Process (continued)

Step 2

All of the input submitted for Section Five “Goals, Objectives (Intended Results) & Activities” through Step 1 was submitted to the Executive Consultant, Erma Hover, who studied each sub-section, discussed possible additions and alterations with submitters, made agreed upon changes, and assembled and edited Section Five.

Step 3

The combined draft of Section Five – “Goals, Objectives (Intended Results) & Activities” was then carefully perused by System Director Leonard J. Meinhold. His recommendations were incorporated into the final “Draft of Section Five.”

Step 4

The draft copy of Section Five, “Goals, Objectives (Intended Results) & Activities” of the NCLS Five-Year Plan of Service was put on the System’s web page to make it easily accessible to all interested persons via computer. An email message was sent to all Member Libraries announcing that printed copies of the Draft of Section Five of the NCLS Five-Year Plan of Service were being distributed to all member library Board Presidents through the NCLS delivery. It was accompanied by a letter of explanation, which was also posted on the NCLS web page. The letter asked for comments, suggestions for additions, changes or deletions from library directors/managers as well as trustees. The letter also announced an open meeting to discuss Section Five of the Plan of Service, which was held at the NCLS Service Center on the evening of Wednesday, September 27, 2000.

(See Attachment 7 – Email To Member Librarians – page 85, Re: NCLS Five-Year Plan of Service)

(See Attachment 8 - Letter To Board Presidents – page 86, dated September 14, 2000 and sent to all Member Library Board Presidents)

(See Attachment 9– Door Sign Announcing Meeting – page 87, posted on visitors entrance door to NCLS Service Center announcing September 27, 2000 Meeting.)

Step 5

All suggestions and recommendations from member librarians and trustees were considered and all additions and changes are italicized in this final draft of the System’s Five-Year Plan of Service.

A. Plan Development (continued)

2) Planning Process (continued)

a) Central Library

(1) The planning process for central library services and a list of the participants in the development of the plan

The North Country Library System has a Central Library in Watertown, the Roswell P. Flower Memorial Library, and a Co-Central Library, the Ogdensburg Public Library. The Central Libraries assist member libraries with reference, interlibrary loan and collection development and as such are an integral part of the North Country Library System's services.

The Central Library section of the NCLS Plan of Service was developed by Stephen Bolton, NCLS Associate Director for Information Technology, with the participation of Mr. Kenneth Hodosy, Director of the Roswell P. Flower Memorial Library, and Mr. David Franz, Director of the Ogdensburg Public Library.

(2) The integration of the central library plan with:

- the system plan

The central library plan has been integrated with the system plan so that all libraries in the system area will have access to the materials they need in providing the best possible library services to their patrons. While the system plan provides for the purchase of more popular fiction and non-fiction materials in quantity to supplement member library collections, the Central Libraries purchase important, but less popular, non-fiction materials that need to be available to fill reference/subject requests throughout the System area. As a result the Central Libraries provide reference services for all member libraries, while the System and the Central Libraries, as well as all of the member libraries, share the burden of filling Interlibrary Loan requests for specific materials in their areas of concentration.

- the central library's own long-range plan

The Central Library section of the NCLS Plan of Service also reflects the Central and Co-Central Libraries' commitment to superior reference and interlibrary loan service as stated in their individual Plans of Service.

b) Direct Access plan

1) Date approved by State Education Department – 2/28/2000.

2) Direct Access Plan

(See Attachment 10 – System Free Direct Access Plan – pages 88 – 91) and Attachment 11 – Approval of the System's Free Direct Access Plan – page 92)

B. Evaluation

1) Information to be collected to evaluate whether or not the system has achieved the intended results of the Plan?

The Annual System Evaluation described above under “A. Plan Development 1) Member Needs Assessment - Annual System Evaluation” will continue to be conducted by the North Country Library System Board of Trustees every year. The Board of Trustees will be asked to consider adding the following question to the survey, “Do you feel that the System has achieved the intended results of its Plan of Service? If not, please explain.” This Plan of Service will always be available to all libraries on the System’s web page.

2) Methods to be used to determine whether the system’s customers were satisfied with the system’s services.

The Annual System Evaluation described above under “A. Plan Development 1) Member Needs Assessment - Annual System Evaluation,” which has successfully determined satisfaction with System services and pinpointed areas of concern which have been immediately addressed for the past twenty-five years will continue to be conducted by the North Country Library System Board of Trustees every year.

3) How information on customer satisfaction will be used to shape the system’s plan throughout the five years of this plan.

When areas of concern expressed in the Annual System Evaluation affect the Plan of Service, amendments will be considered or records will be kept for future consideration depending upon the urgency of the matter and the timetable for the next cycle.

C. Amendment Process

The ongoing process for amending and revising the system’s Plan of Service is as follows:

See Steps 1 through Steps 5 of “2) Planning Process” above for the ongoing process for amending and revising the System’s Plan of Service.

D. Approval Process

The process for approval of the system’s Plan of Service and of all Plan amendments was and will be as follows:

See Steps 3 through Steps 5 of “2) Planning Process” above for the process for approval, culminating in consideration and action by the System’s Board of Trustees. This Plan of Service was considered at the March 22, 2001 meeting of the Board of Trustees of the North Country Library System.

The process for approval of all Plan of Service amendments will be handled in this same manner.

