STLS

Southern Tier Library System
Connecting Community Libraries

Plan of Service 2017 - 2021

Adopted by the Southern Tier Library System Board of Trustees – March 23, 2017

A PATH FORWARD…

The Plan of Service is a culmination of our cooperative library system. In 2016, more than 100 member librarians or trustees participated in focus groups throughout our region. Each participant brought a unique perspective to the discussions. It is these discussions that designed the best path forward.

The intent of this plan is to guide STLS to best serve our 44 chartered libraries and five reading centers. All 23 goals and their objectives take into account our member's needs and their communities.

We believe at the end of five years our members will have increased their capacity to provide high quality public library services for the betterment of Southern Tier residents. This ultimate goal will be accomplished through annual assessment and the accountability of library system staff and trustees.

It is our hope member libraries use this plan to engage with the library system as often as possible. *STLS' sole purpose is to connect, empower and advocate for all Southern Tier public libraries.* It is the relationship between our members and the system that makes STLS so special.

We invite you to join us on this journey!

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1. Goal Statement: Improved local collection impact through collection management planning & implementation. Engage member libraries in active collection management through tools, guidance, and facilitation.

Purpose (Intended Result): Member Libraries collections will reflect their communities' educational, entertainment, informational, and creative needs through mindful collection management.

Measurement (Evaluation Method): Work with member libraries to increase by 1% - 5% in areas of (1) Collection Expenditures, (2) Additions to Holdings, (3) Circulation Per Cardholder, (4) Total Materials Borrowed/Loaned, (5) Turnover Rate of New Materials; or the reduction of (6) Materials Last Circulated.

Project Leader(s): Lorie Brown, Mandy Fleming, and Margo Gustina

Actions:
- Develop a Collection Management Planning tool for use by all member libraries. (2017)
- Create benchmarking standards for all collection metrics. (2017)
- Pilot planning tool with 2 libraries. (2017)
- Use some or all of Collection Management tool with 2-5 libraries annually. (2018-2021)
- Create, interpret and distribute cyclical reports that assist with development practices. (2017-2021)
- Assess data and experience to revise planning tool after every implementation. (2017-2021)
- Apply management tool to STLS rotating, consulting, and program resources collections. (2018-2021)

Outcomes:

2017_____Goal Accomplished

2018_____Goal Accomplished

2019_____Goal Accomplished

2020_____Goal Accomplished

2021_____Goal Accomplished

Plan of Service Elements: Element 1: Resource Sharing - Cooperative Collection Development +Element 2: Special Client Groups - Adult Services, Coordinated Outreach, Youth Services, Early Literacy, Other (Underemployed) + Element 4: Consulting & Development Services

2. Goal Statement: Increase member libraries understanding and working knowledge of the ILS – SirsiDynix Symphony.

Purpose (Intended Result): Member libraries will better understand the ILS – the online catalog, circulation and reporting capabilities – and will be able to utilize it fully to better serve their patrons.

Measurement (Evaluation Method): 75% of member libraries will have a better understanding of the ILS following year through increase engagement.

Project Leader(s): Mandy Fleming

Actions:

- Determine most useful/practical schedule and the best method of pushing out information. (2017)
- Survey member libraries to determine ILS topics of most interest to them. Create a list of WorkFlows topics based on survey results and in-house knowledge – topics included will address cataloging, circulation and reporting capabilities. Create custom scheduled reports as well. (2017)
- Work with libraries to tweak the material and delivery method to best serve their needs. Evaluate and make changes as needed. (2018-2021)

Outcomes:

2017_____Goal Accomplished

2018_____Goal Accomplished

2019_____Goal Accomplished

2020_____Goal Accomplished

2021_____Goal Accomplished

Plan of Service Elements: Element 1: Resource Sharing - Integrated Library System + Element 3: Professional Development & Training

3. Goal Statement: All member libraries will be aware of the process for Interlibrary Loan, both within and outside of the borders of the system. (2017-2021)

Purpose (Intended Result): Member Library staff will have the skills and resources to provide materials that address the entertainment, informational, educational and creative needs of their community, both within and outside the boundaries of the system's service area.

Measurement (Evaluation Method): Annually, 95% of member library outlets' patrons will use the ILS' system to send and receive HOLDS; 66% of member library outlets will utilize the out of system ILL process to request materials.

Project Leader(s): Lorie Brown & Mandy Fleming

Actions:

- Facilitate out-of-system Interlibrary Loan services via the Bibliographic and Referral Center (BARC) offered by the South Central Regional Library Library Council. BARC services will be underscored by STLS resources: financial and staff. (2017-2021)
- Ensure that Interlibrary Loan practices and procedures are part of member libraries' collection management practices. This will be a component of the Collection Management Planning Tool. (2017-2018)
- Create written parameters for Best Practices for both in and out-of system Interlibrary Loans. (2017-2018)
- Consult with 3-5 member libraries, annually, for a review/overview of ILL procedures.
- Create benchmarking standards that link Interlibrary loan activity to collection management.
  - Review items with large number of HOLDS. Develop custom reports for benchmarking. (2017-2018)
- Develop methods of marketing Interlibrary Loan services to member library staff as well as to the public. (2019-2021)

Outcomes:

2017_____Goal Accomplished

2018_____Goal Accomplished

2019_____Goal Accomplished

2020_____Goal Accomplished

2021_____Goal Accomplished

Plan of Service Elements: Element 1: Resource Sharing: Inter library Loan; Element 1: Resource Sharing: Cooperative Collection Development

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4. Goal Statement: Increase Awareness/Usage of STLS Digital Library Resources

Purpose (Intended Result): To make the public aware of the availability of STLS Digital Library content and provide library staff with the information and materials they need to promote and provide assistance with acquiring digital content.

Measurement (Evaluation Method): 20% increase in STLS Digital Library circulation statistics for libraries among the lowest third of member libraries in circulation.

Project Leader(s): Engagement Consultant_____

Actions:
- Identify staff who are responsible for digital services in each library building. (2017)
- Conduct quarterly STLS Digital Library informational meetings to share new developments, troubleshoot issues and brainstorm ways to make library users aware of the availability of digital content. (2017-2021)
- Push out information via Facebook posts (e.g., tutorials, content highlights, etc.) and ads. (2017-2021)
- Develop print materials and paraphernalia for distribution. (2017-2021)
- Work with IT to promote digital content availability and discoverability within the OPAC. (2017-2021)

Outcomes:

2017_____Goal Accomplished

2018_____Goal Accomplished

2019_____Goal Accomplished

2020_____Goal Accomplished

2021_____Goal Accomplished

Plan of Service Element: Element 1: Resource Sharing - Digital Library Collection Access

5. Goal Statement: Provide access to materials and information in a broad variety of formats to better serve special client populations

Purpose (Intended Result): Local libraries will provide materials for special client groups (e.g., seniors, people with visual and/or physical impairments, people with learning disabilities and the educationally disadvantaged, etc.)

