2022 – 2026 Plan of Service

CONNECTING, EMPOWERING AND ADVOCATING FOR ALL SOUTHERN TIER PUBLIC LIBRARIES

2022 Goal Reporting

STLS
Southern Tier Library System
Connecting Community Libraries

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INTRODUCTION

Connecting, empowering and advocating for all Southern Tier public libraries.

Southern Tier Library System (STLS) has held this modernized mission since 2017. However, STLS' mission has embodied some version of this statement from its 1958 incorporation. The staff and trustees of STLS devote their professional roles to enriching the experiences and work of all forty-eight-member libraries within our five-county service area.

The counties of Allegany, Chemung, Schuyler, Steuben and Yates are our home! We consider this wonderful place of Appalachian foothills, which are naturally tucked between the glistening Finger Lakes and the majestic woods and waterways of the New York State – Pennsylvania border, as a region worthy of *everlasting human spirit*.

STLS staff, through the support of our elected trustees, work tirelessly to partner with our member libraries' staff, directors, trustees, volunteers and friends. We believe it is our responsibility to guarantee the success of every individual who selflessly serves within our community's public libraries.

It is our hope that the *2022 – 2026 Plan of Service* acts as a guide for STLS staff and trustees to advance the work of those who served before us, and bring about real change through our core values of librarianship.

This plan does not outline all that STLS does for its member libraries. It is a series of goal statements that offer additional context and support to the existing services of STLS:

- Information Resource Sharing
- Information Technology Support
- Consultation, Guidance and Training
- Funding and Grants Administration
- Outreach Services
- Advocacy, Awareness and Enrichments

Southern Tier Library System believes all 270,000 residents of our region deserve a high quality of life. *Everlasting human spirit* means everyone is entitled to, and provided the opportunity of obtaining wellness; emotional, environmental, intellectual, physical, social, spiritual, and occupational. Public libraries are ideal spaces to make this happen.

We would like all member libraries to join us in our pursuits. Our cooperative library system has a history of life-changing accomplishments. And, the work we do over the next several years must make a difference. Our community is depending on us. *Everlasting human spirit* is not obtained by standing idle. It requires determination, hard work and a group of well-trained facilitators (librarians and their supporters) to make it happen.

Thank you for your ongoing support and efforts, STLS!

1. Goal Statement: **Collection Management activities ensure that libraries meet the core values of librarianship (https://www.ala.org/advocacy/intfreedom/corevalues). Core values of librarianship define, inform and guide the professional practice in managing the collection**

Purpose (Intended Result): Improved professional practices through the most basic service that libraries offer to their communities: their collection. Core values of librarianship intersect in the collection. Improved professional practices in managing will result in a more vital service for all ages.

Measurement (Evaluation Method): Circulation of materials per capita; Number of libraries that undertake 1. Diversity Audit. 2. Weeding Project; 3. Explore new selection procedures. 4. Use Interlibrary Loan activity as a guide for materials selection.

Project Leader: Lorie Brown

Actions:

2022: Project leader will work with ILS team to learn BCA in order to facilitate the creation of collection use reports. Work with, at least, 2 libraries on a weeding project. Explore options of offering a diversity audit through the Diverse BookFinder. Incorporate recommended books into various workshops/trainings and newsletters. Explore methodology to use interlibrary loan as a way to develop member library collections.

2022 Activities: Met with library manager of the soon to be chartered, Mabel D. Blodget Memorial Library, Dodie Baker, for 2 weeding sessions of their nonfiction collection. This weeding project was preparatory to bar coding their collection for online circulation. The visits provided an opportunity to discuss various collection development methodology such as purchasing materials via standard library vendors such as Ingram Book Company and Thorndike Press (for large print); setting budget expenditure parameters per month in to meet the recreational & informational needs of the community and to prevent a huge roll-over of funds in the collection line at the end of 2023; recommended that BookList be purchased as a review source for collection development (samples were sent). LIbrary manager had suggestions to create parameters for budgetary expenditures from instinctive use of the collection as well as the titles/formats that are requested via holds (interlibrary loan) eg. large print format is a commonly requested and is a strong circulating segment of the collection.

Also assisted the Hornell Library with their weeding project. Initial steps in the project –setting goals for collection in which weeding could assist. Library Director wanted to address the scattered nature of the collection—goal was to consolidate fiction and nonfiction into cohesive flow for better discoverability by patrons. The ILS team created a Dusty Books Report for library staff to use as a tool to discover low circulating items. Phone consultation resulted as the staff used this tool. Follow up in-person consultation on weeding was conducted by the STLS Outreach Consultant.

Reviewed collection development resources with Arkport Library Director. Sent samples of BookList as a good print resource in which to invest. Made recommendations for online resources as well.

Have begun to learn BCA skills but am not proficient in any way. Need to dedicate time each week to this. Other actions such as materials recommendations were included in The Flash (published in the first quarter of the year) and at Youth Services Advisory Group meetings.

2023: Continue to explore collection development opportunities and to offering weeding services. Connect and work with, at least, 2 libraries in weeding their collection. Offer workshop/trainings on diversity audits. Facilitate, at least 2 libraries, in using the Diverse BookFinder.

2024: Continue to explore collection development opportunities and to continue offering weeding services. Connect and work with, at least, 2 libraries in weeding their collection. Offer STLS designed or sponsored workshops/trainings/newsletters that connect the collection to core values of librarianship.

2025: Project leader will continue to work with ILS team to keep up to date with BCA. Continue offering and supporting a variety of collection management activities to make collections up-to-date and responsive to community needs as well as supporting core values of librarianship. Work closely with at least 3 libraries on collection management.

2026: Continue offering and supporting a variety of collection management activities to make collections up-to-date and responsive to community needs as well as supporting core values of librarianship. Work closely with at least 3 libraries on collection management.

Library System Service Area(s): Resource Sharing, Collection Development, Interlibrary Loan

2. Goal Statement: Improved Integrated Library System - Online Catalog (STARCat).

 Purpose (Intended Result): Improve STARCat, STLS's catalog discovery tool, so that it is more user-friendly, engaging and inclusive for the patrons of STLS.

Measurement (Evaluation Method): Number of OPAC features added or updated. Number of libraries that report increased usability of the catalog. Number of inclusive terms added to the catalog.

Project Leader: Mandy Fleming

Actions:
2022: Promote the Enhanced Content newly available in STARCAT, such as author, title and series read-alike suggestions. Develop a STARCat Improvement Committee made up of STLS and member library staff. Plan initial usability testing with patrons and non-patrons. Identify areas where the catalog could be more inclusive and add inclusive language to appropriate bibliographic records.

2022 Activities: Promoted Enhanced Content (EC) in STARCat by sending email reminders of the service to library staff, discussing it at ILS and DAC meetings and demonstrating EC during the *WorkFlows & STARCat Tips & Tricks* program at *Gather and Grow*. Worked with STLS Engagement Consultant to promote EC on social media, and update the STARCat brochure with information on EC. Engagement Consultant also created a specific EC bookmark that describes the feature and will be shared with patrons.

Three features of STARCat were updated in 2022. Worked with Director of IT and Engagement Consultant to update STARCat and STLS logos in the upper left-hand corner of the STARCat page. The logos are now much more attractive and easier to read; they also now redirect users that click on them in a conventional, and user-friendly way. The STARCat logo which is the far upper left, will take users to the STARCat homepage when clicked on, and the STLS logo will take users to the STLS homepage. The

Engagement Consultant also created a favicon image of the STARCat logo that is now used as the tab icon in a web browser – which gives users a customized, visual reminder of what page they are on in that tab.

Began the planning process of creating a STARCat Improvement Committee, which will be further developed in 2023. Will also plan initial usability testing with patrons and non-patrons in 2023.

