

# South Central Regional Library Council FIVE YEAR LIBRARY SYSTEM PLAN OF SERVICE (Reference and Research Library Resources System) 2021-2026

## SECTION 1 - GENERAL INFORMATION

July 1, 2021 - June 30, 2026

- 1.1 Name of System South Central Regional Library Council
- 1.2 Street Address 108 North Cayuga Street
- 1.3 City Ithaca
- 1.4 Zip Code 14850
- 1.5 Four Digit Zip Code  
Extension (enter N/A N/A  
if unknown)
- 1.6 Telephone Number (607) 273-9106  
(enter 10 digits only)
- 1.7 Fax Number (enter  
10 digits only) N/A
- 1.8 Name of System Director Mary-Carol Lindbloom
- 1.9 E-Mail Address of the System Director mclindbloom@scrlc.org
- 1.10 System Home Page URL <http://www.scrlc.org>

- |      |                                       |   |
|------|---------------------------------------|---|
| 1.11 | URL of Current Membership List        | <a href="https://scrlc.org/Member-Directory">https://scrlc.org/Member-Directory</a> |
| 1.12 | Date of Establishment                 | 1967  |
| 1.13 | Date of Absolute Charter              | 1972  |
| 1.15 | Square Mileage of System Service Area | 10,044  |
| 1.16 | Population of System Service Area     | 959,075   |
| 1.17 | Type of System                        | 3Rs   |

**SECTION 2 - SYSTEM GOVERNANCE AND MEMBERSHIP BYLAWS**

- |     |                                 |   |
|-----|---------------------------------|---|
| 2.1 | URL of Current Governing Bylaws | <a href="https://scrlc.org/data/SCRLC-Bylaws_20191.pdf">https://scrlc.org/data/SCRLC-Bylaws_20191.pdf</a> |
|-----|---------------------------------|---|

**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   | The Council membership elects all SCRLC Trustees.     |

appointed/elected.

## 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 No
- d. Regional Automation Committee Yes
- e. Hospital Library Services Program Committee Yes
- f. Coordinated Collection Development Committee No
- j. Other (specify using the note) Yes

2.5 Does the System Offer Levels of Membership? Yes

- a. Membership Level Name Governing Members
- b. Criteria for Membership at this Level See state note.
- a. Membership Level Name Affiliate Members

- b. Criteria for Membership at this Level See state note.
  - a. Membership Level Name Personal Members
  - b. Criteria for Membership at this Level See state note.
- 2.6 Provide the URL for Membership Level Descriptions <https://scrlc.org/Join-SCRLC>

**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. Needs assessment documents and analyses associated with developing the Plan of Service are located at [www.scrlc.org](http://www.scrlc.org) under Council Documents: Plan of Service 2021-2026 Needs Assessment Documents. The documents include: --Members' Survey. In November 2020, SCRLC conducted a survey of the membership. 83 respondents participated, representing 45 different institutions. -- Regional Conversations. Nineteen SCRLC members participated in six regional conversations. --A draft Plan of Service was released for comments by the membership. Additionally, the process included several other meetings, field visits, and survey assessments as follows: Annual Meetings and Board Retreats. In 2018 and 2019 SCRLC held annual meetings that gathered member input and ideas for the next Plan of Service. The 2018 meeting utilized an engaging Open Space Technology format. The information

gained was synthesized and revisited at the 2019 Board retreat and 2019 annual meeting. The 2020 annual meeting and Board retreats, both virtual, delved into diversity, equity, and inclusion as well as partnerships. These components were also woven into the 2021-2026 Plan of Service. Field Visits. Pre-pandemic, SCRLC visited 20-25 members per year, in addition to the onsite training and focus groups provided. Field visits are an opportunity to learn about our members, and to ascertain how SCRLC can best meet their needs. Since the pandemic, we have conducted several online field visits. Other Needs Assessment Surveys. In addition to the membership survey, many other needs assessments were conducted: --Educational Services Survey 2016 (151 responses) --Educational Services Checkup 2017 (32 responses) --Educational Services Survey 2018 (81 responses) --Electronic Resources Survey 2019 (43 responses) --Electronic Resources Survey 2020 (21 responses) --Digital Preservation Survey 2020 (22 responses) --Educational Services Survey 2020 (35 responses-interrupted by Covid) --Pandemic Checkup Survey 2020 (24 responses) --Hospital Library Services Program Survey 2020 (66 responses)

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

SCRLC's Board of Trustees established a Plan of Service Design Team, which was the group most directly involved in weaving together a new Plan of Service. Members were: Camille Andrews, Emerging Literacies Librarian, Cornell University Cindy Buerkle, School Library System Coordinator, DCMO BOCES Nora Burrows, Member Services Librarian, Finger Lakes Library System Cassey Cornish, Medical Library Liaison, Cayuga Medical Center Julia Corrice, Metadata Operations Librarian, Cornell University James Galbraith, Head of Collection Development, Binghamton University Libraries Lyndsie Guy, Resource Consultant, Southern Tier Library System Jean

