

Elements of January 1, 2002-December 31, 2006 Plan of Service

Section 1. Basic Information

- k. Minimum staffing requirements – attached
- l. List of Members – attached in print; also provided in electronic format (Microsoft Word)

Section 2. Governance

- a. Bylaws – attached
- b. Organizational chart – attached

Section 3. Description of member input on policies

- a. Members advise the Board of Trustees through participation in advisory committees.
- b. STLS Directors Association, Allegany County Directors Association, Schuyler County Directors Association each meet regularly—STLS Director participates, discusses System issues, services, grant proposals, etc. Technology meetings—held three times/year for all members to discuss technology issues
Online libraries discussion meetings, adult services meetings, youth services meetings—each held regularly by STLS. Members discuss System services and issues. Coordinated Outreach Services Advisory Committee meets to discuss System services, implement programs.

Section 4. Description of Planning, Evaluation, Revision, and Approval Process for all Elements of the Plan of Service

a. Plan Development

- a. 1. Information on current services was gathered through the annual system evaluation; information on future services was gathered through a printed survey sent to member library directors and to library board presidents. Additional information was collected through discussions during STLS Directors Association, Allegany Directors Association, and Schuyler Directors Association meetings.

2. The Plan of Service committee included: Cindy Dutton, Cuba; Jim Sleeth, Owen Frank, Elmira; Joan Tavernier, Fillmore; Sherry Collins, Horseheads; Lynn Overgaard, Penn Yan; Cindy Schamel, Savona; Marian Crawford, Wayland; committee chairpersons and STLS trustees Don Walker; Sandra Van Wormer; Additional STLS trustees Jane Jamison, Cathleen Linnecke; STLS staff Shelley MacFeiggan, Ristiina Wigg

The committee directed the process, discussed, and revised content.

This Plan of Service is the second revision of the Plan developed in 1995/6 when Steele Memorial Library/Chemung County was merged with STLS. An extensive process conducted in 1995/6 involved focus groups, county meetings, directors meetings, and a retreat. In 1998 that Plan was revised. An advisory committee collected information through a print survey and an all-day planning meeting to which all directors and trustees were invited; then reviewed several drafts of the plan written by staff.

The 2000 Plan of Service committee recommended a streamlined process that would build on the existing plan. The Committee reviewed the annual evaluation of System services, the responses to the written survey, and discussions at directors meetings. STLS staff reviewed the same information, and using committee recommendations drafted a document. The Committee reviewed the document and recommended that it be shorter and less detailed. The Committee discussed the second draft, and recommended more changes. A third draft was written, and a fourth. The fourth draft was sent to library directors and board presidents for more comments. The Committee reviewed the comments, discussed the Central Library plan, and recommended more changes for the final version.

2.a. Central Library

(1) Central Library staff planned Central Library Services. The central library staff involved in contributing to the central library component of the Plan of Service include:

- Sylvia Tuller -- Librarian 3 -- Head of Reference & Adult Services
- Phyllis Rogan -- Librarian 2 -- Reference Librarian
- Rita Dery -- Librarian 2 -- Reference Librarian
- Owen Frank -- Librarian 1 -- Reference Librarian & Webmaster
- Cola Thayer -- Library Assistant -- Reference Assistant
- Rose Woodard -- Senior Library Clerk -- Reference Department
- Stuart Finch -- Library Clerk -- Reference Department

Central Library Director Jim Sleeth presented the plan for central library services to the Plan of Service Committee.

(2) Central library services are discussed in the STLS Plan of Service, section 1.7 and in the attached Steele Memorial Library Plan of Service.

2.b. Direct Access Plan – approved March 3, 2000.

b. Evaluation

- (1) STLS staff will evaluate intended results annually to see if they have been meet.
- (2) STLS will continue to survey member libraries annually to see if they are satisfied with system's services.
- (3) Information on customer satisfaction will be conveyed to System trustees, distributed at the System annual meeting and used to amend and/or strengthen specific services for the next year.

c. Amendment Process

As part of the annual evaluation process, the need for possible amendments and revisions will be discussed with System Trustees and member library directors. When amendments or revisions are needed a Plan of Service Committee (which will include System trustees) will work with staff and the Directors to revise the plan, using suggestions from member libraries.

d. Approval Process

A complete draft was sent to member library directors and Board presidents for comments; a final draft was approved by the STLS Plan of Service committee; the final plan was approved the STLS Board of Trustees.

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Section 5 - Mission Statement, Goal Statement(s), Activities and Intended Results

Five-Year Library System Plan of Service, January 1, 2001 - December 31, 2006

Mission Statement:	The Southern Tier Library System, a member-driver regional consortium of public libraries, supports and strengthens its members through clearly defined, cost-effective services that make possible the coordination and sharing of resources, enabling all individuals in the five-county region to have equal access to excellent library service.
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All goals are ongoing 2002 - 2006. Most activities and intended results are also ongoing.

