Western New York Library Resources 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	Western New York Library Resources Council
1.2	Street Address	4950 Genesee Street
1.3	City	Cheektowaga
1.4	Zip Code	14225
1.5	Four Digit Zip Code Extension (enter N/A if unknown)	5528
1.6	Telephone Number (enter 10 digits only)	(716) 633-0705
1.7	Fax Number (enter 10 digits only)	(716) 288-9400
1.8	Name of System Director	Sheryl Knab
1.9	E-Mail Address of the System Director	sknab@wnylrc.org
1.10	System Home Page URL	http://www.wnylrc.org

| 1.11 | URL of Current Membership List | https://wnylrc.org/membership/all-members |

1.11 URL of Current Membership List — https://wnylrc.org/membership/all-members

1.12 Date of Establishment — 1966

1.13 Date of Absolute Charter — 1971

1.15 Square Mileage of System Service Area — 4,818

1.16 Population of System Service Area — 1,453,693

1.17 Type of System — 3Rs

SECTION 2 - SYSTEM GOVERNANCE AND MEMBERSHIP BYLAWS

2.1 URL of Current Governing Bylaws — https://wnylrc.org/uploads/documents/about-wnylrc/2018_bylaws_review_final_11_21_2018.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. — A nomination committee made up of Board members and staff from member libraries in the field and provides a slate of candidates that goes before the membership at the annual meeting to be voted on. Final vote takes place two weeks later electronically.

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	No
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
b.	Criteria for Membership at this Level	See note
a.	Membership Level Name	Patron

b. Criteria for Membership at this Level   See note

2.6 Provide the URL for Membership Level Descriptions   https://wnylrc.org/membership/join-wnylrc

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.   In May 2020, WNYLRC hired Nancy S. Kirkpatrick and Pamela Jones as consultants to facilitate the strategic planning process. Nancy and Pam used a collaborative approach to gather input and worked closely with the Strategic Planning Committee. Data was collected from members and stakeholders through a variety of formats: a member survey, virtual meetings, facilitated conversations including a SOAR activity, and an environmental scan completed by the consultants. All of that data informed the conversations which yielded the following proposed goals, objectives, and action steps.

3.2 Identify the groups involved in development of the Plan of Service and each group's role.   Consultants - facilitated Zoom meetings and conference calls, drafted plan, presented to Board WNYLRC Strategic Planning Committee - worked closely with the consultants on development of plan. WNYLRC Standing Committees - provided input in facilitated phone calls by consultants and participated in an online "retreat." WNYLRC Staff - provided input in facilitated Zoom/conference calls and participated in online "retreat." WNYLRC Board - provided input in facilitated Zoom/Conference call WNYLRC Exec. Dir. - facilitated Strategic Planning Committee and provided input throughout the process Task Groups - provided input in facilitated Zoom session Membership at large - provided input during online "Retreat" and in 30 day review period

3.11 Provide the URL of
the 2021-2026
Coordinated
Collection
Development for   https://wnylrc.org/grants
Academic Libraries
Plan

EVALUATION

3.12 Describe the
information to be   Renewals CE evaluation forms We do periodic
collected in order to assessments for specific initiatives: CE - evaluation
evaluate and   form after each session Other services -
determine members'   management, member feedback through site visits,
satisfaction with the committee feedback and occasional surveys
system's services.

3.13 Provide the URL for
the evaluation form(s) https://wnylrc.org/plan-of-service
used by members.

3.14 Describe how the
information on   Everything the Council does is for the membership
customer satisfaction but is also based on the availability of funds. If
will be used to shape funding is decreased, then services are evaluated
the system's plan in   by staff, board, and committees to either have them
the next year or in   continue or sunsetted through annual reviews.
the following planning
cycle.

REVISION PROCESS

3.15 Describe the process
for revising the
system's Plan of   We hope the plan is broad enough to provide
Service for   WNYLRC and our membership with the flexibility to
submission to the   avoid revising the plan and be far reaching enough
New York State   to assimilate new services and programs as
Education   needed. The Board and committees review the
Department/New   plan of service annually.
York State Library.

SECTION 4 - GOALS/RESULTS

4.1	The Library System's Mission Statement (The Instructions include the definition of the mission statement.)	Purpose statement WNYLRC is a member-driven organization that helps libraries build connections with each other, library users, and the larger community.

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 <u>each</u> topic of <u>every</u> element.

