



Plan of Service 2017 - 2021

2018 Actions, Outcomes and Revisions

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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)

Actions Taken:

1. 2017: Automated the last remaining non-automated STLS chartered member library, including extensive collection management training with staff & policy work with board
2. 2018: Facilitated member access to library vendor collection tools, including acquisition, development, processing, and finishing services from Baker & Taylor, Brodart, and Ingram. This required live panel at library system's Spring CE, membership wide webinars, ILS specialist presentations and trainings at system wide director meetings
3. 2018: Transitioned membership to digital only cataloging requests
4. 2018: Conducted Cataloging Advisory Group meetings which will inform future collection management trainings and resources provided to the membership
5. 2018: Included collection management in the LEAD curriculum as a module and integrated collection marketing into other LEAD modules.
6. 2018: Assisted in deep weed in Essential Club Free Library
7. 2018: Assisted in collection export for Sebco evaluation of Pulteney's collection in preparation for purchasing additional non-fiction books for new library building
8. 2018: Via various methods (e-mail newsletters, listservs, workshops) provided information on 'Best Of', Award Winners, and subject/topic specific titles to raise awareness of new 'stuff' being published.

Outcomes:

1. 48 member libraries and reading centers are discussing cooperative collection development and reciprocal borrowing from a position of equanimity.
2. STLS member libraries have an enriched awareness of the collection development tool available to them from vendors.
3. STLS member libraries have a deeper awareness of the collection management tools available via STLS reports and Consultancy services.
4. (1) Collection Expenditures: Up 3% (2) Additions to Holdings: down 6%(3) Circulation Per Cardholder: down 5% (4) Total Materials Borrowed/Loaned: Up 5% (5) Turnover Rate of New Materials; or the reduction of (6) Materials Last Circulated. The way our reporting systems work, we needed to capture these data at the start of the reporting year and again at the end. See below to change in this measure.

Goal Accomplished: Yes No We didn't realize how much more groundwork and set up we needed to do to be in a place to provide a full set of collection management resources to the membership.

Revisions to Service based on Outcomes: Now that we have a fuller understanding of how the membership interacts with their collections and the kinds of tools they are interested in, all chartered libraries are automated, libraries are themselves having robust discussions about cooperative collection development, and awareness of how reports can influence both purchasing and management, both STLS and the membership are in a better place to develop additional self-help resources. There will be at least a 1% drop in the percentage of overall system-wide holdings which haven't circulated in the past 12 months.

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 in the following year through increased 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)

Actions Taken:

1. 2017: Surveyed member libraries to determine the best way to push out regularly scheduled information and to determine topics of interest.
2. 2018: Began bi-monthly WorkFlows Wizard emails that cover 1-2 topics each. Topics have included barcodes, library calendar, email notices, DAC Reciprocal Borrowing Group, etc..
3. 2018: Presented WorkFlows Tips and Tricks at the Spring CE with 24 attendees. Presented 4 quarterly ILS/IT Workshops with 104 overall attendees.
4. 2018: ILS Team re-did all Item Maintenance documentation to reflect new cataloging procedures in response to the end of physical processing.
5. 2018: ILS Staff visited 34 Member Libraries to review adding items to the catalog in WorkFlows and cover the new (to some) procedure of submitting items to the Help Desk for cataloging.

Outcomes:

1. Multiple member libraries have asked follow-up questions about the various topics presented in the WorkFlows Wizard emails and WorkFlows presentations.
2. More than 75% of libraries received in-person, one-on-one (or one-on-few) training in 2018. These visits generated positive feedback by member library staff.
3. Dozens of follow-up questions have come out of the in-person visits and member library staff are much more engaged with our department than in previous years.
4. Libraries and patrons have directly benefited from topics covered in the WorkFlows Wizard emails - for example, in 2019 Bath will implement email notices for their patrons.

Goal Accomplished: Yes No

Revisions to Service based on Outcomes: No revisions at this time, continue to push out important ILS information and provide timely training to member libraries.

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)

Actions Taken:

1. BARC services are supported by STLS resources by offering additional training and intermediate assistance with overdues and facilitating unique requests. While BARC tends to operate smoothly without much facilitation, there are special needs and circumstances in which desired materials are outside the realm of "normal" requests--such as materials not available from free lending institutions and materials that are ONLY available from the Library of Congress. Both of these requests required additional intervention by STLS ILL staff to successfully fill the requests.
2. Assisted the DAC with implementation of the Reciprocal Borrowing Program, opening up holds on new items to patrons across the system. As of 2019 (Q1), 23 library outlets are participating in this group and nearly all feedback from patrons and staff has been positive.
3. Determined which libraries have not signed up for a BARC account. Met with library staff to ensure that libraries had an account and understood the process to use the BARC service. In 2018 met with Cohocton, Watkins Glen, Canaseraga and Little Genesee staff. Some visits were due to changes in library staff and lack of transference of knowledge of procedures and processes. (2018).
4. Attention to Interlibrary Loan services has pinpointed a lack of a process to eliminate old bibliographic records from the ILS. Project leaders are creating a plan to correct this which will be implemented in 2019.

