

**New York State Education Department  
New York State Library  
Division of Library Development**

Reference and Research Library Resources Systems  
Questions

Plan of Service Due Dates and Effective Dates

Due Date

April 1, 2026

Effective Date

July 1, 2026 – June 30, 2031

## Section 1 – General Information

1.1 System Name	Western New York Library Resources Council
1.2 Street Address	180 Lawrence Bell Drive, Suite 104
1.3 City	Amherst, NY
1.4 Zip Code	14221
1.5 Four-Digit Zip Code Extension	7888
1.6 Telephone Number	716-633-0705
1.7 Name of System Director	Sheryl Knab
1.8 E-Mail Address of the System Director	sknab@wnylrc.org
1.9 System Home Page URL	www.wnylrc.org
1.10 URL of Current List of Members	<a href="https://wnylrc.org/community/member-directory">https://wnylrc.org/community/member-directory</a>
1.11 Date of Establishment	1966
1.12 Date of Absolute Charter	1971
1.13	PLS only
1.14 Square Mileage of the System Service Area	4,818
1.15 Population of the System Service Area	1,470,332
1.16 Type of System	3Rs

## Section 2 – System Governance and Membership

2.1 URL of Current Governing Bylaws	<a href="https://wnylrc.org/about/board">https://wnylrc.org/about/board</a>
2.2 Appointment/Election of System Board	E – System Board Members are Elected
2.3 Appointment/Election of System Board	A nomination committee made up of Board members and staff from member libraries in the field and provides a slate of candidates from the membership according to our bylaws. The slate goes before the membership at the annual meeting to be voted on. The approved slate is sent out to all members and a final vote takes place two weeks later electronically.
2.4 Advisory Groups	<p>Indicate the groups that advise the system board. Check all that apply. If "Other" is selected, specify using the note.</p> <ul style="list-style-type: none"> <li>a. Hospital Library Services Program Committee - <b>No</b></li> <li>b. Coordinated Collection Development Committee - <b>No</b></li> <li>c. Other - None</li> </ul>
2.5 Does the system offer levels of membership (Y/N)	d. Yes
2.5 Membership Levels	<p><b>Governing Member:</b></p> <p>1. Eligible Library and Cultural Organizations</p> <ul style="list-style-type: none"> <li>a. Governing Members must have</li> </ul>