Measurement (Evaluation Method): Participating libraries will see a 5% annual increase in circulation of materials for special clients.

Project Leader(s): Keturah Cappadonia, Vickie Button

Actions:
- Investigate shelving and marketing options for materials targeting special client groups (e.g., consulting with colleagues across the state and within member libraries, reviewing professional literature, etc.) to better meet the needs within each community. (2017)
- Create and implement a plan that improves selection and accessibility. (2017)
- Target 3 to 5 libraries annually and monitor progress. (2018-2021)

Outcomes:

2017_____Goal Accomplished

2018_____Goal Accomplished

2019_____Goal Accomplished

2020_____Goal Accomplished

2021_____Goal Accomplished

Plan of Service Element: Element 2: Special Client Groups - Adult Services, Coordinated Outreach

6. Goal Statement: Build connections between member libraries and community service agencies.

Purpose (Intended Result): Member libraries and their users will have an increased awareness of community agencies and the services they provide. Member libraries will partner with agencies in delivering services to their community (e.g., use of library space, informational programs, cross-promotion of services, etc.).

Measurement (Evaluation Method): 25% of member libraries will provide a program or service conducted by or in conjunction with a community agency.

Project Leader(s): Lorie Brown, Keturah Cappadonia

Actions:
- Visit with various community agencies to get a clear picture of available services they provide and brainstorm ways in which they can partner with our member libraries. (2017)
- Host agency fair for member libraries to network and develop key partnerships. (2018)
- Coordinate with agencies to provide programs at member libraries or use the library as a community hub to provide services. (2018-2021)
- Distribute and/or develop materials that promote agency services to library users as well as promote library services to agency clients. (2018-2021)

Outcomes:

2017_____ Goal Accomplished

2018_____Goal Accomplished

2019_____Goal Accomplished

2020_____Goal Accomplished

2021_____Goal Accomplished

Plan of Service Element: Element 2: Special Client Groups - Coordinated Outreach

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7. Goal Statement: Programs and other resources will be available to youth, aged 0-18, in member libraries' communities.

Purpose (Intended Result): Member library outlets will provide programs and resources to meet the educational, informational, entertainment and creative needs of the targeted audience (ages 0-18.)

Measurement (Evaluation Method): Two-thirds (66%) of member library outlets will attend 30% of the learning opportunities offered focused on providing library services to youth ages 6-18. Traditional youth services programs such as storytimes for ages 0-5 and summer library programs (including a reading encouragement program) will be offered at 90% of member library outlets. STLS' Program Resources will be used by 85% of member library outlets. Each member library outlets, influenced by the learning opportunities presented, will annually present 26 programs, literature or non-literature based and exclusive of any programming considered part of summer library activities for ages 6-18.

Project Leader(s): Lorie Brown

Actions:
- Encourage all member library outlets to offer summer library programs (with reading encouragement program) and year-round storytimes for ages 0-5. (2017-2021).
   - Work with Youth Services Consultants across the state to "define" summer library programs and related terminology. (2017)
- Offer training/workshops that address library programs and services to targeted youth--aged 6-18. (2017-2021)
   - Specific to 'tweens and young adults. (2017-2021)
   - STEM/STEAM (2017-2021)
   - Literature based or non-literature based (2017-2021)
- Offer trainings/workshops that address collection development for youth. (2017-2021)
- Review Best Practices across NYS and elsewhere on providing collection development tips. (2017)
   - Work with Youth Services Advisory Committee to develop a plan unique to STLS. (2017)
- Develop Program Resources, designed for both active and passive programming efforts across multiple age ranges, that will enhance, support and/or provide a catalyst for creative, and innovative library programs. (2017-2021)
- Encourage sharing of ideas, resources and all aspects of library services to targeted audience thru trainings/workshops and other methods. Some examples are R & D: Rip Off and Duplicate; Share-O-Rama; Idea Fairs and Exchanges. (2017-2021)
- Utilize existing communication resources such as the Youth Services' FLASH and the YOUTH distribution list to encourage sharing of ideas, resources and all aspects of library services to targeted audience. This includes information pushed out from the system and from member library outlet to member library outlet. (2017-2021)
   - Work with Youth Services Advisory Council to explore other communication options.

Outcomes:

2017_____Goal Accomplished

2018_____Goal Accomplished

2019_____Goal Accomplished

2020_____Goal Accomplished

2021_____Goal Accomplished

Plan of Service Element: Element 2: Special Client Groups - Youth Services; Element 3: Professional Development and Training; Element 7: Communication Among Member Libraries

8. Goal Statement: Member library outlets will provide quality programs and resources for children ages 0-5 and to their families and caregivers.

Purpose (Intended Result): Library programs, (active: passive; in-the library; or, in the community) will incorporate mindful elements that develop and enhance early literacy skills in the targeted audience.

Measurement (Evaluation Method): Each member library outlet will, annually, present a minimum of 26 enhanced storytimes for ages 0-5 . One-quarter (25%) of member library outlets will use STLS' Storytime Programming aids. Two-thirds (66%) of member libraries will present corollary programming for targeted audience such as 1000 Books Before Kindergarten, StoryWalks or other methods of sharing the impact of early literacy skills.

Purpose (Intended Result): Programs (both, active and passive) will incorporate mindful elements that develop and enhance early literacy skills in the targeted audience.

Measurement (Evaluation Method): Presentation target (minimum) of 26 storytimes for ages 0-5 (annually). 25% of member library outlets will use Storytime Programming aids. 66% of member libraries will use/present corollary programming for targeted audience such as 1000 Books Before Kindergarten or StoryWalks.

Project Leader(s): Lorie Brown

Actions:
- Review and possible modification of current User Survey. (2017)
- Creation of StoryWalks with elements that encourage early literacy skills. (2017-2020)
- Creation of Storytime Programming aids--Program Resources (active and passive) that emphasize early literacy foundational concepts. (2017-2020)
- Training/workshops designed to improve presentation and /or change presentation of storytimes that include mindful elements which develop and enhance early literacy skills. (2017-2021)
- System-wide presentation of 1000 Books before Kindergarten. (2017)

Outcomes:

2017_____Goal Accomplished

2018_____Goal Accomplished

2019_____Goal Accomplished

2020_____Goal Accomplished

2021_____Goal Accomplished

Plan of Service Element: Element 2: Special Client Groups--Early Literacy; Element 3: Professional Development and Training;

9. Goal Statement: Offer continuing education opportunities in a variety of formats that focus on core as well as trending topics

Purpose (Intended Result): Have an impact on the services and programs member libraries provide to their communities.

Measurement (Evaluation Method): 25% annual increase in number of libraries participating in CE; 60% of continuing education offerings will have at least 10% of participants report some kind of action taken due to something they learned.

