

Finger Lakes Library System

FIVE YEAR LIBRARY SYSTEM PLAN OF SERVICE (Public Library Systems) 2022-2026

SECTION 1 - GENERAL INFORMATION

January 1, 2022 - December 31, 2026

1.1	Name of System	Finger Lakes Library System
1.2	Street Address	1300 Dryden Rd.
1.3	City	Ithaca
1.4	Zip Code	14850
1.5	Four Digit Zip Code Extension (enter N/A if unknown)	5613
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 Membership List	https://www.flls.org/member-libraries/
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 AND MEMBERSHIP BYLAWS

2.1 URL of Current Governing Bylaws <https://www.flls.org/wp-content/uploads/2012/11/BYLAWS2.pdf>

APPOINTMENT/ELECTION OF SYSTEM BOARD/SYSTEM COUNCIL

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

2.3 Indicate by whom the System Board / System Council Members are appointed/elected. FLLS Board of Trustees are elected at the FLLS Annual Meeting for five year terms. Member library trustees are voting members 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 / SLS Advisory Council Yes

b. Outreach Advisory Committee Yes

c. Central Library Advisory Committee Yes

j. Other (specify using the note) Yes

Note: Finger Lakes Automated Library Consortium (FALCONS) which is our member library automation consortium.

SECTION 3 - PLANNING

NEEDS ASSESSMENT AND DEVELOPMENT OF THE PLAN OF SERVICE

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

The Finger Lakes Library System met with our member libraries in a variety of ways over the course of the planning process for the 2022 Plan of Service to help assess our member needs. The Executive Director visited libraries and attended member library board meetings, primarily through Zoom due to the ongoing pandemic, to hear from member libraries. The FLLS Member Services Librarian also visited libraries and asked assessment questions during her visits. Discussions about the Plan of Service, the process, and assessment was held during our monthly directors' meetings, and also at our monthly member library support group meetings and quarterly system automation meetings. During the summer of 2021, five county-wide Plan of Service focus groups were held virtually for each of the five counties FLLS is chartered to serve. Attendees included member library directors, staff and trustees and all 33 libraries were represented during the focus groups. The focus groups discussed and evaluated delivery services, outreach, FLLS professional consulting, ILL, continuing education, advocacy efforts, collection development, e-content and database services, technology consulting, HR services, and pandemic related services FLLS provided during the course of the pandemic. The last portion of the focus group sessions were devoted to Central Library Services. The focus groups were a chance for our member libraries to discuss the most valued services FLLS provides, how the system can be more useful, how FLLS can enhance collaboration, engagement with the system, partnerships our system should be exploring, as well as anything the system should discontinue. The FLLS Board of Trustees developed a Plan of Service Committee and held frequent Plan of Service discussions during the course of 2021 meetings. The Committee provided guidance for activities, goals, focus group questions, and assessment feedback. The staff of FLLS also held frequent Plan of Service discussion at staff meetings throughout the year. A survey of services was created and reviewed in late 2020/2021.

- 3.2 Identify the groups involved in development of the Plan of Service and each group's role
- The Finger Lakes Library System Board of Trustees established a Plan of Service Committee to review and provide feedback on the Plan. Members of the Committee also provided focus group guidance and feedback for our five focus groups. Member libraries and trustees of our five counties met by county for focus groups and to review and provide feedback on the Plan of Service. Discussion of the Plan of Service was incorporated into our monthly directors' meeting in 2020 and 2021 and directors of our 33 libraries participated monthly. The Plan of Service was discussed at the FLLS Annual Meeting in both 2020 and 2021 to provide updates to our members. The FLLS Board of Trustees reviewed, considered amendments and adopted the Plan of Service in September 2021.
- 3.3 Describe the planning process for the 2022-2026 Central Library Plan.
- The FLLS Executive Director, FLLS staff and trustees met with staff and trustees of the Central Library, the Tompkins County Public Library, during the spring and summer of 2021. Due to the library not having a permanent director in place, FLLS met with the interim director, department heads, and library trustees. The current Plan of Service was discussed and evaluated, and future services of the Central Library was assessed. A review of the technical amendment changes regarding Central Libraries was discussed and assessed. A focus group for the Central Library staff was conducted in August 2021. Member libraries offered feedback and evaluation of Central Library Services during the five county-wide focus groups over the summer of 2021.
- 3.4 Identify the groups involved in development of the 2022-2026 Central Library Plan and each group's role.
- The FLLS Executive Director and FLLS staff met with the Central Library and their staff during the summer of 2021 for a focus group and to develop a document. The FLLS Executive Director had follow up discussions with Central Library Staff and Trustees during the creation of the document. The FLLS Executive Director and the interim Director of the Tompkins County Public Library held discussion during monthly FLLS directors' meetings and the Plan was discussed during TCPL staff and department meetings. The Central Library Plan was presented to all five counties and their directors and trustees for comments.