	<p>an MLS degree library professional on staff.</p> <p>b. Any library that meets current State Education Department (SED) standards that resides within a degree-granting <b>chartered</b> institution of higher education or has submitted an appropriate five-year plan for the realization of those standards (see Commissioner’s Regulations 90.5)</p> <p>c. Hospital libraries that meet the standards established by the regents in accordance with section §254</p> <p>d. Any school library system meeting the current SED standards including New York State Educational Law and Commissioner’s Regulations. Individual public and school libraries that are members of a school or public library system are considered an affiliate and are eligible for some WNYLRC benefits under this category but concede their voting rights to the system headquarters</p> <p>e. Any public library systems meeting the current SED standards including New York State Educational Law and Commissioner’s Regulations. Individual public and school libraries that are members of a school or public library system are considered an affiliate and are eligible for some WNYLRC benefits</p>
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	<p>under this category but concede their voting rights to the system headquarters</p> <p>f. Any individual public library who is a member of a public library system but wishes to be an individual member</p> <p>g. Any individual school library who is a member of a school library system but wishes to be an individual member</p> <p>h. Any special reference and research library that is or resides in a <b>chartered</b> educational agency or non-profit chartered organization such as a museum or historical society</p> <p>i. Any special reference and research library that is non-chartered or resides in a non-chartered educational agency, but who has an MLS degreed professional on staff</p> <p>2. Governing Members agree to the extent possible to share resources freely and willingly with other WNYLRC members onsite, onsite by appointment, and/or via interlibrary loan at no cost to the borrower</p> <p>3. Eligible Individuals or Groups Served through Governing Membership</p> <p>a. All staff of member organizations including student workers</p> <p>b. All Board of Trustee appointees of member organizations</p>
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	<p>c. All faculty working in the Governing Member organization</p> <p>4. Ineligible Individuals or Groups Not Served Through Governing Membership</p> <ul style="list-style-type: none"> <li>a. Friends of Libraries groups</li> <li>b. Departments outside of the member library or archives including another department faculty</li> <li>c. Library patrons or users</li> </ul> <p><b>Standard Membership</b></p> <p>The Standard Membership is for non-chartered organizations and/or who do not have an MLS degree professional on staff.</p> <p>1. Eligible Library and Cultural Organizations</p> <ul style="list-style-type: none"> <li>a. Any special reference and research library in the private or public sector within an organization such as a correctional facility</li> <li>b. A non-chartered historical society or not-for-profit</li> <li>c. Any free Association Library who is a member of a public or school library system</li> <li>d. Any Native American Library who is a member of a public or school library system</li> <li>e. Non-chartered, non-profit organizations and private corporations providing serious</li> </ul>
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	<p>reference and research library services in the WNYLRC service area, which house a collection or repository of resources of interest to a broad audience used to support the institution's primary clients and/or community</p> <p>2. Standard Members agree to the extent possible to share resources freely and willingly with other WNYLRC members onsite, onsite by appointment, and/or via interlibrary loan at no cost to the borrower</p> <p>3. Eligible Individuals or Groups served through Standard Membership</p> <ul style="list-style-type: none"> <li>a. All staff of member organizations including student workers</li> <li>b. All Board of Trustee appointees of member organizations</li> <li>c. All faculty working in the Standard Member organization</li> </ul> <p>4. Ineligible Individuals or Groups not Served through Governing Membership</p> <ul style="list-style-type: none"> <li>a. Friends of Libraries groups</li> <li>b. Departments outside of the member library or archives including another department faculty</li> <li>c. Library patrons or users</li> </ul> <p><b>Organizational Membership:</b></p> <p>Patron Membership: The Patron</p>
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	<p>Membership is for those organizations that do not meet the Governing or Standard Membership level. These members have limited benefits and are non-voting.</p> <p>1. Eligible Library and Cultural Organizations</p> <ul style="list-style-type: none"><li>a. Organizational Membership<ul style="list-style-type: none"><li>i. Organizations that do not have a physical collection per se to resource share but may have expertise to share in the area of library and information science, or may work on behalf of WNYLRC members in other venues in support of libraries and/or resource sharing OR</li></ul></li><li>b. Individual Membership<ul style="list-style-type: none"><li>i. Personal – Retirees from the field of librarianship, individual librarians and library assistants who prefer to keep current with issues affecting the WNY library community</li><li>ii. Consultant - Individual consultants that provide services in the field of librarianship</li><li>iii. Student – Students who are currently obtaining their MLS or graduates who have had their MLS less than 12 months</li></ul></li></ul>
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2.6 URL of membership Level Descriptions	In bylaws: <a href="https://wnylrc.org/about/board">https://wnylrc.org/about/board</a>
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**Section 3– Description of Planning, Approval, Evaluation and Revision Process for All Sections of the Plan of Service**

<b>Needs Assessment and Development of the Plan of Service</b>	
3.1 Provide a summary describing the processes used to assess member needs in the development of the Plan of Service	<p>During the 2024/2025 fiscal year, the Board of Trustees of the Western New York Library Resources Council (WNYLRC) embarked on the process of developing the next 5-year Plan of Service encompasses the years July 1, 2026 – June 30, 2031, required by the New York State Library’s Division of Library Development. Of great importance in this planning process was obtaining feedback from WNYLRC’s membership and various affiliated constituency.</p> <p>We used in person meetings, surveys, focus groups, and zoom calls to gather data in 2024/2025 that assisted WNYLRC in developing the direction for the next plan of service. To obtain and gather data, three surveys were disseminated in the Western New York region. The first survey conducted in December 2024 and January 2025, was developed by WNYLRC’s Western New York Library Support Staff (WNYLSS) Committee’s. The committee conducted a dual survey targeted at library support staff and their managers. 33 managers and 23 support staff completed the survey.</p>