Project Leader(s): Lorie Brown, Keturah Cappadonia, Engagement Consultant

Actions:
- Develop tools to discern desired learning needs (2017-2021)
- Brainstorm and implement ideas to increase member library participation in continuing education opportunities (2017-2021)
- Develop and fine-tune methods for determining impact of ideas and skills on individual library services and programs (2017-2021)
- Discover, design and implement at least 2 continuing education opportunities per month (2017-2021)

Outcomes:

2017_____ Goal Accomplished

2018_____Goal Accomplished

2019_____Goal Accomplished

2020_____Goal Accomplished

2021_____Goal Accomplished

Plan of Service Element: Element 3 Professional Development and Training, Element 2: Special Client Groups—Adult; Element 2: Special Client Groups-Youth Services; Special Client Groups—Early Literacy

10. Goal Statement: Using a HATS Curriculum based Trustee Academy, build a culture of professionalism throughout the library boards in STLS.

Purpose (Intended Result): Library boards will leverage their power and positions to be the driving force of improving library service across our 5 county region.

Measurement (Evaluation Method): The Trustee Academy will graduate 5% of STLS Member Library trustees annually beginning in 2018. Overall performance in libraries with Trustee Academy graduates serving on the board will improve 3-8% in benchmark areas of collection management, hours open, and programs offered within 18 months of graduation.

Project Leader(s): Margo Gustina and Brian Hildreth

Actions:
- Field test workshops to be used in Trustee Academy (2017)
- Map out and develop full Trustee Academy plan mitigating challenges in geography, time spent, and volunteer capacity (2017)
- Create and distribute marketing for Academy (2017-2021)
- Launch Academy (July 2017)
- Implement plan with regular review of successes and failures with adjustments made (2017-2021)
- Celebrate graduates & encourage mentorship network (2018-2021)

Outcomes:

2017_____Goal Accomplished

2018_____Goal Accomplished

2019_____Goal Accomplished

2020_____Goal Accomplished

2021_____Goal Accomplished

Plan of Service Element: _Element 3: Professional Development & Training + Element 4: Consulting & Development Services_

11. Goal Statement: Provide Opportunities to Enhance Leadership and Management Skills of Member Library Directors

Purpose (Intended Result): Member library directors will attend programs to provide them with the knowledge and skills to better lead their libraries based on core competencies.

Measurement (Evaluation Method): 50% of library directors will take part in at least two program offerings per year

Project Leader(s): Lorie Brown, Brian Hildreth, Keturah Cappadonia

Actions:
- Partner with other library systems to develop elements to be offered in program series (2017)
- Secure library system consultants and contract individuals to provide instruction (2017-2021)
- Develop resources to guide programs success in collaboration with other library systems (2017 – 2021).
- Incorporate Directors Advisory Council goals specific to membership into program (2017).
- Develop guidelines for safe online sharing network (2019).
- Peer-to-peer networking meetings at different member sites (2020).
- Director retreat for addressing system-wide service weaknesses (2021).

Outcomes:

2017_____Goal Accomplished

2018_____Goal Accomplished

2019_____Goal Accomplished

2020_____Goal Accomplished

2021_____Goal Accomplished

Plan of Service Element: Element 6: Professional Development and Training

12. Goal Statement: Increase Local Funding for Member Libraries through Public Vote

Purpose (Intended Result): Empower member libraries through sustainable levels of local funding that address immediate and future community needs.

Measurement (Evaluation Method): Assist 5% to 7% of total member libraries annually to achieve optimal funding levels that reach or exceed $15 per school district capita.

Project Leader(s): Brian Hildreth and Margo Gustina

Actions:
- Meet with library boards and directors to provide understanding of local funding levels and impacts using STLS' Sustainable Funding Module (2017 – 2021).
- Assist 1-2 members annually with significant funding campaigns (2017 – 2021).
- Annually support 2-3 members with funding campaigns requesting increases between 10% and 25% (2017 – 2021).
- Develop necessary materials to encourage and support member campaigns (2017 – 2021).
- Scan current and new data sources to determine successes and potential insights (2017 – 2021).
- Inform membership of successes and celebrate member accomplishments (2017 – 2021).

Outcomes:

2017_____Goal Accomplished

2018_____Goal Accomplished

2019_____Goal Accomplished

2020_____Goal Accomplished

2021_____Goal Accomplished

Plan of Service Element: Element 4: Consulting & Development Services

13. Goal Statement: Enhance Member Libraries' ability to promote their programs and services in nontraditional ways.

Purpose (Intended Result): Provide resources for Member Libraries to 'Pop-Up' in unusual places throughout their community.

Measurement (Evaluation Method): A user survey. Annually, 10% of member libraries will POP-UP in their community -- determined by circulation statistics. Observation: Attend events/assist with set-up for successful implementation.

Project Leader(s): Lorie Brown, Mandy Fleming, and Margo Gustina

Actions:
- Conduct a survey of library literature and other sources for Best Practices and ideas as well as gather information from libraries that are currently providing off-site programs and services. Determine what works and what doesn't. (2017)
- Review and modify User Survey currently used for system Program Resources. (2017)
- Create guide for other types of mobile library solutions that facilitate libraries sharing services (eg. road map including template policies, vendor information, different product types, and examples of implementation) (2018-2019).
- Review current STLS equipment and supplies that can be utilized for Pop-Up Library Services. (2017).
- Partnership between Division of Professional Development and ILS team to maximize findability
- Purchase/assemble some mobile resources that are cataloged and readily available to Member Libraries. (2017-2021).
- Develop clear, universal step-by-step instructions for using the resources. (2017-2021).
- Promote and market POP-UP Library services to Member Libraries. (2017-2021).

Outcomes:

2017_____Goal Accomplished

2018_____Goal Accomplished

2019_____Goal Accomplished

2020_____Goal Accomplished

2021_____Goal Accomplished

Plan of Service Element: Element 1: Resource Sharing - Integrated Library System, Other + Element 2: Special Client Groups - Adult Services, Coordinated Outreach, Youth Services, Early Literacy, Other (Underemployed) + Element 4: Consulting & Development Services + Element 6: Awareness & Advocacy

14. Goal Statement: Provide WiFi hotspots to community outdoor spaces through libraries with expanded bandwidth capabilities.

Purpose (Intended Result): Increase availability of free wireless Internet connections after library hours of operation.

Measurement (Evaluation Method): Increase in the number of member libraries offering secure wireless connectivity beyond the walls of their buildings, 50% or more members by 2021. Improve the number of loanable wireless Internet devices made available to patrons through member libraries.

Project Leader(s): Ken Behn and Brian Hildreth

Actions:
- Investigate the type of hardware required and funding sources available to support project (2017).
- Partner with pilot libraries and secure funding to develop service (2018).
- Review pilot project impacts to determine feasibility of system-wide service (2019).
- Leverage funding to offer system-wide if service is feasible (2019).
- Work with additional libraries to connect as many member as possible to WiFi broadcasting services and potential loanable WiFi hotspots (2020 - 2021).