Outcomes:

1. Patrons of libraries participating in the DAC Reciprocal Borrowing Group now have access to NEW materials at participating libraries, drastically cutting the wait time for high-demand titles that patrons were used to having to wait weeks or even months for.
2. In-system ILL (Holds) has become an integral part of collection management via the Reciprocal Borrowing Program. Almost half of STLS member library outlets (48%; 23 of 48 outlets) view interlibrary loan as a tool to better meet customer/patron recreational and informational needs.
3. All chartered libraries have BARC accounts and knowledge of the process to use the the service. Three reading centers do not have accounts (2019; Q1).
4. Integrated Library System has been “cleaned up” of old ILL bibliographic records; 6,883 copies removed. Additional fine-tuning of this will occur in 2019 (Q2-Q3)
5. 100% of member library outlets used the ILS to send and receive HOLDS. Twenty-eight (58%) of member libraries used BARC to request ILL materials for their patrons.

Goal Accomplished: Yes No

Revisions to Service based on Outcomes: I would update the measurement for HOLDS to state member library outlets rather than member library outlets’ patrons (which is also more difficult to track and less important than all outlets using the system for HOLDS) I believe we mistakenly added “patrons” originally. So - 95% of member library outlets will utilize the ILS for in-system HOLDS. Addition of Best Practices will be added to interlibrary loan procedures in Q3 of 2019. Review of ILL procedures via BARC may not be accomplished by a visit but often via an e-mail and/or a phone call. These alternative methods are on-the-spot that answer immediate queries or hiccups.

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

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): Erika Jenns _____

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)

Actions Taken:

1. Quarterly Digital Library Meetings are held. Developments/updates are shared, troubleshooting & brainstorming also happens at each meeting.
2. Digital collections are regularly featured on the STLS Facebook page. Member libraries are encouraged to share posts on their own Facebook pages.
3. Digital collections are featured in the STLS brochure. Dedicated bookmarks were also created for Freegal, RBdigital, and Overdrive. These materials are provided to the membership.
4. OPAC is currently under revision - upgrades will allow for integration of “buttons” for each digital collection. Expect this to be implemented by the end of 2019.
5. In general, staff responsible for digital collections have been identified.

Outcomes:

1. Collection development and maintenance continues to be a struggle. Engagement Consultant is meeting with OverDrive selectors to discuss this in March 2019.
2. Engagement Consultant is attending the OverDrive Digipalooza conference in August 2019 to learn about the latest trends & developments with OverDrive. Will share that the Digital Library Meeting, with selectors, and broadly, with the STLS membership.
3. In 2018 and 2019, STLS has invited the OverDrive representative to attend the Spring Continuing Education event to showcase the OverDrive platform, provide a demonstration, and answer questions from the membership: from directors to front line staff. This session was one of the most popular ones.
4. Engagement with STLS Facebook posts about digital collections is high. Member libraries share these posts, and their patrons also interact with them.
5. As cost share negotiations approach, selectors are other members of the Digital Library Meeting group are discussing use of RBdigital and Freegal. New options/platforms are being considered.

Goal Accomplished: Yes No

Revisions to Service based on Outcomes: Work on this goal should continue. Erika will continue promoting digital collections on STLS social media. There are plans for an OverDrive selectors lunch, which should help to fine tune collection development for that service. Digital Library Meetings will also continue in order to keep the membership informed.

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)

Actions Taken:

1. Began collecting and cataloging juvenile items in Braille for circulation to our member libraries and their patrons.
2. Held two member training sessions on the NY State Talking Book and Braille Library and made individual consultation visits to train members on this service, as well as distributing information about the TBBL to all member libraries. Featured information on the TBBL at our Annual Conference.
3. Added an additional adult care facility in Schuyler County to our rotating collection delivery schedule.
4. Researched options for book purchasing and processing options for our Rotating Collections, in keeping with the STLS phase-out of in-house processing services. Learned how to use in-house laminator to process youth rotating collections.
5. Worked on plans for rotating collections moving forward, after the retirement in 2019 of longtime Outreach Clerk Vickie Button.
6. Worked with the new Correctional Facility Librarian at the Southport Facility to help her learn what services STLS has to offer facility librarians. Visited her library and regularly assisted her in ordering books and materials.
7. Keturah visited county jails in Allegany, Steuben, Yates, and Schuyler County and met with jail officials to determine what types of library services STLS and member libraries could provide them with. Keturah invited member library directors of these counties to attend the meetings and to work with her to help provide services.
8. Administered the 2018 NY State Adult Literacy Grant funds to help subsidize the 2018 Allegany County Job Fair. Also used the funds to purchase a large number of books on job seeking, skill building, and employment resources. These books were added to the collections of all member libraries in Chemung, Steuben, Schuyler, and Yates Counties.