	<p>The second member survey conducted in March and April of 2025, was developed with the assistance of WNYLRC’s Resource Sharing Committee and encouraged all staff from all our member organizations – academic, hospital, special, and public and school library systems as well as other supporting institutions – to share their opinions about WNYLRC’s programs and services and provide information on what they feel WNYLRC should be focusing on for the near future. The deadline was April 25, 2025. The survey included 13 questions in total. The survey generated 93 member responses. Additionally, four focus groups were held by type. They were:</p> <ul style="list-style-type: none"><li>• April 25, 2025 – Special Libraries and Archival Repositories – 22 attendees</li><li>• May 16, 2025 – Public Library/System – 12 attendees</li><li>• May 22, 2025 – Academic Libraries - 12 attendees</li><li>• May 23, 2025 – School Libraries – 6 attendees</li></ul> <p>The third survey, developed by the Hospital Library Services Program, was developed by staff and disseminated in May 2025. Three medical circuit librarians are contracted by the Catholic Health System and Kaleida System to provide on-site library and information services to hospital staff. More than 461 respondents completed the survey,</p>
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	<p>and those respondents were physicians, administrators, nurses, residents, and staff.</p> <p>Based on results from the surveys and the four focus groups held in April and May of 2025 and facilitated by committee members and staff, a preliminary summary of member concerns was highlighted.</p> <p>The final planning event was held June 6, 2025 as a planning retreat comprised of 80 members to develop the goals, objectives, and action steps to address member concerns raised during the collection data phase. The retreat was facilitated by Anthony Billoni of Apex Leader Growth consulting firm. During the session, the participants developed clear directions and initiatives that are identified in the plan of service and the steps to get there. Assessment will be through annual member surveys. The plan was first formatted to fit our five principles and then formatted to fit the guidelines and structure of the 5-year plan of service required by the state which will act as the official “Strategic Plan” for the Council. The work identified the direction and development of new and/or improvement of existing services and programs.</p>
<p>3.2 Identify the groups involved in the development of the Plan of Service and each group’s role</p>	<p>Representatives of WNYLRC governance and operations:</p>

	<p>Board of Trustees, members of the 8 standing committees, and staff. Representatives from our member staff in different roles and library types: library support staff, archival and small repositories and staff, academic library directors, CCDA coordinators, public library system directors and libraries, school library system directors and schools</p>
3.3 to 3.8	PLS only
3.9 – 3.12	SLS only
3.13 Describe the planning process for the 2026-2031 Coordinated Collection Development for Academic Libraries Plan.	<p>The WNYLRC Executive Director calls together a meeting with library directors of member academic institutions to facilitate a discussion around coordinated collections and resource sharing once per year. The CCD applications are available in late summer which, once approved, informs the annual plan from the subject areas listed in which the academic libraries are collecting.</p>
3.14 Describe the integration of the Coordinated Collection Development for Academic Libraries Plan with the systems Plan of Service	<p>The CCDA plan integrates with the resource sharing elements of this system’s 2026-31 Plan of Service. Because library materials purchased with grant funds can be lent to or used by the patrons of members of the Western New York Library Resources Council, CCDA creates a regional of available resources not just for academic libraries but the community in which the academic library presides.</p>

3.14 Provide the URL of the 2026-2031 Coordinated Collection Development for Academic Libraries (CCDA) Plan.	<a href="https://wnylrc.org/about">https://wnylrc.org/about</a>
<b>Member Survey</b>	
3.15 Describe the information to be collected in order to determine members' satisfaction with the system's services.	A ten-question survey will be disseminated annually. Staff also conduct site visits regularly to 5-8 different member locations annually.
3.16 Provide the URL of the proposed blank annual member survey	<a href="https://wnylrc.org/about/plan-of-service">https://wnylrc.org/about/plan-of-service</a>
3.17 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.	The information gathered from the survey may have an impact on activities but will not necessarily change any goals or objectives.
<b>Revision Process</b>	
3.18 Describe the process for revising the system's Plan of Service for submission to the New York State Education Department.	If the plan needs major revisions based on the annual survey, we will use the data collected to formally request amending the plan of service.

#### **Section 4 – Mission Statement, Objectives, Outcomes and Evaluation Methods**

4.1 The Library System's Mission Statement	<p>WNYLRC Purpose Statement:</p> <ul style="list-style-type: none"> <li>• WNYLRC is a member-driven organization that helps libraries build connections with each other, library users, and the larger community.</li> </ul> <p>WNYLRC Principles – All activities, services, and strategic initiatives must meet at least one of these principles:</p> <ul style="list-style-type: none"> <li>• WNYLRC facilitates collaboration</li> <li>• WNYLRC embraces experimentation</li> <li>• WNYLRC cultivates learning</li> </ul>
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	<ul style="list-style-type: none"><li>• WNYLRC advocates for libraries</li><li>• WNYLRC builds community</li></ul>
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The minimum requirement for questions 4.2 through 4.22 is to complete one repeating group for *each* topic of *every* element (unless noted as optional)