4.2 Element 1 - RESOURCE SHARING
Cooperative Collection Development

1.	Goal Statement	Goal 1: Explore cross-organization relationships to enhance programs and 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)	Objective 1: Continue to facilitate CCDA grant applications so that Academic libraries receive their funding on a timely basis. Objective 2: Academic libraries create an annual coordinated collection

plan.

4.   Evaluation Method(s) Report from DLD. Plan

4.3 **Element 1 - RESOURCE SHARING**
Catalog Services

1.   Goal Statement   Goal 1: Expand resource sharing opportunities.

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)   Explore options for creating cost-effective, user
                             centric tools that facilitate resource sharing both
                             regionally and statewide.

4.   Evaluation Method(s) # of new services

4.4 **Element I - RESOURCE SHARING**
Delivery

1.   Goal Statement   Expand resource sharing opportunities.

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)	Objective 1: Encourage members to join Empire Library Delivery (ELD) to increase the number of libraries and resources in ELD.

4.	Evaluation Method(s)	ELD activity reports and # of members participating.

4.5 Element I - RESOURCE SHARING
Interlibrary Loan

1.	Goal Statement	Explore cross-organization relationships to enhance programs and 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) | Continue to facilitate barrier free resource sharing through existing and future services such as AcademicShare and InfoPass. |

| 4. | Evaluation Method(s) | # of InfoPasses distributed Anecdotal evidence from member libraries on AcademicShare. |

4.6 Element I - RESOURCE SHARING
Digital Collections Access

| 1. | Goal Statement | Goal 1: Expand digital platform 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) | Objective 1: Continue to explore and develop the statewide cross-institutional open source institutional repository. Objective 2: Continue to evaluate and improve current digital services for relevance and usage. |

| 4. | Evaluation Method(s) | # of new services # of participants in existing services # Usage |

1.	Goal Statement	Goal 2: Explore digital equity initiatives.
2a.	Indicate year(s) during which the system will be addressing this goal (check all that apply) Year 1	Yes
2b.	Year 2	Yes
2c.	Year 3	Yes
2d.	Year 4	Yes
2e.	Year 5	Yes
3.	Intended Result(s)	Objective 1. Actively participate in coalition building efforts. Objective 2. Support libraries and library systems in identifying and addressing digital equity challenges in their communities; including the areas of connectivity, devices, and digital knowledge building.
4.	Evaluation Method(s)	# of new services # of participants # of participating members # of networking and/or outreach events, webinars, and workshops; # of participants at events, webinars, and workshops; amount of funds spent to host events, webinars, and workshops; # of meetings with stakeholders; # of outreach events.
1.	Goal Statement	Goal 3: Explore new digital initiatives with members through pilot testing.
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)   Objective 1. Continue to provide Access and
                             Innovation Grants to members. Objective 2. Work
                             with standing committees to develop unique
                             projects that address current and future member
                             needs.

4.   Evaluation Method(s) # of grants # of grant recipients # of new projects

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   No
      (check all that apply)

      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
Hospital Library Services

1.	Goal Statement	Goal 1: Provide HLSP-participating hospitals and associated library staff access to expert assistance and guidance through consultations, services, and training regarding health information.
2a.	Indicate year(s) during which the system will be addressing this goal (check all that apply) Year 1	Yes
2b.	Year 2	Yes
2c.	Year 3	Yes
2d.	Year 4	Yes
2e.	Year 5	Yes
3.	Intended Result(s)	Objective 1.1: Ensure participating members access to expert, curated healthcare information from high-quality proprietary and publicly-available sources, (including library materials purchased through state grant funds). Objective 1.2: Provide in-person and remote training on database use,

assistance with searching, and addressing various information concerns. Objective 1.3: Identify information needs by conducting reference interviews. Objective 1.4: Respond to requests by performing librarian-mediated searches, retrieving and delivering relevant information, and referring inquiries to alternate resources as needed.

4.	Evaluation Method(s)	# of consultation # of hospitals participating # of databases, (e-)journals, and (e-)books provided # of materials purchased # of page views for HLSP LibGuide and Hospital Library Online (HLO) portals # of searches conducted # of reference interviews conducted # of training sessions # of training attendees # of articles retrieved # of items requested via interlibrary loan.

1.	Goal Statement	Goal 2: Provide HLSP-participating hospitals (including library staff) and the wider WNYLRC community opportunities to network, communicate, and collaborate.

