SECTION 1 - GENERAL INFORMATION
January 1, 2017 - December 31, 2021

1.1 Name of System Finger Lakes Library System
1.2 Street Address 1300 Dryden Road
1.3 City Ithaca
1.4 Zip Code 14850
1.5 Four Digit Zip Code Extension (enter N/A if unknown) 8734
1.6 Telephone Number (enter 10 digits only) (607) 273-4074
1.7 Fax Number (enter 10 digits only) (607) 272-7475
1.8 Name of System Director Sarah Glogowski
1.9 E-Mail Address of the System Director sglogowski@flls.org
1.10 System Home Page URL www.flls.org
1.11 URL of Current List of Members http://www.flls.org/memberlibraries.htm
1.12 Date of Establishment 1958
1.13 Date of Absolute Charter 1965
1.14 Name(s) of Central Library/Co-Central Libraries Tompkins County Public Library
1.15 Square Mileage of System Service Area 2,507
1.16 Population of System Service Area 317,302
1.17 Type of System PLS

SECTION 2 - SYSTEM GOVERNANCE

BYLAWS

2.2 System Board / System Council Appointment/Election
- Indicate whether the System Board / System Council Members are appointed or elected (select one).

2.3 Indicate by whom the System Board / System Council Members are appointed/elected. For example, county board, member libraries, etc.

The Board is elected by the member library trustees at the Annual Meeting.

ADVISORY GROUPS

2.4 Advisory Groups - Indicate the groups that advise the System Board / System Council. (check all that apply):

a. Member Directors' Organization / Council
   Yes

b. Outreach Advisory Committee
   Yes

c. Central Library Advisory Committee
   Yes

i. Other (specify using the State note)
   Yes

SECTION 3 - PLANNING
NEEDS ASSESSMENT AND DEVELOPMENT OF THE PLAN

3.1 Provide a summary describing the processes used to assess needs in the development of the Plan of Service.

FLLS member library needs during the development of the Plan of Service were assessed through multiple ways. Annual visits to all 33 member libraries were conducted by FLLS staff and trustees. Routine attendance at county-wide library director meetings held year-round took place by FLLS staff and trustees. During the summer of 2016, five county-wide Plan of Service focus groups were held in each of the five counties FLLS is chartered to serve. Attendees, including directors, staff, and trustees were represented for all 33 of our libraries. The focus groups evaluated delivery, ILL, outreach, professional services, continuing education, advocacy efforts, collection development, databases, and Central Library Services. It was an opportunity to hear from our member libraries which services they valued the most, and also gave them an opportunity to discuss services they felt should be scaled backed or eliminated. The FLLS Board of Trustees participated in a focus group, as well as FLLS staff. The October annual meeting provided an additional opportunity for member input. A Plan of Service Advisory Committee was created and provided inputs for goals, activities, and assessment ideas. A survey of services was created and reviewed.

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

The FLLS Board of Trustees established a Plan of Service Committee to review and comment on the Plan. Member libraries and trustees were organized by county to review and comment on the Plan. The FLLS Board of Trustees reviewed, considered amendments, and adopted the Plan of Service.

The FLLS Executive Director, staff, and trustees met with the Director and staff
3.3 Describe the planning process for the 2017-2021 Central Library Plan.

of the Central Library, the Tompkins County Public Library during the winter, spring and summer of 2016 to review the current plan and to discuss future services. Member libraries offered comments of Central Library Services during focus groups and county meetings.

3.4 Identify the groups involved in development of the 2017-2021 Central Library Plan and each group's role.

The FLLS Executive Director, staff, and members of the FLLS Board of Trustees Plan of Service Committee met with the Central Library and their staff during the summer for a focus group and to develop a document. The Central Library Plan was presented to all five counties and their directors and trustees for comment.

3.5 Describe the integration of the 2017-2021 Central Library Plan with the system's Plan of Service.

The Central Library Plan of Services compliments the FLLS Plan of Service in meeting library and patrons' informational needs through current collections and vital reference resources. Communication and information sharing between the Central Library, FLLS, and the member libraries brings awareness of Central library expertise and resources available to the whole FLLS membership.