- 3.5 Describe the integration of the 2022-2026 Central Library Plan with the system's Plan of Service. The Central Library Plan compliments the FLLS Plan of Service in meeting library and patrons' informational needs through current collections and vital reference resources. The Central Library will work with FLLS staff to provide assessment of new library trends, new services, and opportunities for community collaborations. This information sharing and communication between FLLS, the Central Library and our member libraries will help bring awareness of Central Library expertise and resources available to all FLLS member libraries.
- 3.6 Provide the URL of the 2022-2026 Central Library Plan. <https://www.flls.org/wp-content/uploads/2022/02/Finger-Lakes-Library-System-Central-Library-Plan-of-Service-2022-2026.pdf>
- 3.7 Describe the planning process for the 2022-2026 Direct Access Plan. FLLS staff and trustees reviewed the previous Direct Access Plan for comments and revisions. Regular discussion, evaluation and assessment of the Direct Access Plan took place at monthly directors' meetings and during our quarterly automation meetings with directors and member library staff. The FLLS Executive Director and FLLS staff gave a presentation at a directors' meeting about the Direct Access Plan and members offered input and suggestions for changes. The Plan of Service Committee also commented and offered suggestions and revisions. The FLLS Board of Trustees held discussion during board meetings on the Direct Access Plan. Member libraries offered comments during the five county-wide focus groups.
- 3.8 Provide the URL of the 2022-2026 proposed Direct Access Plan. <https://www.flls.org/wp-content/uploads/2022/02/FLLS-Free-Direct-Access-Plan-2022.pdf>

EVALUATION

3.12 Describe the information to be collected in order to evaluate and determine members' satisfaction with the system's services.

The FLLS Executive Director and Member Services Librarian attend county-wide member library meetings and also attend member library board meetings and provide site visits to member libraries as needed. These meetings and visits provides the member libraries with frequent opportunities to voice member satisfaction and to evaluate member services. FLLS also hosts monthly directors' meetings, quarterly automation meetings for directors and staff, and monthly member library support group meetings for both directors and staff. These meetings all involve feedback time built into our meetings that allows a space for directors or staff to provide feedback on system services and evaluation of services. The five county-wide focus groups provided our members and trustees with an in-depth opportunity to provide feedback, evaluation and assessment of System services. An electronic survey was conducted in late 2020/2021 to evaluate services and satisfaction. Due to the ongoing pandemic, this survey also looked at system services during the pandemic to our members.

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

<https://www.surveymonkey.com/r/N5GPR78>

3.14 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 administration staff, Department Heads and FLLS Board of Trustees will review survey results. Member library directors and staff have continued opportunities for commenting and evaluating member library satisfaction during our member library meetings and individual library visits. New services and continuing education opportunities identified by the FLLS membership will be reviewed on a regular basis and added as funding allows.

REVISION PROCESS

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

FLLS administration staff, Department Heads and FLLS Board of Trustees will review survey results. Member library directors and staff have continued opportunities for commenting and evaluating member library satisfaction during our member library meetings and individual library visits. New services and continuing education opportunities identified by the FLLS membership will be reviewed on a regular basis and added as funding allows.