Jenkins, Medical Librarian/CME Coordinator, Lourdes Hospital Marge Kappanadze, Director, Gannett-Tripp Library, Elmira College Jennifer Kronenbitter, Director of Libraries, Memorial Library, SUNY Cortland Kevin Reynolds, Chief Librarian, Rakow Research Library, Corning Museum of Glass Karin Wikoff, Electronic and Technical Services Librarian, Ithaca College Library SCRLC Staff, Ex Officio: Molly Brown, Outreach Services Librarian Diane Capalongo, Service Center & Administrative Manager Danna Harris, Fiscal Services Manager Claire Lovell, Digital Services Librarian Mary-Carol Lindbloom, Executive Director Jessica Philippe, Member Engagement Librarian SCRLC's Seven Advisory Committees. The advisory committees provided input and ideas for goals, activities, intended results, and assessment strategies. --Awareness & Advocacy --Digitization --Diversity, Equity, & Inclusion --Educational Services --Hospital Library (HLSP) --Information Technology and Services (ACITS) Resource Sharing As described in 3.1, SCRLC's membership participated in the Plan's development through the membership survey, needs assessment surveys, regional conversations, field visits, annual meetings, and networking meetings.

3.11 Provide the URL of the 2021-2026 Coordinated Collection Development for Academic Libraries Plan

[https://scrlc.org/data/CCDA\\_Plan\\_2021.pdf](https://scrlc.org/data/CCDA_Plan_2021.pdf)

## EVALUATION

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

The questions used to solicit feedback regarding member satisfaction and the future directions for the Council are included as part of the survey results. That information will continue to be collected periodically. Here are examples of information that we will continue to

system's services.

collect via field visits, regional conversations, and survey assessments: Field Visits and Regional Conversations. Examples of evaluative information to be collected: What are your hopes and dreams for your library programs, services, and your institution if funding were not an issue? In the next year? In 5 years? How can SCRLC further support you in achieving your hopes and dreams for the future of library services and organizations? How can we be more useful to your organization? What topics or specific skills would you (and your staff) like to learn about through webinars, workshops, or SIGs? Which format is best? When do you feel the most engaged with SCRLC? What is SCRLC uniquely positioned to do? What is mission critical? How can we achieve greater cohesion and mutual benefit among librarians and library workers in this region? How can SCRLC create and support new and stronger collaborations between libraries and other potential partners? Are you interested in participating in Communities + Libraries? Are there specific partnerships or types of partnerships SCRLC should be exploring? What else would you like to tell us, e.g., your aspirations, ideas, etc.?

Needs assessment survey. Examples of evaluative information to be collected: To what extent do you value SCRLC's programs and services? Thinking back over the past two years, how would you rate the following programs and services? (will list). How many events in total have you attended in person or online in the past two years? If none, what keeps you from attending? What feedback do you have regarding SCRLC's workshops, webinars, and other learning opportunities? What types of projects are you starting for which you'd like to apply for grant funding through SCRLC? What else would you like SCRLC to know about the programs and services we currently provide? Learning Opportunities. Those instruments ask about next steps to be taken as a result of attending

the program, if the program met expectations, and ideas for future opportunities.

- 3.13 Provide the URL for the evaluation form(s) used by members. <https://scrlc.org/Plan-of-Service-2021-2026-Documents>
- 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. Each year the Board and advisory committees develop a year-long work plan comprising objectives for each Plan of Service element/goal. SCRLC engages in a formative evaluation process and cultivates a culture of continuous improvement. The information gathered through needs assessments, program evaluations, and meetings with members enables SCRLC to identify relevant programs and services to offer. The advisory committees review statistics and data in their respective areas. The Board of Trustees meets six to seven times per year and reviews committee minutes as well as reports from the executive director that include accomplishments, activities, and any concerns. Based on what we learn during these processes, adjustments, pilot projects, programs, services, procedures, etc. are implemented. Customer satisfaction data received is also shared--and received--for collaborative programs, e.g., those developed in conjunction with other ESLN Councils.

## 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. The goals and intended results of the Plan of Service are written broadly and may not change within the five-year period; however, if there were a new element to add to the Plan of Service, the Board would approve it and the revision would be sent to DLD.