3.6 Provide the URL of the 2017-2021 Central Library Plan.


3.7 Describe the planning and revisions.

The Plan of Services Committee also commented and offered process for the revisions. Member libraries offered comments during the county-wide focus groups.

3.8 Provide the URL of the 2017-2021 proposed Direct Access Plan.


3.9 Describe the evaluation of the system.

The FLLS Executive Director and Member Services Librarian attend all county-wide directors meetings, held on a monthly basis. This provides the member libraries with a frequent opportunity to voice member satisfaction and to evaluate member services. Half-day sessions of county-wide focus groups provided member services with an in-depth opportunity to provide feedback and candid evaluation of services provided by the System. A survey of services is conducted to evaluate services and satisfaction. This summer, because focus groups were conducted with all 33 member libraries participating, an online evaluation was slightly different. Focus on the online evaluation was on the Executive Director and services provided by the Director.

3.10 Provide the URL for the evaluation form(s) used by members.

https://www.surveymonkey.com/r/S28WLLQ

3.11 Provide the URL for the results of the member evaluation.

https://www.surveymonkey.com/results/SM-F87T73LP/

3.12 Describe how the information on customer satisfaction will be used to shape the system's plan in the next year or in the following planning cycle.

FLLS system administrative staff, Department Heads, and the FLLS Board of Trustees will review survey results. Member libraries will have the opportunity for comment and evaluation during director's meetings. New services and continuing education opportunities identified by the FLLS membership will be reviewed and added as funding allows.

REVISION PROCESS
3.13 Describe the process for revising the system's Plan of Service for submission to the New York State Education Department/New York State Library.

The FLLS Board of Trustees may revise the plan by having it on the agenda of one of their board meetings and giving notice to the member libraries that a revision is on the agenda for that meeting. The FLLS Directors Advisory Council may submit an amendment to the FLLS Board of Trustees during the time period the Plan covers for consideration. After approval of the FLLS Board of Trustees, submissions will be made to the Department of Library Development.

SECTION 4 - GOALS/RESULTS

4.1 The Library System's Mission Statement

To stimulate, coordinate and strengthen library and information services within Cayuga, Cortland, Seneca, Tioga and Tompkins counties.

Minimum Requirement for questions 4.2 though 4.18 - complete one repeating group for each topic of every element.

4.2 Element 1 - RESOURCE SHARING

Cooperative Collection Development

1. Goal Statement

FLLS will support and facilitate cooperative collection development between member libraries for meeting the needs of their library patrons. FLLS Professional staff will make library visits to assist in and be available for consultation in weeding projects if needed. Professional staff will also offer assistance in all manners of collection development, including virtual. To promote system sharing, FLLS will maintain a database of member library and FLLS collection holdings.

2a. Year 1
   Yes
2b. Year 2
   Yes
2c. Year 3
   Yes
2d. Year 4
   Yes
2e. Year 5
   Yes

3. Intended Result(s)

Patrons will have greater access to materials and information on a broad range of topics through their local libraries via System-wide holdings. Library collections in member libraries will be improved and cooperative collection development will stretch local funds.

4. Evaluation Method(s)

FLLS will track the number of libraries utilizing support weeding and collection analysis through FLLS librarian visits to member libraries. A system-wide survey will be conducted on a yearly basis to review library satisfaction with cooperative collection development services and provide an opportunity for additional areas for cooperative materials purchasing. Interlibrary loan statistics will be analyzed yearly.

4.3 Element 1 - RESOURCE SHARING

Integrated Library System

1. Goal Statement

FLLS will manage and maintain a cost-effective and reliable integrated library system for access to the collections of FLLS and member libraries.

2a. Year 1
   Yes
2b. Year 2
   Yes
2c. Year 3
   Yes
2d. Year 4
   No
2e. Year 5
   Yes

A cost-effective, current and reliable ILS will allow member libraries and patrons
3. **Intended Result(s)**

   to have improved access to member library collections. Member libraries will have access to bibliographic records and other information through the ILS. Member library staff will receive up-to-date ILS training and communications through in-person or regional training sessions.