	Elements	Goal Statement(s)	Activities	Intended Results
I	<ul style="list-style-type: none"> ✓ Resource Sharing <ul style="list-style-type: none"> ■ Cooperative Collection Development ■ Delivery ▲ ■ Interlibrary Loan ▲ ■ Other - Patron-plcd requests 	<p>Page 1, sec. 1.1</p> <p>Page 2, sec. 1.5</p> <p>Page 2, sec. 1.3</p> <p>Page 2, sec. 1.4</p>	<p>Page 1, sec. 1.1</p> <p>Page 2, sec. 1.5</p> <p>Page 2, sec. 1.3</p> <p>Page 2 sec. 1.4</p>	<p>Page 1, sec. 1.1</p> <p>Page 2, sec. 1.5</p> <p>Page 2, sec. 1.3</p> <p>Page 2 sec 1.4</p>
II	<ul style="list-style-type: none"> ✓ Technology <ul style="list-style-type: none"> ▪ services for member libraries and library system e.g., Regional/ Virtual/Union Catalog) 	<p>Pages 7-8, sec. 2.1 - 2.3</p> <p>Page 7, sec. 2.2</p>	<p>Page 7-8, sec. 2.1 - 2.3</p> <p>Page 7, sec. 2.2</p>	<p>Page 7 sec. 2.1 - 2.3</p> <p>Page 7 sec. 2.2</p>
III	<ul style="list-style-type: none"> ✓ Special Client Groups <ul style="list-style-type: none"> ■ Adult Literacy ■ Outreach ■ State Correctional Facility inmates ■ Youth Services 	<p>Page 4, sec 1.9</p> <p>Pages 4-5, sec. 1.91</p> <p>Page 5, sec. 1.92</p> <p>Page 5, sec. 1.93</p>	<p>Page 4, sec. 1.9</p> <p>Page 4-5, sec. 1.91</p> <p>Page 5, sec. 1.92</p> <p>Page 5, sec. 1.93</p>	<p>Page 4, sec. 1.9</p> <p>Page 4-5, sec. 1.91</p> <p>Page 5, sec. 1.92</p> <p>Page 5, sec. 1.93</p>
IV	<ul style="list-style-type: none"> ✓ Construction 	<p>Page 6, sec. 1.94</p>	<p>Page 6, sec. 1.94</p>	<p>Page 6, sec. 1.94</p>

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	Elements	Goal Statement(s)	Activities	Intended Results
V	✓ Continuing Education/Training	Page 4, sec. 1.8	Page 4, sec. 1.8	Page 4, sec. 1.8
VI	✓ Awareness and Advocacy	Page 9, sec. 3.2	Page 9, sec. 3.2	Page 9, sec. 3.2
VII	✓ Communication and cooperation among Member Libraries	Page 10, sec. 4.3	Page 10, sec. 4.3	Page 10, sec. 4.3
VIII	✓ Cooperative efforts with other library system	Page 10, sec. 4.4	Page 10, sec. 4.4	Page 10, sec. 4.4
IX	✓ Central Library (submit long range plan) see Section 4(a)(2)(b)	Page 3, sec. 1.7 Long-range plan attached	Page 3, sec. 1.7	Page 3, sec. 1.7
X	✓ Direct Access	Approved 03/02/2000		
XI	✓ Purchasing, Cataloging, Processing	Page 3, sec. 1.6	Page 3, sec. 1.6	Page 3, sec. 1.6

STLS Plan of Service 2002-2006

Goal 1: STLS WILL ENSURE THAT SOUTHERN TIER RESIDENTS HAVE ACCESS TO A BROAD RANGE OF INFORMATION AND LIBRARY MATERIALS THROUGH LOCAL LIBRARIES.

1.1 Support cooperative collection development among member libraries

Activities (2002 and ongoing)

Provide member libraries with support for collection development, including workshops, training, access to collection development tools in a variety of formats, and annual buying lists on specific subjects

Use system-wide online acquisitions program

Provide cooperative access to online databases, which supplement NYS-funded EmpireLink

Intended Results (2002 and ongoing)

Improved quality and currency of local collections

Information available about what other libraries are purchasing; increased batch orders of popular items and reduced duplication of materials in lesser demand

Expanded electronic information available in local libraries

1.2 Maximize resident access to library materials throughout the region and state

Activities (2002 and ongoing)

Seek methods to provide and publicize online access to local history and other special collections in the region, electronic resources and databases, and library databases through STLS web site or other means

Support the digitizing of primary source materials in STLS member libraries, as funds become available

Provide special materials such as rotating collections and multi-media kits in a variety of formats

Intended Results (2002 and ongoing)

Increased range of materials available to residents

Access to a regional and statewide virtual collection of holdings of libraries with Z39.50 compliant catalogs

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1.3 Support interlibrary loan (ILL) service to member library patrons from libraries which are not members of STLS

Activities (2002 and ongoing)

