



FY 2009 Budget and Plan of Service



CENTRAL MASSACHUSETTS REGIONAL LIBRARY SYSTEM

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CMRLS services are provided through state funds administered by the
Massachusetts Board of Library Commissioners



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Central Massachusetts Regional Library System Members as of September 2007

Ashburnham

Briggs Elementary School, John R. Briggs Library Media Center
Cushing Academy, Fisher-Watkins Library
Oakmont Regional High School, Oakmont Regional High School Library
Overlook Middle School, Donna Philbin Library
Stevens Memorial Library

Ashby

Ashby Elementary School, Ashby Elementary School Library
Ashby Free Public Library

Athol

Athol Public Library

Auburn

Auburn High School, Auburn High School Library
Auburn Public Library

Ayer

Ayer Library
Ayer Middle/High School, Ayer High School Media Center

Barre

Barre Center for Buddhist Studies
Quabbin Regional Middle/High School, Quabbin Regional Middle/High School Library
Ruggles Lane School, Ruggles Lane School Library
Woods Memorial Library

Bellingham

Bellingham High School, Bellingham High School Library
Bellingham Middle School, Bellingham Memorial Middle School Library
Bellingham Public Library

Berlin

Berlin Public Library

Blackstone

Blackstone-Millville Regional School District, Library Media Center
Blackstone Public Library

Bolton

Bolton Public Library
Florence Sawyer School, Florence Sawyer School Library
Nashoba Regional High School, Nashoba Regional High School Media Center

Boxborough

Albert Sargent Memorial Library
Blanchard Memorial School, Blanchard Memorial School Library

* New member

Boylston

Boylston Elementary School, Boylston Elementary School Library Media Center
Boylston Public Library
Tahanto Regional High School, Tahanto Regional High School Library
Tower Hill Botanic Garden Library, Worcester Horticultural Society

Brimfield

Brimfield Public Library

Brookfield

Merrick Public Library

Charlton

Bay Path Regional Voc. Tech. High School, Bay Path Reg. Voc. Tech. H. S. Media Center
Charlton Middle School, Charlton Middle School Library
Charlton Public Library

Clinton

Bigelow Free Public Library
Clinton High School, Clinton High School Library

Douglas

Douglas Elementary School, Douglas Elementary School Library Media Center
Douglas High School
Douglas Intermediate School, Douglas Intermediate School Library
Simon Fairfield Public Library

Dudley

Pearle L. Crawford Memorial Library
Dudley Middle School, Dudley Middle School Library Media Center
Nichols College, Conant Library
Shepherd Hill Regional High School, John F. Canavan Library

East Brookfield

East Brookfield Public Library

Fiskdale

Tantasqua Regional High School, Tantasqua Regional H. S. Lib. Media Center
Tantasqua Regional Junior High School

Fitchburg

Academy Middle School, Ruth Kirousis Memorial Library
Applewild School, Wallace Library
Massachusetts Trial Court, Fitchburg Law Library
North Central Charter Essential School
Fitchburg Public Library
Fitchburg State College, Fitchburg State College Library
Montachusett Regional Vocational Technical High School, Lawrence Quimby Media Ctr.

Gardner

Gardner High School, Gearan Library
Gardner Middle School, Gardner Middle School Library
Heywood Hospital, Health Sciences Library
Levi Heywood Memorial Library
Mt. Wachusett Community College, Mt. Wachusett Community College Library
North Central Correctional Center, North Central Correctional Institutional Library

*** New member**

Grafton

Grafton High School, Raymond J. LeMay Media Center
Grafton Middle School, Grafton Middle School Library
Grafton Public Library

Groton

Boutwell Elementary School, Boutwell School Library*
Florence Roche Elementary School, School Library*
Groton Public Library
Groton School, Groton School Library
Groton-Dunstable Regional High School, Groton-Dunstable Reg. H. S. Library
Lawrence Academy, McDonald Library
Prescott Rookery Elementary School Library*

Harvard

Harvard Public Library
Bromfield School, Bromfield School Library

Holden

Gale Free Library
Wachusett Regional High School, Wachusett Regional High School Media Center

Hopedale

Bancroft Memorial Library
Hopedale Jr/Sr High School, Hopedale Jr/Sr High School Media Center
Hopedale Memorial Elementary School, The Media Center

Hopkinton

Center Elementary School, Center School Library
Edward Hopkins School, Edward Hopkins School Library Media Center
Elmwood School, Elmwood School Library Media Center
Hopkinton High School, Hopkinton High School Library Media Center
Hopkinton Middle School, Hopkinton Middle School Library
Hopkinton Public Library

