

# Southern Tier Library System

## FIVE –YEAR LIBRARY SYSTEM PLAN OF SERVICE

January 1, 2012 – December 31, 2016

Section 1 – General Information

Section 2 – System Governance

Section 3– Description of Planning, Approval, Evaluation and  
Revision Process for all Sections of the  
Plan of Service

Section 4 – Mission statement, Goal Statements,  
Intended Results and Evaluation Methods

Element 1 – Resource Sharing  
Cooperative Collection Development  
Integrated Library System  
Delivery  
Interlibrary Loan  
Regional Catalog

Element 2 – Special Client Groups  
Adult Literacy  
Coordinated Outreach  
Correctional Facilities  
Youth  
Persons who are aging/ have physical disabilities  
Persons who are unemployed/underemployed

Element 3 – Professional Development and Continuing  
Education

Element 4 – Blank

Element 5 – Consulting and Development Services

Element 6 – Coordinated Services - Processing

Element 7 – Awareness and Advocacy

Element 8 – Communications among Member Libraries  
and/or Branch Libraries

Element 9 – Cooperative Efforts with  
Other Library Systems

Element 10 – Construction

Element 11 – Central Library Services

Element 12 - Direct Access

Assurance

Approval

Southern Tier Library System  
2012-2016 FIVE –YEAR LIBRARY SYSTEM PLAN OF SERVICE  
<http://www.stls.org/plan-of-service>

### **Mission**

The Southern Tier Library System, a regional consortium of public libraries, works in partnership with its members to support and strengthen them 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 services.

### **Strategic Issues**

- **The System and member libraries have mutual responsibilities.**  
Southern Tier’s responsibilities include working cooperatively with members to carry out its mission, developing and providing services that are responsive to member needs, and responding to requests in a timely way.  
Member responsibilities include working cooperatively with Southern Tier to stay informed about System services and activities, communicating with the System and other members, and cooperating with other members in providing services.
- **Charters, Governance, and Funding.** In 2011 New York State tax cap legislation made it important for libraries to examine their charters and methods by which individual libraries are funded. During discussion groups member libraries said that funding is a key issue in providing future services –paying for qualified and well-trained staff, incorporating new services and downloadable formats, and keeping up with technological changes. Southern Tier will support libraries in achieving sustained, sufficient funding through new and revised charters, public election of trustees, and public budget votes.
- **Diversity of needs among member libraries.** Sometimes this diversity is expressed in terms of size of library. Member libraries are also diverse in terms of local resources, vision of library’s role, and stage of development.
- **Essential services.** STLS will concentrate on services which member library directors and trustees identified as essential: Delivery, Support for library technology, including new formats, training and professional development, cataloging and processing, interlibrary loan, and rotating collections as funding is available.
- **State funding for libraries will continue to decrease.** While member libraries continue to pay an increasing proportion of the cost of shared services, continuing decreases in state aid and changes in the service environment mean that System services must continue to change. Southern Tier will continue to stretch funds through cost-effective services and careful use of grants, work with members on shared financial support of services, support for the Foundation for Southern Tier Libraries, and will investigate other sources of funding.

- **Incorporating change.** Social (aging population, more culturally diverse) and technological changes continue to revolutionize library services. “The challenge is to leverage the library strengths, build on the brand (“Books” is our brand. E-Books are books.) ... and seize the moment to tell the powerful stories about the vital role of the library.... “[the library] is a hotspot for information and we live in an age of information so it’s the place to be.”  
*Perceptions of Libraries, 2010: Context and Community*, OCLC Online Computer Library Center, Inc, 2011, p 101

## **SECTION 1 - GENERAL INFORMATION**

Plan years: January 1, 2012 - December 31, 2016

Southern Tier Library System  
9424 Scott Road  
Painted Post, New York 14870-9598  
607/962-3141  
Fax 607/962-5356

Name of System Director: Ristiina Wigg  
E-Mail Address of the System Director: wiggr@stls.org  
System Home Page URL: [www.stls.org](http://www.stls.org)  
URL of Current Members: <http://www.stls.org/libraries>

Date of Establishment: 1958  
Date of Absolute Charter: 1963

Name of Central Library: Chemung County Library District  
Square Mileage of System Service Area: 3,498  
Population of System Service Area: 283,568  
Type of System: PLS