Three inclusive terms were added to the catalog. Worked with the ILS Team and Cataloging Advisory Committee to identify terminology in the catalog that could be more inclusive – added subject headings of *Undocumented immigrants* to records containing *Illegal alien*; added *LBGTQIA+* to records containing *Sexual minorities*; added *Indigenous peoples* to records containing *Indians of North America.* Removed no-longer-used Title and Gender fields from new user registrations in WorkFlows, and from the system-wide print patron application.

General note for Goals 2 & 3: At the time the POS goals were created, the ILS department was fully staffed and we anticipated having a much smaller role in E-rate filing, starting in 2023. Now that E-rate filing is part of the ILS Manager's responsibilities again, and the ILS department is currently down a part-time position, we will need to revise the timelines for these goals and actions. For example, the creation of a STARCat Improvement Committee and the planning of initial testing has been moved to 2023 for Goal 2.

2023: Conduct initial usability testing with patrons and non-patrons. Identify the recommended changes and updates based on committee feedback and usability testing. Create an ongoing file of the recommended changes so that the status of each can be updated in accordance with work done thus far. Determine the quick fixes as well as the most impactful changes identified. Continue to add inclusive language to the catalog records.

2024: Begin work on the quick fixes and begin planning and implementing the time-consuming changes, updating the report and communicating with the committee along the way. Plan additional usability testing and continue working on inclusive language of records.

2025: Continue planning and implementing the larger scale changes, updating the file, and communicating with the committee along the way. Evaluate the changes made so far, with committee input. Complete another round of usability testing.

2026: Evaluate STARCat again, determine if additional changes are needed. Determine whether the STARCat Improvement Committee should be an on-going committee, or whether work could be done by the standing Circulation and Cataloging Committees going forward. Survey library staff to determine the impact of changes made thus far.

Library System Service Area(s): Resource Sharing - Integrated Library System

3. Goal Statement: **Improved knowledge of the Integrated Library System (ILS) for member library staff members.**

 Purpose (Intended Result): Empower member library staff to effectively utilize all relevant features of our ILS, including WorkFlows, STARCat and BCA.

Measurement (Evaluation Method): Number of ILS-related training opportunities. Number of library staff that participate in ILS training sessions each year. Number of libraries that report an increase in their understanding of ILS features and capabilities.

Project Leader: Mandy Fleming

Actions:

2022: Include ILS topics in the 2022 STLS Library Training Assessment Survey. Determine the areas that libraries identify as their core ILS training needs, and their preferred methods for receiving training. Prepare training curriculum for circulation, cataloging, STARCat, BCA, etc. and plan training. Create a post-training survey to determine training effectiveness. Create a Training Report Spreadsheet to track the training provided, survey responses, and curriculum suggestions/adjustments.

2022 Activities: ILS Topics were included in the 2022 STLS Library Training Assessment Survey. Libraries identified Running Reports for Collections as their most important training topic for Collections and WorkFlows Tips & Tricks, Reporting with BLUEcloud Analyitics and STARCat Tips & Tricks as their top picks for Technology.

Worked with the DAC Circulation Committee to fine-tune reports of Assumed Lost items, which were requested directly by member libraries, and also mentioned in the Training Survey. The reports were emailed to libraries in June and revised in December. These reports assist libraries with identifying lost items (outside of patron notices) and help them determine whether or not to replace the lost items.

Member libraries requested more concrete guidelines and system-wide best practices for using the User Claims Returned wizard in WorkFlows. Created print documentation for User Claims Returned feature in WorkFlows, with input from the DAC Circulation Committee, and will create a training video and hold a workshop in early 2023 on this feature. General documentation for BLUEcloud Analytics (BCA) was updated and shared with all users of BCA. Reviewed training documentation for circulation, cataloging, STARCat and BCA and will continue to do so in 2023. In 2023, ILS staff will create a Post-Training Survey to determine training effectiveness and a Training Report Spreadsheet to track the training provided, survey responses, and curriculum suggestions and adjustments.

Five ILS specific system-wide workshops were held in 2022 including four *ILS Meetings* and a *WorkFlows & STARCat Tips and Tricks* program at *Gather and Grow* in October.   ILS information was also shared at two Annual Reports workshops, an Ingram Grid workshop, a Youth Services Advisory Meeting, an Allegany County Directors Meeting, an STLS Board Meeting and at multiple 2022 DAC Meetings. An intentional effort was made in 2022 to have ILS staff attend more general STLS meetings, in order to share ILS information more broadly. A total of 123 library and system staff attended the 5 ILS

workshops. The ILS Department also provided a number of 1-on-1 trainings and small targeted workshops in 2022, reaching a total of 35 library staff members with personalized ILS training.

2023: Determine libraries with most urgent training needs. Use the curriculum developed to provide ILS training. Use the Training Report Spreadsheet to evaluate training progress and make changes as needed. Evaluate post-training survey responses.

2024: Continue to use the curriculum developed to provide ILS training. Use the Training Report Spreadsheet to evaluate training progress. Assess post-training survey responses and update curriculum and training delivery methods as needed.

2025: Include ILS Topics in the 2025 STLS Library Training Assessment Survey. Adjust curriculum and training methods based on the responses. Continue use of the Training Report Spreadsheet to evaluate training progress.

2026: Evaluate the usefulness of Training Report Spreadsheet to determine whether to continue using it to evaluate training progress. Contact member libraries to discuss past ILS training opportunities and solicit their suggestions for future training plans.

Library System Service Area(s): Resource Sharing, Integrated Library System, Librarian Training

4. Goal Statement: Improve digital literacy among member library staff across the system.

Purpose (Intended Result): Staff will feel better prepared to assist patrons with digital literacy and technology training and will be better equipped to utilize STLS resources like digital collections, WordPress, databases, and other technology and platforms.

Measurement (Evaluation Method): Number of digital literacy and technology workshops offered each year. Track member library engagement with training. Conduct a digital skills audit.

Project Leader: Erika Jenns

Actions:

2022: Develop a survey tool to use when conducting a digital skills audit with member libraries. Provide quarterly training on topics like WordPress, the digital library, databases, and collaborate with STLS IT staff to offer basic technology training.

2022 Activities: Quarterly training included: WordPress workshop in June with 8 attendees, Peterson's Test Prep database workshop with 16 attendees, JobNow workshop with 20 attendees, and an additional WordPress workshop in August with 16 attendees. One-on-one consultations with membership included 5 Facebook consultations, 8 website consultations, 2 Libby consultations, and 7 general/new director consultations, which cover websites, digital resources, and social media. Digital Library Advisory Group (DLAG) meetings were also held regularly; there were 5 meetings throughout the year. Additionally, the STLS Engagement Consultant applied for grant funding through the Public Library Association and STLS received a $4,000 digital literacy incentive grant. With those funds, STLS offered 3

2023: Implement the survey tool to assess digital skills with 16 member libraries. Provide responding libraries with targeted support through consultations, links from DigitalLearn (PLA), and other resources. Continue offering quarterly training on WordPress, digital library, databases, and basic technology.

2024: Implement the survey tool to assess digital skills with 16 member libraries. Provide responding libraries with targeted support through consultations, links from DigitalLearn (PLA), and other resources. Continue offering quarterly training on WordPress, digital library, databases, and basic technology.

2025: Implement the survey tool to assess digital skills with 16 member libraries. Provide responding libraries with targeted support through consultations, links from DigitalLearn (PLA), and other resources. Continue offering quarterly training on WordPress, digital library, databases, and basic technology.

2026: Assess by surveying all member libraries to understand progress made toward greater digital literacy. Check for increase in technology training/programming offered at member library level. Develop trainings for member libraries based on survey tool feedback.

