

Southern Tier Library System

SURVEY

Shaping System Services: Determining Service Priorities

STLS Services in Priority Order:

Check the service level which most applies to that activity:

- C** ==Continue service
- I** ==Increase level of service
- R** ==Reduce level of service or
- E** ==Eliminate service

		C	I	R	E
I	Delivery	18			
	Delivery	14	1		
	<i>Deliver materials 3x a week</i>				
	Maintain delivery trucks	2			
	Schedule	2			
	Deliver materials	2			
	Delivery of member requests	1			
	Delivery of outside system requests	1			
	Delivery of processing materials	1			
	Delivery of member communications	1			
	Delivery of computer labs	1			
	Supervise delivery	1			
	*Delivery of Rotating Collections		1		
	<i>Now that we also handle local nursing home rotating collections, we sometimes have a collection waiting @ the library for a week or more because there isn't room in the delivery van.</i>				
	Technical Services	10			
	Physical Processing	8			
	Maintain STARCcat	3			
	Bindery	2		2	3
	<i>Possibly eliminate if needed</i>				
	Information Technology	9			
	Email	10			
	Technology Consulting	9		1	
	<i>decrease purchases/increase recommendations</i>				
	Web Services	5		1	4
	Loan Equipment	4		1	5
	Electronic Services	4		1	5
	<i>C = access & acquisitions E = eliminate training & replace with documentation</i>				

I cont'd Information Technology cont'd

	C	I	R	E
Wide Area Network <i>provide system-wide filtering solution</i>	4	1		
StarCat/WAN	2			
Tech training	1			

Adult Services

	3		1	
Consultant on topics	2			
One-on-one training	2			
Workshops	1			
Info on grants & programs				
Long Range Planning				

Youth Services

	1			
Consulting/Workshops	1			
Youth rotating	1			
STLS web development	1			
Program support	1			

Interlibrary Loan

	1	1		
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II

Delivery

	C	I	R	E
	19	3	1	
Deliver materials	10	5		

This service should be examined & scrutinized by a team to determine what is most effective method to provide current or enhanced services.

Deliver to 50 member lib. (3)

Better delivery

The service that enables many other services

Schedules	3			
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Develop, print & distribute schedules - master forms could be online.

Maintain vehicles	2	1		
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Maintain 3 trucks

Supervise delivery drivers	1			
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This supervisor could be maybe a driver does not need to be MLS position.

Information Technology

	10			
Wide-Area Network/Maintenance	8	1		
Email	8		1	
Technology Consulting	7	1	1	
Web Services	7		2	
Electronic Resources & Training	6		3	
Loan Equipment	4	1	4	

II cont'd

	C	I	R	E
Technical Services	4			
Physical Processing	6			2
<i>Standardize services and costs for all libraries. For example: STLS pays for video, CD, audio cases for some libraries and not for others.</i>				
Bindery	2		1	5
Outreach Services	2			
Rotating Collections	2			
Kits	1			
Bookmobile	1			
Descriptive Videos				1
Slide Projector				1
Mini Grants				1
Interlibrary Loan	2			
Rotating Collections	2			
Workshops		1		
Youth Services	1			
Rotating Collections	1			
Workshops		1		
Adult Services	1			
Consultant Services	1			
Workshops	1			

III

	C	I	R	E
Technical Services	15			
<i>Bib record maintenance makes this Priority III</i>				
Physical Processing	8	3	1	3
Bindery	3		3	8
Information Technology	7			
Email	5		1	
Wide Area Network	5		1	1
Consulting	5	1		1
Web services	5		1	1
Loans - Equipment	4		2	1
Electronic resources	3		1	1
Training	1			

III cont'd

	C	I	R	E
Adult Services	7			
Consultant Services (workshops/training)	4	1	1	
One-on-one training @ libraries	2		1	
Research issues for members	1			
Communicate information/ <i>Adult Services Distribution List</i>	1			
Maintain information/ Info on grants/programs	1			
Long Range Planning <i>Adult Services portion of website</i>	1			
Consultant on topics		1		
Select/Purchase materials for loan to staff/trustees				1