Work with Interlibrary Loan Advisory Committee to evaluate current program, reports, and design training initiatives to improve quality of service and incorporate emerging technologies

Expand opportunities for point-to-point ILL outside of STLS membership, including participation in statewide *NOVEL* program

Intended Results (2002 and ongoing)

95% of patron requests for ILL materials filled

Member libraries obtain 80% of materials directly for patrons when available in non-member libraries in the region (2006)

1.4 Enable residents of the Southern Tier region to have easy access to materials owned by member libraries

Activities (2002 and ongoing)

Maintain and upgrade ability for patrons to use the regional online catalog, STARCAT

Assist each member library to issue bar-coded library cards

Clarify member library responsibility to respond to interlibrary loan requests from other member libraries

Intended Results (2002 and ongoing)

Patrons directly request 95% of items they wish to borrow from STLS STARCAT database

Patrons use STARCAT self-service features including DRA request system

Member libraries respond to STARCAT request system and fill requests each day they are open

1.5 Speed delivery of materials to residents of Southern Tier area

Activities (2002 and ongoing)

Provide libraries with frequent, reliable, timely delivery service

Explore options to enhance and expand delivery among members and non-member public, school, academic, and other libraries

Intended Results (2002 and ongoing)

Fast turn-around time in delivery of materials

1.6 Provide cataloging, and physical processing of library materials for member libraries

Activities (2002 and ongoing)

Work with Technical Services Advisory Committee to develop procedures for new formats, such as e-books, further standardize existing procedures, investigate alternate methods and new technologies, and train members in their use

Intended Results (2002 and ongoing)

Materials reach member libraries in a timely manner. (Best-sellers, standing author plan materials, and rush items delivered to members as soon after receipt of items from vendor as possible; and gift and other materials are ready for circulation within 6 weeks of receipt at STLS)

Services provided cost-effectively.

1.7 Provide comprehensive Central Library services to citizens of member libraries of the Southern Tier Library System

Activities (2002 and ongoing)

Work with Central Library Advisory Committee to plan services and measure Central Library accountability to member libraries

Intended Results (2002 and ongoing)

Increased member library use of Central Library (Steele Memorial Library) Services

Assist members in developing print and web site reference collections targeted for small libraries; provide reference workshops and ongoing information about materials available in/through the Central Library

Expanded reference service in member libraries

Provide CBA-purchased electronic materials to all STLS residents on the same basis as are provided to Chemung County residents

Assist in training member libraries to use online databases provided by NYS EmpireLink and other sources

Provide remote access online databases to member libraries and their patrons in Cooperation with STLS, as funds become available

1.8 Provide and inform member libraries of continuing education opportunities

Activities (2002 and ongoing)

Provide workshops, meetings, forums, and discussions annually, both beginning and advanced, for member libraries and trustees on topics that include management of libraries, patron privacy, technology, EmpireLink and other databases and NOVEL resources, youth services, System services

Encourage Boards of Trustees to send library staff to continuing education meetings and events and to attend themselves.

Work with other library systems to create core competency training for staff of member libraries.

Intended results (2002 and ongoing)

A representative from 95% of libraries attends at least one event a year.

A trustee from each member library attends a continuing education event each year.

1.9 Strengthen and support services in member libraries for adults with low literacy levels

Activities (2002 and ongoing)

Provide access to collection development aids and training opportunities for library staffs; support the development of partnerships between member libraries and area agencies

Encourage libraries to integrate adult learners into library programs by seeking grants to fund new and/or expand already existing literacy projects

Intended Results (2002 and ongoing)

Increase number of libraries serving adults with low literacy skills as part of daily service

Increase cooperative projects between member libraries and area agencies

1.91 Work with member libraries to provide library outreach services to residents unable to make use of traditional library services "who are educationally disadvantaged or who are members of ethnic or minority groups in need of special library services, or who are unemployed and in need of job placement assistance, or who live in an area underserved by a library, or who are blind, physically handicapped, aged or confined in institutions." (Funded through categorical aid.) Regulation 273, Regulations of the Commissioner of Education

Activities (2002 and ongoing)

Support and assist libraries by providing training, supplementing local library collections; providing access to specialized materials and equipment

Encourage and support partnerships with area agencies and organizations to publicize and promote library outreach services to outreach populations

Intended Results (2002 and ongoing)

Increased member library services to outreach populations

Increased number of articles about library services in agency/organization newsletters

Increased staff awareness of services provided by human/social services agencies and libraries

Increase number of links between STLS website and area organizations/agencies

1.92 Provide state correctional facility libraries with services and materials provided to public libraries, as possible

Activities (2002 and ongoing)

Meet yearly with state correctional facility librarians to plan and encourage use of System services and participation in System activities

Publicize and support member use of unique resources owned by correctional facilities

Intended Results (2002 and ongoing)

Increased correctional facility librarian participation in System workshops

Increased number of facility titles in STLS database for use by System libraries and patrons

1.93 Support member libraries in the provision of services to children, families and young adults

Activities (2002 and ongoing)

Provide yearly workshops, meetings and continuing education opportunities for youth services librarians, including grant information, annual buying lists, support for book discussion groups, pathfinders, bibliographies, training, etc.