Hubbardston

Hubbardston Public Library

Hudson

C. A. Farley Elementary School, C. A. Farley School Library
Forest Avenue School, Forest Avenue School Library
Hudson High School, Hudson High School Library
Hudson Public Library
J. L. Mulready Elementary School, J. L. Mulready School Library
St. Michael Parish School, St. Julie Library

Lancaster

Burbank Middle School, Burbank Middle School Library
Dr. Franklin Perkins School, Dr. Franklin Perkins School Library
Thayer Memorial Library

Leicester

Leicester High School, Leicester High School Library Media Center
Leicester Middle School, Leicester Middle School Library Media Center
Leicester Public Library

* New member

Leominster

Fall Brook School, Fall Brook School Library
Johnny Appleseed School, Johnny Appleseed School Library Media Center
Leominster High School, Leominster High School Media Center
Leominster Public Library
National Plastics Center and Museum, Doyle Library*
Northwest Elementary School, Mary Crowley Media Center
Skyview Middle School*
UMass Memorial Health Alliance, Health Alliance Medical Library

Lunenburg

Lunenburg High School, Lunenburg High School Library
Lunenburg Public Library
Turkey Hill Middle School, Turkey Hill Middle School Library Media Center

Marlborough

Assabet Valley Reg. Technical High School, Assabet Valley Instructional Resource Center
Marlborough High School, Marlborough High School Library Media Center
Marlborough Middle & Intermediate Elementary School, William Downey Library
Marlborough Public Library
UMass Memorial Health Care – Marlborough Hospital, Hood Medical Library

Mendon

Miscoe Hill School, Miscoe Hill School Library Media Center
Taft Public Library

Milford

Milford High School, Milford High School Media Center
Milford Town Library
Milford Regional Medical Center, Medical Library

Millbury

Millbury Memorial Jr/Sr High School, Millbury Memorial Jr/Sr High School Media Center
Millbury Public Library

Millville

Millville Free Public Library

New Braintree

Leroy Pollard Memorial Library

North Brookfield

Haston Free Public Library
North Brookfield Jr/Sr High School, North Brookfield Jr/Sr High School Library

North Grafton

Cummings School of Veterinary Medicine, Webster Veterinary Library

Northborough

Algonquin Regional High School, Algonquin Regional High School Library Media Center
Fannie E. Proctor School, Louis P. Anastas Media Center
Lincoln Street School, Lincoln Street School Library
Marguerite E. Peaslee Elementary School, M. E. Peaslee Elementary School Library
Marion E. Zeh Elementary School, Marion E. Zeh Elementary Media Center
Northborough Free Library
Robert E. Melican Middle School

* New member

Northbridge

Northbridge Middle School, Northbridge Middle School Library Media Center
W. Edward Balmer School, W. Edward Balmer School Library
Riverdale Mills Corporation, Library*

Oakham

Fobes Memorial Library

Oxford

Oxford Free Public Library
Oxford High School, Oxford High School Library Media Center

Paxton

Anna Maria College, Mondor-Eagen Library
Richards Memorial Library

Pepperell

Lawrence Library
Nissitissit Middle School, Nissitissit Library Media Center
Peter Fitzpatrick Elementary School, Peter Fitzpatrick School Library
Varnum Brook Middle School, Varnum Brook Middle School Media Center

Petersham

Petersham Memorial Library

Phillipston

Phillipston Public Library

Princeton

Princeton Public Library

Royalston

Phinehas S. Newton Library

Rutland

Rutland Free Public Library

Shirley

Hazen Memorial Library
MCI Shirley Med. Security Prison, MCI Shirley Medium Security General & Law Library
Shirley Middle School, Shirley Middle School Library
Souza Baronowski Correctional Center, Souza Baronowski Correctional Center Library

Shrewsbury

Floral Street Elementary School Library
Oak Middle School
Paton School, Paton School Media Center
St. John's High School, McCarthy Library
Sherwood Middle School, Sherwood Media Center
Shrewsbury High School, Shrewsbury High School Library Media Center
Shrewsbury Public Library
Spring Street School, Spring Street School Media Center

South Lancaster

Atlantic Union College, G. Eric Jones Library

*** New member**

Southborough

Albert Woodward Memorial School
Fay School, Fay School Library
Margaret Neary School, Margaret Neary School Library
Mary Finn Elementary School, Mary Finn Elementary School Library
St. Mark's School, St. Mark's School Library
Southborough Public Library
Trottier Middle School, Trottier School Library

Southbridge

Harrington Memorial Hospital, Harrington Memorial Hospital Medical Library
Jacob Edwards Library
Mary E. Wells Jr. High School, Mary E. Wells Jr. High School Library
Southbridge High School, Edward J. Desroches Library Media Center