Outcomes:

1. Over 20 braille items have been added to the STLS circulating collection and Keturah has spoken about them and promoted them with member libraries.
2. Three additional STLS member libraries registered for TBBL services in 2018. A number of patrons were provided with individual registration information and assisted in signing up for services.
3. Now provide rotating audio collections to 34 member libraries and 3 care facilities. Now provide rotating large print collection to 36 member libraries and 12 facilities. And provide youth rotating collections to 33 member libraries.
4. Completed processing option plan with Ingram for rotating large print and audiobooks.
5. Have established a positive working relationship with the Librarian at the Southport Correctional Facility.
6. Books were purchased by STLS and delivered to the county jails in Allegany, Yates, and Schuyler Counties. Member library directors from three member libraries were directly involved in this work.
7. NY State Adult Literacy Grant funds were used to subsidize the 2018 Allegany County Job Fair. Additional funds were used to purchase employment resource materials for each library in Chemung, Schuyler, Steuben, and Yates Counties.

Goal Accomplished: Yes No

Revisions to Service based on Outcomes: Work on this goal will continue. As a new Resource Consultant, who will oversee Rotating Collections, will be hired in 2019, Keturah will handle issues in the interim. Once the new Consultant is on board, Keturah will work with her to continue, expand, and improve this work. Keturah will continue to work on strengthening the work we do with the library at the Elmira Correctional Facility. Keturah will also work to improve the library services we provide to the five county jails in our service area. She will ensure she talks with officials at each jail to provide services.

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)

Actions Taken:

1. Visited Catholic Charities service locations across our service area in 2018 and worked with them on a donation of socks. Visited the Food Bank of the Southern Tier and invited them to do a Hunger Simulation training at our Summer Learning workshop. Keturah worked with the Arts Council of the Southern Finger Lakes to help implement Youth Art Month displays in member libraries and travelled to member libraries to hang the displays. Keturah met with the Bath VA Medical Center to help them schedule informational events at member libraries. Keturah participated in an Emergency Preparedness Drill with the Steuben County Department of Health.
2. Organized an STLS booth at the Allegany County Fair and worked with member libraries to staff the booth for community outreach. Volunteered to help at the Yates County Fair Libraries booth.
3. We were able to offer programs for member library staff about community organizations such as the Food Bank of the Southern Tier, and we were able to help coordinate programs held in partnership between member libraries and community service agencies. Continuing to promote webinars offered by Hunger Solutions New York helps to reinforce activities that members can offer and/or support in their communities.
4. Supported Allegany County Library Directors Association in developing partnerships and connections with agencies for county-wide projects such as the Allegany County Job Fair (2018) and the Granny Square Project (2018).
5. Continually reminding member library staff about local agencies with which to partner and/or connections to trainings (online or otherwise) to extend services to their community that align with public library core values.
6. Developing a relationship with ProAction of Steuben and Yates Counties with training of staff (often college age) of summer recreation staff. (Plan of Action=August 2018. Delivery of training will occur in 2019.) Begun a relationship (early 2019) with United Way of the Southern Tier (serves Chemung and Steuben Counties.) to encourage member libraries to support United Way project: Dolly Parton Imagination Library.

Outcomes:

1. Strengthened some existing partnerships with community organizations. Developed new relationships with other organizations. Learned more about other community service organizations helping people across our service area and passed this information on to member libraries.
2. We were able to continue and strengthen our community outreach efforts at different events across our region. We were also able to help our member libraries conduct outreach activities that they may not have otherwise been able to conduct due to limited staff and time.
3. We assisted library staff in increasing their knowledge about local issues and community agencies and we helped member libraries present programs to their communities with the help of community agencies.

Goal Accomplished: Yes No

Revisions to Service based on Outcomes: This work will continue, as we have a large geographic service area which is served by many different agencies and organizations. It is continually important to bring awareness of our local resources to our member libraries and to make community agencies aware of what our libraries have to offer.

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

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 story times 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 story times 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.

Actions Taken:

1. Incorporated an R&D: Rip Off and Duplicate segment of the 2018 & 2019 Summer Learning workshop.
2. Continued to use The FLASH and YOUTH distribution lists to encourage the sharing of ideas.
3. At least ONE more library outlet will provide a summer reading encouragement program to the youth in their community in summer 2019.

Outcomes:

1. Most member library outlets had an increase in number of programs sessions but, attendance is pretty stagnant when comparing 2016 to 2017. More information is necessary to compare 2018 data.
2. The FLASH informational email was sent 7 times and opened by recipients 255 times. It generated 69 clicks, which shared ideas revolving around youth services.

Goal Accomplished: Yes No

Revisions to Service based on Outcomes: No revisions at this time but a more mindful/intentional approach to the workshop/training sessions needs to be addressed.

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 story times for ages 0-5. One-quarter (25%) of member library outlets will use STLS’ Story time Programming aids. Two-thirds (66%) of member libraries will present corollary programming for targeted audience such as 1000 Books Before Kindergarten, Story Walks 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 story times for ages 0-5 (annually). 25% of member library outlets will use Story time Programming aids. 66% of member libraries will use/present corollary programming for targeted audience such as 1000 Books before Kindergarten or Story Walks.