Outcomes:

2017_____Goal Accomplished

2018_____Goal Accomplished

2019_____Goal Accomplished

2020_____Goal Accomplished

2021_____Goal Accomplished

Plan of Service Element: Element 4: Consulting & Developmental Services – IT Support

15. Goal Statement: Develop STLS IT Plan for 2019 – 2021 Addressing System & Member Priorities

Purpose (Intended Result): Construct proactive action plan that addresses internal system needs and member needs specific to overall IT infrastructure.

Measurement (Evaluation Method): Completion of plan by the end of 2018 that includes goals, action steps and resources for library system and member libraries.

Project Leader(s): Ken Behn and Brian Hildreth

Actions:
- Provide survey to member libraries assessing current and future technology needs (2017).
- Facilitate IT discussion around realistic system services and member needs (2018).
- Draft plan to meet member needs taking into account current and future trends (2018).

- Present plan to membership through DAC and IT meetings (2018).
- Present final draft to STLS board of trustees for approval (2018).

Outcomes:

2017_____Goal Accomplished

2018_____Goal Accomplished

2019_____Goal Accomplished

2020_____Goal Accomplished

2021_____Goal Accomplished

Plan of Service Element: Element 4: Consulting & Developmental Services – IT Support

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16. Goal Statement: Make available reliable IT infrastructure for STLS member librarians and patrons.

Purpose (Intended Result): Improve functionality, security and overall efficiencies of member libraries' Information Technology hardware and software.

Measurement (Evaluation Method): Reduction of Help Desk requests for reactive issues specific to staff and patron networked computers.

Project Leader(s): Ken Behn and Brian Hildreth

Actions:
- Facilitate conversation with members about IT support and define services (2017).
- Make available offering of IT support services and member costs associated (2017).
- Provide documented best practices for procuring IT support outside of STLS (2017).
- Inform members about blanketed IT support services versus per incident services (2018).
- Add full time IT Technician to support IT support programs (2018).

Outcomes:

2017_____Goal Accomplished

2018_____Goal Accomplished

2019_____Goal Accomplished

2020_____Goal Accomplished

2021_____Goal Accomplished

Plan of Service Element: _Element 5: Coordinated Services for Members – IT Support_

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17. Goal Statement: _Heighten Regional Public Awareness of STLS Member Services_

Purpose (Intended Result): _Inform community members about public library services and inspire frequent use of their resources._

Measurement (Evaluation Method): Sponsor 1-3 billboards in each county annually. Measure Facebook analytics to determine effectiveness of social media campaigns. Survey community members and elected officials on awareness of public library services. Improve in annual assessments by 1 - 3%.

Project Leader(s): Engagement Consultant, Keturah Cappadonia and Brian Hildreth

Actions:

- Develop public service campaign brand for STLS libraries to be used system-wide (2017).
- Implement billboard advertising that promotes public service brand (2017).
- Conduct paid social media advertising in conjunction with billboard advertising (2017).
- Work with media company to create radio and TV ads tied to public service campaign (2018).
- Create press release toolkit for member libraries to promote library programs (2019).
- Investigate alternative community venues for advertising public library services (public transportation, airports, hospitals and agencies (2020).

Outcomes:

2017_____Goal Accomplished

2018_____Goal Accomplished

2019_____Goal Accomplished

2020_____Goal Accomplished

2021_____Goal Accomplished

Plan of Service Element: _Element 6: Awareness & Advocacy_

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18. Goal Statement: Strengthen Elected Officials' Understanding of Public Library Service Impacts

Purpose (Intended Result): Update state and local government officials on the value and return on investment of Southern Tier public libraries to make informed decisions on key policies.

Measurement (Evaluation Method): Coordinate 2-3 advocacy visits per year with state representatives and track the number of member library visitors. Strive for 100 communication submissions per advocacy campaign and gradually increasing state funds to member libraries and library system.

Project Leader(s): Engagement Consultant and Brian Hildreth

Actions:

- Create advocacy calendar for each state budget year highlighting key activities. (2017-2021).
- Library system representation at most library-related events hosting public officials (2017-2021).
- Partner with SCRLC's Awareness & Advocacy Advisory Committee (2017 – 2021).
- Develop print and web resource to connect members with elected officials (2017).
  Coordinate system-wide membership drive for NYLA and promote support of New Yorkers for Better Libraries 2017 - 2021)
- Foster social media relationship with elected officials highlighting library-related work (2018).
- Host legislative panel discussion about value of public libraries (2019).
- Offer training to member libraries about importance of state-level advocacy (2020).

Outcomes:

2017_____Goal Accomplished

2018_____Goal Accomplished

2019_____Goal Accomplished

2020_____Goal Accomplished

2021_____Goal Accomplished

Plan of Service Element: Element 6: Awareness & Advocacy

19. Goal Statement: Make Visible Southern Tier Libraries' Position on Social Inclusion for All

Purpose (Intended Result): Inform community leaders and residents that Southern Tier public libraries subscribe to the Library Bill of Rights and will provide safe, comfortable and welcoming spaces for all residents.

Measurement (Evaluation Method): Increased member programs in on key social issues. Member participation in trainings specific to social inclusion for all. Financial investment in community awareness.

Project Leader(s): Southern Tier Library System

Actions:

- Work with member libraries to fully understand the Library Bill of Rights and reaffirm our subscription to these professional values (2017).
- Develop understandable guides to assist librarians with best practices specific to community inclusion. Reference SCRLC LibGuide (2017).
- Provide transportation and funding for member libraries to participate in SCRLC & Binghamton University's social justice/diversity educational opportunity (2017).
- Create and distribute informational handouts for member libraries to make available to the community (2018).
- Provide training to members on facilitating unbiased platforms for civic engagement (2018).
- Work with Directors Advisory Council to expand upon 2018 Goal of *An Informed Citizenry through Visible Libraries* (2018).

Outcomes:

2017_____Goal Accomplished

2018_____Goal Accomplished

2019_____Goal Accomplished

2020_____Goal Accomplished

2021_____Goal Accomplished

Plan of Service Element: Element 6: Awareness and Advocacy

20. Goal Statement: Member libraries will have a basic online presence via a responsive library website

Purpose (Intended Result): Ensure that each member library has a responsive library website which minimally includes the following: hours of operation, contact info, event calendar, links to the online catalog, links to digital content, and a list of board members and meeting minutes

Measurement (Evaluation Method): 98.5% of libraries will have a responsive library website with minimum required information

Project Leader(s): Engagement Consultant, Margo Gustina

Actions:
- Identify libraries who currently have no library website (2017)
- Create initial site with responsive theme and related plugins to add content (2017-2021)
- Meet with all staff who will be involved with creating/adding content for the site and provide an orientation on use (2017-2021)
- Create a community of practice and set up quarterly online meetings (2017)
- Develop ideas to direct users to the site through marketing efforts within the communities physical space (2017-2021)
- Work with IT to ensure that the current infrastructure meets current needs (e.g., disk space, upgrades, website platforms, etc.) (2017-2021)

Outcomes:

2017_____Goal Accomplished

2018_____Goal Accomplished

2019_____Goal Accomplished

2020_____Goal Accomplished

2021_____Goal Accomplished

Plan of Service Element: Element 6: Awareness and Advocacy

21. Goal Statement: Build Library System(s)' Capacity to Enhance Services through Shared Resources.

Purpose (Intended Result): Bring together professional expertise from partnering library systems to diversify and strengthen overall library system services to member libraries.