Library System Service Area(s): Resource Sharing, Digital Collections, Librarian Training

5. Goal Statement: Improve ability of member libraries to serve a pivotal role in providing programs and services for underserved and unserved populations in our communities.

Purpose (Intended Result): Maximize options for libraries to build initiatives, connections, and partnerships to empower our diverse populations for productivity in our communities.

Measurement (Evaluation Method): 50% of member libraries will actively work with a community agency or organization to improve library service to traditionally underserved and unserved groups.

Project Leader: Keturah Cappadonia

Actions:

2022: Identify underserved and unserved groups across the service area. Create awareness of community organizations and agencies through a digital directory. Partner with community organizations and agencies to provide member training and awareness about services and programs available. Highlight services and programs developed across the country to assist member libraries in generating ideas. Promote Outreach Mini grant programs and other funding opportunities to enable libraries to begin pilot programs. Begin development of organizational directory for member libraries to use and the re-entry guide for correctional facilities and individuals returning to communities.

create connections with member library staff. Worked with County Jails throughout our service area to provide current reading materials for incarcerated individuals. Worked with the Senior Librarian at Elmira Correctional Facility to provide support and resources for incarcerated individuals. Visited Elmira Correctional Facility General Library to consult with Senior Librarian and view facility. Advertised and promoted the 2022 Outreach Mini-Grants and receive a record number of applications from 15 member libraries. Worked with COSAC to evaluate applications and award grants for outreach projects to 11 member libraries. Worked with the South Central Regional Library Council to distribute 6 circulating Tele-Health Kits to libraries in each of the counties STLS serves. Facilitated partnership between Steuben County libraries and American Heart Association to distribute and facilitate 45 Blood Pressure Monitor Kits to libraries in Steuben County in an effort to promote public health. Facilitated a Supply Drive for Individuals Affected by the War in Ukraine in conjunction with the Chemung County Executive's Office and worked with Lorie Brown on the STLS Great Give Back Project to collect donations and volunteers for the Food Bank of the Southern Tier.

2023: Create and promote a resource fair in a digital or in-person format for member libraries to meet and interact with community agencies and organizations. Create a digital and print resource directory for use as a re-entry guide and as a tool for member libraries to use in identifying agencies providing services to underserved population groups. Promote this tool in Correctional Facilities, County Jails, and member libraries through library director training opportunities. Develop accompanying digital resource directory to place on the STLS website.

2024: Collect and create tools and resources for member libraries to implement services and programming for underserved and unserved groups. Foster system-wide initiatives and partnerships. Develop a toolkit for gathering stories from member libraries, partner agencies, and communities about the work being done by libraries with underserved populations.

2025: Begin using toolkit to gather stories and examples of member library experiences in working with identified communities. Gather at least 3-5 stories each month through informal conversation with members, formal library visits, and with digital tool. Assist member libraries in learning how to gather stories through newsletter articles and workshops.

2026: Use stories gathered through collection tool in advocacy and promotional efforts. Continue working with member libraries on story collection and measurement of impact. Evaluate success made and identify where areas for continuing work and improvement can be made.

Library System Service Area(s): Coordinated Outreach

6. Goal Statement: Improved community engagement through library-led programming[LB2] for children ages 0-12.

Purpose (Intended Result): The library will be a highly visible in the community due to programming efforts both inside and outside of the library walls[LB1] . Libraries will engage with more community members across all social-economic levels. Library programs will have intentional goals/benefits to the community.

Measurement (Evaluation Method): Number of programs held both in and out of the library. Number of library partnerships/collaborations established.

Project Leader: Lorie Brown

Actions:

2022: Research existing surveys/questionnaires or programs to prepare a local survey that will highlight member libraries' community needs and programming gaps. Review of Census data for an objective look at the make-up of each community. Review of traditional programming. Pinpoint intentional goals for programs offered that will address community needs. Continue to emphasize traditional programs and skills such as early literacy, combating summer learning loss and out of school learning experiences. Offer STLS designed or sponsored workshops/trainings in which existing skills and knowledge will be expanded and challenged.

2022 Activities: Reviewed surveys to helped shape further programs. For example: Marketing of summer activities seems to be of concern for quite a few libraries. Our in-house 2023, Summer Learning workshop will have a session on this topic. From formal and informal surveys, sharing of program ideas is greatly desired. The Youth Services Advisory Group session at the end of 2022 was especially effective in that member library staff volunteered to share ideas. All ideas were received by other attendees (based on online chat comments) with a great of zeal and enthusiasm. The challenge will be to replicate this at future Advisory Group sessions.

A formalized review of demographic data via the Census etc has not occurred and it may be necessary to review data in various breakdowns—by system; by county and then, by community to make effective use of the data.

While traditional programs are always emphsizeed, with the assistance of others in the Division of Professional Development, STLS has remained open/receptive to programming ideas to expand programming ideas that push beyond the 'traditional' boundaries. Connections made during 2022 have set the stage for future events: participation in statewide summer idea sessions; participation with MIT / PLIX Creative Learning workshops; hosting/partnering with NYS in presenting a SEAL (Solar Eclipse Activities for Libraries) workshop centered on the upcoming eclipse. These workshops/training bring another level of professional development to our member libraries.

2023: Continue seeking knowledge about each library's community; tracking any changes. Continue to emphasize traditional programs and skills such as early literacy, combating summer learning loss and out of school learning experiences. Map out the intentional goals during the planning stages of programming efforts. Discover new, unusual places to hold programs in order to meet the community where they are. Encourage member libraries to share successful programming efforts. Create a program share: either a webpage, a workshop, A Google page or some other form of sharing. Assist 12 libraries in presenting new programming with intentional goals. Explore ways to track programming trends for children. Continue to offer STLS designed or sponsored workshops/training to improve/expand/challenge member library programming skills, knowledge and offerings.

2024: Expand on program sharing efforts across the system. Assist 12 libraries in presenting new programming in their community. Mid-Plan of Service Survey/review to determine improvements or new directions for library-led programming. Continue to offer STLS designed or sponsored

workshops/trainings to expand and challenge programming efforts. With member library input, develop a matrix designed to self-evaluate that programming is connecting with community needs.

2025: Institute any modifications as determined by the Mid-Plan of Service Survey. Support changes with STLS designed or sponsored workshops/trainings. Review member libraries offerings of traditional programming. Explore trending and innovative programs.

2026: Institute any modifications as determined by the Mid-Plan of Service Survey. Support changes with STLS designed or sponsored workshops/trainings. Review member libraries offerings of traditional programming. Explore trending and innovative programs

Library System Service Area(s): Special Client Groups, Early Literacy, Youth Services

7. Goal Statement: Improved Knowledge of Basic Duties and Responsibilities for Member Library Trustees that are required for successful governance of Association and Public Libraries through Professional Development and Training.

Purpose (Intended Result): Strengthen the overall impacts of core public library services by focusing on the way trustees support advocacy, facilities, finances, personnel, planning and policies.

Measurement (Evaluation Method): Number of *trustee training offered* each year that address responsibilities. Number of *trustees who participate* in training each year. Number of libraries that show overall annual improvements in areas of advocacy, facilities, finances, personnel, planning and policies using STLS Core Responsibilities Assessment Tool and annual statistical report to the state.

Project Leader: Brian Hildreth

Actions:

2022: Develop STLS *Core Responsibilities Assessment Tool* that assists the library system in assessing the overall annual improvements of member library boards relative to advocacy, facilities, finances, personnel, planning and policies. Provide monthly trustee training and information resources with focus on Core Responsibilities.

2022 Activities: No assessment tool was developed in 2022. This tool will be considered in 2023. STLS focused on the following areas of member library trustee development in 2022: (1) Online or in-person workshops, (2) member library board meeting consultations, (3) bi-weekly information updates, and (4) development of Trustee Handbook Book Club sessions as part of state-wide initiative.