Work with member libraries and agencies to identify needs and design programs

Seek grants at the System level and assist libraries in applying for local grants

Intended Results (2002 and ongoing)

Increased librarian knowledge of new ways of providing library services to children and families

Increased member library purchase of newly published books, software and other materials

Increased agency exposure to library services

Increased financial support to implement new programs

1.94 Improve service through new, expanded or remodeled buildings

Activities (2002 and ongoing)

Use state construction aid to help libraries and System leverage local funds

To be eligible for state construction aid, Libraries must:

- honor valid borrowing library cards from other STLS units on the same basis as local practice
- supply books and library materials, subject to availability, for other units upon interlibrary loan request
- demonstrate a pattern of rising local tax support over the last three years
- have funds to provide at least 50% of the construction cost
- comply with New York State Library construction aid requirements
- meet ADA requirements or demonstrate library has made provisions to make services fully accessible (or is applying for funds for accessibility)

Applications will be ranked according to the following priorities:

- Increased access for persons with disabilities
- Renovation (improvement or conversion of existing building: increased operational efficiency and savings)
- Rehabilitation (restoring existing building with emphasis on energy conservation, accommodating computer equipment, or access for persons with disabilities)
- New construction or expansion/site acquisition (new library building or addition)

Compile and distribute information about sources of construction funding

Intended Results (2002 and ongoing)

Increased number of libraries that are handicapped accessible

Increased number of projects that result in new, expanded, remodeled buildings

**Goal 2: STLS WILL ASSIST SYSTEM MEMBERS TO ACHIEVE AND MAINTAIN
ELECTRONIC DOORWAY LIBRARY STATUS**

**2.1 Assist member libraries to provide Internet access to their own information resources
(Funded through categorical aid)**

Activities (2002 and ongoing)

Work with Automation Committee to make shared policy decisions regarding System-wide automation; assist libraries to obtain dedicated access to the Internet; and integrate alternative technologies into the Southern Tier automated network

Maintain and fine-tune the pathway for system members to become online participants on a timetable that meets local needs

Provide System staff with ongoing training necessary to provide consulting and training to members.

Protect privacy of user information and inform users of library privacy policies

Intended Results (2002 and ongoing)

Fiscally responsible decisions and adequate funding to maintain/enhance technology services

Increased number of automated libraries

Libraries have access to broadband connections to the Internet that consolidate voice, video, and data (2006)

2.2 Operate an integrated online library service for member libraries

Activities (2002 and ongoing)

Maintain and enhance online regional catalog, STARCAT; moving from terminal to client server environment (2002/3)

Search for funds to keep current; integrate new services, such as MARC format for holdings data (2002/3)

Work with Database Maintenance Committee to improve online access to item information

Train libraries in the use of automation service features, and provide those reports that can only be provided centrally
Clarify member library responsibility to ensure staff have basic computer skills and participate in technology training

Intended Results (2002 and ongoing)

Expanded online services, such as in-depth holdings information

Online catalog more “user-friendly”

Purchase of service modules in cooperation with member libraries

Member library trustees budget for staff technology training for basic computer skills and other aspects of technology within the library

2.3 Provide member libraries with technical assistance on the use of hardware, software and peripherals used to access the Southern Tier automated network

Activities (2002 and ongoing)

Develop new training workshops as technology changes; include hands-on training; refer members to training provided by schools or other agencies

Respond to member library requests in a timely manner; work cooperatively with technology support staff in local libraries

Clarify member library responsibility to obtain local expertise to install, maintain, and repair internal equipment and systems such as local area networks, hubs, cabling, computers, printers, scanners and other hardware, peripherals, and software.

Intended Results (2002 and ongoing)

Library staffs able to be their own first line of technical support

Reliable technology services to member libraries and in member libraries

Enhanced member library expertise in information technologies

Libraries keep up-to-date with computer technology

Goal 3: THE SOUTHERN TIER LIBRARY SYSTEM WILL WORK TOWARD STABLE FUNDING FOR THE SUPPORT OF SYSTEM AND MEMBER LIBRARY SERVICES

3.1 Seek adequate and stable funding to support system services and programs

Activities (2002 and ongoing)

Evaluate System services in order to provide them in the most cost-effective way; take into account the resources available to individual libraries; balance the cost of services with member library priorities for System service

Seek grants, and establish partnerships with other systems, non-profit organizations, and for-profit companies for sponsorship of System initiatives

Build a new building specifically to accommodate the specialized services the System provides

Intended Results (2002 and ongoing)