## SECTION 4 - GOALS/RESULTS

- 4.1 The Library System's Mission Statement (The Instructions include the definition of the mission statement.) SCRLC's Vision, Mission, Values, and Strategic Directions Vision South Central Regional Library Council envisions a future where all people who live, work, and study in our communities have equitable and reliable access to information and sustainable resources available anywhere, anytime, and are competent in all literacies. To achieve this vision, our member organizations include and welcome all people, and are valued and well-funded community partners, central to those they serve. In this envisioned future, environmental sustainability is central to our mission and practices. Mission South Central Regional Library Council empowers our members through advocacy, networking, resources, and professional development; and by supporting diversity, innovation, and collaboration to strengthen their ability to serve their communities and promote environmentally sustainable practices. Values -  
-Advocacy that increases members' visibility and their role and importance in society. --  
-Collaboration and networking that supports and advances the ability of SCRLC members to meet their users' needs, and that engages all members in SCRLC leadership, collaborations, programs, services, and beyond. --  
-Diversity, inclusion, and justice, which recognizes that these are essential for equity for historically oppressed and marginalized groups of people, and that values anti-racist work and social movements that support equity for all. --  
-Equity that provides access to inclusive information (from historical materials to digital content), services, and spaces for all of our communities and healthy and diverse work environments that nourish the mind, body, and spirit for our members. --  
-Innovation and future-forward thinking that provides effective programs and services and continually identifies opportunities and uncertainties, imagining and co-creating our future in partnership with our members. --

Learning that is responsive, relevant, engaging, and transformational. Strategic Directions The Strategic Directions succinctly articulate our vision, mission, and values, which will lead to their realization. They are woven into our Program & Services Goals, Activities, and Intended Results that appear in the following pages: South Central Regional Library Council: 1. advocates for its members. 2. cultivates learning. 3. serves as a catalyst for diversity, equity, inclusion, justice, and sustainability. 4. facilitates partnerships and collaboration. 5. encourages innovation and future-forward thinking.

Minimum Requirement for questions 4.2 through 4.6, 4.8, 4.10 through 4.13, 4.15 through 4.17 - complete one repeating group for each topic of every element.

**4.2 Element 1 - RESOURCE SHARING  
Cooperative Collection Development**

1. Goal Statement Facilitate, for eligible academic libraries, a Coordinated Collection Development program that strengthens and makes available diverse, inclusive and free resources to all regional learners and residents. The resources should include authors and publishers from historically oppressed and marginalized groups.

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) SCRLC academic libraries' collections are diverse and are freely available to learners and residents throughout the region. Participating academic libraries receive funds and their collective buying power is increased. They are aware of changes in the collection development priorities of other regional participants in order to maximize the effectiveness of acquisitions decisions. Collections include authors and publishers from historically oppressed and marginalized groups.
- 4. Evaluation Method(s) The # and % of participants that submit applications and are satisfied with the process and help received. # of times participants reported changes through the discussion list. Qualitative data. # of discussion list responses on the topic. Monitor the discussion list for responses/no. of communications on topic. # and % of participants reported increased understanding of coordinated collection development.

**4.3 Element 1 - RESOURCE SHARING**

**Catalog Services**

- 1. Goal Statement NYS students, educators, lifelong learners, and residents efficiently discover materials held by SCRLC libraries.
- 2a. Indicate year(s) during which the system will be addressing this goal Yes (check all that apply)  
  
Year 1

2b. Year 2 Yes

2c. Year 3 Yes

2d. Year 4 Yes

2e. Year 5 Yes

3. Intended Result(s) NYS students, educators, lifelong learners, and residents discover materials efficiently.

4. Evaluation Method(s) Review of interlibrary loan statistics and circulation data. Qualitative data obtained through discussions with advisory committee members.

1. Goal Statement Encourage members to adopt inclusive cataloging and metadata practices, and antiracist initiatives that eliminate biases and discrimination.

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) Descriptive metadata practices in our region are inclusive. These practices are upheld through learning opportunities and statewide cooperatives, e.g. New York Heritage, Empire EAD for finding aids.
- 4. Evaluation Method(s) Qualitative data and anecdotal evidence obtained through discussions with regional participants and other library workers.

**4.4 Element I - RESOURCE SHARING**

**Delivery**

- 1. Goal Statement Support the efficient and fast delivery of interlibrary loan materials among SCRLC members and statewide.
- 2a. Indicate year(s) during which the system will be addressing this goal Yes (check all that apply)
- Year 1
- 2b. Year 2 Yes
- 2c. Year 3 Yes
- 2d. Year 4 Yes
- 2e. Year 5 Yes
- 3. Intended Result(s) Users receive interlibrary loan items quickly; members use information technology to meet the demand for fast service.
- 4. Evaluation Method(s) Number of communications and meetings during which delivery is discussed; qualitative

data obtained through discussions with Resource Sharing Advisory Committee.

1. Goal Statement Explore regional and statewide opportunities to improve access to materials for all people.

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) Descriptive metadata practices in our region are inclusive resulting in discoverability; members are supported in their regional ILL efforts to secure materials quickly for their users. Resource sharing staff are up-to-date on ILL best practices.

4. Evaluation Method(s) # and % of ILL staff participating in relevant training activities; evaluation forms, surveys, qualitative data and anecdotal evidence obtained through discussions with advisory committees, regional participants, and other library workers.