4. **Evaluation Method(s)**

   Feedback concerning ILS services will be shared at quarterly FALCONS (Finger Lakes Automated Library Consortium) member library advisory group meetings. The number of ILS training sessions provided will be tracked along with the number member library staff in attendance at sessions. A system-wide survey will be conducted on a yearly basis to review member library satisfaction. Ongoing assessment by FLLS Computer Network Services Staff for improvements based on member library and patron feedback.

### 4.4 Element I - RESOURCE SHARING

**Delivery**

1. **Goal Statement**

   Finger Lakes Library System will coordinate and provide a physical delivery service to all libraries in the system. Larger libraries in the System will receive daily deliveries, Monday through Friday, while the smallest libraries will receive at least two deliveries per week.

   2a. Year 1  Yes
   2b. Year 2  Yes
   2c. Year 3  Yes
   2d. Year 4  Yes
   2e. Year 5  Yes

3. **Intended Result(s)**

   Library materials will be collected and delivered in the most efficient manner.

4. **Evaluation Method(s)**

   FLLS will provide on-going analysis and review of the number of materials in delivery and the number of delivery stops for the member libraries. FLLS Executive Director, Head of Technical Services and Fleet Manager will conduct a yearly review of delivery costs factoring in personnel, fuel and expenses. A system-wide survey will be conducted on a yearly basis to review member library satisfaction delivery services. FLLS staff will review feedback and suggestions shared by delivery drivers.

### 4.5 Element I - RESOURCE SHARING

**Interlibrary Loan**

1. **Goal Statement**

   FLLS will facilitate interlibrary loan services for member libraries to efficiently and quickly obtain materials not available at their local libraries.

   2a. Year 1  Yes
   2b. Year 2  Yes
   2c. Year 3  Yes
   2d. Year 4  Yes
   2e. Year 5  Yes

3. **Intended Result(s)**

   Member libraries will have cost-effective access to materials owned outside of FLLS. Libraries outside of the FLLS area will also have access to materials from our member library collection.

4. **Evaluation Method(s)**

   FLLS will provide on-going analysis and review of ILL patterns, statistics, and costs. A system-survey will be conducted on a yearly basis to review member library satisfaction with interlibrary loan. Periodic review by FLLS Directors' Advisory Council of this service.

### 4.6 Element I - RESOURCE SHARING

**Digital Collections Access**

1. **Goal Statement**

   FLLS will coordinate access to a centralized digital collection provided to our member libraries and patrons.

   2a. Year 1  Yes
   2b. Year 2  Yes
Element 1 - Resource Sharing

Other (Optional)

1. Topic
2. Goal Statement
3a. Year 1 No
3b. Year 2 No
3c. Year 3 No
3d. Year 4 No
3e. Year 5 No
4. Intended Result(s)
5. Evaluation Method(s)

Element 2 - Special Client Groups

Adult Literacy

1. Goal Statement FLLS will share information and work with member libraries to encourage programs, services and partnerships to improve adult literacy. FLLS will take part in the NYS Adult Literacy Grant program.
2a. Year 1 Yes
2b. Year 2 Yes
2c. Year 3 Yes
2d. Year 4 Yes
2e. Year 5 Yes
3. Intended Result(s) Member libraries will have information to develop programs and services promoting reading and computer skills for adults with low literacy levels. Member libraries will have information and encouragement to and collaborate with literacy providers within the region. FLLS librarians will provide collection development advice to member libraries to enhance their adult literacy collections. FLLS librarians will assist member libraries in the application of literacy grants.
4. Evaluation Method(s) A system-wide survey will be conducted on a yearly basis to review member library satisfaction with literacy services. Adult literacy work will be discussed and evaluated during the semi-annual FLLS COSAC meetings. FLLS staff will review the reports of adult literacy grants facilitated by FLLS and provide feedback.

Element 2 - Special Client Groups

Coordinated Outreach (See Instructions for outreach target groups)

1. Goal Statement FLLS will provide improved services for residents of the FLLS service area who are visually impaired/blind, hearing impaired/deaf, physically disabled, elderly, have learning disabilities, or who are living in institutions.
2a. Year 1 Yes
2b. Year 2  Yes
2c. Year 3  Yes
2d. Year 4  Yes
2e. Year 5  Yes

3. Intended Result(s) The FLLS Outreach librarian will provide member libraries with current information on demographics, prospective outreach programs, materials, collections and community resources. FLLS will provide materials to encourage library use and to connect targeted outreach populations with library services. The FLLS Outreach librarian, along with COSAC, will award mini-grants to FLLS member libraries for new programs for those who are underserved.