Provide effective, efficient System services, to member libraries

Increase communication with member libraries

Increased financial support

Stabilize annual building costs

3.2 Work with member libraries to expand chartered service areas, assist in the formation of public library districts, conduct awareness and advocacy activities, and improve local support

Activities (2002 and ongoing)

Assist trustees to identify options for increased funding for their libraries; educate citizens about the cost of libraries and the importance of sufficient funding to provide excellent service; and increase support at the village, town, school district, county, state and national levels

Assist Boards of Trustees to expand chartered service areas, and evaluate and implement options for public library districts in which the public votes on library budgets and the election of trustees

Advocate for options to law and regulation that will enable local libraries to develop regional chartering solutions that respond to local needs

Work with members to publicize work of library trustees, staffs and libraries through print and electronic news media, brochures, press releases, and web information

Intended Results (2002 and ongoing)

Well-paid staff and stable, sufficient funding for member libraries

Increased trustee awareness of library governance, including types of library districts

Increased awareness of local governmental support for libraries.

Every Southern Tier resident lives in a chartered service area (2006)

Goal 4: THE SOUTHERN TIER LIBRARY SYSTEM WILL BE RESPONSIVE AND ACCOUNTABLE TO ITS MEMBERS.

4.1 Promote member participation in System governance, planning, and evaluation.

Activities (2002 and ongoing)

Establish and maintain advisory committees; ad hoc task forces, standing committees to deal with System wide concerns on a regional and topical basis; annually request participation from at least 75% of member libraries

Intended Results (2002 and ongoing)

Increase member library participation in system decisions

There is regular consideration of System goals and activities; revision as needed

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Use multiple methods to communicate with and among members and trustees, e.g. electronic mail, web page, meetings, and memos, System newsletter; distribute STLS Board meeting minutes in multiple formats to member libraries; attend member library meetings and events

Evaluate System services and report progress annually

4.2 Provide consultant services to member libraries

Activities (2002 and ongoing)

Strengthen and support member libraries in providing quality library services to their communities

Clarify STLS role in mentoring/training staff to conduct library functions

Intended results (2002 and ongoing)

Regular visits to member libraries

Respond to member requests for assistance within 48 hours

More self-sufficient libraries

4.3 Support communication and cooperation among member libraries

Activities (2002 and ongoing)

Explore methods for establishing mentoring relationships among librarians

Provide forums for discussion among libraries

Intended Results (2002 and ongoing)

Increased partnerships and cooperative ventures among members

4.4 Engage in cooperative efforts with other library systems

Activities (2002 and ongoing)

Explore cooperative delivery arrangements; point-to-point ILL; continuing education on topics of mutual interest; core competency training for member library staffs and other areas of mutual assistance

Intended Results (2002 and ongoing)

Expand and enhance services cost-effectively

2001 – 2006 Long Range Plan

It is the mission of the Steele Memorial Library to provide exceptional public library services and programs to our citizens – fulfilling their individual needs for educational, recreational, and cultural information – through contemporary, well-maintained library collections and facilities located throughout Chemung County.

- Automation: electronic tools used by staff and offered to the public will be as efficient, effective, and current as possible
- Collection management: all Chemung County public libraries will keep their collections fresh, appealing, current, and relevant to customer needs
- Cooperation with library systems: Chemung County public libraries will work with library systems (STLS, SCRLC, School systems) to ensure that our need for system services are met, that STLS member libraries are able to take advantage of central library services, and staff share their expertise with other libraries
- Endowment building: Promote the financial security of public library services through non-governmental sources of funding
- Facilities: Chemung County public libraries will be clean, inviting, and easily accessible to our customers
- Internal issues: daily operations of all public libraries will be made more efficient and effective through regular review of library policies and procedures
- Marketing of services: publicize traditional and innovative library services through print and electronic media so Chemung County residents are aware of public library services
- New services: new technologies which offer improved means of delivering information and literature to borrowers will be incorporated into the menu of library services offered to Chemung County residents
- Personnel & volunteerism: staff will be hired and volunteers recruited with regard to specific public service needs
- Programming: maintain or expand programming activities for children, young adults, and adults
- Training: library staff will be thoroughly trained to use all library technology, provide electronic library services, interpret library policies, and perform library procedures

Automation: electronic tools used by staff and offered to the public will be as efficient, effective, and current as possible

- Install the Gates Foundation computers at Southside, Elmira Heights, & Steele to replace the reference collections and expand public access to the Internet. Replace all staff terminals with workstations.
- Install similar solutions to the Gates Foundation computers at West Elmira & Big Flats to replace reference collections and expand public access to the Internet. Replace all staff terminals with workstations.
- For the public catalog in all our libraries, move from terminals to workstations to take advantage of graphic user interface now installed by the library system.
- Devise a plan to make the computer workstations operational 100% of the time. (Many thought this goal unrealistic.)
- Replace all staff terminals with workstations. Completely eradicate typewriters.
- Maintain up-to-date versions of accounting and other office productivity software in staff workstations.
- Create a computer workstation replacement plan based upon the assumption that new workstations will be useful for 3 years in most situations.
- Investigate moving the telecommunications platform from frame relay to cable modem. (And for Steele, investigate redundant telecommunications networks – both frame relay and cable modem.)
- Purchase an in-house webserver to enable the library to develop web server applications and scripts that are not allowed with our current web host.