Measurement (Evaluation Method): In cooperation with Chautauqua-Cattaraugus Library System and Pioneer Library System annually develop a shared goal with which to create, test, and share training and programmatic resources around.

Project Leader(s): Lorie Brown, Margo Gustina, Brian Hildreth, Keturah Cappadonia, Engagement Consultant & Ken Behn

Actions:
- Share consultant's expertise through cross-system training workshops. (2017).
- Develop training resources and techniques that increase risk-taking and creative behaviors in public libraries across our 11-counties. (2017).

- Collaboratively develop goals and actions at annual library system retreats. (2017-2021).

- Debrief and evaluate successes and failures of previous goals for future improvements at retreats (2017-2021).

Outcomes:

2017_____Goal Accomplished

2018_____Goal Accomplished

2019_____Goal Accomplished

2020_____Goal Accomplished

2021_____Goal Accomplished

Plan of Service Element: Element 8: Collaborative Efforts with Other Library Systems

22. Goal Statement: Assist STLS member libraries in enhancing community access to relevant services and collections through the support of the Central Library.

Purpose (Intended Results): STLS member libraries differ in their capacity to support and promote regional collection development. Central Book Aid and Central Library Development Aid are catalysts for enriching all member libraries' collections and services both at the local and regional levels. The Central Library in partnership with STLS can help member libraries improve their community's access to relevant collections in both print and digital formats and quality library services through collection development practices and effective training of member librarians.

*See "Addendum A" for full Central Library Plan 2017 – 2021

Plan of Service Element: Element 9: 2017 – 2021 Central Library Plan of Service to STLS Member Libraries

23. Goal Statement: Improve Sustainability of and Access to Member Library and Library System Facilities.

Purpose (Intended Result): Ensure every member of the Southern Tier Library System community has long term access to a facility that is safe, delightful, and usable.

Measurement (Evaluation Method): Assist 3-6 libraries annually to improve usability of facility via ADA compliance, Universal Design metrics, Healthy Building guidelines and NYSERDA benchmarks. 100% of all member chartered libraries will be *fully* ADA compliant by 2021. 75% of all member chartered libraries will meet interior universal design accessibility guidelines by 2021. Increase library system incorporation of NYLA Sustainability Initiative guidelines into operational practices.

Project Leader(s): Margo Gustina, Al Oliveras and Brian Hildreth

Actions:
- Coordinate system wide existing conditions report on accessibility. (2017-2018)
- Request energy efficiency study of STLS headquarters to improve design (2017).
- Develop checklist of sustainable practices through STLS Facilities Committee to be incorporated into daily operations (2017).
- Annually support 3-6 libraries on grants for major facilities (including interior furnishings, technology, and hardware) upgrades in sustainability and accessibility. (2017-2021)
- Develop plan from STLS energy efficiency study to achieve recommended changes (2018).
- Develop necessary materials to encourage and support member facilities planning (2017 – 2021).
- Work with STLS Policies Committee to subscribe to and incorporate long-term building practices that align with sustainable and achievable priorities (2019).
- Scan current and new data sources to determine successes and potential insights (2017 – 2021).
- Inform membership of successes and celebrate member accomplishments (2017 – 2021).

Outcomes:

2017_____Goal Accomplished

2018_____Goal Accomplished

2019_____Goal Accomplished

2020_____Goal Accomplished

2021_____Goal Accomplished

Plan of Service Element: Element 10: Construction + Element 5: Coordinated Services for Members - Other + Element 2: Special Client Groups - Coordinated Outreach

Element 9: 2017 – 2021 Central Library Plan of Service to STLS Member Libraries

Goal Statement:

Assist STLS member libraries in enhancing community access to relevant services and collections through the support of the Central Library.

Intended Results:

STLS member libraries differ in their capacity to support and promote regional collection development. Central Book Aid and Central Library Development Aid are catalysts for enriching all member libraries' collections and services both at the local and regional levels. The Central Library in partnership with STLS can help member libraries improve their community's access to relevant collections in both print and digital formats and quality library services through collection development practices and effective training of member librarians.

Project Leaders:

Ron Shaw, director of Chemung County Library District, and Brian Hildreth, executive director Southern Tier Library System, with the support of the Central Library Planning Committee and library system and central library team members.

2017 – 2021 Central Library Planning Committee

> Michelle LaVoie, David A. Howe Public Library, Allegany County
> Nic Gunning, David A. Howe Public Library, Allegany County
> Melanie Miller, Alfred Box of Books Library, Allegany County
> Angela Gonzalez, Penn Yan Public Library, Yates County
> Sarah Crevelling, Penn Yan Public Library , Yates County
> Michelle Wells, Southeast Steuben County Library, Steuben County
> Phil Trautman, Cohocton Public Library, Steuben County
> Harriet Eisman, Watkins Glen Public Library, Schuyler County
> Chris Corter, Chemung County Library District
> Ron Shaw, Chemung County Library District
> Connie Ogilvie, Chemung County Library District

YEAR ONE - 2017

Central Book Aid (CBA)

Budget: $66,698

Objective #1: Invest 25% of CBA funds into Print Non-Fiction Materials (includes Reference) housed at the Central Library and made available to all member libraries and their communities through the library system's ILS.

Objective #2: Invest 25% of CBA funds into Electronic Databases and Online Magazine Subscriptions (JobNow and ZINIO) made available to all member libraries and their communities through the websites of the library system and the Central Library.

Objective #3: Invest 50% of CBA funds into eBooks and Downloadable Audio Books made available to all member libraries and their communities through websites of the library system and Central Library.

Central Library Development Aid (CLDA)

Budget: $97,951

Objective #1: Develop and purchase marketing materials for distribution in all member libraries using CLDA funds that promote print and digital collections purchased with CBA funds as well as virtual reference services.

Objective #2: Provide 3 training sessions per year conducted by Central Library staff in partnership with library system staff to assist member librarians in the use of all electronic collections purchased with CBA funds.

Objective #3: Offer professional development training to all member librarians in partnership with the library system through an all-day learning workshop incorporating diverse presentations on public library best practices.

Objective #4: Provide virtual reference services to member libraries and their communities to supplement local reference resources through the website of the Central Library.