Eight (8) online or in-person workshops were offered with 113-member trustees in attendance. Twenty-seven (27) member library board meeting consultations were conducted with 135-member trustees in attendance. Fifteen (15) *Libraries in the Lead* marketing emails were sent with 2,017 Opens and 357 Clicks. Seven (7) Trustee Handbook Book Club online sessions were made available with 72 STLS member trustees attending the state-wide initiative.

2023: Use *Core Responsibilities Assessment Tool* to assess improvements. Notify and celebrate boards with successes. Identify boards that could benefit from additional training and resources. Provide monthly trustee training and information resources with focus on Core Responsibilities.

2024: Use *Core Responsibilities Assessment Tool* to assess improvements. Focus on boards identified in 2023 as benefitting from additional training and resources. Establish training curriculum for each member library and provide training in areas where boards most need guidance considering assessment results.

2025: Use *Core Responsibilities Assessment Tool* to assess improvements. Establish training curriculum for each member library and provide training in areas where boards most need guidance considering assessment results.
2026: Evaluate the usefulness of *Core Responsibilities Assessment Tool*. Provide training in aras where boards most need guidance considering assessment results. Prepare Trustee Training goal and activities for 2027 – 2031.

Library System Service Area(s): Professional Development & Training, Member Library Trustees

8. Goal Statement: **Increased opportunities for member library staff to learn about and implement diversity, equity, inclusion, and social justice practices into their library services, resources, and programs.**

Purpose (Intended Result): Foster a greater ability for our members to provide service to diverse communities of patrons.

Measurement (Evaluation Method): Number of member training opportunities which support DEISJ initiatives. Number of members who attend these trainings annually. Number of libraries who demonstrate implementation of services and programs to promote a diverse, inclusive, and accessible culture.

Project Leader: Keturah Cappadonia

Actions:

2022: Intentionally include at least one member training opportunity centered around DEISJ each quarter annually. Promote these learning opportunities broadly to membership through email and newsletters. Curate and promote DEISJ LibGuide for use as a resource tool for members. Highlight member library initiatives around DEISJ in newsletters by featuring member library initiatives in monthly newsletters and in a programming tab on DEISJ LibGuide . Promote funding opportunities for DEISJ initiatives and support members with consultations. Review the *ALA Diversity, Equity, and Inclusion Scorecard for Library and Information Organizations* and use it as an evaluative tool to gauge the effectiveness of STLS' efforts.

2022 Activities: Offered seven (7) trainings centered on DEISJ topics for STLS members throughout 2022. Used data from the 2022 Survey of Members and anecdotal member requests to inform what topics for which we offered training. Workshop topics included Gender Diversity, Anti-Racist Library Service, Food Literacy, Safe Zone Training, and Supporting Transgender Staff and Patrons. These workshops were also recorded for later viewing. A total of 203 individuals attended the live programs or viewed the recordings. These learning opportunities were promoted through the Quarterly STLS Training Calendar and through the monthly Reaching Out newsletter. DEISJ LibGuide was maintained and

updated at least once per month throughout 2022. The DEISJ LibGuide received 1,309 visits from January through December 2022 and was promoted through newsletters, consultations, and workshops. Worked with a member librarian from Penn Yan Public Library to include a new tab on the LibGuide for Intellectual Freedom. Implemented the first year of the DEI Micro-Grant program through STLS with the COSAC group. Awarded eight (8) STLS libraries DEI Micro-Grants to advance DEI work in member libraries.

2023: Intentionally include at least one member training opportunity centered around DEISJ each quarter annually. Support collaborative projects among members centered around DEISJ. Develop tool to measure the scope of DEISJ work at member libraries using the *ALA DEI Scorecard*. This tool will support collecting qualitative data and quantitative data using evaluation tools developed in PLA's *Project Outcome*.

2024: Intentionally include at least one member training opportunity centered around DEISJ each quarter annually. Support collaborative projects among members centered around DEISJ. Implement tool to measure the scope of DEISJ work at 15 member libraries and assist member libraries in learning more about evaluation methods using the *ALA DEI Scorecard* and *Project Outcome* through consultations and group learning opportunities.

2025: Intentionally include at least one member training opportunity centered around DEISJ each quarter annually. Use DEISJ measurement tool to measure the scope of DEISJ work at an additional 15 member libraries in addition to continuing to help members use the *ALA DEI Scorecard* and *Project Outcome*.

2026: Intentionally include at least one member training opportunity centered around DEISJ each quarter annually. Use the data gathered over the prior two years using the DEISJ measurement tool to improve the work being done by member libraries in this area. Continue implementing the tool with remaining member libraries.

Library System Service Area(s): Librarian Training; Coordinated Outreach

9. Goal Statement: Grow member library administrative understanding of budgets and finance to maximize service capacity to communities.

Purpose (Intended Result): Empower member libraries with financial resources through tools of best practice and sustainable funding that let library services meet or exceed community need.

Measurement (Evaluation Method): Number of libraries that request funding increases annually through their public vote. Number of libraries that request notable or significant funding increases through a single vote. Number of libraries that request budget-based consulting services. Number of libraries that request financial support consulting services.

Project Leader(s): Brian Hildreth

Actions:

2022: Work with 1-2-member libraries on significant funding increases by way of public vote. Promote successful votes. Make current Libraries Funding Levels & Rank worksheet as part of Direct Access Plan.

Update library system budget vote worksheet, and evaluate 5, 10, and 20-year trends. Identify libraries that are best positioned to seek increased funding sources. List libraries to support over next five years.

2022 Activities: STLS consulted with three (3) libraries and one (1) reading center on significant funding increases by way of public vote. Two libraries placed their funding requests on the ballot and were successful. The measures passed with 88% approval. One library increased total annual local operating receipts by $95,769, and the other library increased their funding by $39,475. The other library and reading center that received consultation worked through the logistics of hosting a joint vote, and plan to place their requests on the ballot in 2024.

Funding Levels and Ranks worksheet was updated as part of the Direct Access Plan for 2022. Library system budget vote worksheet, evaluation of trends, and identification of libraries will take place in 2023.

2023: Work with 1-2-member libraries on significant funding increases by way of public vote. Promote successful votes. Make current Libraries Funding Levels & Rank worksheet as part of Direct Access Plan. Review charter service populations for all member libraries. Redraw service area maps to improve service areas to communities and leverage state-level funding based on population sizes.

2024: Work with 1-2-member libraries on significant funding increases by way of public vote. Promote successful votes. Make current Libraries Funding Levels & Rank worksheet as part of Direct Access Plan. Develop How-To resources for member libraries to create Friends Groups, and apply for 501(c)(3) status.

2025: Work with 1-2-member libraries on significant funding increases by way of public vote. Promote successful votes. Make current Libraries Funding Levels & Rank worksheet as part of Direct Access Plan. Provide Service-Based Budgeting and Governmental Best Practices workshops for trustees.

2026: Work with 1-2-member libraries on significant funding increases by way of public vote. Promote successful votes. Make current Libraries Funding Levels & Rank worksheet as part of Direct Access Plan. Evaluate impacts and outcomes of successful library campaigns between 2022 – 2026. Develop sustainable funding goals for 2027 – 2031.

Library System Service Area(s): Consulting Services - Budgets & Finance

10. Goal Statement: Develop and support necessary Information Technology infrastructure for member libraries to facilitate community access and foster digital equity.

Purpose (Intended Result): Enable member libraries to offer necessary 21st century technologies that empower community members to participate in all fundamental aspects of our democratic society.