Spencer

Knox Trail Regional Junior High School, Knox Trail Regional Junior High School Library
Richard Sugden Library
St. Joseph's Abbey, St. Joseph's Abbey Library

Sterling

Conant Public Library

Sturbridge

Burgess Elementary School, Burgess Elementary School Library Media Center
Joshua Hyde Library

Sutton

Sutton Free Public Library
Sutton Middle/High School, Sutton Middle/High School Library

Templeton

Boynton Public Library
Narragansett Regional High School, Narragansett Reg. High School Library Media Center

Townsend

Hawthorne Brook Middle School, Hawthorne Brook Middle School Library
North Middlesex Reg. School District, North Middlesex Regional High School Library
Spaulding Memorial School, Spaulding Memorial School Library
Squannacook Elementary School, Squannacook Elementary School Library Media Center
Townsend Public Library

Upton

Nipmuck Reg. Middle/High School, Nipmuck Reg. Middle/High School Lib. Media Ctr.
Upton Town Library

Uxbridge

New England Four Square Bible Institute, Emmaus Library
Uxbridge Free Public Library
Uxbridge High School, Uxbridge High School Library Media Center

Warren

Quaboag Regional Middle/High School, Quaboag Reg. Middle/High School Library
Warren Public Library

Webster

Bartlett Jr/Sr High School, Jeremiah Moriarty Library
Chester Corbin Public Library
Webster Middle School, Webster Middle School Media Center*

*** New member**

West Boylston

Beaman Memorial Public Library
Salter College, Dorothy Salter Library
West Boylston Middle/High School, West Boylston Middle/High School Library
Worcester County House of Correction, Worcester County House of Correction & Jail
Library

West Brookfield

Merriam-Gilbert Public Library

West Warren

West Warren Library Association

Westborough

Mill Pond Intermediate School, Mill Pond Library
Nashoba Regional High School, Dr. Edward Kelleher Library
Sarah W. Gibbons Middle School, Sarah W. Gibbons Middle School Library Media Ctr.
Westborough Public Library

Westminster

Forbush Memorial Library

Whitinsville

Northbridge High School, Northbridge High School Library
Whitinsville Christian School, Whitinsville Christian School Library
Whitinsville Social Library

Winchendon

Beals Memorial Library
Memorial School, Memorial School Library Media Center
Murdock Middle-High School, Murdock Library Media Center
Toy Town Elementary School

Worcester

Abby Kelly Foster Charter Public School
American Antiquarian Society
Assumption College, Emmanuel d'Alzon Library
Bancroft School, Garfield and Prouty Libraries
Becker College, Ruska Library
Bowditch & Dewey, Bowditch & Dewey Library
Burncoat Senior High School, Burncoat Senior High School Media Center
Central MA Center for Healthy Communities Resource Center*
Clark University, Robert H. Goddard Library
College of the Holy Cross, Dinand Library
Commonwealth of Massachusetts Trial Court, Worcester Law Library
Doherty Memorial High School, Doherty Memorial High School Media Center
Fallon Foundation, Lifetime Center for Family Health
Forest Grove Middle School, Forest Grove Middle School Media Center
Holy Name Jr./Sr. High School, Holy Name Jr./Sr. High School Library
Massachusetts College of Pharmacy and Health Sciences, Blais Family Library
Massachusetts Military Museum and Archive
Mirick O'Connell Law Library
North High School, North High School Library

***New member**

Worcester Continued

Notre Dame Academy, Sr. Justina Daley Library
Quinsigamond Community College, Quinsigamond Community College Library
Saint Gobain/Norton Company, Technology Information Center
St. Vincent Hospital/Worcester Medical Center, Dumphy Library
South High Community School, South High Community School Library
Sullivan Middle School, Sullivan Middle School Library
UMass Memorial Health Care, Homer Gage Medical Library
University of Massachusetts Medical School, Lamar Soutter Library
Venerini Academy, Venerini Academy Library
Worcester Academy, Worcester Academy Library
Worcester Art Museum, Worcester Art Museum Library
Worcester Historical Museum, Worcester Historical Museum Library
Worcester Polytechnic Institute, George C. Gordon Library
Worcester Public Library
Worcester State College, Worcester State College Library
Worcester Telegram and Gazette, Telegram and Gazette News Library
Worcester Vocational High School, Worcester Vocational High School Library