SECTION 4 - GOALS/RESULTS

4.1	The Library System's Mission Statement (The Instructions include the definition of the mission statement.)	To stimulate, coordinate and strengthen library and information services within Cayuga, Cortland, Seneca, Tioga and Tompkins counties.
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Minimum Requirement for questions 4.2 through 4.6, 4.8 through 4.12, 4.14 through 4.17, 4.19 through 4.21, and 4.23 - complete one repeating group for each topic of every element.

**4.2 Element I - 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 will also encourage libraries to strength their collections in diverse, inclusive and free resources to their residents. FLLS librarians will make annual library visits to assist in weeding projects if needed and will offer assistance in collection development. FLLS will maintain a database of member library and FLLS holdings to enhance cooperative system sharing. FLLS will hold information sessions and workshops about diversifying collections.
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2a.	Indicate year(s) during which the system will be addressing this goal (check all that apply)	Yes
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Year 1

2b.	Year 2	Yes
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2c.	Year 3	Yes
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2d.	Year 4	Yes
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2e.	Year 5	Yes
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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. Cooperative collection development will stretch local funds.
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| 4. | Evaluation Method(s) | FLLS will track the number of libraries utilizing support weeding and collection analysis through FLLS librarian visits to member libraries in this area. 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. |
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**4.3 Element 1 - RESOURCE SHARING
Integrated Library System**

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| 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. |
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| 2a. | Indicate year(s) during which the system will be addressing this goal (check all that apply) | Yes |
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Year 1

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| 2b. | Year 2 | Yes |
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| 2c. | Year 3 | Yes |
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| 2d. | Year 4 | Yes |
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| 2e. | Year 5 | Yes |
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| 3. | Intended Result(s) | A cost-effective, current and reliable ILS will allow member libraries and patrons 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. |
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| 4. | Evaluation Method(s) | Feedback concerning ILS services will be shared at quarterly FALCONS member library advisory group meetings. The number of ILS training sessions provided will be tracked along with the number of 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 and FLLS librarians for improvements bases on member library and patron feedback. |
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4.4 Element I - RESOURCE SHARING

Delivery

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| 1. | Goal Statement | Finger Lakes Library System will provide a physical delivery service to all libraries in the system that supports the efficient and fast delivery of interlibrary loan materials among FLLS members. |
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| 2a. | Indicate year(s) during which the system will be addressing this goal (check all that apply) | Yes |
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Year 1

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| 2b. | Year 2 | Yes |
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| 2c. | Year 3 | Yes |
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| 2d. | Year 4 | Yes |
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| 2e. | Year 5 | Yes |
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| 3. | Intended Result(s) | Library materials will be collected and delivered in the most efficient manner. |
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| 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 of delivery services. FLLS staff will review feedback and suggestions shared by delivery drivers. |
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4.5 Element I - RESOURCE SHARING

Interlibrary Loan

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| 1. | Goal Statement | FLLS will facilitate interlibrary loan services for member libraries to borrow from libraries nationwide. Out-of-system interlibrary loan was halted in March 2020 due to the pandemic and the inability to receive items nationwide due to library and academic closures. It is our intent to restore the service during year 1 of our new plan if funding allows us to. |
| 2a. | Indicate year(s) during which the system will be addressing this goal (check all that apply) | Yes |
| | Year 1 | |
| 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. A needs assessment survey will go out to members to determine their interlibrary loan needs. Periodic review by FLLS Directors' Advisory Council of this service. |

4.6 Element I - RESOURCE SHARING

Digital Collections Access

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| 1. | Goal Statement | FLLS will coordinate access to a centralized digital collection provided to our member libraries and patrons. |
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2a. Indicate year(s) during which the system will be addressing this goal (check all that apply) Yes

Year 1

2b. Year 2 Yes

2c. Year 3 Yes

2d. Year 4 Yes

2e. Year 5 Yes

3. Intended Result(s) FLLS member libraries and patrons will have access to collection of digital materials in a variety of formats.

4. Evaluation Method(s) Circulation statistics will be monitored on a routine basis by FLLS staff. Discussion on digital collections will take place quarterly during FALCONS meetings and during FLLS Directors' meetings. A system-survey will be conducted on a yearly basis to review member library satisfaction with digital collections. Feedback will be asked of member library directors and staff about digital collections and if new formats should be investigated.