## **SECTION 2 – SYSTEM GOVERNANCE**

### **Bylaws**

URL of Current Governing Bylaws:  
<http://members.stls.org/files/documents/by-laws/by-laws.pdf>

### **Appointment/Election of Library System Board**

Board/Council Appointment/Election: Elected  
Indicate by whom the Board/Council Members are appointed/elected: Member Library Boards of Trustees

### **Advisory Groups**

Directors Advisory Council  
Coordinated Outreach Services Advisory Committee

Central Library Advisory Committee  
 Cataloging and Processing Advisory Committee

### **SECTION 3 – DESCRIPTION OF PLANNING, APPROVAL, EVALUATION AND REVISION PROCESS FOR ALL SECTIONS OF THE PLAN OF SERVICE**

#### *3.1 Summary describing the processes used to assess needs in the development of the Plan of Service.*

- 2010. Annual evaluation of System services.
- December, 2010. System-wide discussion meeting, “What is your Vision for 2016”?
- June, 2011. Central Library Advisory Committee discussed member needs.
- August, 2011. Focus groups held on “Discussions on the Future, System Services, and Your Library” were held in four locations across the System.
- August, 2011. An online survey, “Choosing Service Priorities” was conducted.
- 2011. The plan was discussed at multiple meetings with library directors and reviewed by STLS management team staff.

#### *3.2 Identify the groups involved in development of the Plan of Service and each group’s role.*

- Member library directors and trustees brainstormed System services that will be most essential in the future.
- System management team made suggestions for goals and action steps, and reviewed the plan.
- The Central Library Advisory Committee discussed future needs and services.
- Member library directors and trustees discussed user expectations for future service, how existing services should be balanced with new services residents want and need, and the roles of STLS and the Central Library.
- Allegany and Schuyler Directors Associations and the STLS Directors Advisory Council discussed the plan.

#### *3.3 Describe the planning process for the 2012-2016 Central Library Plan*

Members of the Central Library participated in a variety of meetings and planning sessions regarding central library use and priorities. These included the “Discussions on the Future, System Services, and Your Library” series held in four STLS counties. The Central Library also solicited input during these meetings and used survey results from the evaluation of STLS services conducted by STLS. Staff participated in the December 2010 brainstorming session at Watson Homestead which identified priorities for the Central Library as well as the system. The following questions were discussed by member libraries:

- *What services will residents expect?*

Public access to the Central Library print collection from all member libraries, access to the Internet, ability to manage their account via STARCat, email and SMS notices (courtesy, overdue, hold notices), downloadable audio books, eBooks, music, video, assistance/training with using technology, resources in print and electronic format to

satisfy education requirements or make important decisions in their lives, educational, and/or entertaining programs and storytelling for patrons of all ages, reliable and free broadband/wifi access. High speed public access PCs with the ability to save and print content, access to meeting rooms for community organizations, a quiet area for study or contemplation, access to a comprehensive genealogical/local history collection in print/electronic/and microform formats, a friendly, courteous, and well-trained staff willing and able to help them, clean and safe facilities where all are welcome.

- *How existing services should be balanced with new services residents want and need?*

The core services listed above should be maintained at all costs. However, the lightly used existing services should be abandoned or subsidized by the few libraries that use the service. Then resources will be available for new services.

- *What role should STLS and the Central Library play in serving libraries effectively?*

Continue development of the print nonfiction and reference collections for use by all member library patrons, selection of downloadable media (eBooks, audio books, music, and video) available to all. Although lightly used, last resort reference service provides smaller libraries with a “lifeline.”

The Central Library and the System Service Center have the greatest concentration of professional and technologically astute staff. This expertise should be exploited to assist member libraries in raising professional standards leading to improved services to patrons throughout the STLS service area. Workshops and more frequent training sessions via Webinar could help with improved training opportunities.

#### 3.4 *Identify the groups involved in development of the 2012-2016 Central Library Plan and each group’s role.*

- Member Libraries provided feedback through the annual system survey.
- Central Library Advisory Committee recommended electronic resource products based on evaluations and perceived information needs of patrons, advised on continuing transition from print to electronic format material, and suggested topics for continuing education workshops.
- Central Library staff participated on the advisory committee and developed a draft plan.
- The STLS Directors Advisory Council discussed the draft.