*** New member**

CMRLS EXECUTIVE BOARD 2007

OFFICERS

President – Jane Weisman, Lay Representative, Princeton

Vice President – Ellen Dolan, Shrewsbury Public Library

Treasurer – James Douglas, Nichols College, Dudley

Secretary/Clerk – Suzanne Wargo, Millbury Junior/Senior High School

DIRECTORS

Debby Aframe, Worcester Art Museum

Patricia Campbell, Conant Public Library, Sterling

Andrew Dzaugis, UMass Memorial Hospital, Worcester

Louise Howland, Beaman Memorial Library, West Boylston

Anne Pound, Quinsigamond Community College, Worcester

Charlotte Rabbitt, Bellingham Public Library

Jacquelyn Shartin, Worcester Academy

EX OFFICIO

Past President: Jane Dutton, Gale Free Library, Holden

Massachusetts Board of Library Commissioners Liaison: Maureen Killoran

CMRLS Regional Administrator: Carolyn Noah

CMRLS EXECUTIVE BOARD SUBCOMMITTEES 2007

- **GOVERNANCE AND PERSONNEL**

Jane Dutton, Gale Free Library, Holden
Jacquelyn Shartin, Worcester Academy
Jane Weisman, Lay Representative, Chair

Staff Liaison: Carolyn Noah

- **LIBRARY INNOVATION**

Debby Aframe, Worcester Art Museum
Patricia Campbell, Conant Public Library, Sterling
James Douglas, Nichols College, Dudley
Andrew Dzaugis, UMass Memorial Hospital, Worcester
Suzanne Wargo, Millbury Junior/Senior High School, Chair

Staff Liaison: Dodie Gaudet

- **PARTNERSHIP DEVELOPMENT**

James Douglas, Nichols College, Dudley
Anne Pound, Quinsigamond Community College, Chair

Staff Liaison: Carolyn Noah

- **PLANNING AND BUDGET**

Louise Howland, Beaman Memorial Library, West Boylston
Jane Weisman, Lay Representative, Chair

Staff Liaison: Carolyn Noah

CMRLS EXECUTIVE BOARD SUBCOMMITTEES 2007 Continued

- **STRATEGIC COMMUNICATION**

Jane Dutton, Gale Free Library, Holden, Chair
Charlotte Rabbitt, Bellingham Public Library

Staff Liaison: Margaret Cardello

CMRLS EXECUTIVE BOARD LIAISONS 2007

- **ADVOCACY**

Ellen Dolan, Shrewsbury Public Library

- **REFERENCE**

Jacquelyn Shartin, Worcester Academy

- **STATEWIDE/REGIONAL DELIVERY ISSUES**

Charlotte Rabbitt, Bellingham Public Library

FRIENDS OF CMRLS

Jane Dutton, Gale Free Library, Holden, Chair
Suzanne Wargo, Millbury Junior/Senior High School

CMRLS ADVISORY COMMITTEES 2007

I. INTERLIBRARY LOAN/DELIVERY

Karen Bolduc, Groton Public Library
Eileen Cravedi, College of the Holy Cross, Worcester
Stephanie Formica, Worcester State College
Laura Hanlan, Worcester Polytechnic Institute
Paula Korstvedt, Petersham Memorial Library
Joseph Mulé, Thayer Memorial Library, Lancaster
Larry Spongberg, Assumption College, Worcester
Shirley Waite, Fitchburg Public Library

Staff Liaisons: Margaret Cardello, Jackie Belisle, Linda Smith

II. SUPPLEMENTAL REFERENCE and DATABASES

Jude Anderson, Athol Public Library
James Douglas, Nichols College, Dudley
Dan Gallagher, Chester Corbin Public Library, Webster
Marcia Ladd, Fitchburg Public Library
Heidi McCann, Mt. Wachusett Community College, Gardner
Margaret Morrissey, Jacob Edwards Library, Southbridge
Louise Motta, Salter College, West Boylston
Janice Ouellette, Fitchburg State College
Gil Rosen, Grafton Public Library
Bob Scheier, College of the Holy Cross, Worcester
Jackie Shartin, Worcester Academy
Sue-Ellen Szymanski, Milford

Staff Liaison: Margaret Cardello

CMRLS ADVISORY COMMITTEES 2007 Continued

III. CONTINUING EDUCATION and ADVISORY/TECHNICAL ASSISTANCE

Jude Anderson, Athol Public Library
Deborah Hersh, Northborough Public Library
Ann Kampersal, Bellingham Middle School
Cathy Livingstone, Oxford Public Library
Rodney Obien, Worcester Polytechnic Institute
Charlotte Rabbitt, Bellingham Public Library
Bernadette Rivard, Milford Town Library
Debbie Verhoff, Fitchburg State College
Suzanne Wargo, Millbury Junior/Senior High School