4.7 Element I - RESOURCE SHARING

Other (Optional)

1. Topic

2. Goal Statement

3a. Indicate year(s) during which the system will be addressing this goal (check all that apply) No

Year 1

3b. Year 2 No

3c. Year 3 No

3d. Year 4 No

3e. Year 5 No

4. Intended Result(s)

5. Evaluation Method(s)

4.8 Element 2 - SPECIAL CLIENT GROUPS

Adult Literacy

1. Goal Statement FLLS will share information and resources with member libraries to encourage programs, services, and partnerships to improve adult literacy. FLLS will take part in the NYS Adult Literacy program, as available.

2a. Indicate year(s) during which the system will be addressing this goal (check all that apply) Yes

Year 1

2b. Year 2 Yes

2c. Year 3 Yes

2d. Year 4 Yes

2e. Year 5 Yes

3. Intended Result(s) Member libraries will be provided with information and resources to develop programs or services focused on literacy and computer skills for adults. Member libraries will be encouraged to 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 available literacy grants.

4. Evaluation Method(s) Adult literacy work will be discussed and evaluated during the semi-annual FLLS COSAC meetings.

4.9 Element 2 - SPECIAL CLIENT GROUPS

Coordinated Outreach (See Instructions for outreach target groups)

1. Goal Statement FLLS will assist member libraries in providing services for residents of the FLLS service area who are in one of the following targeted populations: People who are Blind or who have a Physical Disability, Seniors, People who have a Developmental or Learning Disability, People living in Institutionalized Settings, Members of Ethnic or Minority Groups in need of special services, People who are Educationally Disadvantaged, People who are Unemployed or Underemployed, and People who are Geographically Isolated.

2a. Indicate year(s) during which the system will be addressing this goal (check all that apply) Yes

Year 1

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. The FLLS Outreach librarian, along with COSAC, will award mini-grants to FLLS member libraries for projects that serve one or more of the targeted outreach populations.

4. Evaluation Method(s) A system-wide survey will be conducted on a yearly basis to review member library satisfaction with services.

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. Indicate year(s) during which the system will be addressing this goal (check all that apply) Yes

Year 1

2b. Year 2 Yes

2c. Year 3 Yes

2d. Year 4 Yes

2e. Year 5 Yes

3. Intended Result(s) Incarcerated individuals of New York State Correctional Facilities in the FLLS service area will have access to system collections and interlibrary loan, when available. The FLLS Outreach Librarian will connect frequently with State Correctional Facility libraries to assist with collection development and reference. 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 facility's guidelines and identified needs. FLLS will publish, update, and disseminate a reentry guide for our service area to help incarcerated individuals prepare for release.

4. Evaluation Method(s) The FLLS Outreach Librarian will track the number of consultations with facility librarians and county jail staff. FLLS will connect frequently 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. Indicate year(s) during which the system will be addressing this goal (check all that apply) Yes

Year 1

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 Member 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.
4.	Evaluation Method(s)	FLLS will conduct an assessment of youth services offered by member libraries 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 Families/Caregivers)

1. Goal Statement FLLS will provide early literacy training, education and resources to member libraries. FLLS will provide our members with early literacy grants through the Finger Lakes Library System to supplement their early literacy endeavors at their individual libraries.

2a. Indicate year(s) during which the system will be addressing this goal (check all that apply) Yes

Year 1

2b. Year 2 Yes

2c. Year 3 Yes

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| 2d. | Year 4 | Yes |
| 2e. | Year 5 | Yes |
| 3. | Intended Result(s) | Member libraries will be offered training to help develop their libraries as vital places to visit for early learning opportunities. Member libraries will be able to develop early literacy activities and form community partnerships with organizations supporting early literacy. FLLS staff will provide training under the “Ready to Read at New York State Libraries through Public Library Systems.” |
| 4. | Evaluation Method(s) | FLLS staff will evaluate reports from the member libraries in early literacy grants provided by the Finger Lakes Library System for early literacy endeavors at their local libraries. FLLS will evaluate the number of libraries offering early literacy programs. FLLS will evaluate evaluations for early literacy continuing education opportunities. |