#### 3.5 *Describe the integration of the 2012-2016 Central Library Plan with the system’s Plan of Service.*

- Central Library Staff participated in both the Central Library and Plan of Service discussions.
- The STLS Directors Advisory Council discussed the Central Library and System plans of service.

- In addition to specific Central Library services, the Plan recognizes the role of the Central Library in supporting such areas as Cooperative Collection Development, Virtual Reference, and Continuing Education.

### 3.6 *Process for approval of the Plan of Service*

- Directors and staff members established service priorities through participation in the 2010 survey of member services, and system-wide discussion meeting.
- Directors, System staff, and STLS trustees participated in the Directors Advisory Council and Central Library Advisory Committees.
- Information was distributed via e-mail, print, and at meetings.
- Focus groups of trustees and directors were held.
- The Southern Tier Library System Board of Trustees approved the plan at its December 20, 2011 meeting.

### 3.7 *Information to be collected in order to evaluate and determine member satisfaction with the system's services.*

In order to evaluate whether or not STLS achieves the intended results, STLS will collect:

- Member library responses to the evaluation of System services
- Statistics
- Anecdotes
- Committee meeting notes
- Comments from users
- Online evaluations
- Observations

### 3.10 *Information on customer satisfaction will be used to shape the system's plan in the next year or in the following planning cycle.*

- The primary method used to determine whether System customers are satisfied will be the member library evaluation of System services.
- Other methods will include meeting notes, telephone calls and e-mails, observations, surveys and meetings with Advisory Committees and the Directors Advisory Council.

### 3.11 *Process for revising the system's Plan of Service for submission to the New York State Education Department/New York State Library.*

Revisions of this proposed Plan of Service will be based on the needs of member libraries and the financial resources available. Revisions will be proposed as a result of meetings and discussion with member libraries, member trustees and STLS staff and trustees.

Southern Tier Library System  
FIVE -YEAR LIBRARY SYSTEM PLAN OF SERVICE

**SECTION 4**

**Element 1 – Resource Sharing**

<b>Cooperative Collection Development</b>			
Goal	Activities/ Department	Intended Results	Evaluation
<p>Enable members to work together and with STLS to develop diverse collections</p> <p>2012-2016</p>	<p>Provide Symphony Workflows and online catalog to enable libraries to see what others own; enable libraries and patrons to borrow materials from other members. (Information Technology, Cataloging and Processing)</p> <p>Discuss collection development and distribute information on special materials during visits, meetings, workshops. (Youth)</p> <p>Acquire Central Library and System materials that will complement those of member libraries. (Central Library, Community Services, Youth)</p> <p>Purchase titles for which demand in member libraries is too light to purchase with local funds. (Central Library, Community Services)</p>	<p>Residents have access to local collections of high quality, varied, and up-to-date materials on diverse topics, authored by a wide spectrum of authors reflecting a full range of viewpoints.</p> <p>As funding is available, local libraries receive support in providing residents with browsing access to materials not owned at the local level (rotating collections); important but in low demand locally; of a cost more than can be easily absorbed by local budgets, or in specialized formats such as digital materials.</p>	<p>Member library evaluation of STLS services</p> <p>Circulation statistics</p> <p>Library budgets for materials increase</p>