Staff Liaison: Margaret Cardello

IV. YOUTH SERVICES

Mary Braney, Knox Trail Jr. High School, Spencer
Marcia Camilleri Camp, Whitinsville Christian School
Cindy Erle, Sherwood Middle School, Shrewsbury
Karla Gartsu, Jacob Edwards Library, Southbridge
Carol Geary, Hopkinton Public Library
Jacqueline Gorman, Milford Town Library
Gaye Kulvete, Groton Public Library
Eliza Langhans, Chester Corbin Library, Webster
Cathy Livingstone, Oxford Public Library
Jane Perna, Fitchburg Public Library
Maria Porcaro, Worcester Academy
Sandy Stafford, Northborough Free Library
Lisa Stratton, Upton Town Library
Sue-Ellen Szymanski, Milford Town Library
Sharon Terry, Shrewsbury Public Library
Teresa Vadakin, Lawrence Library, Pepperell
Suzanne Wargo, Millbury Junior/Senior High School

Staff Liaison: Maureen Ambrosino

ACADEMIC AND RESEARCH COLLABORATIVE (ARC) 2007

OFFICERS

Chair – Debby Aframe, Worcester Art Museum
Vice-Chair and Secretary – Irena Bond, Massachusetts College of Pharmacy & Health Sciences, Worcester

DIRECTORS

Thomas Knoles – American Antiquarian Society, Worcester
Ruth Pyne – Anna Maria College, Paxton
Dawn Thistle – Assumption College, Worcester
Monica McCarter – Atlantic Union College, South Lancaster
Jean Collins – Becker College, Worcester
Gwen Arthur – Clark University, Worcester
James Hogan – College of the Holy Cross, Worcester
Robert Foley – Fitchburg State College
Irena Bond – Massachusetts College of Pharmacy & Health Sciences, Worcester
Keith Vezeau – Massachusetts Military Museum and Archive
James Douglas – Nichols College, Dudley
Anne Pound – Quinsigamond Community College, Worcester
Margaret Branschofsky – Cummings School of Veterinary Medicine, Grafton
Barbara Ingrassia – UMass. Medical Center, Worcester
Sukey Haney – Tower Hill Botanic Garden, Boylston
Robyn Christensen – Worcester Historical Museum

Penelope Johnson – Worcester Public Library

Donald Hochstetler – Worcester State College

Helen Shuster – Worcester Polytechnic Institute

Suzanne Hoey – Worcester Trial Court Law Library

CENTRAL MASSACHUSETTS REGIONAL LIBRARY SYSTEM, INC. FY 2009 PLAN OF SERVICE and BUDGET

VISION STATEMENT

(From CMRLS Strategic Plan 2001-2003)

The Central Massachusetts Regional Library System will create a synergistic environment that will enrich the quality of life in Central Massachusetts.

MISSION STATEMENT

(From CMRLS Strategic Plan 2007-2010)

The Central Massachusetts Regional Library System (CMRLS) promotes and supports resource sharing, professional development, collaboration, and innovation among all types of libraries in Central Massachusetts. CMRLS services strengthen member libraries and staff, creating a collaborative network that is essential to a high quality and accessible continuum of library services for those who live, work, or study in the region.

I. DELIVERY

GOAL: Offer delivery service to every member via the established delivery schedule or the most cost effective alternative.

Objectives:

1. Provide delivery to and from member libraries through courier service, delivery on demand, or mail.

Measure: Number of deliveries provided.

2. Implement new delivery contract.

Measure: New contract implemented and details communicated to members.

3. Assess the volume of C/W MARS holds activity, MassCat and the Virtual Catalog and implement necessary changes.

Measure: Volume of delivery and sorting turn-around time.

4. Educate members on the availability of existing delivery options.

Measure: Number of articles written and workshops held.

5. Evaluate the effectiveness and speed of delivery and user satisfaction of the service provided by the delivery contractor.

Measure: Survey random items in delivery to determine speed and effectiveness of delivery.

Measure: Survey of members to determine their satisfaction with the service.

6. Advertise delivery service to members and the general public.

Measure: Number of articles written and promotional items provided.

Measure: Survey of members and general public to assess the impact of advertising efforts.

II. SUPPLEMENTAL REFERENCE

GOAL: Provide regional reference services that assist member libraries in meeting the information needs of their users.

Objectives:

1. Provide and maintain reference support and training to member libraries through the contractual reference services of the Regional Reference Center.

Measure: Reference service provided and evaluated positively.

Measure: Number of training workshops offered.

2. Continue to work with the Regional Reference Center to ensure quality reference service for members.

Measure: Needs identified and services adapted.