<b>Goal 1 – Resource Sharing</b>				
<b>Topic</b>	<b>Objective</b>	<b>Years Addressed</b>	<b>Outcomes</b>	<b>Evaluation Method (s)</b>
4.2 Catalog Services	1. Explore cross-organizational relationships and facilitate collaboration through enhanced programs and services to expand resource sharing across catalogs.	Years 1 through 5	1.1 Improved options for creating cost-effective, user centric tools that facilitate resource sharing both regionally and statewide.	# of new services and library connections
<b>4.3 (PLS Only)</b>				
4.4 Interlibrary Loan and Delivery	1. Continue to support resource statewide delivery through Empire Library Delivery.	Years 1 through 5	1.1 More members will participate in the delivery service from our region.	Statistics from ELD activity reports and # of participating members
4.5 Shared Electronic Collections	1. Continue to provide and refine digital platform services based on library and social trends (platforms such as NY Heritage, ESIE, and ESLN AIR).	Years 1 through 5	1.1 Improved user interface and better search results.  1.2 Create secure platforms saving member's money so they don't have to support these	# of improvements or changes to platform operations

			digital platforms on their own.	
4.6 Supporting Technology	1. Continue to support the ongoing development and funding of several statewide platforms and services: NY Heritage, Empire State Immersive Experiences, and ESLN AIR.	Years 1 through 5	1.1 Ensures member's continued access to search and contribute content.	# of members utilizing the platforms # of collections added # of consultations provided by staff
4.7 Other (Optional)				

**Goal 2 – Client Groups**

<b>Topic</b>	<b>Objective</b>	<b>Years Addressed</b>	<b>Outcomes</b>	<b>Evaluation Method (s)</b>
4.8 Hospital Library Services	1. Provide HLSP-participating hospitals and associate library staff access to health information and expert research assistance and training.  2. Promote the value of hospital library services.	Years 1 through 5	1.1 More healthcare professionals embrace scholarship with assistance from HLSP librarians supporting the scholarly output including presentations, publishing, and research.  1.2 More healthcare	# of healthcare professionals' articles published # of healthcare professionals' presentations given # of users utilizing the hospital library services # trainings

			<p>professionals will be receiving guidance and training on emerging information technologies in clinical practice.</p> <p>1.3 Healthcare professionals will become accustomed to identifying and using evidence-based resources.</p> <p>2.1 HLSP librarians become adept at advocating hospital administrators to increase hospital library funding.</p>	# of dollars in increased funding
4.9 SLS Only				
4.10 – 4.14 PLS Only				
4.15 Client Groups Other (Optional)				
<b>Goal 3 - Professional Development and Training</b>				
<b>Topic</b>	<b>Objective</b>	<b>Years Addressed</b>	<b>Outcomes</b>	<b>Evaluation Method (s)</b>
4.16 Professional	1. Support professional	Years 1 through 5	1.1 Library staff will	<b># of programs provided</b>

<p>Development and Training</p>	<p>development opportunities and research for WNYLRC members across library types and roles.</p>		<p>navigate librarian’s evolving instructional roles.</p> <p>1.2 WNYLRC will spotlight or showcase student, faculty, and member library research projects to elevate a librarian’s role in scholarly output.</p> <p>1.3 Library staff will consistently use evidence-based information literacy instruction through continuing education opportunities.</p> <p>1.4 Design service area specific onsite training and networking opportunities to increase engagement with members.</p>	<p><b># of presentations</b>  <b># of posters and sessions</b>  <b># of member participants</b>  <b># of networking events</b>  <b># of regional locations impacted</b></p>
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<b>Goal 4 – Consulting Services</b>				
<b>Topic</b>	<b>Objective</b>	<b>Years Addressed</b>	<b>Outcomes</b>	<b>Evaluation Method (s)</b>
4.17 Consulting services	1. Explore new initiatives with members through pilot testing and staff expertise.	Years 1 through 5	<p>1.1 Support member libraries and staff in exploring artificial intelligence through training, tools, and resources.</p> <p>1.2 Facilitate member opportunities to share innovative ideas and projects with peers and potential funders.</p> <p>1.3 Continue to offer grants and funding opportunities to members to support exploration projects and ideas.</p> <p>1.4 Connect members who need guidance to services, resources, and professional assistance to support grant-</p>	<p># of initiatives</p> <p># of sessions</p> <p># of tools explored</p> <p># of resources available</p> <p># of facilitated sharing sessions</p> <p># of grants offered</p> <p># of grant recipients</p> <p># of grant applications</p>