<b>Integrated Library System</b>			
Goal	Activities/ Department	Intended Results	Evaluation
<p>Provide an integrated library system and information technology services</p> <p>2012-2016</p>	<p>Maintain, upgrade, and enhance the integrated library system, help desk, network technology and integrate electronic formats and downloadable content. e.g.</p> <ul style="list-style-type: none"> <li>-- explore self-checkout and RFID</li> <li>-- provide connections and authentication for NOVEL databases and other, including those purchased by the Central Library</li> <li>-- implement upgrades enabling online bill paying and incorporating faceted searching and fuzzy logic, integrate "My Account" features into social networking technology</li> <li>-- explore options to connect with optical fiber broadband networks</li> <li>-- enable residents to use mobile devices to search and place holds.</li> </ul> <p>(Information Technology)</p> <p>Provide members with information on third-party collection agency services.</p> <p>Provide STLS technical support to members to maintain network connections from the library's LAN switch to</p>	<p>Residents are more easily able to search local and regional library collections and place holds; searches are more relevant.</p> <p>Residents have access to current computer technology and have access to electronic information at local libraries.</p> <p>Members are able to</p> <ul style="list-style-type: none"> <li>--use the integrated library system to improve library productivity</li> <li>--provide residents with print and electronic information</li> <li>-- train staff and patrons with the use of prepared documentation and online tutorials.</li> </ul> <p>Residents are able to find and place holds on materials through their social networking services.</p> <p>Member network connections are faster and well-maintained.</p> <p>Member libraries obtain local expertise to install,</p>	<p>Member library evaluation of STLS services</p> <p>Analysis of statistics</p> <p>Information Technology meetings with members; meetings with the Directors Advisory Council and Directors Association</p> <p>Evaluate user skill level before and after training (via online survey)</p> <p>Perform follow-up evaluation to determine how the new skills have been used to increase productivity and how many others have been trained (via online survey)</p> <p>Speed of internet connections</p>



	<p>STLS. Assist libraries in maintaining a proper software installation of the integrated library system (ILS) client and anti-virus software.</p> <p>Incorporate hardware virtualization.</p> <p>Provide training to members on the use of Workflows, Director's Station and STARCat. (Information Technology, Cataloging and Processing, Interlibrary Loan)</p> <p>Adopt policies, incorporate hardware and software protections, and enact procedures that protect patron privacy, security of the network, and mitigate threats to wired and wireless networks. (Information Technology)</p>	<p>maintain, and repair internal equipment and systems such as local area networks, hubs, cabling, computers, printers, scanners and other hardware, peripherals, and operating system, anti-virus and productivity software.</p>	<p>Help-desk requests</p>
<b>Delivery</b>			
Goal	Activities/ Department	Intended Results	Evaluation
<p>Provide libraries with frequent, reliable, timely service</p> <p>2013-2016</p>	<p>Explore options to enhance and, if funding is available, expand delivery among members and non-member public, school, academic, and other libraries. (Delivery)</p> <p>Inform library staff about delivery procedures. (Delivery)</p>	<p>Residents will receive fast delivery of materials.</p> <p>Local libraries and STLS will work together to ensure reliable and accurate delivery of materials through cooperatively developed procedures.</p>	<p>Member library evaluation of STLS services</p> <p>Statistics</p> <p>Anecdotal evaluation</p>

<b>Interlibrary Loan</b>			
Goal	Activities/ Department	Intended Results	Evaluation
Strengthen member library interlibrary loan services  2013-2016	Train member library staff and patrons in becoming more skilled in searching the regional catalog. (Interlibrary Loan, Information Technology)  Review and rewrite interlibrary loan guidelines. (Interlibrary Loan)  Investigate/evaluate various software packages, including per item cost, to lessen staff intervention in providing interlibrary loan. Integrate ability to make requests into integrated library system. (Interlibrary Loan)  Consider dollar value below which STLS will not request materials. (Interlibrary Loan – 2007)	Number of interloans generated via regional catalog, STARCat, will increase.  Patrons in all member libraries will have improved access to desired materials.  Number of member libraries using interlibrary loan services for materials from beyond system borders will increase.  If funds are available, member libraries and patrons will be able to directly request materials from libraries that are not STLS members.  Reduce costs.	Member library evaluation of STLS services  Interlibrary Loan advisory committee  Annual analysis of interloan statistics  95% of patron requests for materials filled  Number of titles purchased by local libraries to fill patrons requests
<b>Regional Catalog</b>			
Goal	Activities/ Department	Intended Results	Evaluation
Maintain regional catalog through centralized cataloging	Work with member libraries and reading centers to complete retrospective bar coding of their collections. (Catalog and Processing Services)	Patrons are able to find the information and items they want by searching STARCat, the regional online database.	Member library evaluation of STLS services  Comments from library users