YEAR TWO - 2018

Central Book Aid (CBA)

Budget: $68,031

Objective #1: Invest 25% of CBA funds into Print Non-Fiction Materials (includes Reference) housed at the Central Library and made available to all member libraries and their communities through the library system's ILS.

Objective #2: Invest 25% of CBA funds into Electronic Databases and Online Magazine Subscriptions (JobNow and ZINIO) made available to all member libraries and their communities through the websites of the library system and the Central Library.

Objective #3: Evaluate system-wide usage of Electronic Databases and Online Magazine Subscriptions (JobNow and ZINIO) to determine return on investment of both online resources. Use data to maintain or revise offerings in YEAR THREE.

Objective #4: Invest 50% of CBA funds into eBooks and Downloadable Audio Books made available to all member libraries and their communities through websites of the library system and Central Library.

Central Library Development Aid (CLDA)

Budget: $99,910

Objective #1: Develop and purchase marketing materials for distribution in all member libraries using CLDA funds that promote print and digital collections purchased with CBA funds as well as virtual reference services.

Objective #2: Provide 3 training sessions per year conducted by Central Library staff in partnership with library system staff to assist member librarians in the use of all electronic collections purchased with CBA funds.

Objective #3: Offer professional development training to all member librarians in partnership with the library system through an all-day learning workshop that incorporates diverse presentations on public library best practices.

Objective #4: Provide online virtual reference services to member libraries and their communities to supplement local reference resources through the website of the Central Library.

<div align="center">

YEAR THREE - 2019

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Central Book Aid (CBA)

Budget: $69,391

Objective #1: Invest 25% of CBA funds into Print Non-Fiction Materials (includes Reference) housed at the Central Library and made available to all member libraries and their communities through the library system's ILS.

Objective #2: Invest 25% of CBA funds into Electronic Databases and Online Magazine Subscriptions (JobNow and ZINIO) made available to all member libraries and their communities through the websites of the library system and the Central Library

Objective #3: Invest 50% of CBA funds into eBooks and Downloadable Audio Books made available to all member libraries and their communities through websites of the library system and Central Library.

Central Library Development Aid (CLDA)

Budget: $101,918

Objective #1: Reconvene the Central Library Planning Committee of 2016 to evaluate the first two years of 2017 – 2021 Central Library Plan of Service. Committee can make recommendations to maintain or revise last two years of Plan of Service.

Objective #2: Develop and purchase marketing materials for distribution in all member libraries using CLDA funds that promote print and digital collections purchased with CBA funds as well as virtual reference services.

Objective #3: Provide 3 training sessions per year conducted by Central Library staff in partnership with library system staff to assist member librarians in the use of all electronic collections purchased with CBA funds.

Objective #4: Offer professional development training to all member librarians in partnership with the library system through an all-day learning workshop that incorporates diverse presentations on public library best practices.

Objective #5: Provide online virtual reference services to member libraries and their communities to supplement local reference resources through the website of the Central Library.

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YEAR FOUR - 2020

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Central Book Aid (CBA)

Budget: $70,779

Objective #1: Invest 25% of CBA funds into Print Non-Fiction Materials (includes Reference) housed at the Central Library and made available to all member libraries and their communities through the library system's ILS.

Objective #2: Invest 25% of CBA funds into Electronic Databases and Online Magazine Subscriptions as recommended in Year Three and made available to all member libraries and their communities through the websites of the library system and the Central Library.

Objective #3: Invest 50% of CBA funds into eBooks and Downloadable Audio Books made available to all member libraries and their communities through websites of the library system and Central Library.

Central Library Development Aid (CLDA)

Budget: $103,956

Objective #1: Develop and purchase marketing materials for distribution in all member libraries using CLDA funds that promote print and digital collections purchased with CBA funds as well as virtual reference services.

Objective #2: Provide 3 training sessions per year conducted by Central Library staff in partnership with library system staff to assist member librarians in the use of all electronic collections purchased with CBA funds.

Objective #3: Offer professional development training to all member librarians in partnership with the library system through an all-day learning workshop that incorporates diverse presentations on public library best practices.

Objective #4: Provide online virtual reference services to member libraries and their communities to supplement local reference resources through the website of the Central Library.

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YEAR FIVE - 2021

</div>

Central Book Aid (CBA)

Budget = $72,194

Objective #1: Invest 25% of CBA funds into Print Non-Fiction Materials (includes Reference) housed at the Central Library and made available to all member libraries and their communities through the library system's ILS.

Objective #2: Invest 25% of CBA funds into Electronic Databases and Online Magazine Subscriptions as recommended in Year Three and made available to all member libraries and their communities through the websites of the library system and the Central Library.

Objective #3: Invest 50% of CBA funds into eBooks and Downloadable Audio Books made available to all member libraries and their communities through websites of the library system and Central Library.

Central Library Development Aid (CLDA)

Budget: $106,035

Objective #1: Convene an Adhoc Central Library Planning Committee to develop the 2022 – 2026 Central Library Plan of Service. Committee can make recommendations to maintain or revise the 2017 – 2021 Central Library Plan of Service.

Objective #2: Develop and purchase marketing materials for distribution in all member libraries using CLDA funds that promote print and digital collections purchased with CBA funds as well as virtual reference services.

Objective #3: Provide 3 training sessions per year conducted by Central Library staff in partnership with library system staff to assist member librarians in the use of all electronic collections purchased with CBA funds.

Objective #4: Offer professional development training to all member librarians in partnership with the library system through an all-day learning workshop that incorporates diverse presentations on public library best practices.

Objective #5: Provide online virtual reference services to member libraries and their communities to supplement local reference resources through the website of the Central Library.

Evaluation Methods: The *Annual Report for Public and Association Libraries* of New York State will be used to measure the amount of investment in Non-Fiction Print Materials, Electronic Databases, Online Magazine Subscriptions, eBooks and Downloadable Audio Books. Investment levels will align with CBA Objectives for YEARS ONE through FIVE of the Central Library Plan of Service. Moreover, various automated reports from the library system's ILS and eContent vendors will be used to determine the usage of collections developed through Central Book Aid funds.

The same annual report will be used to determine if CLDA Objectives for YEARS ONE through FIVE were met. This annual report will specifically indicate the proposed training sessions and professional development workshop were offered. It will also highlight the level of financial investment in virtual reference services, and marketing materials that promote print and digital collections purchased with CBA funds. Lastly, library system-wide surveys will be used to determine the effectiveness of training session and professional development workshops.

Budget Notes:

1. Proposed 2018 – 2021 budgets for Central Book Aid and Central Library Development Aid are dependent upon 2% annual increases in New York State Library Aid as approved by the New York State Legislature. 2017 budgets are based on a 4% increase over 2015-2016 funding levels.

Planning Timeline:

1. The 2017 – 2021 Central Library Plan of Service to STLS Member Libraries was developed by participants of the 2016 Central Library Planning Committee. The committee convened on March 10, 2016 to identify local community needs, intended library services and Central Library services to help supplement member library services.