Project Leader(s): Lorie Brown

Actions:

- Review and possible modification of current User Survey. (2017)
- Creation of Story Walks with elements that encourage early literacy skills. (2017-2020)
- Creation of Story time 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 story times that include mindful elements which develop and enhance early literacy skills. (2017-2021)
- System-wide presentation of 1000 Books before Kindergarten. (2017)

Actions Taken:

1. Programs aimed at ages 0-5 and their parents/caregivers with a determined Early Literacy have been featured in The FLASH and are continually included in the training sessions and workshops offered.
2. Youth Services Consultant (Lorie Brown) took advantage of an opportunity to be involved in a Train the Trainer program offered by DLD/Web junction, Supercharged Story times, this allowed the Youth Services Consultant to explore other ways to impart early literacy techniques to story time practitioners.
3. Creation of Program Resources that emphasized early literacy foundational concepts are 'in the works.' and should be compiled by beginning of Q2-2019.

Outcomes:

1. In the 2 sessions (2018 & 2019) of Supercharged Story times, nine (9) staff from STLS' member libraries (19%) registered for this online course. Not all completed but, it is enough to lay of foundation of knowledge and a commonality of terms.
2. Data from Annual Report isn't available for 2018 at the time of this report is being written. It is expected that 2 more libraries will have offered early literacy programs than in 2017.

Goal Accomplished: Yes No

Revisions to Service based on Outcomes: Measurement doesn't reflect the purpose of the goal: mindful/intentional focus on early literacy components should be modified.

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, Erika Jenns

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)

Actions Taken:

1. A Learning Survey was undertaken (2018). This survey was designed in a slightly different manner than previous surveys. Staff at member library outlets were queried about their learning needs under specific learning interests such as governance; collection management; community engagement; digital library; human resources; librarianship; technology; programming; planning; workplace wellness. Staff were also queried about their comfort level with 'type' of learning environments.
2. Quarterly Learning Opportunities offered are marketed/promoted via a print calendar. The calendars are circulated via STLS delivery to all member library outlets. Learning Opportunities are added to the STLS calendar (Event Keeper) for ease of registration as well as for marketing/promotion. Flyers and promotional materials are created for each event. These are distributed via email and via STLS delivery.
3. Division of Professional Development and Outreach worked throughout 2018 to ensure that each month had at least 2 learning opportunities presented by STLS staff.

Outcomes:

1. The Training Team continually evaluates to find the right balance for training/workshop/learning opportunities offered per month that won't seem overwhelming for member library staff. In 2018, 42 training/workshop/learning opportunities were offered resulting in an average 3.5 per month - this number does not include various meetings focused on specific topics/services such as the Digital Library or the ILS nor any advisory councils--all which require attendance by staff from the membership.
2. Throughout 2018, as determined via the Learning Survey, a concentrated effort has been made to host more workshops/trainings with a technology focus. Workshops focused on topics such as Google Analytics & Gutenberg (2018) and the Internet of Things (2019). An ongoing focus on privacy and security in an online environment has occurred throughout 2018. In an effort to make this information available to as many staff members as possible, it has been disseminated via e-mail distribution lists and as segments during ILS meetings

3. STLS Consultants are attending more meetings designed as leadership meetings for member library directors, such as the DAC and the Allegany County Public Library Directors' Meeting. This allows STLS staff to provide CE in less formal group settings on a variety of topics and trends.

4. While important, it is difficult to determine the impact of workshops/trainings on member library outlets' services and programs. STLS garners feedback on changes to ideas presented during workshops/trainings in a random, somewhat haphazard manner. Some examples of ideas/programs/skills being implemented and/or used by members in their programs and services directly from STLS workshops: The Southeast Steuben County Library presented a program celebrating Global Beatles Day, which was an idea presented at 2018 Summer Learning Workshop. E-mail query (Dormann Library) on a system listserv requesting follow-up information on Bullet Journaling as a potential program in their library. Bullet Journaling was presented as an Adult Services program during the 2018 CE Day held at CCC. Staff from 1 member library shared information about Diversity Audits with their entire staff after attending the workshop on Diversity offered early 2019.

Goal Accomplished: Yes No

Revisions to Service based on Outcomes: Not a revision per se, but a method to determine the impact of workshops/trainings on individual library services and programs needs to be developed. The development of a tool to gage the impact of STLS' trainings/workshops is imperative to our continued success in impactful CE.

A majority of respondents (55%) to the learning survey stated that they were very comfortable with an online learning environment. This is a format that needs to be explored in more depth.