2013-2016	<p>Maintain consistency and accuracy through centralized cataloging. Look for funds to obtain training and incorporate new cataloging standards such as FRBR and RDA metadata. (Catalog and Processing Services)</p> <p>Work with Cataloging and Processing Services Advisory Committee to further develop and standardize new and existing procedures for new and current formats and new technologies and train members in their use. (Catalog and Processing Services)</p> <p>Encourage members to inventory collections in order to make the database more accurate. Maintain authority records. (Catalog and Processing Services)</p> <p>Investigate cost/benefit for entering member holdings into OCLC database. (Catalog and Processing Services)</p>	<p>Accuracy and use of standardized subjects ensure that the information in the database is accessible.</p> <p>Patrons able to find items in a series, written by authors with a pseudonym, with up-to-date subject headings.</p> <p>Patrons locate local library materials through online search engines</p>	<p>Member comments and requests</p> <p>Cataloging and Processing Advisory Committee</p>
-----------	---	---	---

**Element 2 – Special Client Groups**

<b>Adult Literacy</b>			
Goal	Activities/ Department	Intended Results	Evaluation
<p>Strengthen and support services in member libraries for adults with low literacy levels</p> <p>2012-2016</p>	<p>Provide access to collection development aids and training opportunities for library staffs; support the development of partnerships between member libraries and area agencies. (Community Services, Administration)</p> <p>Encourage libraries to integrate adult learners into library programs by seeking grants to fund new and/or expand already existing literacy projects. (Community Services, Administration)</p>	<p>More libraries will serve adults with low literacy skills as part of daily service.</p> <p>Libraries will have more cooperative projects with area agencies.</p>	<p>Member library evaluation of STLS services</p> <p>Outreach Advisory Committee</p> <p>Technical assistance calls</p>

<b>Coordinated Outreach</b>			
Goal	Activities/ Department	Intended Results	Evaluation
<p>Partner with member libraries to provide library services to coordinated outreach populations as defined by Commissioner of Education regulations</p> <p>2012 - 2016</p>	<p>Provide assistance to member library staff in acquiring, expanding, improving, and updating their skills in providing services to persons unable to use traditional library services and/or materials. (Community Services)</p> <p>As funds are available, provide outreach mini-grants to support outreach services in member libraries. (Community Services)</p>	<p>Area residents with special needs will have ready access through their local library to specialized materials and materials in the STLS collection.</p> <p>STLS and member library services and programs are accessible to coordinated outreach population members.</p> <p>Libraries work with area agencies, organizations, and residential facilities to publicize and promote services to coordinated outreach populations.</p>	<p>Member library evaluation of STLS services</p> <p>Outreach Advisory Committee</p> <p>Monitor assistance calls</p>
<b>Correctional Facilities (State and Local)</b>			
Goal	Activities/ Department	Intended Results	Evaluation
<p>Support state and local correctional facility general libraries with library services as per annual negotiated agreement</p> <p>2012 - 2016</p>	<p>Work with Department of Office of Corrections and state correctional facility library staff to plan yearly program of services that STLS will provide.</p> <p>Promote member library awareness and use of unique resources owned by correctional facilities.</p>	<p>Correctional facility libraries will fully participate as “member libraries” in System workshops, programs, and services.</p> <p>Facility collections will provide area residents with access to facility materials through local libraries.</p>	<p>Member library evaluation of STLS services</p> <p>Yearly meeting with facility librarians</p> <p>Circulation statistics</p> <p>Monitor assistance calls</p>

<b>Youth Services</b>			
Goal	Activities/ Department	Intended Results	Evaluation
<p>Work with member libraries to strengthen Youth Services through collection development, program development, and awareness of issues in the field, including new methods of providing service</p> <p>2012 - 2016</p>	<p>Provide workshops and training, discussion lists, and visits to assist member libraries to:</p> <ul style="list-style-type: none"> <li>-- strengthen collections</li> <li>-- to be aware of the political, economic, and educational climate and how it affects services to youth and families</li> <li>-- to explore new community partnerships for cooperation and collaboration</li> <li>-- provide a range of programs for children, families, and teens including early literacy</li> <li>-- to integrate multi-media multiplatform/ transmedia materials into library collections and programs. (Youth Services)</li> </ul>	<p>Children, teens, and families find</p> <ul style="list-style-type: none"> <li>(1) the majority of materials they need in their local library</li> <li>(2) a variety of programs to attract them to the library and introduce library resources</li> <li>(3) library services and resources where they are throughout the community.</li> </ul> <p>Libraries will evaluate and strengthen their collections.</p> <p>Local library staff members are aware of basic services, issues, programs, and trends in providing library services to young people.</p>	<p>Member library evaluation of STLS services</p> <p>Youth services meetings</p> <p>Number of participants in training sessions and workshops</p> <p>Self-reports</p>