Measurement (Evaluation Method): Number of public and staff IT-related equipment purchased and maintained by the library system each year. Number of member libraries that request IT procurement services. Number of member libraries that procure localized IT support. Number of member libraries that employ IT-related positions.

Project Leader: Ken Behn
Actions:

2022: Review and update STLS' Information Technology Plan 2019 - 2022. Ensure goal statements and objectives incorporate IT services 2022 – 2026 in alignment with STLS' Plan of Service. Goal development will be focused on fostering digital equity for all Southern Tier residents.

2022 Activities: Established the MS Team working environment, and uploaded draft document for the new plan. Plan will be updated in 2023, and incorporate time frame of STLS Plan of Service (2022 – 2026).

2023: Develop resources for member libraries to consider expanding technology budgets to support IT-related services and support staff. Assist member libraries with developing localized Information Technology plans or incorporating Information Technology goals into library service plans.

2024: Evaluate effectiveness and impacts of STLS IT services based on goal statements and objectives listed in the STLS' Information Technology Plan 2022-2026 through member surveys.

2025: Facilitate conversations with member libraries about the future of STLS IT-support services. Collect feedback and gather data to determine potential projects and services.

2026: Utilize information collected in 2024/2025 from members to develop STLS IT Plan 2027 – 2031.

Library System Service Area(s): Coordinated Services for Members, Information Technology

11. Goal Statement: Increase member library engagement with public relations through library websites, social media, and press releases. Heighten regional public awareness of STLS and member library services through STLS social media accounts, press releases, and other public relations and marketing campaigns.

Purpose (Intended Result): Promote public libraries. Provide up-to-date and accurate information about library programs and services to the public we serve across the Southern Tier region. Inspire frequent use of member library and library system resources.

Measurement (Evaluation Method): Number of workshops and trainings on public relations including website development, social media management, graphic design, etc. Number of press releases sent out by STLS and member libraries. Engagement with STLS social media posts.

Project Leader: Erika Jenns

Actions:

2022: Develop a system-wide social media advocacy campaign; encourage participation from all member libraries. Foster social media relationships with newly elected officials. Host a workshop to encourage member libraries to update hours and contact information on library websites, to make websites more accessible, check for copyright compliance, and feature diverse collections and resources (SJAP).

2022 Activities: 15 individual consultations with member libraries addressed website training: updating hours and contact information, choosing accessible themes and writing alternative text for images used, updating content regularly. Advocacy initiatives for the 2022 library advocacy season included a social media campaign. Posts about construction aid and images of library advocates holding the "I <3 my library" sign received the most likes and had the greatest reach. A post about STLS construction and construction aid had a reach of 831 people. In general, the STLS Facebook page reach increased 300% in 2022; 67,846 people saw at least one post. STLS Instagram account reach increased by 530.4%; 4,003 people saw at least one post. Reach from paid advertisements and boosted posts on the two platforms increased by 100% in 2022; 48,688 people saw paid/boosted posts at least once. A post about STLS attendees at the NYLA conference received the most organic engagement with a reach of 1,134 people. The post with the most organic likes was of the STLS Outreach Consultant, attending the ABOS Conference; the post had a reach of 1,115 and 147 likes/reactions/shares. In addition to maintaining STLS social media accounts, The Engagement Consultant also had five individual consultations with member libraries about using Facebook, addressing complications with logging in, running ads, and sharing content.

2023: Bi-annual workshops on public relations and marketing topics such as: updating important information on your library's WordPress website, creating engaging social media posts, or creating eye-catching posts. Develop a system-wide social media advocacy campaign; encourage participation from all member libraries. Update the STLS website theme and content and include resources to support diverse, equitable, and inclusive spaces and communities (SJAP).

2024: Create a press release toolkit for member libraries to use when promoting library programs, events, and initiatives. Lead a workshop(s) about using the press release toolkit and promoting press releases via social media. Develop a system-wide social media advocacy campaign; encourage participation from all member libraries.

2025: Investigate alternative community venues for advertising public library services (public transportation, airports, hospitals and agencies). Create a database of venues and contact information to share with membership. Lead a workshop on creating content for alternative community venues. Develop a system-wide social media advocacy campaign; encourage participation from all member libraries.

2026: Develop a system-wide social media advocacy campaign; encourage participation from all member libraries. Evaluate system promotional materials (logo, brochures, website, etc.) and redesign where needed. Check websites for accessibility, copyright compliance, and feature diverse collections and resources (SJAP).

Library System Service Area(s): Awareness and Advocacy, Librarian Training

12. Goal Statement: Enable member libraries to offer life-changing services by expanding or improving public facilities through accessibility, inclusivity and thoughtfulness.

Purpose (Intended Result): Enrich public library experiences for community members in order to create lasting memories, bolster community pride and improve the quality of life for all.

Measurement (Evaluation Method): Number of construction projects completed each funding cycle. Number of total dollars spent on construction projects each funding cycle. Number of projects that increase or maximize public space. Number of projects that improve accessibility, energy efficiency or inclusivity. Number of projects that incorporate USDA-RD support.

Project Leader: Brian Hildreth

Actions:

2022: Review and establish guidelines for the library system's NYS Public Library Construction Aid program. Ensure guidelines clearly prioritize project funding for member libraries and address community challenges, particularly environment and social justice.

2022 Activities: The STLS Board of Trustees updated NYS Public Library Construction Aid program guidelines to expand the scope of project priorities. Phased building projects were required to show designs that go beyond ADA compliance, expand accessibility, and consider inclusive space usage. A higher weight was also placed on projects that addressed environmental stewardship through energy efficiencies such as updated boiler systems, window replacements, and new roofing systems. Thirteen (13) capital projects were awarded totaling $1,854,865 in improvements, and ten (10) incorporated updated program guidelines that addressed environmental factors and social justice.

2023: Develop tool for member libraries to self-audit facilities based on established NYS Public Library Construction Aid guidelines. Encourage members to self-audit facilities, and inventory results of self-audit at the library system. Promote United States Department of Agriculture - Rural Development Community Facilities Program as part of construction aid program.

2024: Investigate grant funding to assist member libraries with existing conditions studies based on self-audit results. Issue request for proposals from member libraries to apply for grant funds for existing conditions studies. Request partnership from Foundation for Southern Tier Libraries on existing conditions study program.

2025: Provide outreach to member libraries that have challenges meeting facilities' self-audit thresholds, or libraries that have not applied for NYS Public Library Construction Aid in the last ten years to encourage participation and pursue facility improvements.

2026: Evaluate effectiveness and impacts of 2022 – 2025 actions. Determine what elements of actions should be maintained or improved. Establish library construction goals for 2027 – 2031.

Library System Service Area(s): Construction

13. Goal Statement: Collaborative Efforts with Other Library Systems in New York State

Purpose (Intended Result): Increase networking opportunities for library system staff to collaborate with, and learn from other library systems to enhance services provided to STLS member libraries.

Measurement (Evaluation Method): Number of meetings attended by STLS staff with other library system staff. Number of learning events attended by STLS staff specifically geared towards library system partnerships. Number of projects or partnerships created as a results of collaborative efforts with other library systems.

Project Leader: STLS library system staff

Actions:

Ken Behn, Assistant Director / Head of IT: Communicate with Four County Library System and North Country Library System on shared data warehouse practices. Discuss possible fiber partnerships with Four County Library System and Finger Lakes Library System. Participate in UNYSUG (Upstate NY SirsiDynix User Group) meetings previously held twice per year. Network with public library system Information Technology leaders.

2022 Activities: Scheduled multiple meetings with FCLS and STN discussing fiber possibilities. Held quarterly meetings with 4 other NY library systems to discuss ILS trends and options. Consulted with FCLS and NCLS on ILS hosting. Continued replication with FCLS of STLS data center virtual machine backups for disaster recovery availability. Engaged PULISDO IT staff in discussions regarding email hosting and collaboration.