**4.13 Element 2 - SPECIAL CLIENT GROUPS
OTHER (Optional)**

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| 1. | Topic | |
| 2. | Goal Statement | |
| 3a. | Indicate year(s) during which the system will be addressing this goal (check all that apply) | No |
| | Year 1 | |
| 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

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| 1. | Goal Statement | FLLS will offer a range of responsive continuing education opportunities for member library directors, staff and trustees as they arise in a rapidly changing environment. |
| 2a. | Indicate year(s) during which the system will be addressing this goal (check all that apply) | Yes |
| | Year 1 | |
| 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 be 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. |
| 4. | Evaluation Method(s) | FLLS will conduct pre-workshop questionnaires, post-workshop evaluations and 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

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| 1. | Goal Statement | FLLS will provide expertise, advice and training to assist and respond to questions, issues and concerns from member library staff and trustees in all areas of library leadership and operation. |
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2a. Indicate year(s) during which the system will be addressing this goal (check all that apply) Yes

Year 1

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 (Optional)

1. Goal Statement

2a. Indicate year(s) during which the system will be addressing this goal (check all that apply) No

Year 1

2b. Year 2 No

2c. Year 3 No

2d. Year 4 No

2e. Year 5 No

3. Intended Result(s)

4. Evaluation Method(s)

4.17 Element 5 - COORDINATED SERVICES FOR MEMBERS

Digitization Services (Optional)

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. Indicate year(s) during which the system will be addressing this goal (check all that apply) Yes

Year 1

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. Indicate year(s) during which the system will be addressing this goal (check all that apply) No

Year 1

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. Indicate year(s) during which the system will be addressing this goal (check all that apply) Yes

Year 1

2b. Year 2 Yes

2c. Year 3 Yes

2d. Year 4 Yes

2e. Year 5 Yes

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| 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 and will coordinate appropriate legislative advocacy meetings. 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

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| 1. | Goal Statement | FLLS will coordinate and encourage communication between member library directors, staff, and trustees. |
| 2a. | Indicate year(s) during which the system will be addressing this goal (check all that apply) | Yes |
| | Year 1 | |
| 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, collaboration, and idea sharing. FLLS Outreach Librarian will create and distribute a bi-weekly bulletin for member libraries. FLLS Member Services Librarian will create and distribute a quarterly newsletter for trustees. |

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| 4. | Evaluation Method(s) | A system-survey will be conducted on a yearly basis to review member library satisfaction with communication utilized by the System. |
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4.21 Element 8 - COLLABORATIVE EFFORTS WITH OTHER LIBRARY SYSTEMS

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| 1. | Goal Statement | Provide members with effective and expert information services and programs to enable them to better serve their communities, through collaboration with the region’s public and school library systems, the Empire State Library Network (ESLN), and the New York Alliance of Library Systems (NYALS). |
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| 2a. | Indicate year(s) during which the system will be addressing this goal (check all that apply) | Yes |
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Year 1

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| 2b. | Year 2 | Yes |
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- | | | |
|-----|--------|-----|
| 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 be more cost effective through partnerships. FLLS will form partnerships with other public library systems to advance common goals and provide support for shared services. 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 statewide 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.

- | | |
|----|---------|
| 1. | Element |
|----|---------|

2. Topic
3. Goal Statement
- 4a. Indicate year(s) during which the system will be addressing this goal (check all that apply) No
- Year 1
- 4b. Year 2 No
- 4c. Year 3 No
- 4d. Year 4 No
- 4e. Year 5 No
5. Intended Result(s)
6. Evaluation Method(s)

4.23 Element 10 - CONSTRUCTION

1. Goal Statement 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.
- 2a. Indicate year(s) during which the system will be addressing this goal (check all that apply) Yes
- Year 1
- 2b. Year 2 Yes
- 2c. Year 3 Yes
- 2d. Year 4 Yes
- 2e. Year 5 Yes

- | | | |
|----|----------------------|--|
| 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 and final closing paperwork. 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)	09/29/2021
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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)	3/1/2022
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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 Board 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)