Chautauqua-Cattaraugus Library System
FIVE YEAR LIBRARY SYSTEM PLAN OF SERVICE (Public Library Systems)
2017-2021

SECTION 1 - GENERAL INFORMATION

January 1, 2017 - December 31, 2021

1.1	Name of System	Chautauqua-Cattaraugus Library System
1.2	Street Address	106 West Fifth Street
1.3	City	Jamestown
1.4	Zip Code	14701
1.5	Four Digit Zip Code Extension (enter N/A if unknown)	5000
1.6	Telephone Number (enter 10 digits only)	(716) 664-6675
1.7	Fax Number (enter 10 digits only)	(716) 484-1205
1.8	Name of System Director	Eli Guinnee
1.9	E-Mail Address of the System Director	eguinnee@cclslib.org
1.10	System Home Page URL	www.cclslib.org
1.11	URL of Current List of Members	cclslib.ent.sirsi.net/client/en_US/default/;jsessionid=6A5A68931D23583602E22A1E48B131F6.enterprise-16600?rm=OUR+LIBRARIES0%7C%7C%7C1%7C%7C%7C2%7C%7C%7Ctrue
1.12	Date of Establishment	1960
1.13	Date of Absolute Charter	1965
1.14	Name(s) of Central Library/Co-Central Libraries	James Prendergast Free Library; Olean Public Library
1.15	Square Mileage of System Service Area	2,369
1.16	Population of System Service Area	215,222
1.17	Type of System	PLS

SECTION 2 - SYSTEM GOVERNANCE

BYLAWS

2.1	URL of Current Governing Bylaws	cclslib.ent.sirsi.net/custom/web/content/CCLSCurrentBy-laws2009.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	System Board Members are elected by the member libraries.

appointed/elected. For example, county board, member libraries, etc.

ADVISORY GROUPS

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

a.	Member Directors' Organization / Council	Yes
b.	Outreach Advisory Committee	Yes
c.	Central Library Advisory Committee	Yes
i.	Other (specify using the State note)	No

SECTION 3 - PLANNING

NEEDS ASSESSMENT AND DEVELOPMENT OF THE PLAN

3.1	Provide a summary describing the processes used to assess needs in the development of the Plan of Service.	The Strategic Planning Committee (SPC) met to discuss a timeline, a process, and develop patron and member library surveys. A survey was sent to member libraries and results compiled. A survey was widely distributed to patrons and results compiled. System Director Eli Guinnee conducted three focus groups along with the Directors of the Nioga Library System and Buffalo Erie County Public Library System in coordination with the Western New York Library Resources Council. The SPC met to discuss priorities that emerged from the surveys and focus groups. System consultants made presentations to the SPC on future trends and needs in their areas of expertise. A first draft of plan goals and objectives was distributed to SPC members and System Consultants for comment, then presented at a Member Library Directors' Meeting for further prioritization and discussion. Revisions were made and a final draft presented to the entire Board of Trustees for approval.
3.2	Identify the groups involved in development of the Plan of Service and each group's role.	The Strategic Planning Committee consisted of two system Trustees, Pat Kerl and Don Watkins, and five member librarians, Sheryl Soborowski, Janice Dekoff, Julie Putcher, Iza Nowaak, and Erin Hauenstein. This group oversaw the planning process and revised drafts of the plan. Three focus groups consisted of member library directors. These groups focused on future needs of libraries, effective ways to adapt to evolving community needs, and continuing education needs. System consultants provided reports to the Strategic Planning Committee, and made comments on a draft of the plan. All member libraries gave detailed feedback in a library survey. 186 patrons provided feedback in a patron survey.
3.3	Describe the planning process for the 2017-2021 Central Library Plan.	The Central Library Plan was developed at the guidance of the Strategic Planning Committee, with input from the directors of the Co-Central Libraries, Michelle LaVoie and Tina Scott. Central Library services were reviewed alongside survey results and the plan draft. Stakeholders were identified and a needs assessment informed development of goals and objectives.
3.4	Identify the groups involved in development of the 2017-2021 Central Library Plan and each group's role.	The Central Library Plan was developed with input from the Strategic Planning Committee, directors of both co-centrals, member library feedback data, and patron feedback data. Focus groups and surveys provided stakeholder needs data. The SPC guided the process, with input from the directors to identifying overall goals. The directors discussed objectives, strategies, and evaluation method, and made recommendations to the SPC. The Boards of the Co-Centrals reviewed and approved the plan.
3.5	Describe the integration of the 2017-2021 Central Library Plan with the system's Plan of Service.	The Co-Central Plan has been developed in tandem with the Plan of Service. Co-Central goals were developed from Plan of Service priorities.
3.6	Provide the URL of the 2017-2021 Central Library Plan.	http://cclslib.ent.sirsi.net/custom/web/content/cocentralplan_2017to2021.pdf
3.7	Describe the planning process for the 2017-2021 Direct Access Plan.	The Direct Access Plan was developed with the guidance of the Strategic Planning Committee and the Member Libraries. A draft was distributed and approved by member libraries.
3.8	Provide the URL of the 2017-2021	http://cclslib.ent.sirsi.net/custom/web/content/CCLSDirectAccess2017to2021.pdf