Lorie Brown, Professional Development Manager: Participate in calls, meetings, listservs and committees related to respective job tasks. Pilot collaborative summer learning program with 10 public library systems for children and young adults. Continue collaboration & participation in multi system programs or events for youth services and interlibrary loan.

2022 Activities: Participated in NYS Consultants' calls organized by DLD. Participated with consultants in 10 other public library systems to present a virtual summer programming sessions for children and for teens. This pilot was successful on a statewide level and member libraries enjoyed it. We will participate in 2023 as well. [Though members still want a local event in 2023, if possible.] Worked with colleague at the Upper Hudson Library System to present a workshop on StoryWalks.

Serve on SCRLC Resource Sharing Committee. STLS is the only public library system that actively serves on this committee. Connections with academic libraries thru interlibrary loan beyond STLS' boundaries.

Keturah Cappadonia, Outreach Consultant: Participate in public library systems Outreach Coordinators meetings, calls, continuing education opportunities, and listserv. Partner with Outreach Consultants from other library systems in presenting joint continuing education opportunities for Correctional Facility librarians and joint continuing education opportunities on outreach and underserved and marginalized populations.

2022 Activities: Participated in monthly public library systems Outreach Coordinators meetings and quarterly DLD meetings with Outreach Coordinators. Presented a workshop on grant writing for the Mid-Hudson Library System. Participated in meetings for the Small Libraries DEI project with members from other library systems serving small and rural libraries in NY State. Visted the Four County Library System with coworkers from the Department of Professional Development and Outreach.

Mandy Fleming, ILS Manager: Participate in state-wide ILS meeting and training opportunities and communicate with ILS and Cataloging staff at other systems. If possible, reconvene the UNYSUG (Upstate NY SirsiDynix User Group) meetings previously held twice per year.

2022 Activities: Participated in CONSORTIA Special Interest Group Meeting (Consortia-Level Users of Sirsi Dynix Products) which included other NYS systems. Communicated with Pam Wills at North County Library System about cataloging. There have been a number of recent retirements and general turnover of ILS staff at other NYS Systems that are customers of SirsiDynix and past collaborators.

Erika Jenns, Engagement Consultant: Communicate with consultants who manage digital collections at other library systems to discuss collection development, management, and promotion. Engage in conversations with Pioneer Library System and Finger Lakes Library System about ongoing Reciprocal Lending Arrangement and continue to meet regularly. Participate in regional and state-wide continuing education, listservs, and meetings about digital libraries, digital collections, digital literacy, and digital equity.

2022 Activities: Met with staff at the Finger Lakes Library System to discuss digital collection management techniques. Addressed holds management and title selection. Continued partnership with OWWL and FLLS on the RLA program; exchanged monthly statistics. A social media post about the RLA program reached 1,897 people, had 70 likes/reactions, and was shared 27 times. Connected with OverDrive representative to request a diversity audit of the STLS OverDrive collection. Attended the Finger Lakes Digital Inclusion Alliance annual meeting. Applied for and received a $4,000 grant from the Public Library Association to offer digital literacy programming.

Brian M. Hildreth, Executive Director: Partner with public library system directors to create networking and learning opportunities for library system staff (in-person and online). Participate in working groups and committees that advance public funding for local libraries, improve trustee training, and foster projects that promote social justice – specific areas of interest include supporting a diverse field of librarianship, library leadership opportunities for women, and digital equity for rural residents.

2022 Activities: Partnered with Mid-Hudson Library System and OWWL Library System to offer seven (7) online Trustee Handbook Book Club sessions to improve trustee training opportunities. Also worked with these systems to inform New York State Library – Division of Library Development and other public library systems on the advantages of utilizing the Public Library District Toolkit developed by Rebekkah Smith Aldrich and Jerry Nichols. Partnered with OWWL Library System to offer in-person and online workshops that focused on public funding for local libraries as well as leadership lessons for women in the field. Worked with South Central Regional Library Council, Four County Library System, and Finger Lakes Library System to begin talks about forming the Southern Tier Digital Equity Coalition to serve portions of the Southern Tier, Finger Lakes and Mohawk/Hudson Vally regions of New York State.

Library System Service Area(s): Library System Partnerships

Adopted by the Southern Tier Library System Board of Trustees: March 15, 2022
2022 Goal Reporting submitted to the Board of Trustees for Review: March 21, 2023

Addendum A: Central Library Plan of Service 2022 – 2026
Southern Tier Library System in partnership with Chemung County Library District

2022 – 2026 Central Library Plan of Service to STLS Member Libraries

Goal Statement:

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

Intended Results:

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

Project Leaders:

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

2022 – 2026 Central Library Planning Committee

Sisi Barr, Southern Tier Library System Trustee / Chemung County
Lorie Brown, Southern Tier Library System
Tina Dalton, Cuba Circulating Library
Pauline Emery, Southeast Steuben County Library
Owen Frank, Chemung County Library District
Angela Gonzalez, Penn Yan Public Library
Nic Gunning, David A. Howe Public Library (Wellsville)
Sally Jacoby Murphy, Fred & Harriet Taylor Memorial Library (Hammondsport)
Erika Jenns, Southern Tier Library System
Jennie Lewis, Chemung County Library District
Roxanne Leyes, Montour Falls Memorial Library
Mary Jo Murray, 20th Century Club Library (Almond)
Linda Nichols, Dundee Library
Wilsinia Ocasio, Prattsburg Free Library
Connie Ogilvie, Chemung County Library District
Kelly Povero, Montour Falls Memorial Library
Ron Shaw, Chemung County Library District

YEAR ONE - 2022

Central Book Aid (CBA)

Budget: $65,881

Objective #1: Invest 41% ($26,991) of CBA funds into Overdrive – Non-Fiction eBooks and Downloadable Audio Books made available to all member libraries and their communities through the websites of the library system and the Central Library.

Objective #2: Invest 27% ($17,500) of CBA funds into Overdrive – Electronic Magazines made available to all member libraries and their communities through websites of the library system and Central Library.

Objective #3: Invest 25% ($16,470) of CBA funds into Print Non-Fiction Materials (includes Reference) housed at the Central Library and made available to all member libraries and their communities through the library system's ILS.

Objective #4: Invest 7% ($5,000) of CBA funds into Electronic Databases (JobNow and Peterson's Test Prep) made available to all member libraries and their communities through the websites of the library system and the Central Library.

Central Library Development Aid (CLDA)

Budget: $96,748

Objective #1: Invest 83% ($80,000) of CLDA funds into Chemung County Library District – Central Library Personnel to provide Virtual Reference Desk system-wide services to member library staff and their patrons, and support collection management work required for Print Non-Fiction Materials (Including Reference), Non-Fiction eBooks and Downloadable Audio Books, Overdrive – Electronic Magazines and Electronic Databases.

Objective #2: Invest 10% ($10,000) of CLDA funds into Overdrive – Non-Fiction eBooks and Downloadable Audio Books made available to all member libraries and their communities through the websites of the library system and the Central Library.

Objective #3: Invest 5% ($5,000) of CLDA funds into system-wide learning opportunities for member librarians and trustees through in-person and online training events that cover a wide-range of operational topics and best practices for public librarianship. Learning opportunities will be developed in partnership between Chemung County Library District – Central Library and Southern Tier Library System.

Objective #4: Invest 2% ($1,748) of CLDA funds into print marketing materials for distribution in all member libraries, and social media advertising that promote the use of STARCat, Virtual Reference Desk and all Electronic or Downloadable services purchased with CBA funds.