3. Provide resources, such as information literacy online tutorials, to assist members in training their users.

Measure: Number of tools identified or developed and linked on website.

GOAL: Provide reference support to member libraries through electronic resources.

Objectives:

1. Through CMRLS, identify and provide or coordinate member group purchases of database products to support member reference needs.

Measure: Products identified and recommendations made.

GOAL: Provide a variety of reference training opportunities to member library staff.

Objectives:

1. Evaluate the program of librarian trainers who provide continuing education tailored to specific interests at local libraries.

Measure: Program evaluated and recommendations made.

2. Through CMRLS staff provide reference training to member library staff.

Measure: Number of workshops offered.

GOAL: Promote awareness of regional reference support services.

Objectives:

1. Identify, disseminate and promote ways libraries can market local and reference resources to community groups and other constituencies, such as children, young adults, virtual users and seniors.

Measure: Number of marketing ideas identified and implemented.

2. Evaluate and refine library resource promotional materials.

Measure: Number of materials refined and disseminated.

3. Coordinate activities with other statewide committees and disseminate results.

Measure: Number of articles written.

Measure: Number of meetings attended.

III. INTERLIBRARY LOAN

GOAL: Provide and promote timely and cost effective resource sharing through direct and mediated inter-library loan transactions.

Objectives:

1. Encourage all member libraries to share resources.
Measure: Number of meetings and roundtables held.
Measure: Number of articles written.
Measure: Number of members participating in resource sharing agreements.
2. Actively encourage libraries that are net lenders within CMRLS by providing net lender reimbursement.
Measure: Number of net lender reimbursements provided.
3. Actively promote the use of statewide document delivery resources at the Boston Public Library and other ILL online resources.
Measure: Increased use of Boston Public Library services.
Measure: Number of articles written.
4. Explore and assess alternative models for searching and identifying resources.
Measure: Alternatives evaluated and recommendations made.
5. Implement and train members in ILL procedures for MassCat and the Virtual Catalog.
Measure: Number of meetings conducted; procedures developed.
Measure: Number of members attending meetings.
6. Publicize ILL service to members.
Measure: Number of articles written.
Measure: Number of site visits made to promote service.

IV. CONTINUING EDUCATION

GOAL: Provide opportunities to enable member libraries and their governing authorities to maintain and improve the quality of services to users and standards of professional excellence.

Objectives:

1. Focusing on both specific library types and across types, assess continuing education needs and methods of delivering content to member library staff and governance boards and respond to needs as appropriate.

Measure: Member survey conducted, using print and online instruments, and results compiled.

Measure: Alternative formats evaluated.

Measure: Number of new continuing education offerings added.

Measure: Number of on site vs. off site attendees.

2. Support and encourage public, school, academic and special library collaboration and outreach with other organizations to offer high quality continuing education and services.

Measure: Number of collaborations.

Measure: Number of participants.

3. Use the CMRLS website to support continuing education and professional development by providing relevant links, additional training resources, workshop content, and supplemental distance learning.

Measure: Number of website resources added.

Measure: Website statistics evaluated.

4. Provide opportunities for members to experiment with new technologies and share applications with other members.

Measure: Number of technology workshops offered.

Measure: Number of local or regional projects implemented.

5. Evaluate CMRLS' staff enrichment/continuing education calendar.

Measure: Number of website visits to calendar page.

Measure: Number of institutions linking to calendar.

Measure: Survey on member use.

6. Explore ways for Leadership Institute graduates to share their leadership expertise and provide guidance to CMRLS member libraries.

Measure: Number of collaborations implemented.

7. Implement program of regional cluster meetings for governing authorities and community stakeholders.

Measure: Number of meetings held.

8. Promote opportunities for members of one type or size library to visit libraries of another type or size to foster relationships and identify useful resources and services.

Measure: Number of exchanges.

V. ADVISORY

GOAL: Provide advice and support concerning library operations, issues, and technology to member libraries and their governing bodies.

Objectives:

1. Lead and/or coordinate the exploration of the benefits of technological innovations and report the findings to members.
Measure: Exploration conducted and two articles written or programs implemented relative to innovative applications of technology and libraries.
2. Promote advisory services to members, using a variety of formats, including face to face, website, podcasts and other technologies.
Measure: Number of articles on advisory services.
Measure: Increased use of advisory services.
3. Identify and connect members with similar professional challenges and facilitate collaboration among them.
Measure: Number of collaborations facilitated.
4. Disseminate advisory materials, including best practice documents, on the website.
Measure: Number of items posted on website.
5. Promote mentoring opportunities for the support and advancement of professional librarian leadership.
Measure: Number of opportunities identified.
Measure: Number of members taking advantage of these opportunities.