#### 4.5 Element I - RESOURCE SHARING Interlibrary Loan

1. Goal Statement Enable library users to efficiently and quickly

obtain material not available in their local libraries.

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

Year 1

2b. Year 2 Yes

2c. Year 3 Yes

2d. Year 4 Yes

2e. Year 5 Yes

3. Intended Result(s) Member libraries are supported in their regional ILL efforts to secure materials quickly for their users. Resource sharing staff are up-to-date on ILL best practices. Resource sharing section of SCRLC's website or LibGuide is a comprehensive resource for ILL staff.

4. Evaluation Method(s) # and % of ILL requests filled regionally; # of visits to the resource sharing section and LibGuide; # and % of ILL staff participating in relevant training activities; evaluation forms, surveys, qualitative data and anecdotal evidence obtained through discussions with advisory committees, regional participants, and other library workers.

#### 4.6 Element I - RESOURCE SHARING Digital Collections Access

1. Goal Statement Identify new collections that reflect historically oppressed and marginalized peoples and

perspectives and unique regional subjects, and explore new material formats for inclusion, such as data sets and original research.

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

Year 1

2b. Year 2 Yes

2c. Year 3 Yes

2d. Year 4 Yes

2e. Year 5 Yes

3. Intended Result(s) All people have access to more inclusive primary sources and other materials, representing our diverse region.

4. Evaluation Method(s) # and % of new collections added to NY Heritage.

1. Goal Statement Adopt inclusive descriptive metadata practices for digital collections.

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

Year 1

2b. Year 2 Yes



2c.	Year 3	Yes
2d.	Year 4	Yes
2e.	Year 5	Yes
3.	Intended Result(s)	Descriptive metadata practices in our region are inclusive.
4.	Evaluation Method(s)	Completed development of a new guidelines document. Completed review of existing metadata. # and % of participants, surveyed, who use the guidelines.
1.	Goal Statement	Explore regional digital preservation needs and provide regional access to and information about digital preservation solutions, including the Digital Dark Archives project.
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)	Regional digitization preservation needs are met and access to a digital preservation

system is provided.

4. Evaluation Method(s) # of libraries participating in the investigation and implementation of digital repository.

#### 4.7 Element I - RESOURCE SHARING

##### Other (Optional)

1. Topic Medical Information Services Program.
2. Goal Statement Utilize and distribute MISP program funds to member libraries to improve access to medical and health information.
- 3a. Indicate year(s) during which the system will be addressing this goal (check all that apply)  
Yes  
Year 1  
Year 2  
Year 3  
Year 4  
Year 5
- 3b. Year 2 Yes
- 3c. Year 3 Yes
- 3d. Year 4 Yes
- 3e. Year 5 Yes
4. Intended Result(s) NYS students, educators, lifelong learners, health care workers, and other residents have access to credible medical and health information.
5. Evaluation Method(s) # of ILLs placed by the hospitals and other libraries using MISP funds; amount of EFTS funds expended; # of searches and retrievals on health/medical databases provided via MISP; qualitative data provided by recipients of

MISP funds.

#### 4.8 Element 2 - SPECIAL CLIENT GROUPS

##### Hospital Library Services

1. Goal Statement      Serve the information needs of regional health care professionals through the provision of health and medical information, resources, expertise, and circuit librarian services to their hospitals.
  
- 2a. Indicate year(s) during which the system will be addressing this goal    Yes  
(check all that apply)
  
- Year 1
  
- 2b. Year 2                      Yes
  
- 2c. Year 3                      Yes
  
- 2d. Year 4                      Yes
  
- 2e. Year 5                      Yes
  
3. Intended Result(s)      Residents in the region have access to well-informed healthcare professionals. Healthcare providers have access to credible and diverse health and medical resources. Hospital library workers have up-to-date skills through learning opportunities.
  
4. Evaluation Method(s)    Reports and statistics from the hospital libraries. Database use statistics. # and % of HLSP participants engaged in learning activities that report a positive outcome on evaluation forms. Qualitative data & input from HLSP Advisory Committee and field visits. Review of reports on the value of hospital

libraries.

**4.9 Element 2 - SPECIAL CLIENT GROUPS  
Other (Optional)**

- |     |  |     |
|-----|--|-----|
| 1.  | Topic  | N/A |
| 2.  | Goal Statement   | N/A |
| 3a. | Indicate year(s)<br>during which the<br>system will be<br>addressing this goal<br>(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)   | N/A |
| 5.  | Evaluation Method(s)   | N/A |