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)

Actions Taken:

1. Mapped out a developed curriculum using HATS
2. Began implementing curriculum as test without calling it Trustee Academy

Outcomes:

1. Low attendance - learned that trustees want just in time full board consultation more than just in case isolated workshop offerings
2. No one showed for trustee institute (day of the week and location problems)
3. Attendance to program ratios averaging 3 to 1 :(
4. Study in purpose misalignment - Academy was to encourage a sense of professionalism and engagement with learning among trustees, but that is at cross-purposes with effective local governance which should see board turn over every 3 - 5 years and of leadership positions every other year. Further, Academies are usually designed for expansion of interaction - a ladder or progression in responsibility. That doesn't fit the role of a trustee. Lastly, trustee regulation was drafted at the state level that required annual interaction with education - never a one and done. So what if a person was an academy graduate? They still have to attend 3 hours of CE annually.

Goal Accomplished: Yes **No, but a goal aligned with purpose and need was developed:**

Monthly, meet with at least 1 board for orientation or introduction to STLS services, and at least 1 board for continued work/follow-up

1. Revisions to Service based on Outcomes: Kept quarterly Trustee Book Club with solid attendance of between 3 and 8 trustees
2. Increased full board consultations and orientations to 2-4 per month (see above goal measure), and added an online scheduler (only lightly/never used).
3. Added monthly newsletter which generates real life interest in the work of trusteeship and establishes a sense of professionalism and ownership over the governance of the library.
 - Interaction with newsletter has stayed at around 25% opening within first 2 days and 35-40% within 1-2 weeks of distribution.
 - Print distribution of 2 year newsletter compendium invited board interactions with me from 3 new boards

2019 goals will include 4 more first time board engagements

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).

Actions Taken:

1. Launched first successful year of Leadership for Engaged and Active Directors (LEAD) in partnership with Chautauqua-Cattaraugus Library System. 12 sessions were offered (1 per month) to provide learning opportunities on a wide-variety of essential public librarianship skills.
2. Met on 2 occasions with staff from Chautauqua-Cattaraugus Library System to evaluate and plan LEAD sessions. Meetings included evaluation for 2018 sessions and planning for 2019.

Outcomes:

1. 9 STLS member library directors and 6 CCLS member library directors participated in the LEAD sessions. This accounted for a total of 165 repeat attendees throughout the program.
2. 6 STLS staff members (consultants) and 5 CCLS staff members (consultants) attended and provided training throughout the entire LEAD program. Each consultant developed their instructional design, delivery and assessment skills by providing relevant information to participants through local expertise.

Goal Accomplished: Yes No

Revisions to Service based on Outcomes: In 2019, STLS will not partner with CCLS as program participation decreased for both systems. 6 LEAD participants are enrolled in 2019 from Southern Tier Library System. However, STLS is excited to develop this program locally and look for system partnership in 2020 as the program proved to be one of our most successful in 2018.

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).

Actions Taken:

1. 2018: Met with 6 libraries and 5 reading centers to discuss funding and chartering options taking into account special legislative district and school district models. Also presented on school district 259 funding tax efficiencies for libraries supported through municipalities.
2. 2018: Provided consulting services to 10 libraries to assist with local funding requests above 5%.
3. 2018: Provided 1-to-1 consulting services on Tax Cap Form Compliance.
4. 2018: Visited Mid-York Library System and Finger Lakes Library System to present on Funding Referendums for Small - Mid-sized Libraries. Also provided consulting services to library system staff and expertise to one local library.
5. 2018: STLS facilitated a Public Library System Directors Organization panel discussion to provide insight on funding referendums for 23 public library systems.

Outcomes:

1. 4 reading centers and 1 library have agreed to work STLS on rechartering or necessary funding referendums in 2019.
2. 10 libraries increased local funds by \$37,443 with an average increase of 8%. All 10 libraries requested funds above 5%
3. 39 of 39 libraries filed Tax Cap Forms in a timely manner.
4. Spoke to 130 out-of-system member librarians about the importance of sustainable funding for small and mid-sized rural libraries.
5. Enlightened roughly 25 library system consultants and directors about how to run grass roots funding campaigns for small & mid-sized libraries.

Goal Accomplished: Yes No

Revisions to Service based on Outcomes: There will be no revisions to 2019 services. STLS will focus on working with reading centers on chartering and garnering sustainable levels of funding to become chartered. Library system consultants will also need to increase awareness about the importance of library funding referendums and share tax efficiencies of school district referendums with libraries who are presently funded through local governments. There is also a need to work with members who need more funding as a result of full capacity.

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 (e.g. 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).

Actions Taken:

1. 2017 surveyed other NYS Public Library Systems and a few public libraries inquiring about their Pop-Up Libraries.
2. 2018 Held a meeting to explore barriers to "popping up" in the local community - only two directors attended and both said their biggest hurdle is the additional cost per workflow station they are charged annually and lack of technology support for popping up outside the library.
3. 2018 Discovered that generally people don't want to check out books outside the library but do want

to sign up for library cards. Brought this up to DAC - all agreed they preferred paper forms over digital with them at events and the opportunity to contact a person if they have a blocked or old account.

4. 2018 - 2019 Engaged with marketing firm to help facilitate system wide marketing for member libraries - though not assisting to pop-up goal, is useful to the promotion goal.