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

3.	Intended Result(s)	Objective 2.1: Establish and maintain partnerships between and among hospitals and the larger

WNYLRC community and improve relationships among members. Objective 2.2: Enable economy of scale through coordinated services. Objective 2.3: Increase awareness of health information resources and services provided by the HLSP program through surveys, targeted marketing, and conversations with stakeholders.

4.   Evaluation Method(s) # of participating members # of networking and/or outreach events, webinars, and workshops # of participants at events, webinars, and workshops # of dollars spent to host events, webinars, and workshops # of meetings with stakeholders # of outreach events.

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

1.   Topic

2.   Goal Statement

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

      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)

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

1.   Goal Statement   Provide professional development opportunities.

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)   Objective 1: Help create and support professional
                             development opportunities for all library staff and
                             collaborative partners. Objective 2: Help create and
                             support professional development opportunities for
                             LIS students.

4.   Evaluation Method(s)   # of sessions # of attendee # of networking and/or
                             outreach events, webinars, and workshops #
                             dollars spent to host events # of outreach events

1.   Goal Statement   Support professional development opportunities for
                             WNYLRC staff growth and success.

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)   Objective 1: Support staff to attend professional development opportunities in alignment with job priorities, strategic principles and organizational and personal goals.

4. Evaluation Method(s) # of staff participating in professional development # of conferences, programs, events attended # of staff showing improvement, innovation, and growth

4.11 Element 4 - CONSULTING AND DEVELOPMENT SERVICES

1. Goal Statement   Expand and improve expert advisory/user 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)	Objective 1: Continue to support legal and other advisory services (Ask the Lawyer, Ask the HR Expert). Member libraries receive expert advice on copyright, licensing, administrative, and facility access. Objective 2: Pilot human resources expert advisory program. Objective 3: Explore development of additional expert advisory services.

4.	Evaluation Method(s)	# of participating libraries # of questions asked # of RAQs developed # of new advisory programs developed

4.12 Element 5 - COORDINATED SERVICES FOR MEMBERS
Virtual Reference

1.	Goal Statement	Expand and improve expert advisory/user 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)	Objective 1: Member libraries provide and participate in 24/7 references services for their users without the administrative workload.

4.   Evaluation Method(s) # of questions asked # of libraries participating in sessions

4.13 Element 5 - COORDINATED SERVICES FOR MEMBERS
Digitization Services

1.   Goal Statement   Expand digital platform 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)   Objective 1: Expand content by assisting members with their digitization efforts through the development of content, finding aids, metadata enhancement, grant funds, and online exhibits and tours in ESIE, NY Heritage, NYS Historic Newspapers, and Empire ADC.

4.   Evaluation Method(s) # of new exhibits # of tours built # of collections added # of finding aids created

4.14 Element 5 - COORDINATED SERVICES FOR MEMBERS
Other (Optional)

1.   Topic   Innovative services

2.   Goal Statement   Explore new initiatives with members through pilot testing.

3a.	Indicate year(s) during which the system will be addressing this goal (check all that apply)	Yes
	Year 1	
3b.	Year 2	Yes
3c.	Year 3	Yes
3d.	Year 4	Yes
3e.	Year 5	Yes
4.	Intended Result(s)	Objective 1: Continue to provide Access and Innovation Grants to members. Objective 2: Continue to work with standing committees to develop unique projects that address current and future member needs.
5.	Evaluation Method(s)	# of grants # of libraries applying # new projects # of committees testing new ideas

4.15 Element 6 - AWARENESS AND ADVOCACY

1.	Goal Statement	Advocate for library funding.
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)	Objective 1: Help libraries and library systems develop relationships with funders. Objective 2: Encourage and increase member participation in statewide advocacy efforts.
4.	Evaluation Method(s)	# of member advocates # of relationships # of funders
1.	Goal Statement	Promote the value of libraries.
2a.	Indicate year(s) during which the system will be addressing this goal (check all that apply) Year 1	Yes
2b.	Year 2	Yes
2c.	Year 3	Yes
2d.	Year 4	Yes
2e.	Year 5	Yes
3.	Intended Result(s)	Objective 1: Connect libraries and library systems with existing professional groups and programming that promote the value and relevance of libraries. Objective 2: Articulate the relevance of libraries to funders, policy makers, and other outside

organizations. Objective 3: Encourage and support libraries and library systems to be reflective of and relevant to the communities they serve.