**4.10 Element 3 - PROFESSIONAL DEVELOPMENT AND TRAINING**

- |     |  |   |
|-----|--|---|
| 1.  | Goal Statement   | Ensure that diversity, equity and inclusion (DEI)<br>are at the forefront of SCRLC's educational<br>services. |
| 2a. | Indicate year(s)<br>during which the<br>system will be<br>addressing this goal<br>(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)   | SCRLC is a source for all library workers to learn about DEI issues and in turn ensure their organizations are inclusive and equitable. SCRLC amplifies the work of our BIPOC library workers and helps ensure they feel represented and included. |
| 4.  | Evaluation Method(s)   | # of programs focused on DEI; # and % of BIPOC presenters; anecdotal evidence and assessment by BIPOC library workers as part of a wider DEI audit.  |
| 1.  | Goal Statement   | Plan responsive programs to meet membership needs 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) Regional library workers acquire skills and knowledge to provide relevant and appropriate services to library users in a VUCA (volatile, uncertain, complex and ambiguous) environment. SCRLC develops and delivers educational services based upon ongoing input from regional library workers. SCRLC facilitates collaboration amongst regional library workers.

4. Evaluation Method(s) # and % of participants engaged in learning activities that report a positive outcome on evaluation forms. Needs assessment surveys, qualitative and quantitative data, field visits.

#### 4.11 Element 4 - CONSULTING AND DEVELOPMENT SERVICES

1. Goal Statement To facilitate the provision of expertise, advice, training, or referrals in specific areas of library leadership and operation, or customized teaching and services to members.

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

Year 1

2b. Year 2 Yes

2c. Year 3 Yes

2d. Year 4 Yes

- |     |  |   |
|-----|--|---|
| 2e. | Year 5   | Yes   |
| 3.  | Intended Result(s)   | Members receive tailored, relevant assistance helping to improve their library services or identify solutions to their challenges and issues.   |
| 4.  | Evaluation Method(s)   | Feedback from the regional libraries. # and % of participants engaged in training activities that report a positive outcome. # and % of participants providing positive feedback through surveys. |
| 1.  | Goal Statement   | To facilitate knowledge-sharing and member collaboration.   |
| 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)   | Members assist each other in knowledge acquisition.   |
| 4.  | Evaluation Method(s)   | Feedback from the regional libraries. # and % of participants that report collaborating; # and % of participants as identified on surveys.  |

1. Goal Statement Support regional digitization and innovative projects and services through SCRLC-sponsored initiatives and grant opportunities that impact members and adhere to SCRLC's values.

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) SCRLC members explore, identify, and incubate innovative ideas to strengthen their own organizations while improving access to regional collections, resources, and services.

4. Evaluation Method(s) # of regional access projects supported via RBDB and other funds; evaluation methods specific to and appropriate for the project that has been funded.

1. Goal Statement Seek new members, including those representing historically oppressed and marginalized peoples, whose collections increase the diversity of resources available to all people.



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

Year 1

2b. Year 2 Yes

2c. Year 3 Yes

2d. Year 4 Yes

2e. Year 5 Yes

3. Intended Result(s) SCRLC members explore, identify, and incubate innovative ideas to strengthen their own organizations while improving access to regional collections, resources, and services.

4. Evaluation Method(s) # of regional access projects supported via RBDB and other funds; evaluation methods specific to and appropriate for the project that has been funded.

1. Goal Statement Seek new members, including those representing historically oppressed and marginalized peoples, whose collections increase the diversity of resources available to all people.

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

Year 1

- |     |                      |   |
|-----|----------------------|---|
| 2b. | Year 2               | Yes   |
| 2c. | Year 3               | Yes   |
| 2d. | Year 4               | Yes   |
| 2e. | Year 5               | Yes   |
| 3.  | Intended Result(s)   | New and more diverse members and collections.   |
| 4.  | Evaluation Method(s) | # and % of new members representing historically oppressed and marginalized peoples; # and % of diverse, new collections. |

**4.12 Element 5 - COORDINATED SERVICES FOR MEMBERS  
Virtual Reference**

- |     |  |  |
|-----|--|--|
| 1.  | Goal Statement   | Facilitate participation in collaborative virtual reference service to enable member libraries to provide quality, relevant, and timely information services to their communities. |
| 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) NYS students, educators, lifelong learners, and residents access quality information services anywhere, anytime.
- 4. Evaluation Method(s) Longitudinal use studies; # and % of participants engaging in the statewide Ask/Us 24/7 virtual reference service.

**4.13 Element 5 - COORDINATED SERVICES FOR MEMBERS  
Digitization Services**

- 1. Goal Statement Facilitate collaboration and encourage participation within the region to provide a comprehensive digital history of South Central New York State.

- 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) Regional digital collections become more expansive and comprehensive. Regional libraries save time and have better access to resources for digitization projects. End users, especially educators and students, recognize NYHeritage as a source for comprehensive digital history of South Central New York State.

4. Evaluation Method(s) # of NYHeritage contributing participants; # and % of increase in collections and collection materials; # of website use statistics; # and % of members and prospective members who were contacted, encouraged, and assisted to participate in NYHeritage, NYS Historic Newspapers, and other ESLN digital initiatives; # of regional cultural organizations that participate.