4. Evaluation Method(s) A system-wide survey will be conducted on a yearly basis to review member library satisfaction with services. FLLS will assess the number of referrals and inquiries resulting from distributed outreach materials. FLLS will assess the number of member libraries providing local outreach programming and community partnerships.

4.10 Element 2 - SPECIAL CLIENT GROUPS Correctional Facilities (State and County)
1. Goal Statement FLLS will provide library services to those in State Correctional Facilities and county jails in the FLLS service area.
2a. Year 1  Yes
2b. Year 2  Yes
2c. Year 3  Yes
2d. Year 4  Yes
2e. Year 5  Yes

3. Intended Result(s) Inmates of New York State Correctional Facilities in the FLLS service area will have access to system collections and interlibrary loan. The FLLS Outreach Librarian will visit State Correctional Facility libraries annually to meet with the librarians and tour the libraries. Correctional Facility Librarians will remain apprised of trends and procedures in library services. County Jails within the service area will have material collections that fit each facilities guidelines and identified needs.

4. Evaluation Method(s) The FLLS Outreach Librarian will track the number of consultations with facility librarians. FLLS will conduct regular meetings with Correctional Facility librarians and county jail staff to review the needs of the facilities.

4.11 Element 2 - SPECIAL CLIENT GROUPS Youth Services (Youth to age 18 exclusive of Early Literacy)
1. Goal Statement FLLS will provide member libraries the support needed to serve youth through training, continuing education, grant opportunities, program development and resource sharing.
2a. Year 1  Yes
2b. Year 2  Yes
2c. Year 3  Yes
2d. Year 4  Yes
2e. Year 5  Yes

3. Intended Result(s) Member libraries will improve their services for children, be encouraged to take part in community outreach and partnerships in youth areas, and be offered a variety of continuing education trainings to enhance their services for children. The FLLS Youth Services Librarian will offer collection development help, programming assistance, the coordination of the NYS Summer Reading Program, and a variety of continuing education opportunities for FLLS member libraries. FLLS will conduct an assessment of youth services offered by member libraries.
4. Evaluation Method(s) annually. FLLS will track the number of local libraries participating in NYS Summer Reading. FLLS will encourage member libraries to participate in the Youth Services Section of NYLA and serve on local youth services advisory boards. A system-wide survey will be conducted on a yearly basis to review member library satisfaction with youth services.

4.12 Element 2 - SPECIAL CLIENT GROUPS

Early Literacy (Birth to School Age with Parents/Caregivers)

1. Goal Statement FLLS will encourage member libraries to expand and improve early literacy resources, including participating in Ready to Read at New York Libraries. Professional development opportunities, site visits to member libraries for help with planning early literacy spaces or programs will be provided, as well as promoting early literacy materials throughout our member libraries.

2a. Year 1 Yes
2b. Year 2 Yes
2c. Year 3 Yes
2d. Year 4 Yes
2e. Year 5 Yes

3. Intended Result(s) Member libraries will offer more library services to families with young children.

4. Evaluation Method(s) FLLS will conduct an assessment of libraries offering programs for that age group, including programming statistics. Circulation of FLLS early literacy materials will be evaluated. A system-wide survey will be conducted on a yearly basis to review member library satisfaction with early literacy efforts.

4.13 Element 2 - SPECIAL CLIENT GROUPS

OTHER (Optional)

1. Topic
2. Goal Statement

3a. Year 1 No
3b. Year 2 No
3c. Year 3 No
3d. Year 4 No
3e. Year 5 No

4. Intended Result(s)

5. Evaluation Method(s)

4.14 Element 3 - PROFESSIONAL DEVELOPMENT AND TRAINING

1. Goal Statement FLLS will offer a range of high quality and relevant continuing education opportunities, both face-to-face and electronically, for member libraries based on the needs of library staff and trustees.