Collection management: *all* Chemung County public libraries will keep their collections fresh, appealing, current, and relevant to customer needs

- Orient reference budget toward subscription to Internet-based information and less to traditional formats. Participate in group purchases with STLS, SCRLC, and New York State.
- Replace print-based branch reference collections with electronic workstations, including CD-ROM titles for most frequently needed items.
- CBA purchased electronic materials will be generally available to all STLS residents on the same basis as are provided to Chemung County residents.
- Continue improving the Steele Library's genealogical research collection with, for example, the soon to be available 1930 census in digital format.

- Maintain the book collection through repairs, cleaning, weeding, and other traditional methods. Allocate funds for replacement of heavily used, lost, or otherwise unavailable library materials.
- Gain access to local information – newspaper index, community organizations – through Starcat.
- Investigate e-books & DVDs and integrate into the collection when appropriate.
- Circulate more CD-ROMs that formerly were available exclusively to reference.
- Revisit the issue of whether branch libraries should offer additional formats like videocassettes, compact discs, and digital videodiscs.

Cooperation with library systems: Chemung County public libraries will work with library systems (STLS, SCRLC, School systems) to ensure that our need for system services are met, that STLS member libraries are able to take advantage of central library services, and staff share their expertise with other libraries

- Continue the practice of having one or more Chemung County staff member on each STLS committee.
- Promote central library services to STLS member libraries. Encourage STLS and STLS member library staff to get to know the central library.
- In cooperation with Southern Tier, implement the central library program comprised of the following goals, actions, and measurable results:

Goal 1: Provide comprehensive central library services to the citizens of member libraries of the Southern Tier Library System. Action 1: Provide sufficient professional and support staff to develop collections, answer patron questions, and guide citizens to library resources that meet their needs. Action 2: Provide and maintain appropriate facilities, equipment, and resources to house and access the central library collection of information in print, electronic, and other formats. Action 3: Open the central library from 1pm to 5pm on Sundays from mid-September to mid-May. Action 4: Provide continuing education opportunities for central library staff. Measurable results: 1. Analyze and tabulate use of the central library via both quantitative (circulation statistics; in library use) and qualitative (availability of unique library materials). 2. Calculate the number of hours of central library service provided on Sundays and compare the per-hour circulation rate with per-hour circulation rate other days of the week. 3. Analyze and tabulate guest book signatures for residence. 4. Track transactions of the “guest library card” using the public access computers.

Goal 2: Assist staff members in STLS member libraries in answering questions they cannot answer locally. Action 1: Provide email reference service. Measurable results: 1. Answers to questions will be returned to member libraries within 4 business hours of submission 95% of the time. 2. Analyze and tabulate questions received, answered, and turnaround time.

Goal 3: Assist staff members in STLS member libraries to develop and improve their skills to provide library services in their local communities. Action 1: Conduct workshops in STLS member libraries on providing reference service to patrons, including instruction in the use of CBA purchased databases. Action 2: Create a monthly feature – “best of the web” – so STLS member library staff become knowledgeable of useful and topical Internet sites. Action 3: Conduct semi-annual tours of the central library for the staff of STLS member libraries. Measurable results: 1. Questions submitted to the E Desk will include complete information sufficient to answer the question 90% of the time without returning to the member library for additional information. 2. Analyze and tabulate traffic on the Steele Memorial Library web site. 3. Analyze and tabulate attendance at central library tours and compare with member library utilization of central library services such as the Electronic Reference Desk.

- Invite STLS and STLS member library staff to annual continuing education workshop.
- Implement daily delivery for the Horseheads Free Library.
- Ask Southern Tier to purge the bibliographic database of all records which have neither local holding information (in the MARC 950 field) nor item records attached.
- Work with the school library system to publicize public library resources & services.
- Ask Southern Tier to install user friendly software for patrons to view their own accounts, make reserves, renew their materials, and check for library fines.
- Learn new software for acquisitions and report generation functions.
- Ask Southern Tier for a list of books and other materials that have not circulated since ____ date (in shelf order) so we can make inventory control and weeding easier.
- Create and implement a plan to delete patrons who have died from the database.
- Schedule tours of STLS headquarters for Chemung County public library staff.

Endowment building: Promote the financial security of public library services through non-governmental sources of funding

- Create a planned giving program to encourage individuals to contribute to the Library Endowment Fund. Communicate that program to all interested individuals.