1. Goal Statement Provide information and training in the process of digitization, standards, metadata, access, and digital preservation, especially with a critical eye for inclusive description practices.

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) SCRLC will become a regional leader for providing guidance. Regional libraries are able to contribute more items to SCRLC digital collections. Discovery of cultural heritage materials is enhanced for NYS students, educators, lifelong learners, and residents.

4. Evaluation Method(s) # and % of increase in collections and

materials; # of website use statistics; # of digitization training sessions and consultations with SCRLC members; # of existing records reviews and corrected for inclusive descriptive practices.

- 1. Goal Statement Act as regional liaison and advocate for SCRLC members to NYHeritage and other statewide digital initiatives.
  
- 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) SCRLC provides support and facilitation for members to make cultural heritage materials easily accessible online, leading to increased discoverability of regional materials both inside and outside New York State.
  
- 4. Evaluation Method(s) # of pageviews on SCRLC member materials. # of new collections from SCRLC members; # of SCRLC members represented in statewide initiatives, such as exhibits. # of SCRLC training sessions offered for statewide initiatives.

1. Goal Statement Promote the rich digital content generated by SCRLC members through NYHeritage or other content gateways, especially as it relates to school curricula.

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) Regional cultural heritage materials are used by students, educators, historians, and lifelong learners to discover and celebrate New York State heritage.

4. Evaluation Method(s) Website use statistics and qualitative data.

#### 4.14 Element 5 - COORDINATED SERVICES FOR MEMBERS

##### Other (Optional)

1. Topic Resources Acquisition and Access.

2. Goal Statement Facilitate and enhance regional learners' and residents' access to information.

3a. Indicate year(s) during which the system will be addressing this goal Yes

(check all that apply)

Year 1

3b. Year 2 Yes

3c. Year 3 Yes

3d. Year 4 Yes

3e. Year 5 Yes

4. Intended Result(s) Users have access to electronic resources. The user experience and access to information & resources are improved. Members save time and money on electronic resources and other products.

5. Evaluation Method(s) # of regional access projects supported by RBDB funds; # of searches and retrievals from electronic resources; member feedback; # of subscriptions handled; longitudinal study of participation in the various purchasing opportunities offered.

**4.15 Element 6 - AWARENESS AND ADVOCACY**

1. Goal Statement Increase awareness of the role of the regional network of libraries and library systems in providing relevant cost-effective resources, materials, and programs to students, educators, lifelong learners, and NYS residents.

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

Year 1

- 2b. Year 2 Yes
- 2c. Year 3 Yes
- 2d. Year 4 Yes
- 2e. Year 5 Yes

3. Intended Result(s) Member libraries and library systems experience increased visibility within their communities. Member libraries and library systems experience increased funding. Members understand advocacy and its role in strengthening their library organizations through strategic relationship-building with members, within the field, and within their communities. Members engage in a strong, collaborative, regional advocacy program in cooperation with statewide efforts. Member libraries and library systems, including SCRLC, experience increased use of programs and services.

4. Evaluation Method(s) Qualitative data from membership, advisory committees, and Board; # and % of participants providing positive feedback through surveys.

**4.16 Element 7 - COMMUNICATIONS AMONG MEMBER LIBRARIES AND/OR MEMBER LIBRARY SYSTEMS**

1. Goal Statement Through effective communication, SCRLC members utilize and engage with the benefits, programs, and services that their membership offers.

2a. Indicate year(s) during which the system will be



addressing this goal Yes  
(check all that apply)

Year 1

2b. Year 2 Yes

2c. Year 3 Yes

2d. Year 4 Yes

2e. Year 5 Yes

3. Intended Result(s) An engaged, informed and networking membership.

4. Evaluation Method(s) # of opportunities for engagement, orientation sessions for Board, membership, # of visits to the "New to SCRLC?" orientation page, and satisfaction survey results.

1. Goal Statement Facilitate relationship-building and partnerships among members through networking opportunities and participation in regional and statewide programs and services.

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

Year 1

2b. Year 2 Yes

2c. Year 3 Yes

- |     |  |   |
|-----|--|---|
| 2d. | Year 4   | Yes   |
| 2e. | Year 5   | Yes   |
| 3.  | Intended Result(s)   | Members collaborate, mentor, advise, and develop partnerships. Members engage in and support SCRLC's programs and services to extend and enrich offerings to their users.         |
| 4.  | Evaluation Method(s)   | # and % of members participating in and providing feedback through evaluation forms and surveys. # of website searches. Quantitative and qualitative data. Attendance statistics. |
| 1.  | Goal Statement   | Align communication channels and media with members' needs.   |
| 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)   | Members conveniently network, receive, and share information.   |
| 4.  | Evaluation Method(s)   | # of channels and engagements; analysis of  |

responses received via evaluation forms and surveys.

**4.17 Element 8 - COLLABORATIVE EFFORTS WITH OTHER LIBRARY SYSTEMS**

- 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).
  