**Services to Persons Who are Aging or Have Physical Disabilities**

Goal	Activities/ Department	Intended Results	Evaluation
Work with libraries to serve persons who are aging or have physical disabilities  2012 - 2016	As funds are available, provide rotating collections of large print and audio books.  Maintain a sublending library of the New York State Talking Book and Braille Library Loan evolving adaptive computer equipment. (Community Services)	Persons who are aging or have physical disabilities will obtain appropriate materials through their local library,	Member library evaluation of STLS services  Outreach Advisory Committee  Monitor assistance calls

**Service to Persons who are Unemployed or Underemployed**

Goal	Activities/ Department	Intended Results	Evaluation
Work with libraries to serve persons who are unemployed or underemployed  2012 - 2016	Use Federal-funded JobLink project to provide computer classes.  Assist member libraries to provide classes.	More libraries will serve person who are unemployed or underemployed as part of daily service.  Libraries will have cooperative projects with area agencies.	Member library evaluation of STLS services  Outreach Advisory Committee  Monitor assistance calls

### Element 3 – Professional Development and Continuing Education

Goal	Activities/ Department	Intended Results	Evaluation
<p>Provide and inform diverse member library directors, staff, and trustees of continuing education opportunities</p> <p>2012 - 2016</p>	<p>Provide access to workshops, training sessions, discussion forums for member library trustees and staff, and Friends with various knowledge and skill levels on a diverse array of library topics (management of libraries, patron privacy, collection development, customer service, NOVEL resources, on-line databases, reference, adult, youth, and outreach services, etc. (All departments, Central Library)</p> <p>Provide workshops and training through webinars and video-conferencing to meet the needs of members.</p> <p>Find a way to provide a regular basic training for new directors and others.</p> <p>Look for funds to bring in inspiring speakers from information schools or other.</p> <p>Encourage library boards to provide financial support and encouragement for trustees and staff to attend continuing education events. (All departments, Administration)</p>	<p>Member libraries will have knowledgeable trustees and staff with the competencies needed to successfully govern, manage, and operate a 21<sup>st</sup> century library.</p> <p>At least one trustee from each library attends the System annual meeting and one other continuing education event per year.</p> <p>Staff member from each library attends a broad spectrum of System and Central-Library developed, sponsored, or endorsed continuing education events.</p> <p>The skills of system and member library staff members improve through attendance at workshops, seminars, and webinars.</p> <p>Continuing education is available in a variety of ways to meet the needs of member libraries.</p>	<p>Member library evaluation of STLS services</p> <p>Poll staff on what new skills have been learned</p> <p>75% of libraries will report incorporating a new idea or doing something differently.</p> <p>Use methods such as online surveys, tests, evaluation forms, observation</p> <p>Number of continuing education events, evaluate number of staff standing, number of member libraries represented</p>



**Element 4 – Blank****Element 5 – Consulting and Development Services**

Goal	Activities/ Department	Intended Results	Evaluation
<p>Strengthen and support members through consultant services</p> <p>2012 - 2016</p>	<p>Use multiple methods (phone, fax, e-mail, print) to respond to member-initiated requests for assistance on a diverse array of library topics. (All departments)</p> <p>Support member library staff and trustees in developing library procedures, services, and policies. (All departments)</p> <p>Find funds to support professional development for System staff. Enable staff members to participate in national and regional training, meet with peers from other regions, and attend vendor training, distance learning, and other options. (All departments)</p>	<p>Member libraries receive assistance in developing, providing, maintaining, and expanding services to local residents.</p> <p>STLS staff members make regular visits to member libraries.</p> <p>STLS staff members respond to member requests for assistance within two business days.</p> <p>STLS staff have the skills needed to provide services to members.</p> <p>Members provide quality library services to communities.</p>	<p>Member library evaluation of STLS services</p> <p>Track and evaluate response statistics</p>