Facilities: Chemung County public libraries will be clean, inviting, and easily accessible to our customers

- Complete the Steele Memorial Library Modernization program. For example, design and implement a directional sign system for the renovated Steele Library. Another example, complete the painting of the library. Another example, complete the renovation of bathrooms, kitchen, and staff room.
- Maintain the physical plant of branch libraries – carpet cleaning, window cleaning, etc – through annual “spring cleaning” contracting with local vendors.
- Maintain the renovated Steele Library so that seasonal challenges – ice & snow & salt in the winter, leaves in the fall – are taken care of so that the library remains bright and clean and cheerful.
- Expand and upgrade the Horseheads Free Library building. (Horseheads Free Library Board of Trustees)
- For the West Elmira Library, investigate the possibility of a reading garden and a street-side book drop.
- At the Steele Library’s new youth services area, create a more kid-friendly atmosphere through inviting posters, displays of kids projects, puzzles, and the use of the new puppet stage.
- Figure out how to keep the neighbors from monopolizing the Southside Library parking spaces.

Internal issues: daily operations of all public libraries will be made more efficient and effective through regular review of library policies and procedures

- Create an Intranet where all policies & procedures are readily available for the public and staff.
- Evaluate and update library policies on a regular basis. Communicate all changes to policy to all libraries and library borrowers.

- At the Steele Library, delineate what functions are accomplished at the circulation and customer service desk.
- Keep the library patron file up to date.

Marketing of services: publicize traditional and innovative library services through print and electronic media so Chemung County residents are aware of public library services

- Publicize library activities at such events as the Friends of the Library annual book sale, with organizations using the library's meeting rooms, and through other organization's publications like the Gold Card News.
- Reinforce library use with patrons who may not have used the library in a period of time through direct mailings to inform them of activities and events.
- Publicize library events and activities through improved exterior signs.
- Publicize the library's web page – especially the availability of databases and scheduling of library programs, events, and activities – through public service announcements, personal appearances, traditional print media.
- Work with local agencies – Chemung County, Chamber of Commerce, Star-Gazette, Arnot Art Museum, and others – to link to the library's web site.
- Expand branch library home pages with their programs, events, and activities that would entice regular and new borrowers to visit the libraries.
- Refine publicity promotion to target audiences (for example, genealogy resources & workshops to historical society members) in addition to general audiences.
- Promote library through such publications as the Gold Card News.
- Promote the library through book talking in the schools.
- Visit libraries in other counties to help us think outside the box.
- Investigate installing a library kiosk at the Mall.

New services: new technologies which offer improved means of delivering information and literature to borrowers will be incorporated into the menu of library services offered to Chemung County residents

- Investigate the feasibility of full-text indexing of the local newspaper.
- Introduce e-books into the range of services provided for Chemung County public library users.
- Visit other libraries to see what new services are being offered & determine whether they might be offered in Chemung County libraries.

Personnel & volunteerism: staff will be hired and volunteers recruited with regard to specific public service needs

- Hire a Youth Services Librarian to coordinate youth services at Steele.
- Recruit, train, reward, and retain additional volunteers at the Steele Library and every branch library.
- Consider “reader’s advisory” service when recruiting new personnel.
- Continue working with Van Etten to bring Town staff member onto public library staff.

Programming: maintain or expand programming activities for children, young adults, and adults