Outcomes:

1. Inspired system wide conversations about the nature of blocking patrons and fines
2. Inspired DAC to agree to patron purges and the attendant fine wipe-outs
3. Helped STLS consultants learn about the nature of popping up - the libraries we heard from so far want technology structures which support out of the building services more than they want kits and grab and go items & at least one library truly wanted a method/procedure to have a 2 month satellite library more than a Pop-Up.

Goal Accomplished: Yes No

Revisions to Service based on Outcomes:

1. Find ways to offer 2-3 month satellite library circulation stations. Create a deeper collaboration with IT.
2. Encourage a modified model for cost share: Stop dis-incentivizing creative ways to connect with the community by NOT charging a fee per computer with Workflows. Fees stop libraries from growing their services.
3. Discuss Pop-Up as less of a way to circulation materials and more a of way to connect with community in new, non-traditional places.
4. Facilitate at least one system wide member discussion on mobile/pop-up library service (panel discussion at Spring CE 2019)
5. Continue to listen to member libraries for their needs to extend or Pop-Up their services in the community.

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).

Actions Taken:

1. 2018: Library system developed a Loanable WiFi Hotspot Pilot Project for STLS member libraries. STLS provided grant funding to 5 libraries to purchase, circulate, track and report on program findings. System reported findings to membership to encourage participation using local funds.
2. 2018: STLS secured Bullet Aid funds to extend pilot project for one more year to the counties of Allegany, Schuyler and Steuben. Project will fund roughly 5 more libraries.

Outcomes:

1. 5 libraries purchased 14 Loanable WiFi Hotspots through 3 different Internet Service Providers. Hotspots circulated 318 times in 2018.
2. STLS created a Loanable WiFi Hotspot Guide for member libraries using information, procedures and policies created by pilot project libraries. 44 guides were circulated system-wide.
3. The library system secured roughly \$13,000 in Bullet Aid to extend the pilot project to additional libraries in 2019.

Goal Accomplished: Yes No

Revisions to Service based on Outcomes: No revisions are needed for 2019. STLS will need to investigate working with member libraries to pilot additional sites using Bullet Aid for its Loanable WiFi Hotspot Program. The library system will also need to research ways to support member libraries in broadcasting WiFi signals beyond the 4 walls of the library. This might be accomplished through the addition of STLS IT staff and grant funding.

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).

Actions Taken:

1. 2018: STLS administered an IT Survey of member library needs. The survey contained 32 specific questions asking members about current and future needs as well as perceived satisfaction of IT services. Information gathered from the survey was used to develop the STLS IT Plan for 2019 - 2021.
2. 2018: STLS Administration and IT staff worked together to develop 7 overarching goals for STLS IT over the next 3-years. Each staff member contributed objectives relative to their position and area of expertise. The plan is expected to be reviewed and approved by the STLS Board of Trustees in early 2019.

Outcomes:

1. 32 of 44 (73%) member libraries participated in the STLS IT Survey to provide input about the future of IT services.
2. 5 STLS IT staff and 2 directors analyzed IT Survey Results and consulted with 2018 Fee-based Services Discussion Notes to develop 7 IT Goals for the 2019 - 2021 Plan.

Goal Accomplished: YES No

Revisions to Service based on Outcomes: No revisions needed. IT staff will need to finish writing their objectives in January and February 2019. The IT Plan is scheduled to be submitted to the STLS Board of Trustees in March of 2019 for review and approval. STLS looks forward to moving forward on its goals.

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

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).

Actions Taken:

1. 2018: STLS Administration in partnership with the Board of Trustees reviewed and created a new full time IT position to improve functionality, security and overall efficiencies of member libraries' IT hardware and software. The Procurement Consultant position was approved and advertised in late 2018.
2. 2018: STLS Administration and IT Staff began work on developing the 2019 - 2021 IT Plan. Survey Results from 2018 along with notes from 2017 IT Fee-based Services Discussion will lay the groundwork for blanketed IT support services versus incident services.

Outcomes:

1. 1 new full time IT position was created to realize goal and implement objectives in the coming years.

Goal Accomplished: Yes No

Revisions to Service based on Outcomes: No revisions at this time. The IT position created has been filled, and the successful candidate will begin work the first quarter of 2019. This goal will continue to be realized as a result of changes in policy and procedure as a result of the new position and 2019 - 2021 IT Plan.

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

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): Erika Jenns, 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).

Actions Taken:

1. 2018: Implemented several paid social media advertising spots specific to electronic collections to measure effectiveness of advertising on collection circulation.
2. 2018: Issued a request for proposals to contract with a local media company to build a messaging campaign for STLS member libraries. Hired a media company to work on system-wide public awareness campaign.
3. 2018: Issued several press releases to local news about successes of library system and member libraries; includes IMLS grant, LJ Mover & Shaker, Regents Advisory Council Appointment & Fiber
4. 2018: Implemented a system-wide library card sticker campaign to promote use of STLS member library cards at all STLS libraries.
5. 2018: Sponsored/hosted a booth at the NYLA conference in Rochester, NY. The booth showcased STLS staff, resources, member libraries, and the region.
6. 2018: Developed an STLS mascot - STARCat. The mascot has gained recognition amongst the membership, and promotes system services.