Objective #5: Chemung County Library District – Central Library provides bimonthly spending reports and usage statistics of services purchased using CBA and CLDA funds at the Directors Advisory Council Meetings of the Southern Tier Library System.

YEAR TWO - 2023

Central Book Aid (CBA)

Budget: $65,881

Objective #1: Invest 41% ($26,991) of CBA funds into Overdrive – Non-Fiction eBooks and Downloadable Audio Books made available to all member libraries and their communities through the websites of the library system and the Central Library.

Objective #2: Invest 27% ($17,500) of CBA funds into Overdrive – Electronic Magazines made available to all member libraries and their communities through websites of the library system and Central Library.

Objective #3: Invest 25% ($16,470) of CBA funds into Print Non-Fiction Materials (includes Reference) housed at the Central Library and made available to all member libraries and their communities through the library system's ILS.

Objective #4: Invest 7% ($5,000) of CBA funds into Electronic Databases (JobNow and Peterson's Test Prep) made available to all member libraries and their communities through the websites of the library system and the Central Library.

Central Library Development Aid (CLDA)

Budget: $96,748

Objective #1: Invest 72% ($70,000) of CLDA funds into Chemung County Library District – Central Library Personnel to provide Virtual Reference Desk system-wide services to member library staff and their patrons, and support collection management work required for Print Non-Fiction Materials (Including Reference), Non-Fiction eBooks and Downloadable Audio Books, Overdrive – Electronic Magazines and Electronic Databases.

Objective #2: Invest 21% ($20,000) of CLDA funds into Overdrive – Non-Fiction eBooks and Downloadable Audio Books made available to all member libraries and their communities through the websites of the library system and the Central Library.

Objective #3: Invest 5% ($5,000) of CLDA funds into system-wide learning opportunities for member librarians and trustees through in-person and online training events that cover a wide-range of operational topics and best practices for public librarianship. Learning opportunities will be developed in partnership between Chemung County Library District – Central Library and Southern Tier Library System.

Objective #4: Invest 2% ($1,748) of CLDA funds into print marketing materials for distribution in all member libraries, and social media advertising that promote the use of STARCat, Virtual Reference Desk and all Electronic or Downloadable services purchased with CBA funds.

Objective #5: Chemung County Library District – Central Library provides bimonthly spending reports and usage statistics of services purchased using CBA and CLDA funds at the Directors Advisory Council Meetings of the Southern Tier Library System.

Objective #6: Chemung County Library District – Central Library and Southern Tier Library System facilitate an ad hoc Central Library Planning Committee meeting comprised of member library representatives from diverse libraries and communities to review Central Library Plan Services and make recommendations for change if needed.

YEAR THREE - 2024

Central Book Aid (CBA)

Budget: $65,881

Objective #1: Invest 41% ($26,991) of CBA funds into Overdrive – Non-Fiction eBooks and Downloadable Audio Books made available to all member libraries and their communities through the websites of the library system and the Central Library.

Objective #2: Invest 27% ($17,500) of CBA funds into Overdrive – Electronic Magazines made available to all member libraries and their communities through websites of the library system and Central Library.

Objective #3: Invest 25% ($16,470) of CBA funds into Print Non-Fiction Materials (includes Reference) housed at the Central Library and made available to all member libraries and their communities through the library system's ILS.

Objective #4: Invest 7% ($5,000) of CBA funds into Electronic Databases (JobNow and Peterson's Test Prep) made available to all member libraries and their communities through the websites of the library system and the Central Library.

Central Library Development Aid (CLDA)

Budget: $96,748

Objective #1: Invest 72% ($70,000) of CLDA funds into Chemung County Library District – Central Library Personnel to provide Virtual Reference Desk system-wide services to member library staff and their patrons, and support collection management work required for Print Non-Fiction Materials (Including Reference), Non-Fiction eBooks and Downloadable Audio Books, Overdrive – Electronic Magazines and Electronic Databases.

Objective #2: Invest 21% ($20,000) of CLDA funds into Overdrive – Non-Fiction eBooks and Downloadable Audio Books made available to all member libraries and their communities through the websites of the library system and the Central Library.

Objective #3: Invest 5% ($5,000) of CLDA funds into system-wide learning opportunities for member librarians and trustees through in-person and online training events that cover a wide-range of operational topics and best practices for public librarianship. Learning opportunities will be developed in partnership between Chemung County Library District – Central Library and Southern Tier Library System.

Objective #4: Invest 2% ($1,748) of CLDA funds into print marketing materials for distribution in all member libraries, and social media advertising that promote the use of STARCat, Virtual Reference Desk and all Electronic or Downloadable services purchased with CBA funds.

Objective #5: Chemung County Library District – Central Library provides bimonthly spending reports and usage statistics of services purchased using CBA and CLDA funds at the Directors Advisory Council Meetings of the Southern Tier Library System.

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YEAR FOUR - 2025

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Central Book Aid (CBA)

Budget: $65,881

Objective #1: Invest 41% ($26,991) of CBA funds into Overdrive – Non-Fiction eBooks and Downloadable Audio Books made available to all member libraries and their communities through the websites of the library system and the Central Library.

Objective #2: Invest 27% ($17,500) of CBA funds into Overdrive – Electronic Magazines made available to all member libraries and their communities through websites of the library system and Central Library.

Objective #3: Invest 25% ($16,470) of CBA funds into Print Non-Fiction Materials (includes Reference) housed at the Central Library and made available to all member libraries and their communities through the library system's ILS.

Objective #4: Invest 7% ($5,000) of CBA funds into Electronic Databases (JobNow and Peterson's Test Prep) made available to all member libraries and their communities through the websites of the library system and the Central Library.

Central Library Development Aid (CLDA)

Budget: $96,748

Objective #1: Invest 62% ($60,000) of CLDA funds into Chemung County Library District – Central Library Personnel to provide Virtual Reference Desk system-wide services to member library staff and their patrons, and support collection management work required for Print Non-Fiction Materials (Including Reference), Non-Fiction eBooks and Downloadable Audio Books, Overdrive – Electronic Magazines and Electronic Databases.

Objective #2: Invest 31% ($30,000) of CLDA funds into Overdrive – Non-Fiction eBooks and Downloadable Audio Books made available to all member libraries and their communities through the websites of the library system and the Central Library.

Objective #3: Invest 5% ($5,000) of CLDA funds into system-wide learning opportunities for member librarians and trustees through in-person and online training events that cover a wide-range of operational topics and best practices for public librarianship. Learning opportunities will be developed in partnership between Chemung County Library District – Central Library and Southern Tier Library System.

Objective #4: Invest 2% ($1,748) of CLDA funds into print marketing materials for distribution in all member libraries, and social media advertising that promote the use of STARCat, Virtual Reference Desk and all Electronic or Downloadable services purchased with CBA funds.

Objective #5: Chemung County Library District – Central Library provides bimonthly spending reports and usage statistics of services purchased using CBA and CLDA funds at the Directors Advisory Council Meetings of the Southern Tier Library System.

Objective #6: Chemung County Library District – Central Library and Southern Tier Library System facilitate an ad hoc Central Library Planning Committee meeting comprised of member library representatives from diverse libraries and communities to review Central Library Plan Services and make recommendations for change if needed.

YEAR FIVE - 2026

Central Book Aid (CBA)

Budget: $65,881

Objective #1: Invest 41% ($26,991) of CBA funds into Overdrive – Non-Fiction eBooks and Downloadable Audio Books made available to all member libraries and their communities through the websites of the library system and the Central Library.

Objective #2: Invest 27% ($17,500) of CBA funds into Overdrive – Electronic Magazines made available to all member libraries and their communities through websites of the library system and Central Library.