proposed Direct
Access Plan.

EVALUATION

3.9	Describe the information to be collected in order to evaluate and determine members' satisfaction with the system's services.	Each year, member libraries are surveyed to determine satisfaction with system services and recommend improvements. Surveys ask about effectiveness of services in priority areas as identified in the Plan of Service. Feedback is evaluated to track progress towards goals.
3.10	Provide the URL for the evaluation form(s) used by members.	http://www.libraries.cc/wp-content/uploads/2017/01/memberlibraryfeedbackform.pdf
3.11	Provide the URL for the results of the member evaluation.	http://www.libraries.cc/wp-content/uploads/2017/01/memberlibraryfeedback.pdf
3.12	Describe how the information on customer satisfaction will be used to shape the system's plan in the next year or in the following planning cycle.	Information gathered informed development of goals and objectives and will continue every year to demonstrate progress towards accomplishing objectives. Customer satisfaction results help us strategize by identifying priority areas that need further focus.

REVISION PROCESS

3.13	Describe the process for revising the system's Plan of Service for submission to the New York State Education Department/New York State Library.	The Board of Trustees and the Strategic Planning Committee want the plan to be reviewed regularly and revised as necessary to fit changing needs of libraries and the evolving communities they serve. As new opportunities and challenges emerge, the Board will adapt to take advantage of opportunities and meet new challenges. Any revisions will be discussed and reviewed by the System Board.

SECTION 4 - GOALS/RESULTS

4.1	The Library System's Mission Statement (The Instructions include the definition of the mission statement.)	The mission of the Chautauqua-Cattaraugus Library System is to foster, strengthen, and improve public library services within its two-county service area.

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

4.2 Element I - RESOURCE SHARING
Cooperative Collection Development

1.	Goal Statement	Continue to provide quality Collection Development tools and services, and explore ways to make collection development more efficient and effective.
2a.	Year 1	Yes
2b.	Year 2	Yes
2c.	Year 3	Yes
2d.	Year 4	Yes
2e.	Year 5	Yes
3.	Intended Result(s)	Libraries will have access to, and training on, high quality CCLS-supplied collection development tools.
4.	Evaluation Method(s)	Number of libraries using centralized ordering services and collection development tools.

4.3 Element 1 - RESOURCE SHARING
Integrated Library System

1.	Goal Statement	Provide member libraries with a cost effective Integrated Library System with customer friendly discoverability tools, and user-friendly cataloging, circulation and reporting functions.
2a.	Year 1	Yes

2b.	Year 2	Yes
2c.	Year 3	Yes
2d.	Year 4	Yes
2e.	Year 5	Yes
3.	Intended Result(s)	Each year patrons will have a user friendly interface to discover digital and physical items; member librarians will have a user friendly ILS for cataloging, circulation, and reporting/collection analysis; authority control will be improved.
4.	Evaluation Method(s)	Patrons will report ease of use of OPAC; member libraries will report high usability of ILS; ILS will incorporate physical and digital items in one catalog.