Outcomes:

1. Placed 9 social media advertisements on Facebook to promote digital collections. Advertisements promoted STARCat (system web catalog), Freegal - downloadable and streaming music services, Overdrive - eBooks and downloadable audio books and RB Digital - online magazine collections.
2. Hosted 3 focus groups for STLS staff and member librarians to gather feedback about public awareness campaign. Surveyed 12 non-library users about perception of current public library services.
3. Sent 4 press releases and STLS was featured in newspapers X times.

Goal Accomplished: Yes No

Revisions to Service based on Outcomes: No Revisions. Objectives were realized relative to goal. It will be interesting to see how the public awareness campaign is received by member libraries and communities in 2019.

Plan of Service Element: Element 6: Awareness & Advocacy

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): Erika Jenns 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).

Actions Taken:

1. 2018: STLS Board Public Relations Committee created and implemented its 2018 Advocacy Calendar.
2. 2018: STLS coordinated 8 visits with 6 state legislators during the 2018-2019 funding year. Visits took place locally and in Albany.
3. 2018: 6 Constant Contact emails were sent to member libraries encouraging advocacy efforts for Library Aid and Construction Aid.
4. 2018: Sent signed petitions representing 48 communities across 5 counties to 6 elected officials.
5. 2018: STLS Executive Director chaired South Central Regional Library Council’s Awareness & Advocacy Committee to inform SCRLC’s membership about pertinent advocacy issues.
6. 2018: STLS, SCRLC, 4CLS & FLLS partnered together to host a regional Legislative Appreciation Reception at Tompkins County Public Library.
7. 2018: Met with Steuben County Legislature’s AIP Committee to discuss the importance of county funding for member libraries. 4 legislators and 3 county administrators were in attendance.

Outcomes:

1. All 6 goals listed on the STLS Board Public Relations Committee Calendar were achieved resulting in strong advocacy efforts system-wide.

2. 57 member library stakeholders either participated in local legislative visits or travelled to Albany to advocate for library funding. This was the first year STLS had to turn away advocates for the Albany bus because there wasn't enough room.
3. Emails were read by 838 duplicate library system stakeholders generating 157 "click through's" to contact elected officials. Social Media posts were also coordinated 26 times.
4. 2018: Sent signed petitions with 1,325 signatures to elected officials.
5. The first ever SCRLC's Regional Legislative Appreciation Receptions resulted in the attendance of 6 elected officials and 98 library advocates.
6. Advocacy efforts helped support NYLA legislative priorities, which garnered a 1% increase in Library Aid and \$500,000 additional funds for Construction Aid.

Goal Accomplished: Yes No

Revisions to Service based on Outcomes: No revisions needed at this time. STLS is focused on achieving similar goals in 2019.

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): Brian Hildreth, Lorie Brown, Keturah Cappadonia, Erika Jenns, Mandy Fleming

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).

Actions Taken:

1. 2018: STLS joined the Southern Tier Civic Engagement Steering Committee to work with local officials on addressing and increasing civic engagement activities in Chemung, Schuyler and Steuben Counties.
2. 2018: Added explicit discussion of Library Bill of Rights to all Trustee Orientations at boards and with directors.
3. 2018: Added Core Values to LEAD as a guiding principle, including Library Bill of Rights as a primary reference document in director training.
4. 2018: Developed robust Diversity Plan for IMLS funded project work.
5. 2018: Added “missing voices” reflection to all community engagement/strategic planning facilitated practices.
6. 2018: Worked with the Directors Advisory Council (DAC) to develop a Reciprocal Lending program among member libraries to allow greater access to library materials for impoverished communities, and discussed broader issues around fine free libraries.

Outcomes:

1. STLS has participated 6 steering committee meetings and is taking the lead on establishing the committee’s governance structure.
2. Directors Advisory Council agreed to adopt a specific Policy Statement on Financial Waiver for Patron Debts that extended services to disenfranchised community members.
3. 28 libraries have agreed to participate in Reciprocal Lending with other libraries for greater access.

Goal Accomplished: Yes No

Revisions to Service based on Outcomes: This effort has been realized through facilitated conversations with member libraries. Especially in the areas of Library Bill of Rights discussions. The Southern Tier Civic Engagement Steering Committee has established working with public libraries as a priority, but much more work has to be done before such relationships are established. There will be real opportunity to address this goal in 2019 and 2020 as the U.S. Census approaches, and the Census Bureau would like to see 55% online participation.

Revision to Goal based on service provided in 2018: In 2017, STLS began fulfilling the first goal in this service area to help member libraries understand and appreciate the implications of Library Bill of Rights for service to their communities. In 2018 this was continued in meaningful ways that I think should make this goal a through 2021 measure:

In 2018, through LEAD, 10 STLS directors engaged directly with LBoR and used the core values based on ALA LBoR to develop purpose and values statements for their libraries.