Objective #3: Invest 25% ($16,470) of CBA funds into Print Non-Fiction Materials (includes Reference) housed at the Central Library and made available to all member libraries and their communities through the library system's ILS.

Objective #4: Invest 7% ($5,000) of CBA funds into Electronic Databases (JobNow and Peterson's Test Prep) made available to all member libraries and their communities through the websites of the library system and the Central Library.

Central Library Development Aid (CLDA)

Budget: $96,748

Objective #1: Invest 52% ($50,000) of CLDA funds into Chemung County Library District – Central Library Personnel to provide Virtual Reference Desk system-wide services to member library staff and their patrons, and support collection management work required for Print Non-Fiction Materials (Including Reference), Non-Fiction eBooks and Downloadable Audio Books, Overdrive – Electronic Magazines and Electronic Databases.

Objective #2: Invest 41% ($40,000) of CLDA funds into Overdrive – Non-Fiction eBooks and Downloadable Audio Books made available to all member libraries and their communities through the websites of the library system and the Central Library.

Objective #3: Invest 5% ($5,000) of CLDA funds into system-wide learning opportunities for member librarians and trustees through in-person and online training events that cover a wide-range of

operational topics and best practices for public librarianship. Learning opportunities will be developed in partnership between Chemung County Library District – Central Library and Southern Tier Library System.

Objective #4: Invest 2% ($1,748) of CLDA funds into print marketing materials for distribution in all member libraries, and social media advertising that promote the use of STARCat, Virtual Reference Desk and all Electronic or Downloadable services purchased with CBA funds.

Objective #5: Chemung County Library District – Central Library provides bimonthly spending reports and usage statistics of services purchased using CBA and CLDA funds at the Directors Advisory Council Meetings of the Southern Tier Library System.

Objective #6: Chemung County Library District – Central Library and Southern Tier Library System facilitate an ad hoc Central Library Planning Committee meeting comprised of member library representatives from diverse libraries and communities to develop 2027 – 2031 Central Library Plan of Service.

Budget Notes:

1. Proposed 2022 – 2026 budgets for Central Book Aid and Central Library Development Aid are dependent upon flat funding (no increases or decreases) using 2021/2022 NYS Library Aid Charts.

Planning Timeline:

1. The 2022 – 2026 Central Library Plan of Service to STLS Member Libraries was developed by participants of the 2021 Central Library Planning Committee. The committee convened on June 17, 2021 to identify local community needs, intended library services and Central Library services to help supplement member library services.

2. An initial draft of this plan was presented to the Central Library Planning Committee and the Member Directors and Board Presidents of the Southern Tier Library System the week of October 18, 2021 for review and comment. A deadline of Friday, December 3, 2021 was set for recommended revisions.

3. Upon comment, a second draft copy incorporating recent revisions was sent to the STLS membership the week of December 13, 2021. Member libraries were afforded the opportunity to review and provide comment by January 7, 2022.

4. The final draft of the Central Library Plan of Service to STLS Member Libraries was created taking into account input from all STLS member libraries. The plan was submitted to the CCLD Board of Trustees and the STLS Board of Trustees in January 2022 for consideration.

5. Both the CCLD Board of Trustees and STLS Board of Trustees approved the plan at an official meeting in January 2022.

Adopted by the Southern Tier Library System Board of Trustees: March 15, 2022
Adopted by the Chemung County Library District Board of Trustees: December 1, 2021

Addendum B: Direct Access Plan 2022 – 2026
Southern Tier Library System in partnership with STLS Member Libraries

I. Commissioner's Regulations 90.3 (a) Definitions

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

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

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

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

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

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

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

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

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

Serious inequities and hardships mean those conditions which adversely affect resident borrowers of member libraries. Such conditions are defined in accordance with the free direct access provisions contained in each system's approved plan of service and may include, but limited to, a definition of what constitutes excessive borrowing of a library's resources by non-resident borrowers.

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

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

II. STLS Free Direct Access Plan

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

Member libraries will provide free on-site use of library resources, including the use of computers and access to the Internet, to all individuals residing within the boundaries of the public library system service area. Free on-site use of the resources of the system will also be available to all individuals residing within the boundaries of the system. No individual shall be excluded from on-site use of the library resources of the system or any of its member libraries because of race, ethnicity, age, religion, sex, gender identity, sexual orientation, ability, or socioeconomic status.

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

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

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

system.

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

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

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

"Serious inequities and hardships" occur when jurisdictions refuse to support, or provide sufficient support for a library. Services to local taxpayers are reduced and materials are unavailable because out-of-chartered service area residents are using those services and materials. Economic impact on an STLS member library, resulting in serious inequities and hardships results when

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

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

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

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

Describe the unserved and the underserved population within the System.

Unserved populations within the STLS region (populations outside of a chartered service area), are defined in color-coded maps developed by the Division of Library Development and posted online.

Taxpayers in 29 of 32 school districts within the STLS region have approved tax support for library service; therefore, there is an implied contract for library service in 91% of the school districts which extends library service beyond chartered service areas

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

92% of chartered libraries in the System have a public funding referendum that aligns with school district or municipal geographic borders. Only 3 of 40 chartered libraries do not have a funding referendum. All 3 of these libraries receive public funds through their municipalities.

The System will use the criteria of Total Referendum Funding per Capita of School District or Town to identify libraries having an inadequate level of local income to support the delivery of acceptable library services.

While many factors determine a library's ability to provide acceptable services, STLS has set the level of adequate funding at $15.00 per School District Resident or Town Resident based on performance benchmarks within the library system that align with New York State Minimum Standards and public library best practices.

The following libraries have been identified as having inadequate levels of local income based on 2020 figures.

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

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

The Southern Tier Library System proactively works with member libraries to best understand library charter types and public funding mechanisms. This active work includes:

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

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

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

3. Provide training workshops on funding and charter changes.

4. Provide a timetable for such actions.
> Ongoing 2022 - 2026

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

Describe the conditions under which modifications to the Free Direct Access plan can be made.

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

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

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

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

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

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

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

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

The above materials must have been purchased with local funds.

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

With the prior approval of the Commissioner of Education

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

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

   b.) The proposed modifications that will be implemented.

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

2. A description of the anticipated impact on resident and non-resident resident borrowers after modifications are approved and implemented. Restrictions apply only for member libraries. The System may not impose restrictions. The System will continue to serve those populations from areas where approved member library restrictions have been imposed.

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

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

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

The System will require member libraries to certify annually that their library follows this Free Direct Access plan.

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

On February 1, 2021, a draft copy of the proposed new plan, including a link to the current plan, was sent to library directors and board presidents for comment. The plan was discussed at a Directors Advisory Council meeting on March 31, 2021. In response to questions, clarifying language was added and the draft plan was further revised by the Directors Advisory Council. All 40 chartered libraries signed off on a *Member Library Approval & Agreement Form* to certify they agree with, and will adhere to the 2022 – 2026 Free Direct Access Plan.

Addendum:

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

Schuyler County
Dix Town— the portion of the town not in the Watkins Glen School District
Orange Town—portion of the town in the Bradford
Tyrone Town—portion of the town not in Dundee or Watkins Glen School Districts

Steuben County
Bradford Town—no support for library service
Cameron Town—portion of the town in the Jasper-Troupsburg School District
Cohocton—portion of the town in the Avoca School District
Rathbone Town—portion of the town not in the Addison School District
Woodhull Town—portion of the town not in the Addison School District

Yates County
Italy Town—portion of the town in the Naples School Districts

Adopted by the Southern Tier Library System Board of Trustees: September 21, 2021

CREDITS…

STLS would like to thank all member librarians, volunteers, trustees, and friends who made this Plan of Service possible. The goals and objectives contained within are the result of representation from 88% of STLS member libraries during our 2021 focus groups. Thank you!

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