4.4 Element I - RESOURCE SHARING
Delivery

1.	Goal Statement	Provide effective delivery service between Member Libraries to enable efficient sharing of resources.
2a.	Year 1	Yes
2b.	Year 2	Yes
2c.	Year 3	Yes
2d.	Year 4	Yes
2e.	Year 5	Yes
3.	Intended Result(s)	A minimum twice-weekly delivery service will transfer materials and resources between libraries.
4.	Evaluation Method(s)	Number of items delivered; frequency of delivery; timeliness in filling holds.

4.5 Element I - RESOURCE SHARING
Interlibrary Loan

1.	Goal Statement	CCLS will fill interlibrary loan requests in and out of system.
2a.	Year 1	Yes
2b.	Year 2	Yes
2c.	Year 3	Yes
2d.	Year 4	Yes
2e.	Year 5	Yes
3.	Intended Result(s)	Patrons can request materials be transferred to them from another CCLS library; if not available within the System, patrons can request items out-of-system.
4.	Evaluation Method(s)	Number of holds filled; number of ILLs filled; surveys of patrons.

4.6 Element I - RESOURCE SHARING
Digital Collections Access

1.	Goal Statement	Digital collections will meet the demand from patrons, and will provide user-friendly access; Member Libraries will understand the value of contributing to central digital collections.
2a.	Year 1	Yes
2b.	Year 2	Yes
2c.	Year 3	Yes
2d.	Year 4	Yes
2e.	Year 5	Yes
3.	Intended Result(s)	Every year, CCLS will survey patrons and member librarians to determine digital collection demand and evaluate ways to develop the collection, improve training, and improve access. Databases will be evaluated for suitability and feasibility.
4.	Evaluation Method(s)	Survey results; number of digital downloads and checkouts; Analysis of Member Library financial contributions.

4.7 Element I - RESOURCE SHARING
Other (Optional)

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

4.8 Element 2 - SPECIAL CLIENT GROUPS

Adult Literacy

1.	Goal Statement	CCLS will coordinate support for adult literacy opportunities both directly and through member library support.
2a.	Year 1	Yes
2b.	Year 2	Yes
2c.	Year 3	Yes
2d.	Year 4	Yes
2e.	Year 5	Yes
3.	Intended Result(s)	Adults with literacy needs, including digital literacy needs, can get help through their local library.
4.	Evaluation Method(s)	Attendance at digital literacy workshops; number of libraries with adult literacy programs.

4.9 Element 2 - SPECIAL CLIENT GROUPS
Coordinated Outreach (See Instructions for outreach target groups)

1.	Goal Statement	Improve access for underserved populations to library programs, services, and materials by developing best practices and benchmarks; continue deposit collection program; increases services to the aging.
2a.	Year 1	No
2b.	Year 2	Yes
2c.	Year 3	Yes
2d.	Year 4	Yes
2e.	Year 5	Yes
3.	Intended Result(s)	Every library will be a valuable resource for the Outreach target populations; deposit collections will take advantage of resource sharing and delivery systems to increase access to materials; all libraries will be a resource for programs, services, and systems for the aging.
4.	Evaluation Method(s)	Patron and member library surveys; Outreach coordinator site visits to determine effectiveness of services to target populations and set goals; number of programs developed to serve the underserved; outreach training sessions; number of meetings with the coordinated outreach committee; number of partnerships with other service organizations that serve the aging.

4.10 Element 2 - SPECIAL CLIENT GROUPS
Correctional Facilities (State and County)

1.	Goal Statement	CCLS will continue to provide one prison and two jails with library services.
2a.	Year 1	Yes
2b.	Year 2	Yes
2c.	Year 3	Yes
2d.	Year 4	Yes
2e.	Year 5	Yes
3.	Intended Result(s)	Inmates will have access to educational resources; prison librarian will have support services.
4.	Evaluation Method(s)	Number of items provided to the prison and jails; number of visits by the Outreach Coordinator to the prison and jails; participation of Outreach Coordinator in reentry initiatives.