4.	Evaluation Method(s)	# of professional groups promoting libraries # of dollars in new funding # of messaging
1.	Goal Statement	Promote librarianship as a profession and librarians as experts.
2a.	Indicate year(s) during which the system will be addressing this goal (check all that apply) Year 1	Yes
2b.	Year 2	Yes
2c.	Year 3	Yes
2d.	Year 4	Yes
2e.	Year 5	Yes
3.	Intended Result(s)	Development of a marketing and communication plan to elevate the profile of information professionals.
4.	Evaluation Method(s)	Approved communication plan #number of times the plan has been implemented # of promotional items # of communications
1.	Goal Statement	Elevate the roles of all people working in 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
2d.	Year 4	Yes
2e.	Year 5	Yes
3.	Intended Result(s)	Objective 1: Emphasize the importance of all library roles in successful library operations through events, surveys, trainings, and facilitated discussions.
4.	Evaluation Method(s)	# of events # of surveys # of trainings # of discussions

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

1.	Goal Statement	Goal 1: Ensure communication channels meet library and library system needs
2a.	Indicate year(s) during which the system will be addressing this goal (check all that apply) Year 1	Yes
2b.	Year 2	Yes
2c.	Year 3	Yes

2d.	Year 4	Yes
2e.	Year 5	Yes
3.	Intended Result(s)	Objective 1: Explore using collaboration software to create a space where library and library system employees can ask for help, post/share ideas, and chat about ongoing issues in the field. Objective 2: Explore ways to strengthen existing communication channels Objective 3: Help create and support networking opportunities for all library staff and collaborative partners. Objective 4: Help create and support networking opportunities for LIS students.
4.	Evaluation Method(s)	# of ideas shared Platform effectiveness # of communication channels # of networking opportunities
1.	Goal Statement	Goal 2: Facilitate community engagement
2a.	Indicate year(s) during which the system will be addressing this goal (check all that apply) Year 1	Yes
2b.	Year 2	Yes
2c.	Year 3	Yes
2d.	Year 4	Yes
2e.	Year 5	Yes
3.	Intended Result(s)	Objective 1: Organize opportunities for

stakeholders from libraries and library systems of different types to interact in-person and virtually. Objective 2: Explore new ways to highlight member success at events and in communication channels.

| 4. | Evaluation Method(s) | # of participating members # of stories # of events |

| 1. | Goal Statement | Goal 3: Support and engage with the next generation of information professionals. |

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

Year 1 | Yes |

| 2b. | Year 2 | Yes |

| 2c. | Year 3 | Yes |

| 2d. | Year 4 | Yes |

| 2e. | Year 5 | Yes |

| 3. | Intended Result(s) | Objective 1: Invite LIS students and faculty to attend or participate in programs. Objective 2: Explore the creation of a paid internship program Objective 3: Organize shadow and mentor opportunities |

| 4. | Evaluation Method(s) | # of programs # of attendees # of paid internship participants # of mentor relationships |

| 1. | Goal Statement | Goal 4: Create a community that fosters diversity, equity, inclusion, accessibility, and anti-racism principles. |

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)	Objective 1: Encourage and support member libraries of all types to hire and promote diverse work forces through programming to promote diversification of the library field.
4.	Evaluation Method(s)	# of hires of individuals with diverse backgrounds # of hires of color # of programs

4.17 Element 8 - COLLABORATIVE EFFORTS WITH OTHER LIBRARY SYSTEMS

1.	Goal Statement	Goal 1: Explore cross-organization relationships to enhance programs and 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)	Objective 1: Develop relationships with libraries, library systems, and non-library organizations and explore collaborative opportunities.
4.	Evaluation Method(s)	# of relationships # of collaborative opportunities
1.	Goal Statement	Goal 2: Foster a culture of diversity, equity, and inclusion in libraries across the region.
2a.	Indicate year(s) during which the system will be addressing this goal (check all that apply) Year 1	Yes
2b.	Year 2	Yes
2c.	Year 3	Yes
2d.	Year 4	Yes
2e.	Year 5	Yes
3.	Intended Result(s)	Objective 1: Create a task group/committee to foster diversity, equity, inclusion, accessibility, and anti-racism in libraries and library systems through workshops, and consultants. Objective 2: Infuse diversity, equity, inclusion, accessibility, and anti-racism best practices into WNYLRC operations and

through recognizing member support of their efforts in the support of diversity, equity, inclusion, accessibility and anti-racism efforts.

4. Evaluation Method(s) # of programs # of consultants

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

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)

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 (date - mm/dd/yyyy)

01/20/2021

APPROVAL

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

REVISION ASSURANCE

4.21 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)