Youth Services	5			
Program Support	4			
Consultant workshops <i>Youth/Adult Services - these are both equally important. Hard to choose.</i>	2		3	
Youth Rotating Collections	2		1	
STLS Web	1		3	

Delivery	3			
Delivery	3			

IV

	C	I	R	E
Adult Services	12			
Consultant Services	5		1	3
Training	4		2	1
Workshops	3		3	

Youth Services	12			
YA Rotating Collections	8	1	1	1
Consulting Workshops	5		5	2
STLS Web Development	4		3	2
Program Support	3		4	3

Youth & Adult Services: combine to encompass "age level consultant services" both have similar activities (1 dept. - several staff)

IV cont'd

	C	I	R	E
Information Technology	6			
Wide Area Network	4		1	
Loan Equipment	2		3	
Tech Consultant	2		3	1
Email	1		4	
Electronic Resources	1		3	
Manage Library System	1			
Web Service		1	4	
E-training			1	

Interlibrary Loan	3	1	1	
<i>Mandated</i>				

Technical Services	2			
Bindery			1	1
Physical Processing			1	1

Delivery	1			
Delivery	1			

V

	C	I	R	E
Youth Services	15			
Workshops	6		3	2
Youth Rotating Collections	6	1	3	2
Training	5		3	3
Consulting	4		3	1
Program support	4		3	1
STLS web development	3		3	2

I don't use this (Youth Services)

Community Information/Youth Distribution List	1			
Descriptive Videos	1			
Research issues			1	
Information on programs & grants			1	
One-on-one training				1

Adult Services	10			
Consultant Services	3		4	2
Workshops			1	
Training			1	

V cont'd

	C	I	R	E
Information Technology	5			
Wide area network	3			
Electronic services	2		1	
Loan equipment	2		1	
Email	1		2	
Web services	1		2	
Technology consulting	1		2	
Technical Services	4			
STARCat	1			
Physical Processing			2	2
Bindery			2	2

Outreach Services

This Department is funded through Categorical aid that must be spend on Outreach Services. Please prioritize the services provided under Outreach. (See attached information sheet for description.) Do not rank Services to Correctional Facilities and County Jails; these services are funded separately.

	C	I	R	E
Outreach Activities:	29			
Rotating Collections	20	10	2	4
Kits	20	3	6	4
Outreach Mini Grants	12	6	4	7
Descriptive Videos	8		10	9
Slide projector/cassette player sets	4		8	15
Liaison to talking books	4			
Chemung County Bookmobile	3	4	4	14
<i>Reduce the Bookmobile!</i>				
<i>Why only Chemung County</i>				
Consultant Services	3			
Service to Correctional/Jails	1			

**Do not use other bulleted services listed under Outreach*

Comments on priorities, system services, your choices, other:

- Our choices are based on those services our library currently uses. We realize that some system services impact libraries in very different ways. However, in the process of prioritizing services, with the exception of Information Technology and Delivery, which are essential to operation of the entire system, our staff have identified only those services we use and would like to continue using.

Comments on priorities, system services, your choices, other cont'd:

- Adult Services workshops are helpful (they were not broken out as a separate bullet) others in Adult services are not helpful.
ILL - (you did not ask about level of service) - should be continued at the level maintained by Steele Library - not the currently much slower level.
- We would be willing to help pay for deliveries - so much for # of times per week & processing - buying video cases & audio cases, i.e. or helping with a member library contribution.
- 1. Help with Physical Processing for items not in database a priority for small libraries.
2. Deliveries can not be reduced - Interlibrary Loan has become a major service for small libraries and with more libraries going on-line, will only increase. There are times now that there is not room in the van for rotating collections to move on when ready to do so.
- I put delivery first because without some way to get materials back & forth the STARCat would be useless. The rotating collections need a way to move around. Adult & youth services are equally important, but are directed at a different population.
- Using a zero-based budgeting approach, info technology & delivery should be fully funding (including vehicle replacement funds) & perhaps with reductions to automation cost shares - then perhaps we might be willing to support some cost of rotating collections & accept reductions in remaining areas.
- I (Information Technology) & II (Delivery) are critical & should be fully funded. The system can survive if reductions are made to the remaining services.
- Eliminate print documents, flyers, announcements, etc. This can be sent email and save on cost of paper.
- If money were not an issue, I would want all services & more services. These answers are totally based on what my library need to operate, not what works for everyone.
- We think we should continue delivery 3x week - if days reduced, the amount each day would be 30% more.
- Outreach: Rotating collections could be weeded considerably. Old, unappealing and low circ items - especially audio books - could be weeded making collections smaller and easier to manage/transport. Kits - too large! If the puzzles, toys & games with multiple pieces were removed - leaving appropriate books, videos, puppets - they would be more useful & less work for all involved.
- Youth Rotating Collections: Increase Easy eliminate Juvenile & Juvenile Non-Fiction.
Member libraries could process items with records in database. A small fee could be charged for items without records in database.
Rotating Collections: I can't stress enough how important these collections are

Survey cont'd: p8

Comments on priorities, system services, your choices, other cont'd:

to our small library, especially, large print, audio & video. We don't have a budget for these materials. We rely on donations, gifts & memorials to increase these holdings. Our patrons eagerly await the arrival of each new collection.

I made my comments as I filled out survey.

- We really need the physical processing - no way we can do it ourselves. Information Technology Services are very, very important as well.
- Adult Services: Support to boards & directors essential to progress. Delivery: Essential to continue at present levels.
- I believe my choices may not be in the best interest of the system as a whole. However, eliminating the bookmobile would be my first cut. Due to it being a service limited to Chemung County.
- We really would like cost share to be a priority for being funded. Rotating collections are very important to our library. Small libraries can't afford to buy all those books.
- No time.
- If books are available from publishers (free) for the Youth Collection this would be quite a loss. Extended time periods for rotations fine.
- While an increase in delivery would be great, we would really have problems if the service was reduced at all from its current level, hence we are suggesting that STLS at least maintain its current delivery schedule.
- As a fully automated library, we strongly believe that STLS' role should be to maintain the database and our system wide connectivity as well as processing and delivering materials in as prompt and efficient a manner as economically possible. All other services (except those mandated by the State) should be offered only if the basic priorities are fully covered with existing aid or modestly funded with assistance from member libraries. In the current financial climate, STLS cannot be all things for all libraries and hence, its core roles must be identified and funded first. Member libraries cannot possibly subsidize all the possible services that have been or will be offered.
- Physical processing should be paid by the library that actually use it.
- WAN (wireless would be great!)
Adult Services - (1/2 time basis?)
Youth Services - (1/2 time basis?)
I believe the most important non-mandated system service is delivery. Without delivery, other mandated services would suffer. I also feel that cuts can be made at the system level that will in no way affect our library users. Again, I agree with Jim Sleeth & others: the top four services from STLS should be 1) automation system. 2) delivery. 3) processing (we do not use, but others need this service). 4) interlibrary loan. After mandated services are addressed, I feel these four services should be met. After these four, if any funds remain (which seems unlikely in these times), other non-mandated services should be added.

Survey cont'd: p9

Comments on priorities, system services, your choices, other cont'd:

- The service that are most important to me are those I can't get elsewhere. The adult & youth consultants are important back up for us. We use technical processing but I could get that from the vendors. We have our own computer support as well as web page server. Rotating collections would be impossible to replace. There are important to our patrons.
- It is very hard to make these distinctions. We really cannot choose between Adult and Youth Services, for example. With Delivery and Information Technology, we just don't know where else we could get these services, which are vital to our daily operations. Decreasing deliveries would be disastrous as the number of books shared increases rapidly. The health & safety of drivers is of extreme importance. Physical processing is very important to use but there are other options. We benefit greatly from rotating collections but would not close our doors without them. We want to affirm that all departments of STLS have been offering excellent service.
- We couldn't do without large print, general reading, audio. There is a great need in our village for large print and audio.
- Is it sensible to promote more & more use of ILL's by pushing patron-initiated requests, then to cut back the delivery funds? The trucks are already heavily laden and the staff is overworked. Shouldn't we take a serious look at what is being sent and streamline procedures?
Chemung County Bookmobile: Expensive and not serving the population for which it is being targeted. This is not a system responsibility...if it must be provided it should be a Chemung County expense.
I feel that the system is spending too much on the IT department, and that STLS should not strive to act as an ISP for member libraries. Our library has obtained a free Internet connection and we do not want to use cost share to subsidize who haven't. We are interested in web security for the WAN.
- Hard to do this survey but delivery & rotating collections are important for us in a small town and computer technology and the use of computers is minimal.
- With patrons ordering from home/here we need to provide this service - Rushford has had several months with over 100 Interlibrary Loans - that's wonderful for us.
- Maintain STARCAT: This critically important activity is mandated & will remain - the remaining activities do not threaten survival of the system.
- All current services are valuable and I'm sure we take them for granted. Without Delivery, for example, many other services are impossible., although delivery is not a more valuable service then, for example, maintaining other kinds of connections.
- As a small rural library, our biggest concern remains having the ability to order book patron's request and having them delivered. Without this service, we would be unable to meet the growing needs of our patrons. Rotating Collections are also very needed. These resources supplement our collection in a way that our very limited budget would not allow.

Survey cont'd: p10

Comments on priorities, system services, your choices, other cont'd:

- I prioritized the services in 1-5 order with the thought that if whole areas of

services had to be eliminated, the most valuable to use would be priority #1, followed by #2, etc... If all areas are to be maintained, I think the survey becomes more difficult in choosing the level of service within each area. Because we are used to current levels of service within each area, it is hard to determine the services' value if you reduce the level. I had a particularly hard time with the Adult & Youth Services areas, but chose reducing consultant/workshop activities as a possible way to cut down.

- **Processing:** In terms of sheer effort and expense, the retention of the processing services of STLS is most important to the majority of libraries in the region. We cannot, with few exceptions, afford the staff, space, equipment or training to do our own processing of new materials. Without centralized processing and a continuing effort to standardize the processing of library material, a wild variety of cataloging, labeling and identification procedures will inevitably develop, make Interlibrary Loan processes very difficult or impossible. There are also economies of scale to be achieved by central processing, in terms of staff time and purchase of supplies.

Centralized processing will have to be paid for by the user libraries. We believe that uniform pricing for this service is the fairest way to fund this service. The basis for pricing must be reviewed regularly by the member libraries, and should allow for correction of errors without charge. Libraries should be encouraged or required to adopt standard labeling procedures, instead of the many local formats and variations which take additional STLS time and money to implement.

Rotating Collections: To smaller, less affluent libraries and reading centers, these shared collections are an invaluable extension of our collections, providing a wide range of resources which we cannot possibly afford to offer to our patrons in our own collections. For instance, the Hector Reading Center cannot afford to buy the number or romances, westerns, history and arts videos, "small" fiction or specialty non-fiction that we receive through STLS. The long-term loan of these materials increases the range of choice our patrons value, and, by sharing the material among many libraries, is an economical way to use library funds throughout the region.

Delivery Services: This is one of the mechanisms which make STLS and its member libraries and reading centers into a single organization. Without it, our costs in communicating with other libraries would escalate and eventually cease, so that we became a group of separate, unequal providers of (or competitors for) library patronage, collections and information. The exchange of information and resources among libraries of the region may be facilitated by the computer, but it is supported in essential ways by the delivery services.