VI. SUPPLEMENTAL SERVICES

A. SUPPLEMENTAL COLLECTIONS

Goal: Promote resource sharing of regional and member collections.

Objectives:

1. Evaluate members' resource sharing needs and activities.
Measure: Survey completed and results compiled.
2. Discuss resource sharing possibilities across member types.
Measure: Number of meetings held.
Measure: Number of articles written.
Measure: Initiation of pilot project.
Measure: Number of libraries newly participating in resource sharing discussions.
3. Investigate emerging delivery models for media.
Measure: Investigation conducted and recommendations made as appropriate.
4. Offer training to CMRLS members in how to access materials through C/W MARS, specifically targeting schools and other groups who are not members of C/W MARS.
Measure: Number of training sessions held.
Measure: Number of participants.

Goal: Promote professional development and support materials to members.

Objectives:

1. Maintain and update resource list of professional development subject areas.
Measure: List posted on regional website.
Measure: Increased circulation of professional titles.
2. Centralize resources developed by individual libraries on CMRLS website, including tutorials on information literacy and other subjects.
Measure: Resources linked on regional website.

VI. SUPPLEMENTAL SERVICES CONTINUED

B. COOPERATIVE ACTIVITIES

GOAL: Initiate statewide and regional activities to enable members to maximize local resources.

Objectives:

1. Continue to support member participation in the supply and materials purchasing cooperatives.
Measure: Number of members participating in the cooperatives.
2. Investigate opportunities for new cooperative activities.
Measure: Number of opportunities investigated and recommendations made.

C. SUMMER READING PROGRAMS AND YEAR-ROUND READING

GOAL: Promote family literacy and reading.

Objectives:

1. Plan future statewide summer reading programs in conjunction with the other regions, the MBLC and the statewide Summer Reading Program steering committee.
Measure: Programs planned.
2. Distribute Massachusetts statewide summer reading program materials to participating member libraries.
Measure: Materials distributed.
3. Explore and support opportunities for year-round reading programs for youth, teens, adults, families, those with physical limitations, and those for whom English is a second language.
Measure: Opportunities identified and programs implemented.
4. Continue to explore and support opportunities for early literacy awareness.
Measure: Programs planned.
5. Explore and support opportunities for elementary-age programming in libraries.
Measure: Opportunities identified and programs implemented.

VI. SUPPLEMENTAL SERVICES CONTINUED

6. Explore and support opportunities for teen involvement and programming in libraries.

Measure: Number of programs offered and teens involved.

7. Explore and support opportunities for 'tween involvement and programming in libraries.

Measure: Number of programs offered and 'tweens involved.

8. Explore and support opportunities for libraries of multiple types to collaborate on the creation of summer reading lists.

Measure: Number of collaborations and number of lists created.

D. PUBLIC RELATIONS

GOAL: Provide public relations support to member libraries to help market regional and library services within the community.

Objectives:

1. Review the use of existing media (newsletter, website, mailings, publications, discussion lists) as an effective means of disseminating information.

Measure: Existing media evaluated and recommendations made.

2. Continue to offer PR services as provided in the Strategic Plan 2007 - 2010.

Measure: Number of services refined, developed or ended.

VII. REGIONAL COORDINATION/ADMINISTRATION

GOAL: Develop, implement, supervise and maintain Regional support for all of the preceding goals.

Objectives:

1. Work with Executive Board and Council of Members to ensure approval of policies that support Regional goals.
Measure: Policies approved; favorable reaction to policies by membership.
2. Continue implementation of the CMRLS Strategic Plan 2007 - 2010.
Measure: Programs developed or modified in response to Plan.
3. Continue to work with the contracting reference center to implement extended contract effectively.
Measure: Number of contract changes adopted.
4. Continue development of income through public, corporate, and foundation funding and through BiblioTemps.
Measure: Number of proposals considered, made, and funded; amount of increased revenue available.
5. Monitor and evaluate the success of BiblioTemps and implement changes as necessary. Consider hiring staff for expansion if appropriate.
Measure: Evaluation conducted and changes recommended.
6. Manage the Regional Corporation effectively.
Measure: Required statistical reports submitted on time; successful audit completion; annual POS and Budget as well as Budget revisions completed.
7. Use technology effectively in support of all CMRLS goals.
Measure: Number of technologies explored and appropriately incorporated.
8. Continue to develop relationships with central Massachusetts agencies with related missions to enhance the visibility of CMRLS.
Measure: Number of outreach efforts made.
Measure: Number of partnerships developed.
9. Represent the automation needs of all member libraries by serving on the MassCat and C/W MARS Executive Committees.
Measure: Service on the appropriate Executive Committees.