4.11 Element 2 - SPECIAL CLIENT GROUPS
Youth Services (Youth to age 18 exclusive of Early Literacy)

1.	Goal Statement	CCLS will provide youth services support to strengthen member library materials and programming for children of all ages, and promote partnerships with schools
2a.	Year 1	Yes
2b.	Year 2	Yes
2c.	Year 3	Yes
2d.	Year 4	Yes
2e.	Year 5	Yes
3.	Intended Result(s)	Member libraries will receive support to provide excellent youth programs and materials on a frequent and regular basis; members will have access to shared youth collections such as science activity kits and storytime packets; members will have access to development tools and consultancy services to improve youth services.
4.	Evaluation Method(s)	Attendance at summer reading programs; attendance at youth programs; number of kits and storytime packets created and circulated; visits to member libraries by youth services consultants; number of member libraries in regular communication with their local schools.

4.12 Element 2 - SPECIAL CLIENT GROUPS
Early Literacy (Birth to School Age with Parents/Caregivers)

1.	Goal Statement	CCLS will provide consultancy services and training to strengthen member library early literacy support.
2a.	Year 1	Yes

2b.	Year 2	Yes
2c.	Year 3	Yes
2d.	Year 4	Yes
2e.	Year 5	Yes
3.	Intended Result(s)	All member libraries will provide early literacy programming for their community and will be a resource for parents to develop early literacy skills in their young children.
4.	Evaluation Method(s)	Number of and attendance at member library early literacy programs; number of early literacy trainings conducted by CCLS for member libraries; Ready to Read participating libraries and workshop attendance

4.13 Element 2 - SPECIAL CLIENT GROUPS
OTHER (Optional)

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

4.14 Element 3 - PROFESSIONAL DEVELOPMENT AND TRAINING

1.	Goal Statement	CCLS will provide member library staff and trustees with professional development opportunities in multiple formats to meet identified needs.
2a.	Year 1	Yes
2b.	Year 2	Yes
2c.	Year 3	Yes
2d.	Year 4	Yes
2e.	Year 5	Yes
3.	Intended Result(s)	Yearly, CCLS will survey members for training needs; Member Library staff and trustees will have access to relevant training opportunities on fundamentals of library operations and trends; on-demand director and trustee orientation will be provided as needed.
4.	Evaluation Method(s)	Surveys of member library staff and trustees; number of and attendance at training sessions;

4.15 Element 4 - CONSULTING AND DEVELOPMENT SERVICES

1.	Goal Statement	Provide quality consulting services for all areas of library management and operations; increase IT consulting services including increased website support for improved usability and standardization, and centralized affordable broadband options; provide increased support for member library strategic planning processes.
2a.	Year 1	Yes
2b.	Year 2	Yes
2c.	Year 3	Yes
2d.	Year 4	Yes
2e.	Year 5	Yes
3.	Intended Result(s)	All libraries will use CCLS staff for consultancy services, including Human Resources, legal issues, financial controls, cataloging, IT services, youth services, and digital services.
4.	Evaluation Method(s)	Number of one on one consultant visits; survey of member libraries; number of members that use of System IT consultants as primary IT support; number of libraries taking advantage of collaborative broadband options; number of websites using the system's recommended template.

4.16 Element 5 - COORDINATED SERVICES FOR MEMBERS
Virtual Reference

1.	Goal Statement	Assist libraries in developing virtual reference services.
2a.	Year 1	No
2b.	Year 2	Yes
2c.	Year 3	Yes
2d.	Year 4	Yes
2e.	Year 5	Yes
3.	Intended Result(s)	Patrons will have virtual reference options including by email and/or live chat at every member library. CCLS will regularly evaluate options for improving virtual reference options.

| 4. | Evaluation Method(s) | Number of library websites with virtual reference options; annual report virtual reference data. |

4.17 Element 5 - COORDINATED SERVICES FOR MEMBERS
Digitization Services

1.	Goal Statement	Identify collections suitable for digitization, assist member libraries in digitizing special collections, and provide storage and access support for digitized collections.
2a.	Year 1	No
2b.	Year 2	No
2c.	Year 3	No
2d.	Year 4	Yes
2e.	Year 5	Yes
3.	Intended Result(s)	Member libraries will have clear guidance and technical support to take steps to digitizing special collections and preserve their community's memory and culture.
4.	Evaluation Method(s)	Number of collections digitized each year; number of files made accessible due to CCLS support