2. An initial draft of this plan was presented to the Central Library Planning Committee and the Directors Advisory Council the week of March 28, 2016 for review and comment. A deadline of Friday, April 29th was set for recommended revisions.

3. Upon comment, a second draft copy incorporating recent revisions was sent to the STLS membership the week of May 23, 2016. Member libraries were afforded the opportunity to review and provide comment by June 24, 2016.

4. The final draft of the Central Library Plan of Service to STLS Member Libraries was created taking into account input from all STLS member libraries. The plan was submitted to the CCLD Board of Trustees and the STLS Board of Trustees in July 2016 for consideration.

5. Both the CCLD Board of Trustees and STLS Board of Trustees approved the plan at an official meeting in September 2016.

Adopted by the Southern Tier Library System Board of Trustees: 10/18/2016
Adopted by the Chemung County Library District Board of Trustees: 09/17/2016

Addendum B: Direct Access Plan 2017 – 2021
Southern Tier Library System in partnership with STLS Member Libraries

I. Commissioner's Regulations 90.3 (a) Definitions

Public Library System means a library established by one or more counties, a group of libraries serving an area including one or more counties in whole or in part, a library of a city containing one or more counties, or a cooperative library system established pursuant to the provisions of section 255 of the Education Law.

Approved plan of service means a plan of library service submitted by a public library system board of trustees in accordance with section 272 of the Education Law that has been approved by the Commissioner pursuant to the provisions of this section. The plan of service defines the mutual commitments, responsibilities and obligations of the public library system and its members in meeting the service needs of the area served and statewide library service goals.

Direct Access means the ability of an individual, who resides within the boundaries of a public library system and who has a valid borrower's card issued by the system or any member library in the system, to borrow materials for home use directly from the premises of any library that is a member of the public library system on the same basis as that specified for cardholders in each individual library.

Chartered service area means the geographic area served by a library as stated in charter documents as approved by the Board of Regents and on file with the department. For purposes of this section, the phrase "and its environs" or its equivalent, as contained in any charter document will not be recognized by the commissioner as a valid part of the library's chartered service area. For purposes of this section, the commissioner will not recognize areas served by the library under contract as a valid part of a library's chartered service area.

Resident borrower means an individual who resides within the boundaries of the chartered service area of a public or association or Indian library as defined in section 253 of the Education Law and who is a library cardholder at that library.

Non-resident borrower means an individual who resides outside the boundaries of the chartered service area of a public or association or Indian library as defined in section 253 of the Education Law and who is a library cardholder at that library or at another member library of the public library system who is a system cardholder.

Library resources mean the print and non-print materials owned by the library and any other services provided by the library to the resident borrowers of the library's chartered service area.

Local income means funds supplied by local taxing agencies which may be municipalities, school districts or special districts. These funds may be from the library's sponsoring municipality or from a non-sponsoring municipality in payment for library services.

On-site use means the ability of an individual to use library resources on the premises of a library.

Serious inequities and hardships mean those conditions which adversely affect resident borrowers of member libraries. Such conditions are defined in accordance with the free direct access provisions

contained in each system's approved plan of service and may include, but limited to, a definition of what constitutes excessive borrowing of a library's resources by non-resident borrowers.

Unserved means those individuals residing in geographic areas that are within the boundaries of a public library system but outside the boundaries of chartered service area of a library which is a member of that system.

Underserved means those individuals residing in geographic areas that are within the chartered service area of a member library and which the public library system had identified as having an inadequate level of local income to support the delivery of acceptable library services.

II. STLS Free Direct Access Plan

Describe how all individuals residing within the boundaries of the system but outside a member public library's chartered service area will receive library services.

Member libraries will provide free on-site use of library resources, including the use of computers and access to the Internet, to all individuals residing within the boundaries of the public library system service area. Free on-site use of the resources of the system will also be available to all individuals residing within the boundaries of the system. No individual shall be excluded from on-site use of the library resources of the system or any of its member libraries because of age, cultural, economic or civic status.

Preference for such service may be given to local residents.

As required by Commissioner's Regulation §90.3(a) through (d)(4)] neither the system nor member libraries will charge individuals for library cards.

Individuals residing within the boundaries of the system but outside a member public library's chartered service area will receive service and borrow materials by requesting a library card from a local library.

Describe how the system will assure that those persons living within the system boundaries in an area where a member library chooses to withdraw from the system, or where a chartered and registered library was never a member of the system, will be served by the system.

All chartered and registered libraries in the Southern Tier Library System region are members of the System. If a member library chooses to withdraw from the System, neighboring libraries will issue cards and provide service to residents living in the service area of the withdrawing library.

STLS provides interlibrary loan service to residents; that service will continue to be provided for persons in an area where a library chooses to withdraw from the library system, or ceases to fund library service.

Describe what the system considers "serious inequities and hardships" and the criteria used by the system to make the determination.

"Serious inequities and hardships" occur when jurisdictions refuse to support, or provide sufficient support for a library. Services to local taxpayers are reduced and materials are unavailable because out-

of-chartered service area residents are using those services and materials. Economic impact on an STLS member library, resulting in serious inequities and hardships results when

1. Non-residents who actively borrow materials constitute over 25% of the library's borrowers.

2. Direct loans to nonresident borrowers constitute over 25% of a library's circulation.

Describe what constitutes excessive out-of-chartered service area borrowing in the system.

"Excessive borrowing" in the Southern Tier Library System occurs when nonresident borrowers account for more than 25% of a library's circulation.

Describe the unserved and the underserved population within the System.

Unserved populations within the STLS region (populations outside of a chartered service area), are defined in color-coded maps developed by the Division of Library Development and posted online. Taxpayers in a majority of school districts in the STLS region have approved tax support for library service; therefore there is an implied contract for library service in the portions of the school districts which extend beyond library service areas.

Describe the criteria used by the system to identify libraries as having an inadequate level of local income to support the delivery of acceptable library services (underserved). List those libraries so identified.

The majority of charted libraries in the System have a public funding referendum that aligns with school district geographic borders. Only 4 of 39 chartered libraries do not have a funding referendum. All 4 of these libraries receive public funds through their municipalities.

The System will use the criteria of Total Referendum Funding per Capita of School District or Town Resident (criteria is dependent upon local funding source) to identify libraries having an inadequate level of local income to support the delivery of acceptable library services.

The System has set the level of adequate funding at $15.00 per School District or Town Resident based on performance benchmarks within the System that align with New York State Minimum Standards and public library best practices.

The following libraries have been identified as having inadequate levels of local income.