2a. Year 1 Yes
2b. Year 2 Yes
2c. Year 3 Yes
2d. Year 4 Yes
2e. Year 5 Yes

3. Intended Result(s) Member library staff and trustees will be knowledgeable about all aspects of library operations and will prepared to deliver quality library services in their communities. Member library staff and trustees will gain skills and knowledge on a variety of topics such as advocacy, technology, best library practices, leadership, sustainable funding, and trustee education.

FLLS will conduct pre-workshop questionnaires, post-workshop evaluations and
4. Evaluation Method(s) surveys. FLLS will track the number of participants and member libraries attending continuing education opportunities. A system-wide survey will be conducted on a yearly basis to review member library satisfaction with continuing education services.

4.15 Element 4 - CONSULTING AND DEVELOPMENT SERVICES

1. Goal Statement FLLS will provide consulting services, including expertise, advice, or referrals, to assist and respond to questions, issues and concerns from member library staff and trustees in all areas of librarianship.

2a. Year 1 Yes
2b. Year 2 Yes
2c. Year 3 Yes
2d. Year 4 Yes
2e. Year 5 Yes

3. Intended Result(s) Member libraries will have assistance in director, staff and Board development, community based planning, advocacy efforts and sustainable funding. FLLS Member Services Librarian will conduct site visits annually to all member libraries. FLLS Member Services Librarian and Executive Director will attend board meetings as requested and needed. FLLS member libraries and library boards will have access to in-person consultations.

4. Evaluation Method(s) FLLS will track the number of consultations provided to member libraries. The system will track number of visits to member libraries. A system-wide survey will be conducted on a yearly basis to review member library satisfaction with consulting services.

4.16 Element 5 - COORDINATED SERVICES FOR MEMBERS

Virtual Reference

1. Goal Statement FLLS will provide a virtual reference service which enables users access to assistance from a professional librarian 24/7.

2a. Year 1 Yes
2b. Year 2 Yes
2c. Year 3 Yes
2d. Year 4 Yes
2e. Year 5 Yes

3. Intended Result(s) Member libraries will provide their communities continuous access to information assistance through virtual reference services.

4. Evaluation Method(s) FLLS will evaluate virtual reference usage and statistics annually. FLLS will evaluate the number of member libraries staff virtual reference quarterly. A system-wide survey will be conducted on a yearly basis to review member library satisfaction with virtual reference.

4.17 Element 5 - COORDINATED SERVICES FOR MEMBERS

Digitization Services

1. Goal Statement FLLS provides information to our member libraries so that they are aware of the South Central Regional Library Council digitization program.

2a. Year 1 Yes
2b. Year 2 Yes
2c. Year 3 Yes
2d. Year 4 Yes
2e. Year 5 Yes

3. Intended Result(s) Member libraries will digitize parts of their collections through SCRLC.

4. Evaluation Method(s) Number of libraries that have participated in digitization efforts.

4.18 Element 5 - COORDINATED SERVICES FOR MEMBERS

Other (Optional)
1. **Topic**

2. **Goal Statement**

3a. Year 1: No
3b. Year 2: No
3c. Year 3: No
3d. Year 4: No
3e. Year 5: No

4. **Intended Result(s)**

5. **Evaluation Method(s)**

### 4.19 Element 6 - AWARENESS AND ADVOCACY

1. **Goal Statement**
   
   FLLS will provide professional assistance and training on topics to raise awareness of system and local library services to increase library visibility and to improve funding support through advocacy, outreach and public awareness.

2a. Year 1: Yes
2b. Year 2: Yes
2c. Year 3: Yes
2d. Year 4: Yes
2e. Year 5: Yes

3. **Intended Result(s)**
   
   Member libraries will have the tools and communication skills needed to increase local, county and state advocacy efforts. System and member library trustees and staff will be knowledgeable about legislative initiatives pertaining to library services. Member libraries, legislators, and funding agencies will have appreciation and awareness of system services, the value of libraries, and the cost effectiveness of collaborative efforts.

4. **Evaluation Method(s)**
   
   FLLS will track the number of promotional materials generated annually and attendance at advocacy trainings. The System will track the number of visits to public officials by member libraries on an annual basis. A system-wide survey will be conducted on a yearly basis to review member library satisfaction with awareness and advocacy services.