			seeking and grant writing efforts.	
<b>Goal 5 - Coordinated Services for Members</b>				
<b>Topic</b>	<b>Objective</b>	<b>Years Addressed</b>	<b>Outcomes</b>	<b>Evaluation Method (s)</b>
4.18 Coordinated services for Members	1. Explore cross-organizational relationships and facilitate collaboration through enhanced programs and services.	Years 1 through 5	1.1 Continue to provide and refine expert advisory services based on library or social trends.  1.2 Connect libraries with social work, public health, and other complimentary disciplines to develop partnerships and collaborations between member libraries, CBOs, and non-profits to foster communication relationships.	# of relationships established # of programs # of services refined # of connections
<b>Goal 6 - Communication and Awareness</b>				
<b>Topic</b>	<b>Objective</b>	<b>Years Addressed</b>	<b>Outcomes</b>	<b>Evaluation Method (s)</b>
4.19 Communication and Awareness	1. Elevate the importance of all people working in libraries.	Years 1 through 5	1.1 Promote the value and expertise of librarians through	# of sessions and campaigns held # of

	<p>2. Foster meaningful and inclusive engagement across roles, institutions, and geography.</p>		<p>discussions, marketing, and public relations, in the community in which the library serves.</p> <p>1.2 Recognize excellence in library staff through awards and recognition programs.</p> <p>2.1 Create communication channels grouped by interest or role that meet library and system needs.</p> <p>2.2 Design service area specific onsite training and networking opportunities to increase engagement with members.</p> <p>2.3 Inform members of state and regional legislation and advocacy efforts through timely updates, resources, and</p>	<p>members served # of awards given # of channels created # of training sessions and locations</p>
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			engagement opportunities.	
<b>Goal 7 – Collaborative Efforts with Other Library Systems and Organizations</b>				
<b>Topic</b>	<b>Objective</b>	<b>Years Addressed</b>	<b>Outcomes</b>	<b>Evaluation Method (s)</b>
4.20 Collaborative Efforts with Other Library Systems and Organizations	1. Raise awareness of the essential value libraries and cultural organizations provide communities through collaboration with other systems.	Years 1 through 5	<p>1.1 Advocate for library funding with state legislators and library administrators.</p> <p>1.2 In partnership with other library organizations, create a public perception media campaign utilizing various public communication and marketing channels.</p> <p>1.3 In partnership with other library organizations, promote the value of libraries to educational associations.</p>	<p># of collaborations</p> <p># of organizations participating</p> <p># of meetings with legislators and library administrators</p> <p># of campaigns</p> <p># of contacts with other associations</p> <p># use of benchmarking service if developed</p>

			1.4 In partnership with other library organizations, investigate the feasibility of developing an academic benchmarking service that includes ethically collecting data, certifications, credentialing, and agency accreditation.	
4.21 PLS only				
<b>Goal 9 – Other (Optional)</b>				
<b>Topic</b>	<b>Objective</b>	<b>Years Addressed</b>	<b>Outcomes</b>	<b>Evaluation Method (s)</b>
4.22 Other Initiatives	1, Examine WNYLRC's existing organizational structure including governance, committees, staffing, and membership categories.	1-2	1.1 Improve the fostering of diversity, equity, inclusion, accessibility, and anti-racism principles in all aspects of the organization through an internal audit.  1.2 Improve or right size the member committee structure,	Audit results # of discussions Review outcomes

			membership categories, and governance model.	
4.23 Assurance		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 it was reviewed and approved by the library system board on (date – 02/27/2026		
4.24 Approval – FOR NYSL Use Only		The library system’s Plan of Service was reviewed and approved by the New York State Education Department on (date – mm/dd/yyyy).		
4.25 Revision Assurance		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 it was reviewed and approved by the library system board on (date – mm/dd/yyyy).		
4.26 Revision Approval for NYSL Use Only		The library system’s revised Plan of Service was reviewed and approved by the New York State Education Department on (date – mm/dd/yyyy).		