Prattsburg Free Library	Angelica Free Library
Wide Awake Club Library	Bolivar Free Library
Jasper Free Library	Alfred Box of Books Library
Dutton S Peterson Memorial Library	Colonial Library
Wimodaughsian Free Library	Rushford Free Library
Scio Memorial Library	20th Century Club Library
Savona Free Library	E J Cottrell Memorial Library
Belmont Free Library	Addison Public Library
Andover Free Library	Genesee Library

STLS Plan of Service 2017 – 2021
*Connecting, empowering and advocating for all
Southern Tier public libraries*

Describe the actions the system will take to expand the availability of library services to unserved and underserved individuals residing with the boundaries of the system.

The Southern Tier Library System will be available upon request to work with Library boards of autonomous member libraries to:

1. Develop recommendations for funding options and/or charter changes for member libraries.

2. Meet with town and member library boards of trustees to discuss the following funding options and charter changes:

    a) contract with neighboring municipalities to provide library service, or
    b) expand library service areas and request additional funds from the expanded area, or
    c) request funding increases from local funding sources, or
    d) establish voter referenda for library funding, or
    e) request larger funding increases through voter referenda

3. Provide training workshops on funding and charter changes.

4. Provide a timetable for such actions.
     Ongoing 2017 – 2021.

5. Identify who will be responsible for carrying out these actions.
      The library system's Division of Library Sustainability and System Resources.

Describe the conditions under which modifications to the free direct access plan can be made.

A. With the approval of the majority of member libraries and without prior approval of the Commissioner of Education

If a jurisdiction* with a population of over 10,000 ceases providing tax support for a library, and does not contract for service with a neighboring library, modification to this plan can be made with the approval of the majority of STLS member libraries.

Except for the central library, member libraries may refuse to loan non-print materials and equipment and printed materials, less than one year from the acquisition date, purchased with local funds. Libraries must certify to STLS that they are able to identify which materials and services were purchased with various funding sources in order to determine which materials may be restricted.

Member libraries may also restrict attendance at library programs if such programs are supported entirely with local funds.

However, under no circumstances will member libraries charge individuals, who reside within STLS, for library cards or deny on-site use as defined in Section 1 of this plan.

(*A jurisdiction may be comprised of multiple municipalities which have formerly constituted one library service area.)

In addition, in cases where a member library, including the Central Library, can document "serious inequity or hardship" as described in items 3 and 4 of this document, the library can submit a request to the STLS Board of Trustees to place restrictions, consistent with Commissioner's Regulations 90.3, upon the use of library resources and use of services by residents outside the library's chartered service area. The STLS Board of Trustees will conduct a vote of member libraries; if a majority approve, the library may place the restrictions as requested.

These restrictions are limited to:
- non-print materials
- equipment
- printed materials, less than one year old,

The above materials must have been purchased with local funds.

- attendance at library programs supported entirely with local funds. If attendance at programs must be limited, local residents may be given first access to them.

With the prior approval of the Commissioner of Education

Certain additional modifications to this plan may be made for individual libraries with the approval of the majority of member libraries and with prior approval from the Commissioner of Education. Such requests will be submitted in writing to the System board of trustees. The System board will not unnecessarily delay the submission of a member request for additional restrictions once the member libraries have approved the request to go forward. They will include, but not be limited to, the requirements below:

1. a.) Documentation of the serious inequities and hardships affecting the resident borrowers of the member library making the request. (For example, if an unserved community defeats a library proposition or terminates a contract for library services, the system may request hardship waiver from the Commissioner on behalf of the affected library.)

   b.) The proposed modifications that will be implemented.

   No modifications will be considered if they include charging for library services.

2. A description of the anticipated impact on resident and non-resident

resident borrowers after modifications are approved and implemented. Restrictions apply only for member libraries. The System may not impose restrictions. The System will continue to serve those populations from areas where approved member library restrictions have been imposed.

3. A time frame for the beginning and end of such a modification. Modifications for restrictions will be approved for a certain period of time. Renewals must be made on a timely basis.

4. A recommendation from the STLS Executive Director regarding steps to be taken to remedy the underlying inequity with a proposed timetable for action.

Describe how the system will assure that member libraries are complying with the System free direct access plan approved by a majority of member libraries.

The System will require member libraries to certify annually that their library is in compliance with this Free Direct Access plan.

Describe how the System obtained member library input to the plan for free direct access.

The plan was discussed at a Directors Advisory Council meeting on January 27, 2016. Shortly following a draft copy of the proposed new plan, including a link to the current plan was sent to library directors and board presidents for comments. In response to questions, clarifying language was added and the draft plan was further revised by the Directors Advisory Council.

Addendum: Towns with populations unserved and don't provide tax support for library service are:

> **Allegany County**
> Birdsall Town—the portion of the town in the Arkport School District
> **Schuyler County**
> Dix Town— the portion of the town not in the Watkins Glen School District
> Orange Town—portion of the town in the Bradford and Corning Painted Post
>   School Districts
> Tyrone Town—portion of the town not in Dundee or Watkins Glen School Districts
> **Steuben County**
> Bradford Town—no support for library service
> Cameron Town—portion of the town in the Jasper-Troupsburg School District
> Cohocton—portion of the town in the Avoca School District
> Dansville—portion of the town in the Arkport School District
> Rathbone Town—portion of the town not in the Addison School District
> Woodhull Town—portion of the town not in the Addison School District
> **Yates County**
> Italy Town—portion of the town in the Naples and Prattsburg School Districts

Adopted by the Southern Tier Library System Board of Trustees: 10/18/2016.
Plan has been unanimously and formally adopted by all STLS member libraries through
formal vote and Direct Access Agreement Form 2017 - 2021.

CREDITS...

STLS would like to thank all member librarians and trustees who made this Plan of Service possible. The goals and objectives contained within are the result of representation from all 44 chartered libraries and five reading centers during our 2016 focus groups. Thank you!

Additionally, this plan was designed by the efforts of our Strategic Planning Team.
Team members include:

STLS Staff:

Ken Behn, Assistant Director – Head of IT
Lorie Brown, Youth Services & ILL Consultant
Amanda Fleming, ILS & Technical Services Manager
Margo Gustina, Trustee Development Consultant
Brian Hildreth, Executive Director
Al Oliveras, Director of Professional Development & Outreach

STLS Trustees

Richard Ahola, Yates County
Lynnette Decker, Allegany County
Maija DeRoche, Schuyler County
Patricia Finnerty, Steuben County
Betsy Gorman, Chemung County

Lastly, thank you to the STLS Board of Trustees for the review and adoption of this plan:

Pat Selwood, President, Yates County
Richard Ahola, Vice President, Yates County
Betsy Gorman, Treasurer, Chemung County
Cindy Emmer, Secretary, Chemung County
Delores Ackerman, Allegany County
Sisi Barr, Chemung County
Sarah Collins, Steuben County
Maija DeRoche, Schuyler County
Lynnette Decker, Allegany County
Cindy Dutton, Allegany County
Kathy Green, Steuben County
Patricia Finnerty, Steuben County
Denise King, Chemung County
Dale Wexell, Steuben County