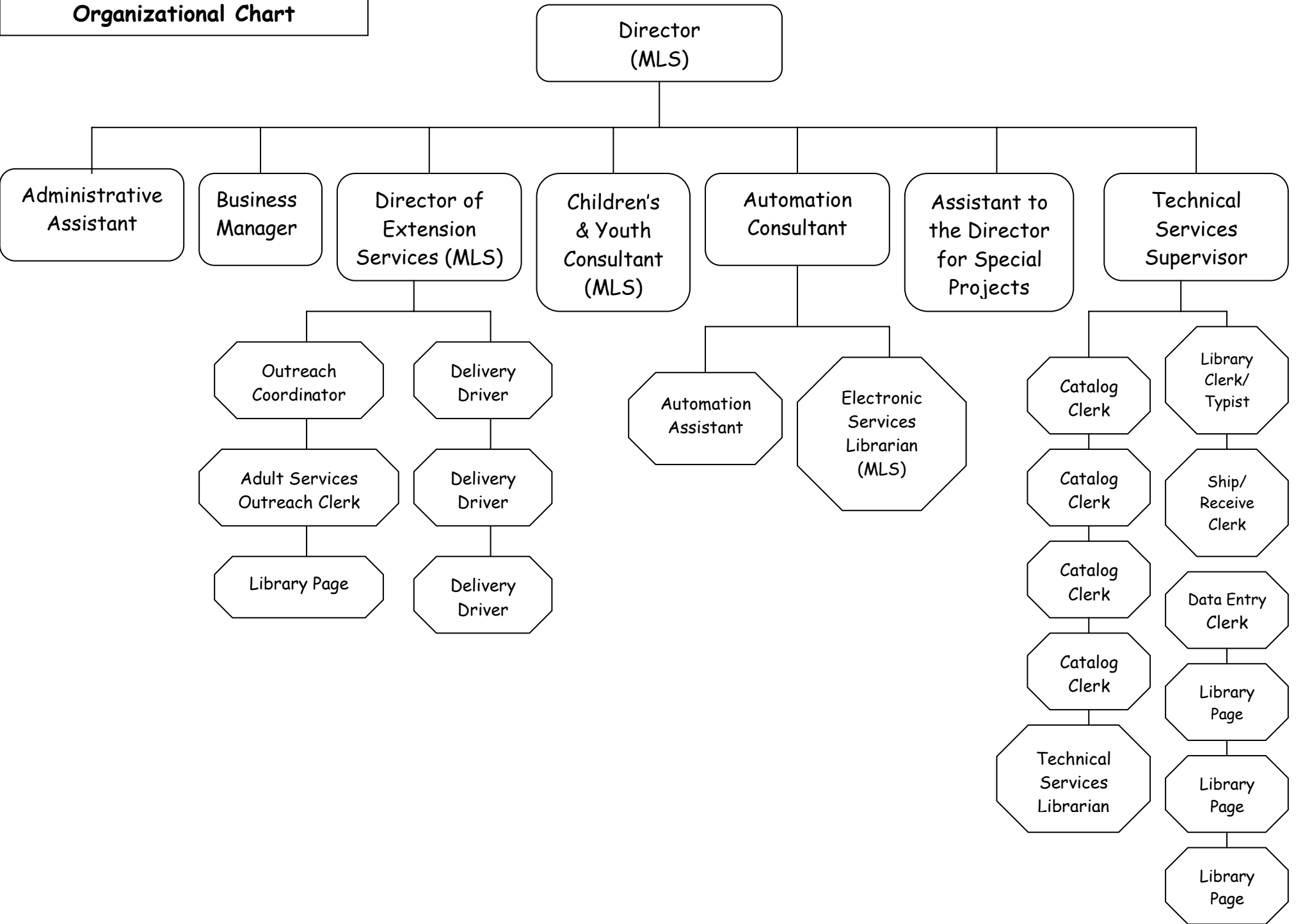
- Maintain the level of children’s programs at the branch libraries.
- At the Steele Library, adjust reference schedules, recruit volunteers, and/or hire additional staff to establish book discussion groups for adults.
- At the Steele Library, create young adult book and music discussion programs in an inviting atmosphere.
- At the Steele Library, create special programs – like “music on a Friday afternoon” – to entice residents to use the library.

Training: library staff will be thoroughly trained to use all library technology, provide electronic library services, interpret library policies, and perform library procedures

- Each department of the Steele Library and each branch library will create and implement a training program for staff and volunteers.

- Ongoing continuing education and training should be provided to all staff and volunteers through an annual continuing education workshop and specific workshops and classes sponsored by library organizations or professional training groups.
- Designate a portion of each All Staff Meeting for staff training.
- The Library will provide special training opportunities to groups – storytellers, for example – to assist in maintaining and improving programming skills.
- Continue cross training library staff between the Steele Library and branch libraries.
- Continue promoting attendance at regular STLS-sponsored continuing education events by Chemung County library staff.
- Library administration and department heads will continue to be well informed on technology issues and opportunities.

**Southern Tier Library System
Organizational Chart**



Member Libraries, Branches, and Reading Centers of the Southern Tier Library System

Addison Public Library	Greenwood Reading Center
Alfred, Box of Books Library	Hammondsport Public Library
Almond, 20th Century Club Library	Hector, Elizabeth B. Pert Library
Andover Free Library	Hornell Public Library
Angelica Free Library	Horseheads Free Library
Arkport Village Book Center	Howard Public Library
Atlanta, E. J. Cottrell Memorial Library	Jasper Free Library
Avoca Free Library	Little Genesee, Genesee Library
Bath, Dormann Library	Middlesex Reading Center
Belfast Public Library	Montour Falls Memorial Library
Belmont Literary & Historical Society Free Library	Odessa, Dutton S. Peterson Memorial Library
Big Flats Library	Penn Yan Public Library
Bolivar Free Library	Prattsburgh Library
Branchport Free Library	Pulteney Free Library
Canaseraga, Essential Club Free Library	Richburg, Colonial Library
Canisteo, Wimodaughsian Free Library	Rushford Free Library
Cohocton Public Library	Rushville, Mabel D. Blodgett Memorial Library
Corning, Southeast Steuben County Library	Savona Free Library
Cuba Circulating Library Association	Scio Free Library
Dundee Library	Van Etten Reading Center
Elmira, Steele Memorial Library	Watkins Glen Central School District Free Public Library
Elmira, West Elmira Library	Wayland Free Library
Fillmore, Wide Awake Club Library	Wellsville, David A. Howe Public Library
Friendship Free Library	Whitesville Public Library