Shared materials, in terms of books, audios, videos and technical or administrative correspondence, are not the only items transported by the delivery

Survey cont'd: p11

Comments on priorities, system services, your choices, other cont'd:

service. The multi-computer electronic teaching lab, which is borrowed by many libraries to conduct public classes in computer use, would be unusable if it could

not be delivered by the STLS delivery staff. Delivery of resources between libraries, from individual books to whole bags full of weeded items for another library's book sale, keeps our whole system operating together. And how will we continue to use STARCAT and Interlibrary Loans if we can't deliver books between libraries?

Technical Advice & Professional Consultation: This function is, I believe, one of the most under-valued services which STLS provides to its member libraries. The library world daily becomes more complicated, from legal issues to new library practices, from fundraising and grant opportunities to new scams by unscrupulous patrons, from new publishers and new formats for library materials to programming resources. Most libraries, especially those with small paid or volunteer staffs, cannot keep abreast of these topics or maintain a high level of up-to-date professional knowledge; the STLS staff does, and shares their information with us constantly. Without time budgeted for their professional development and their consultations and visits to libraries of the system, we will all be in great trouble - technically and operationally. We need their help and advice, their coordination and analysis, their support and enthusiasm.

Maintenance of the Regional Electronic Catalog: The commitment of the STLS Board to an electronic catalog and its availability to the public, along with region-wide delivery of patron requests, is commendable and irreversible, though extremely expensive to maintain and update. Thus it seems that this program must continue to be given high priority in the System's budgetary and operational planning. I feel that it has required an immense investment on the part of the libraries, in systems planning, staff training, and in implementation/debugging of new programs and procedures. I would urge the Board to resist the urge to buy into new variations of our computer capabilities until there is an irresistible demand for increase automation services and until the funding of local libraries is considerably greater and more predictable than at present.

If there is not enough state aid to fund services member libraries find valuable, would your library be willing to contribute for those services?

- Would be dependent on cost - possibly at a later date.
- Yes. Share the cost of more databases. We need broader topical coverage. For example: Novelist, or move to a more premium service of EBSCO
- No. Live within our budgets.
- Only if all services are broken out and a library could contribute to those which it used.
- Beyond the usual speech of tough times for all of us - the bottom line is we would have to know what services and costs.

Survey cont'd: p12

If there is not enough state aid to fund services member libraries find valuable, would your library be willing to contribute for those services cont'd?

- A shared fee for physical processing and also for deliveries. Must be share with

all member libraries.

- Yes
- No (3)
- Willing but not enough funds available to make a difference.
- We need certain services (I - Technical Services - III - Information Technology) & therefore would have to contribute. If physical processing were to become fee-based, we could get that from our vendor (Baker & Taylor) and relieve workload of STLS in that department.
- As much as we could, yes, - but, of course, it would depend on how much of a fee & how many services we would be charged for.
- We may be willing to contribute a small share, but we are struggling as well.
- It is unlikely my board would support payment to the system when services would be procured elsewhere for example Technical Services.
- It depends on the cost.
- Would depend on cost.
- If basic services are covered with existing funding, the option to pay for additional items should be considered as one method of balancing the STLS budget.
- Depends on how much
- We would be willing to contribute for delivery & Technology Services IF STLS makes cuts and there is still not enough for services. Has the menu-pricing concept been removed from discussion?
- We would be willing to pay for tech services. We paid a price per book in the past and would do so again. What about outsourcing tech services?
- Probably - if I couldn't get a better deal elsewhere - i.e. pay something for processing, but not as much as Baker & Taylor or Ingram charge.
- Yes, pay part of cost for processing. We do not have the equipment or staff to process books.
- We already are! Our library has the same issues as STLS and we can't keep upping the cost-share.
- Very doubtful that Board members would do this as funds are tight.
- The towns of Spencer and Van Etten contribute to the libraries through their school taxes.
- Depending on the overall cost.
- Our board would complain (or some members of the board would complain), but would probably feel obliged to comply.
- We would explore that option.

Survey cont'd: p13

If there is not enough state aid to fund services member libraries find valuable, would your library be willing to contribute for those services cont'd?