- 2a. Indicate year(s) during which the system will be addressing this goal Yes (check all that apply)  
  
Year 1
  
- 2b. Year 2 Yes
  
- 2c. Year 3 Yes
  
- 2d. Year 4 Yes
  
- 2e. Year 5 Yes
  
- 3. Intended Result(s) NYS students, educators, lifelong learners, and residents access relevant, expert, and credible information services. Members have access to expertise or specialized knowledge, which improves services to their communities.
  
- 4. Evaluation Method(s) # and % of participants participating in programs and providing feedback through evaluation forms and surveys; evaluation of answers provided through the expert services.

- |     |  |  |
|-----|--|--|
| 1.  | Goal Statement   | Form partnerships with other library systems and organizations to advance common goals and provide support for shared services.  |
| 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)   | Libraries cooperate to offer relevant programs, services, and training delivered cost-effectively, resulting in improved library services for all NYS students, educators, lifelong learners, and residents.               |
| 4.  | Evaluation Method(s)   | # and % of members participating in programs and services who provide feedback through evaluation forms and surveys. # & % of partnered programs, services, and training offered by collaborating systems & organizations. |
| 1.  | Goal Statement   | Promote SCRLC activities outside the region, as appropriate.   |
| 2a. | Indicate year(s) during which the system will be   |  |

addressing this goal Yes  
(check all that apply)

Year 1

2b. Year 2 Yes

2c. Year 3 Yes

2d. Year 4 Yes

2e. Year 5 Yes

3. Intended Result(s) Member libraries and library systems have access to more collaborative, shared services.

4. Evaluation Method(s) # and % of participants providing positive feedback through evaluation forms and surveys.

**4.18 Element 9 - OTHER (Optional)**

1. Element Leadership and Administration

2. Topic Diversity, Equity, Inclusion, Sustainability, and Antiracism

3. Goal Statement Foster a culture of diversity, equity, inclusion, sustainability, and antiracism within SCRLC and across the region's member organizations.

4a. Indicate year(s) during which the system will be addressing this goal Yes  
(check all that apply)

Year 1

4b. Year 2 Yes

4c. Year 3 Yes

4d. Year 4 Yes

4e. Year 5 Yes

5. Intended Result(s) Members are supported in their efforts to be diverse, equitable, inclusive, sustainable, and antiracist organizations.

6. Evaluation Method(s) # and % of members providing positive feedback through evaluation forms and surveys, regional meetings, and field visits.

1. Element Leadership and Administration

2. Topic Fiscal Management

3. Goal Statement Utilize resources effectively and efficiently, ensuring that expenditures reflect strategic directions and priorities are based on continuous evaluation and funding levels.

4a. Indicate year(s) during which the system will be addressing this goal (check all that apply) Yes

Year 1

4b. Year 2 Yes

4c. Year 3 Yes

4d. Year 4 Yes

4e. Year 5 Yes

5. Intended Result(s) SCRLC is a fiscally sound, innovative organization whose expenditures reflect strategic directions and priorities.

6. Evaluation Method(s) Annual audit, membership surveys, regional meetings, field visits, statistics, anecdotal feedback.

1. Element Leadership and Administration

2. Topic Workplace Sustainability

3. Goal Statement Demonstrate best practices in sustainable resource management, staff development, and workplace wellness.

4a. Indicate year(s) during which the system will be addressing this goal (check all that apply) Yes

Year 1

4b. Year 2 Yes

4c. Year 3 Yes

4d. Year 4 Yes

4e. Year 5 Yes

5. Intended Result(s) Member libraries/systems model of best practices in sustainable resource management.

Member libraries model best practices in workplace wellness. SCRLC has a skilled, innovative, and flexible staff.

6. Evaluation Method(s) Membership survey. # and % of members who implement new or improved practices, regional meetings, field visits, statistics, anecdotal feedback.

1. Element Leadership and Administration

2. Topic Recruitment

3. Goal Statement Facilitate recruitment into the profession.

4a. Indicate year(s) during which the system will be addressing this goal Yes (check all that apply)

Year 1

4b. Year 2 Yes

4c. Year 3 Yes

4d. Year 4 Yes

4e. Year 5 Yes

5. Intended Result(s) Member libraries support the development and recruitment of new librarians and support their career advancement into positions of leadership. New librarians understand and support library systems.

6. Evaluation Method(s) # of MLS/MLIS students, prospective students,



and new librarians who participate in Council programs.