### 4.20 Element 7 - COMMUNICATIONS AMONG MEMBER LIBRARIES AND/OR BRANCHES

1. **Goal Statement**
   
   FLLS will coordinate and encourage communication between member library directors, staff, and trustees.

2a. Year 1: Yes
2b. Year 2: Yes
2c. Year 3: Yes
2d. Year 4: Yes
2e. Year 5: Yes

3. **Intended Result(s)**
   
   Member library staff, system staff and trustees will communicate effectively to share ideas, concerns, and expertise, resulting in improved services for users. Member libraries will have opportunities for in-person and online networking and sharing ideas. FLLS Member Services Librarian will create and distribute a weekly bulletin for member libraries.

4. **Evaluation Method(s)**
   
   FLLS will track the number of distributions, postings, responses, and information shared via member libraries, staff and Trustees using System facilitated communication venues. FLLS Director's Advisory Council will provide input during meetings. A system-survey will be conducted on a yearly basis to review member library satisfaction with communication utilized by the System.

### 4.21 Element 8 - COLLABORATIVE EFFORTS WITH OTHER LIBRARY SYSTEMS

1. **Goal Statement**
   
   FLLS will collaborate in cooperative programs and activities with other library systems, regional library councils and school library systems.

2a. Year 1: Yes
2b. Year 2: Yes
2c. Year 3  Yes  
2d. Year 4  Yes  
2e. Year 5  Yes  
3. Intended Result(s)  Services to member libraries will increase through collaboration with other systems; some services will more cost effective through partnerships. Member library and System staff will have enhanced training, resource sharing, networking, and advocacy opportunities.  
4. Evaluation Method(s)  FLLS will track the number of collaborative efforts, participation and review cost-effectiveness efforts. Participation in the SCRLC Board and committees. Participation in BOCES school librarian consortiums. Participation in state-wide collaborative efforts. Participation in NYLA, PULISDO, and NYALS.  

4.22 **Element 9 - OTHER (Optional)** - If there are other elements not listed above to be included in the System's Plan of Service, complete one repeating group for each element.

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<thead>
<tr>
<th>Element</th>
<th>Topic</th>
<th>Goal Statement</th>
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<td>4b. Year 2</td>
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<td>4c. Year 3</td>
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<td>4e. Year 5</td>
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5. Intended Result(s)  
6. Evaluation Method(s)  

4.23 **Element 10 - CONSTRUCTION**

<table>
<thead>
<tr>
<th>Goal Statement</th>
<th>FLLS will provide administration of the NY State Aid for Public Library Construction and provide consultation to member libraries and their boards in planning library construction projects.</th>
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<tbody>
<tr>
<td>2a. Year 1</td>
<td>Yes</td>
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<td>2b. Year 2</td>
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<td>2e. Year 5</td>
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3. Intended Result(s)  Provide assistance for libraries obtaining construction grant funding for building projects. FLLS staff will meet with member libraries and library boards to advise them in all aspects of the construction grant application and funding process. FLLS staff will provide member library assistance with completing the application. FLLS staff will provide in-person consultations to help develop grants, planning or funding opportunities in this area.  
4. Evaluation Method(s)  FLLS will track the number of member libraries applying for NYS Public Library Construction. A system survey will be conducted on a yearly basis to review member library satisfaction with construction help.  

**ASSURANCE**
4.24 The Library System's Plan of Service was developed in accordance with provisions of Education Law and the Regulations of the Commissioner and the requirements of the New York State Library, and was reviewed and approved by the Library System Board on (date - mm/dd/yyyy).

APPROVAL - For NYSL Use Only

4.25 The Library System's Plan of Service was reviewed and approved by the New York State Library on (date - mm/dd/yyyy).

REVISION ASSURANCE

4.26 The Library System's Plan of Service was revised in accordance with provisions of Education Law and the Regulations of the Commissioner and the requirements of the New York State Library, and was reviewed and approved by the Library System Council on (date - mm/dd/yyyy).

REVISION APPROVAL - For NYSL Use Only

4.27 The Library System's revised Plan of Service was reviewed and approved by the New York State Library on (date - mm/dd/yyyy).