### Element 6 – Coordinated Services: Processing of Library Materials

Goal	Activities/ Department	Intended Results	Evaluation
Provide member libraries with processed library materials  2012 - 2016	Process books, videos, DVDs, kits and other materials. (Cataloging and Processing Services)	Residents have access to materials in a timely manner.  As funding is possible, ensure that members have processed best-sellers, standing order materials, and rush items within 48 hrs of receipt; gift and other materials within one week of receipt.	Member library evaluation of STLS services  Monitor calls for assistance  Evaluation of number of items processed, number of libraries participating

### Element 7 – Awareness and Advocacy

Goal	Activities/ Department	Intended Results	Evaluation
Promote awareness of library services and advocate for public support  2012 - 2016	Assist members in efforts to increase the amount of tax support for libraries from local, county, state, and federal sources. (Administration)  Explore opportunities for marketing library programs and services. (Administration, Community Services)  Sponsor trips to meet with elected officials in Albany and Washington. (Administration)	Elected officials and the general public will be aware of libraries, their resources, and their financial needs.  Increasing numbers of residents advocate for libraries; there is increased support for library funding.  Residents are informed of system activities.	Member library evaluation of STLS services  Number of participants in activities  Anecdotes and observations  Meetings with legislators

	<p>Inform libraries, trustees and others about STLS and Central Library activities through monthly update, e-mail newsletter, web page, social media, brochures, press releases, and other. (Administration)</p>		
--	--	--	--

**Element 8 – Communications among Member Libraries and/or Branch Libraries**

Goal	Activities/ Department	Intended Results	Evaluation
<p>Support communication and cooperation among member libraries</p> <p>2012 - 2016</p>	<p>Facilitate mentoring relationships among library staff members. (All departments)</p> <p>Provide forums for discussion among libraries, including meetings, workshops and discussion lists. (All departments)</p> <p>Explore new methods for supporting communication among libraries through tools such as video-conferencing. (All departs, Info Technlgy)</p>	<p>Libraries will coordinate activities, develop common understanding of policies and procedures and increase partnerships and cooperative ventures in a strong cooperative network of library service providers.</p>	<p>Member library evaluation of STLS services</p> <p>Number of discussion lists, number of participants per list</p> <p>Monitor assistance calls</p> <p>Observation and anecdotes</p>

### Element 9 – Cooperative Efforts with other Library Systems

Goal	Activities/ Department	Intended Results	Evaluation
Engage in cooperative efforts with other library systems  2012-2016	Investigate NYS grants to explore areas of collaboration such as cooperative delivery arrangements; shared ILS resources; shared catalog records, cooperative grant writing, continuing education; core competency training for member library staffs and other areas of mutual assistance. (All departments)  Sponsor joint advocacy efforts. (Administration)  Participate in planning, events, and projects of the Public Library System Directors Organization. (PULISDO) (All departments)	Expand and enhance services cost-effectively.  Members have the opportunity to meet and learn from libraries in other systems. Foster partnerships.  Increase member library awareness of statewide issues and trends.	Member library evaluation of STLS services  Number of contacts with other systems and meetings attended, projects enacted

### Element 10 – Construction

Goal	Activities/ Department	Evaluation	Intended Results
Improve library service through increased and improved library building space and capacity  2012-2016	Use state construction aid to help libraries and System leverage local funds. (Administration)  To be eligible for state construction aid, Libraries must:	Increased number of libraries that are handicapped accessible.  Increased number of new, expanded, remodeled library	Member library evaluation of STLS services  Number of projects funded annually

	<ul style="list-style-type: none"> <li>- honor valid library cards from other STLS members on the same basis as local practice</li> <li>- supply books and library materials, subject to availability and policy, for other members upon request</li> <li>- demonstrate a pattern of rising local tax support over the last three years</li> <li>- have funds to provide at least 25% to 50% of the construction cost</li> <li>- comply with New York State Library construction aid requirements</li> <li>- meet ADA requirements or demonstrate library has made provisions to make services fully accessible (or is applying for funds for accessibility).</li> </ul> <p>Applications will be ranked according to the following priorities:</p> <ul style="list-style-type: none"> <li>- Increased access for persons with disabilities</li> <li>- Renovation (improvement or conversion of existing building: increased operational efficiency and savings)</li> <li>- Rehabilitation (restoring existing building with emphasis on energy conservation, accommodating computer equipment, or access for persons with disabilities)</li> <li>- New construction or</li> </ul>	buildings.	
--	---	------------	--