VII. REGIONAL COORDINATION/ADMINISTRATION

Continued

10. Represent Regional membership on statewide committees.

Measure: Number of meetings attended and number of staff participating.

11. Support Regional staff development through conferences, workshops, and continuing education.

Measure: Number of conferences, workshops and continuing education opportunities attended by staff.

12. Ensure that Regional staff members are supported by fair and equitable personnel policies and procedures.

Measure: Personnel policies and procedures carried out in accordance with CMRLS Employee guidelines.

13. Maintain an adequate, clean, safe and efficient facility to house CMRLS headquarters.

Measure: Administration/supervision of in-house and contractual maintenance services, building repairs and enhancements completed as needed; security system operates effectively.

Central Massachusetts
Regional Library System

Date Prepared: 08/28/2007
Annual Submission X
Budget Revision

Fiscal Year 2009

LINE ITEM BUDGET

	Budget FY 2008 Rev. #1	Proposed FY 2009	Change (+ or -)	Identification of Changed Items
I. PERSONNEL COSTS	\$727,222.00	\$766,205.00	\$38,983.00	
A. Salaries and Wages	\$577,600.00	\$605,075.00	\$27,475.00	
B. Applicable Benefits	\$149,622.00	\$161,130.00	\$11,508.00	
II. OPERATING EXPENSES	\$638,649.00	\$599,666.00	(\$38,983.00)	
A. Books & Other Lib. Materials	\$171,564.00	\$7,500.00	(\$164,064.00)	
B. Equipment				
1. Computer hard. & soft.	\$10,500.00	\$8,500.00	(\$2,000.00)	
2. Office Equip. & Furnishings	\$0.00	\$0.00	\$0.00	
3. Vehicles	\$0.00	\$0.00	\$0.00	
C. Office Expenses				
1. Supplies	\$8,000.00	\$8,000.00	\$0.00	
2. Postage	\$3,500.00	\$3,500.00	\$0.00	
3. Telephone	\$4,500.00	\$4,500.00	\$0.00	
4. Printing (and Advertising)	\$5,000.00	\$5,000.00	\$0.00	
5. Travel				
a) In-state	\$9,600.00	\$9,600.00	\$0.00	
b) Out-of-state	\$9,000.00	\$9,000.00	\$0.00	
6. Equipment Maint./Repair	\$500.00	\$500.00	\$0.00	
7. Space Rental	\$30,240.00	\$31,680.00	\$1,440.00	
8. Audit	\$5,000.00	\$5,000.00	\$0.00	
9. Other (details attached)	\$50,135.00	\$53,135.00	\$3,000.00	See attached list
D. Regional Vehicle Expenses	\$0.00	\$0.00	\$0.00	
E. Contractual Serv. (Vendors)	\$331,110.00	\$453,751.00	\$122,641.00	
III. SUB-CONTRACTED SERVICES	\$119,655.00	\$119,655.00	\$0.00	
TOTAL	\$1,485,526.00	\$1,485,526.00	\$0.00	

Central Massachusetts Regional Library System

**FY 2009 Budget
Details of II.C. 9 "other"**

	FY 2008 Bud. Rev. #1	FY 2009	Difference + or -
Payroll Services	\$1,900.00	\$1,900.00	\$0.00
Legal Services	\$200.00	\$200.00	\$0.00
Utilities	\$8,500.00	\$8,500.00	\$0.00
Security System	\$240.00	\$240.00	\$0.00
Janitorial Supplies	\$800.00	\$800.00	\$0.00
Membership Fees	\$2,500.00	\$2,500.00	\$0.00
Insurance (Bldg.)	\$3,000.00	\$6,000.00	\$3,000.00
Staff Ed./Training	\$4,000.00	\$4,000.00	\$0.00
Meeting Expenses	\$2,500.00	\$2,500.00	\$0.00
Buildout (Bldg. Improvements)	\$650.00	\$650.00	\$0.00
Summer Reading	\$5,000.00	\$5,000.00	\$0.00
Co-op Activities	\$2,500.00	\$2,500.00	\$0.00
OCLC chgs. from other libs.	\$250.00	\$250.00	\$0.00
Duplicator Svc.	\$10,895.00	\$10,895.00	\$0.00
Miscellaneous	\$1,200.00	\$1,200.00	\$0.00
Telecom Charges	\$6,000.00	\$6,000.00	\$0.00
TOTAL	\$50,135.00	\$53,135.00	\$3,000.00