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

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

4.19 Element 6 - AWARENESS AND ADVOCACY

1.	Goal Statement	CCLS and Member Libraries will advocate effectively for library support, statewide, regionally, and locally.
2a.	Year 1	Yes
2b.	Year 2	Yes
2c.	Year 3	Yes
2d.	Year 4	Yes
2e.	Year 5	Yes
3.	Intended Result(s)	Libraries will gain increased support from the community and funders through effective advocacy and marketing efforts; patrons will be aware of system and library services through effective marketing campaigns.
4.	Evaluation Method(s)	Number of advocates at local advocacy events; number of directors and trustees who say they feel they have the tools to be effective advocates; representation of CCLS staff at statewide advocacy events.

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

1.	Goal Statement	Provide forums for effective communication among Member Libraries; develop mentoring programs; promote skill sharing collaborations.
2a.	Year 1	No
2b.	Year 2	No
2c.	Year 3	No
2d.	Year 4	No
2e.	Year 5	Yes
3.	Intended Result(s)	Member Libraries will receive frequent news from other libraries, will have opportunities to meet face to face with other member librarians, will have an easy way to ask questions by email, and will have opportunities to share skills with peers at other libraries; new member library directors/managers will have opportunities for formal mentoring.
4.	Evaluation Method(s)	Number of newsletters distributed; number of directors meetings held; number of emails to directors lists; number of formal mentoring partnerships.

4.21 Element 8 - COLLABORATIVE EFFORTS WITH OTHER LIBRARY SYSTEMS

1.	Goal Statement	Collaborate with other Western New York Library Systems to provide comprehensive training and development opportunities to member libraries.
2a.	Year 1	Yes
2b.	Year 2	Yes

2c.	Year 3	Yes
2d.	Year 4	Yes
2e.	Year 5	Yes
3.	Intended Result(s)	Libraries will have access to high quality professional development training opportunities covering library and management skills developed cooperatively between library systems; system consultants will share skills with other systems and will communicate regularly with peers at other systems.
4.	Evaluation Method(s)	Number of cooperative training sessions offered; surveys of workshop attendees.

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

1.	Element	Sustainability
2.	Topic	Member Library Sustainability
3.	Goal Statement	CCLS will provide education, training, and hands on assistance to promote member library sustainability efforts, focused on financial security, environmental stewardship, and social equity.
4a.	Year 1	No
4b.	Year 2	No
4c.	Year 3	Yes
4d.	Year 4	Yes
4e.	Year 5	Yes
5.	Intended Result(s)	Libraries will have improved financial stability, will implement environmentally sustainable practices, and will promote social equity in their communities.
6.	Evaluation Method(s)	Number of libraries with sustainable funding, especially through community funding initiatives; number of construction grants focusing on energy efficiency; number of workshops on social equity.

4.23 **Element 10 - CONSTRUCTION**

1.	Goal Statement	Support the development and funding of library construction projects; encourage sustainable and ADA-compliant building projects; support improved broadband access and infrastructure.
2a.	Year 1	Yes
2b.	Year 2	Yes
2c.	Year 3	Yes
2d.	Year 4	Yes
2e.	Year 5	Yes
3.	Intended Result(s)	Member libraries will maximize use of public library construction funds; members will have support for ADA compliance, sustainability, and broadband access.
4.	Evaluation Method(s)	Number of successful construction projects; construction grant final reports; number of libraries taking part in system-wide broadband projects.

ASSURANCE

| 4.24 | The Library System's Plan of Service was developed in accordance with provisions of Education Law and the Regulations of the Commissioner and the requirements of the New York State Library, and was reviewed and approved by the Library System Board on (date - mm/dd/yyyy). | 12/28/16 |

APPROVAL - For NYSL Use Only

| 4.25 | The Library System's Plan of Service was reviewed and approved by the New York State Library on (date - mm/dd/yyyy) | 1/23/2017 |

REVISION ASSURANCE

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

REVISION APPROVAL - For NYSL Use Only

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