In April 2018, Trustee Development began including LBoR as the opening feature of trustee orientation and trained 8 public library boards on the importance and meaning of the document directly, reaching 8 directors and approximately 45 trustees.

In 2019, through LEAD 5 STLS directors/staff engaged directly with LBoR and 12 directors/staff/trustees used LBoR language and premises in the development of policy. This could be a foundational goal for

2019 - 9 libraries were represented at this event (20-23%). Annually, at least 25% of member libraries will engage in policy and/or service development based explicitly on LBoR.

In 2019, just through March, Trustee Development will have given an overview of LBoR and its implications for trustee responsibilities and policy development to 4 library boards, totaling around 22 trustees and 2 directors (around 10% of library boards). It is then reasonable to expect that if Trustee Development is fully staffed, consulting directly and in person with 40% of member library boards on LBoR is a reasonable goal. 60% would be appropriately aspirational.

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): Erika Jenns

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)

Actions Taken:

1. Ongoing: Engagement Consultant regularly meets with member library staff who are responsible for website creation/maintenance.
2. 2018: Engagement Consultant collaborated with Head of IT to lead a workshop about using Google Analytics and on updates to the WordPress platform (Gutenberg).

Outcomes:

1. 50% of member library websites are running an updated, accessible theme and have websites that are up-to-date.

2. Engagement Consultant works closely with STLS IT staff to ensure that basic security and updating needs are met for member library websites.

Goal Accomplished: Yes **No**

Revisions to Service based on Outcomes: No community of practice has been established. However, regular meetings between the Engagement Consultant and the membership seem effective, as do workshops offered by EC & IT Staff. No attempt has been made to direct patron attention to member library websites - perhaps revise this part of the goal? If member libraries have business cards/bookmarks, promoting the website could be appropriate; however, print promotion is not particularly effective. It would be more helpful if IT & EC worked together to ensure that all libraries have up-to-date information in the Google knowledge panel.

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, Erika Jenns & 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).

Actions Taken:

1. 2018: STLS partnered with Chautauqua-Cattaraugus Library System on its Inaugural Lead Initiative (See Action Taken for Goal Statement #11).
2. 2017 - 2018: STLS worked with two member library boards to pilot sharing of a single library director.

3. 2018: STLS distributed shared staffing MOU to help membership increase sense of shared responsibility over a region rather than a single service area. Began many discussions of regional service initiatives.
4. 2018: STLS partnered with South Central Regional Library Council, Finger Lakes Library System and Four County Library System to host the region’s first Legislative Appreciation Reception (See Action Items for Goal Statement #18).
5. 2018: STLS partnered with Four County Library System by hosting a library system bus to the 2018 Advocacy Day in Albany.
6. 2018: STLS collaborated with Pioneer Library System and Chautauqua-Cattaraugus Library System to submit a rural libraries research proposal to the Institute for Museum and Library Services.

Outcomes:

1. 9 STLS member library directors and 6 CCLS member library directors participated in the LEAD sessions. This accounted for a total of 165 repeat attendees throughout the program.
2. The first ever SCRLC’s Regional Legislative Appreciation Receptions resulted in the attendance of 6 elected officials and 98 library advocates.
3. 49 STLS and Four County Library System advocates visited 6 legislators in Albany to advocate for library funding. This was the first year STLS had to turn away advocates for the Albany bus because there wasn’t enough room.
4. STLS was awarded an IMLS grant in the amount of \$333,176 to investigate how public libraries sustain or improve service in resource poor geographies.

Goal Accomplished: Yes No

Revisions to Service based on Outcomes: No revisions. 2018 was a great year for library system partnerships within our region. We will look to continue existing collaboration in 2019 and build new collaboration.

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 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).

Actions Taken:

1. 2017-2018 Coordinated system wide existing conditions study 3-5 libraries per year
2. 2017 -Made planning a requirement for access to construction aid
3. 2018 Developed facilities planning consulting strategy with increased supporting documentation
4. 2017 Tried to identify regional partners to work with libraries on accessibility issues. After contacting ARC, AIM, and Arbor in 3 of the five counties.

Outcomes:

1. 2017 - 3 libraries completed existing conditions reports (which fed immediate accessibility repairs at their libraries)

2. 2018 - 5 libraries completed existing conditions reports processes - accessibility guidance was included in RFP at bidding stage and as part of evaluation of firm after reports are drafted. Guidance was given to director and trustee present during the architect/engineer visit on issues presented in the facility related to usability, safety, and accessibility.

3. 2017 - 2018 Facilitated broader access to Construction Aid through changed consulting practice, increasing first year applicant's year over year by 25%

4. 2017 No successful collaboration with outside agencies in facilities assistance on accessibility - dropped the initiative. Instead shared Accessibility Walk-About self-reflection sheet with members and wrapped it into consultation practice.

Goal Accomplished: Yes No

Revisions to Service based on Outcomes: Would like to reinvigorate the goal of finding local accessibility partners to help with member facilities issues. The 2018 Existing Conditions reports weren't received by participating members until February 2019.

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