- Being on a limited budget ourselves, it would depend on the cost and the service.

We cannot add too many more expenses to an already tight budget (also with stagnant funding).

- We'd be unable to.

If there is not enough state aid to fund services at the level member libraries would like to receive, e.g. more deliveries, faster physical processing, other, would your library be willing to contribute?

- Not at this time (2)
- No (4)
- No. Live within our budgets.
- Only if all services are broken out and a library could contribute to those which it used.
- Beyond the usual speech of tough times for all of us - the bottom line is we would have to know what services and costs.

In addition, I've suggested for years STLS should charge an all encompassing fee for all services. Not just automation. Now we are in an impossible situation deciding how to charge for who service. None of us want to pay for services that aren't valuable to our library.

- Keep fund services at current status in number of deliveries, patience with physical processing, etc. with reductions here and there until there is more balance between monies and outcome from those monies. We all have to live within our budgets and Andover cannot pay for anymore than what is mentioned above.
- Yes (2)
- Willing but not enough funds available to make a difference.
- We would only want to contribute to services that we used. It would need to be a "cafeteric style" selection process rather than a general service charge. Fees should be tied to a specific area - i.e. we are not willing to fund Chemung County Bookmobile.
Also, budget cuts should be across the board, including labor (staff) costs (benefits, wages)
- If it's simply a question of maintaining or increasing a particular service & not a question of eliminating a service, I think our library could adjust to the new level of service, & refrain from paying additional fees.
- Not sure at this time.
- It depends on the cost/would depend on the cost
- If the choice is to increase fees to member libraries or to reduce or maintain services, I believe the first priority for STLS is to eliminate unnecessary services. Then, if some libraries want to expand their delivery beyond its current level --

Survey cont'd: p14

If there is not enough state aid to fund services at the level member libraries would like to receive, e.g. more deliveries, faster physical processing, other, would your library be willing to contribute cont'd?

(as an example)-- those libraries could opt to pay for more "enhanced" service. However, minimal levels should be identified and offered equally and only then should fees for increased levels be considered.

- We would be willing to contribute if STLS makes a very strong effort to cut costs by eliminating non-mandated services that member libraries do not use or want.
- It would depend on the service.
- Depends on the service. There would be no point in offering a poor quality service, would there?
- I doubt we would opt for "extras." It would very much depend on what & how much.
- Possibly; have to check with trustees first.
- No, satisfied with current level of member services.
- The towns of Spencer and Van Etten contribute to the libraries through their school taxes.
- Depending on the cost, would be willing to investigate and make a decision at that time.
- I don't think they would. Maintaining the present level of services seems much more important.
- We would explore that option.
- Although I think the above answer applied to this question as well, I think it would be more within our ability to contribute something toward the level of services we want to receive. I don't know if it would be practical or possible to have a menu-type system where a basic level of service is provided and more service(s) would come with a fee. (?)
- We'd be unable to.

Responding Libraries:

- 1 Alfred
- 2 Almond
- 3 Andover
- 4 Angelica
- 5 Arkport

- 6 Atlanta
- 7 Avoca
- 8 Belfast
- 9 Belmont
- 10 Big Flats
- 11 Canaseraga
- 12 Canisteo
- 13 Cohocton
- 14 Corning
- 15 Cuba
- 16 Dundee
- 17 Elmira
- 18 Fillmore
- 19 Friendship
- 20 Greenwood
- 21 Hammondsport
- 22 Hector
- 23 Hornell
- 24 Horseheads
- 25 Howard
- 26 Jasper
- 27 Little Genesee
- 28 Montour Falls
- 29 Odessa
- 30 Penn Yan
- 31 Prattsburgh
- 32 Pulteney
- 33 Richburg
- 34 Rushford
- 35 Savona
- 36 Van Etten
- 37 Watkins Glen
- 38 Wayland
- 39 Wellsville
- 40 West Elmira
- 41 Whitesville