- |     |  |   |
|-----|--|---|
| 1.  | Element  | Leadership and Administration   |
| 2.  | Topic  | Diverse Workforce   |
| 3.  | Goal Statement   | Facilitate and promote a diverse regional library workforce; as a component of this goal, improve SCRLC's recruitment of diverse candidates for available positions.      |
| 4a. | Indicate year(s) during which the system will be addressing this goal (check all that apply) | Yes   |
|     | Year 1   |   |
| 4b. | Year 2   | Yes   |
| 4c. | Year 3   | Yes   |
| 4d. | Year 4   | Yes   |
| 4e. | Year 5   | Yes   |
| 5.  | Intended Result(s)   | An effective, motivated, supportive community of library workers, which has the collective expertise and experience to serve the communities in which they live and work. |
| 6.  | Evaluation Method(s)   | Surveys; # and % of participants participating in programs and providing feedback through evaluation forms and surveys; quantitative data; qualitative data.              |

- |     |  |  |
|-----|--|--|
| 1.  | Element  | Leadership and Administration  |
| 2.  | Topic  | Cultural Competency  |
| 3.  | Goal Statement   | Ensure, promote, and facilitate cultural competency among regional library workers; increase awareness of diversity within the organization and membership.                  |
| 4a. | Indicate year(s) during which the system will be addressing this goal (check all that apply) | Yes  |
|     | Year 1   |  |
| 4b. | Year 2   | Yes  |
| 4c. | Year 3   | Yes  |
| 4d. | Year 4   | Yes  |
| 4e. | Year 5   | Yes  |
| 5.  | Intended Result(s)   | An effective, motivated, and supportive community of library workers which has the collective expertise and experience to serve the communities in which they live and work. |
| 6.  | Evaluation Method(s)   | Quantitative and qualitative data gathered through surveys, regional meetings, and field visits.   |

**ASSURANCE**

4.19 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 03/26/2021.

### **APPROVAL**

4.20 The Library System's Plan of Service was reviewed and approved by the New York State Library on 06/02/2021.

### **REVISION ASSURANCE**

4.21 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**

4.22 The Library System's revised Plan of

Service was  
reviewed and  
approved by the New  
York State Library on  
(date - mm/dd/yyyy)

# South Central Regional Library Council

## FIVE YEAR LIBRARY SYSTEM PLAN OF SERVICE (Reference and Research Library Resources System) 2021-2026

### SECTION 1 - GENERAL INFORMATION

No Notes

### SECTION 2 - SYSTEM GOVERNANCE AND MEMBERSHIP

f.	Coordinated Collection Development Committee	<b>Note:</b> SCRLC has a CCDA special interest group that advises SCRLC on the CCDA Plan in lieu of a standing advisory committee.
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j.	Other (specify using the note)	<b>Note:</b> Awareness & Advocacy Advisory Committee Digitalization Advisory Committee Diversity, Equity & Inclusion Advisory Committee Educational Services Advisory Committee Resource Sharing Advisory Committee
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Repeating Group 1

b.	Criteria for Membership at this Level	<b>Note:</b> Any of the following organizations who serve a research community and who meet the membership requirements as found in the regulations of the Commissioner of Education section 90.5 (as amended 1/7/94) are eligible for membership: Libraries of institutions of higher education, public library systems, central or co-central libraries of public library systems, public libraries, school library systems, school libraries, other special libraries, for profit and non-profit organizations. Libraries meeting the Commissioner Regulations and which have at least one MLS/MLIS librarian must be Governing Members. Hospital libraries are also eligible for membership if they meet standards established under Regulations of the Commissioner 90.17. A prospective member must either demonstrate how it will bring improved library or information resources to the SCRLC region; or, demonstrate how it will bring improved reference or research services to its community; and is willing to cooperate in meeting the goals of SCRLC. Full members receive all the benefits of membership including voting rights and access to electronic resources (a cost-share fee may apply). SCRLC Governing member libraries have access to all the Council's resources including: Council initiatives and programs including New York Heritage Free interlibrary loan among other SCRLC members Medical Information Services Program to help pay for health-related interlibrary loan materials A wide variety of continuing education opportunities, including workshops and special interest
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groups, both face-to-face and online Electronic resources Grant opportunities Consulting services/focus groups Voting

Repeating Group 2

- b. Criteria for Membership at this Level **Note:** An organization not meeting the Commissioner of Education's requirements but which is sympathetic to the purposes and mission of the Council may become a non-voting affiliate member. A prospective affiliate member must either demonstrate how it will bring improved library or information resources to the SCRLC region; or, demonstrate how it will bring improved reference or research services to its community; and is willing to cooperate in meeting the goals of SCRLC.

Repeating Group 3

- b. Criteria for Membership at this Level **Note:** An individual sympathetic to the purposes and mission of the Council may join SCRLC as a non-voting personal member. Such individuals are often library science students, retirees, or people otherwise unaffiliated with one of SCRLC's members, or member of members (i.e., component public and school libraries).

**SECTION 3 - PLANNING**

- 3.13 Provide the URL for the evaluation form(s) used by members. **Note:** Here, too, is a sample of the evaluation form we use for our professional development programs: <https://www.surveymonkey.com/results/SM-5CBY5W3Z7/>

**SECTION 4 - GOALS/RESULTS**

No Notes