	<p>expansion/site acquisition. (new library building or addition)</p> <p>Compile and distribute information about sources of construction funding. (Administration)</p>		
--	---	--	--

### Element 11 – Central Library Services

Goal	Activities/ Department	Intended Results	Evaluation
<p>Central Book Aid funds – Circulating Nonfiction materials and a small print reference collection</p> <p><b>Goal:</b> To improve the central library's function as major information, resource-sharing location in the system</p> <p>2012-2016</p>	<p>Purchase titles for which demand in member libraries is too light to purchase with local funds.</p> <p>Despite a slow decline in nonfiction circulation, the Central Library selects and houses a large nonfiction collection accessible to everyone in STLS.</p> <p>A goal for the central library program is to supplement system libraries with a non-fiction collection as required.</p>	<p>Residents of the region have access to a wide range of nonfiction titles and information.</p> <p>Allocation of 15% of Central Book Aid (CBA) apportionment towards a print reference collection.</p>	<p>% of unique titles in the central library</p> <p>Resource sharing report demonstrating the distribution of CBA purchased materials</p> <p>Circulation statistics of CBA purchased print materials</p>

<p>Central Book Aid funds Goal: Purchase electronic resources and /or services</p> <p>2012-2016</p>	<p>In 2012, the Central Library will subscribe with Central Book Aid funds to an Automobile Repair database for a minimum of one year.</p> <p>Explore and eventually subscribe to select downloadable content such as: eBooks, audio books, videos, and music.</p>	<p>The Central Library staff will assess the purchase of print reference materials on an annual basis with the goal of gradually phasing out the purchase of print reference materials.</p> <p>Improve access to electronic materials that benefit the system-wide area.</p>	<p>Use statistics from vendors</p> <p>Recommendations of the central library advisory committee</p> <p>Feedback from patrons and member library staff</p> <p>Evaluate cost-effectiveness by evaluating unit cost per user view of information</p>
<p>Provide training opportunities to member library staff</p> <p>2012-2016</p>	<p>Central Library staff will conduct a minimum of 4 workshops annually to train member library staff on the use of Central Book Aid (CBA) purchased electronic resources and on providing reference service. Each workshop will be available online as well as in-person.</p> <p>The Central Library proposes to conduct more frequent webinars instead of the less – frequent workshops. This would lower expenses and provide more convenience for attendees.</p>	<p>Increased use of Central Library Services.</p> <p>Strengthened user skills of electronic resources purchased with CBA funds.</p> <p>Strengthened skills of member library staff in providing Reference service to patrons.</p> <p>Improve marketing to increase usage to lower cost per use to under \$.75</p>	<p>Workshop Attendance &amp; Surveys</p> <p>E-desk use statistics</p> <p>Use statistics from vendors</p>
<p>Provide remote professional reference services via email or online means to member library staff and patrons</p> <p>2012-2016</p>	<p>Central Library will continue to be the local last resort for answering the hard-to-answer Reference Questions.</p> <p>Investigate use of chat reference via Meebo or other service.</p>	<p>Patrons and member library staff will receive a reply from Central Library Reference staff within 1 business day for questions sent to the E-desk.</p>	<p>E-desk use statistics</p> <p>System Annual Survey of services</p>

**Element 12 - Direct Access**

Provide the URL of the most recent Direct Access Plan approved by the New York State Library.

<http://www.stls.org/files/documents/policies/freeda.pdf>

**5.24 Assurance**

The Library System's Plan of Service was developed in accordance with provisions of Education Law and the Regulations of the Commissioner and the requirements of the New York State Library, and was reviewed and approved by the Library System Board on December 20, 2011.

**5.25 Approval**

The Library System's Plan of Service was reviewed and approved by the New York State Library December, 2012.