

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

SECTION 1 - GENERAL INFORMATION

January 1, 2022 - December 31, 2026

- | | | |
|------|---|---|
| 1.1 | Name of System | 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 | Janice Dekoff |
| 1.9 | E-Mail Address of the
System Director | jdekoff@cclsny.org |
| 1.10 | System Home Page
URL | http://www.cclsny.org/ |
| 1.11 | URL of Current
Membership List | https://www.cclsny.org/ccls-member-libraries/ |
| 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 AND MEMBERSHIP BYLAWS

- 2.1 URL of Current Governing Bylaws <https://www.cclsny.org/wp-content/uploads/2018/04/CCLS-Current-By-laws-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. System Board members are elected by the member libraries.

ADVISORY GROUPS

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

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

SECTION 3 - PLANNING

NEEDS ASSESSMENT AND DEVELOPMENT OF THE PLAN OF SERVICE

- 3.1 Provide a summary describing the processes used to assess member 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

needs in the development of the Plan of Service.	compiled. A survey was widely distributed to patrons and results compiled. In the Spring of 2021, Executive Director, Janice Dekoff, conducted three focus groups with library directors, staff, and trustees. Topics included ILS, programming, problem areas, training opportunities (staff and trustee), outreach and advocacy, concerns for the future, funding, board roles, website management, and IT service. The focus groups allowed member libraries to elaborate on topics touched on in the survey.
3.2 Identify the groups involved in development of the Plan of Service and each group's role	The Strategic Planning Committee consisted of three trustees, Michael Erlandson, Patricia Fincher, and Don Watkins, and six library directors, Melissa Bartok, Lynn Grundstrom, Michelle LaVoie, Linda McCubbin, Shannon Taylor, and Rhonda Thompson. This group oversaw the planning process and revised drafts of the plan. Feedback from three focus groups consisting of member library directors, staff, and trustees was used in developing the plan. Member libraries and System Staff offered comments on the plan. The CCLS Board of Trustees had final review and approval.
3.3 Describe the planning process for the 2022-2026 Central Library Plan.	The Central Library Plan was developed with input from the directors of the Co-Central Libraries, Michelle LaVoie and Anne Greene. The current plan was reviewed along with information from surveys. Central library guidance from the Division of Library Development was consulted and a draft plan was developed. The plans were submitted to the Co-Central Library Boards and the CCLS Board of Trustees for approval.
3.4 Identify the groups involved in development of the 2022-2026 Central Library Plan and each group's role.	The Central Library Plan was developed with input from the Strategic Planning Committee, directors of the co-central libraries, member library feedback data, and patron feedback data. Focus groups and surveys provided stakeholder needs data. The SPC consulted on the process. The directors discussed objectives, strategies, and evaluation method,

and provided a draft plan to the SPC. The Boards of the Co-Centrals and the CCLS Board of Trustees reviewed and approved the plan.

- 3.5 Describe the integration of the 2022-2026 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 2022-2026 Central Library Plan. <https://www.cclsny.org/approved-cocentral-plan/>
- 3.7 Describe the planning process for the 2022-2026 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 and the CCLS Board of Trustees.
- 3.8 Provide the URL of the 2022-2026 proposed Direct Access Plan. <https://www.cclsny.org/09-august-review-draft-direct-access/>

EVALUATION

- 3.12 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. Monthly director's meetings also provide directors with the opportunity to provide feedback on system services.
- 3.13 Provide the URL for the evaluation form(s) used by members. <https://www.cclsny.org/ccls-member-library-survey/>
- 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. Member libraries will have the opportunity for comment during director meetings and through surveys. Information gathered will inform 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

REVISION PROCESS

focus.

- 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 CCLS 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 CCLS Board of Trustees will adapt the plan to take advantage of opportunities and meet new challenges. Any revisions will be discussed and reviewed by trustees during a system board meeting. Proposed revisions will be shared with member libraries for review and approval. Upon approval of the CCLS Board of Trustees and member libraries, submissions will be made to the Division of Library Development.

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 through 4.6, 4.8 through 4.12, 4.14 through 4.17, 4.19 through 4.21, and 4.23 - complete one repeating group for each topic of every element.

4.2 Element I - RESOURCE SHARING Cooperative Collection Development

1. Goal Statement CCLS will provide quality collection development tools and services, and explore ways to make collection development more efficient and effective.
- 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) Libraries will have access to and training on, high-quality collection development tools. Library collections system-wide will provide patrons access to materials and information on a broad range of subjects.
- 4. Evaluation Method(s) Number of libraries using centralized ordering services and collection development tools; system-wide survey will be conducted annually to review library satisfaction with cooperative collection development and materials purchased with Central Library Aid.

4.3 Element 1 - RESOURCE SHARING

Integrated Library System

- 1. Goal Statement CCLS will provide member libraries with a cost-effective integrated library system with customer-friendly discoverability tools, and user-friendly cataloging, circulation, and reporting functions.
- 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) Patrons will have a user-friendly interface to discover digital and physical items; member library staff 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; member library feedback.

4.4 Element I - RESOURCE SHARING

Delivery

1. Goal Statement CCLS will provide effective delivery service between member libraries to enable efficient sharing of resources.
- 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) Library materials will move quickly and efficiently between member libraries.
4. Evaluation Method(s) Use a system-wide survey to evaluate member satisfaction with delivery services with a focus on frequency and speed of materials movement between libraries.

4.5 Element I - RESOURCE SHARING

Interlibrary Loan

1. Goal Statement CCLS will fill interlibrary loan requests inside and outside of the system.
- 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) 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 requests filled from inside and outside of CCLS; compare number of requests

with previous years' data, survey member libraries for satisfaction with ILL service.

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

1. Goal Statement CCLS will provide patrons with user-friendly access to digital collections

- 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) CCLS member libraries and patrons will have access to a large collection of digital materials developed with member library support; member libraries will understand the value of contributing to a centralized digital collection.

4. Evaluation Method(s) 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.

**4.7 Element I - RESOURCE SHARING
Other (Optional)**

1. Topic
2. Goal Statement

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

- Year 1

- 3b. Year 2 No
- 3c. Year 3 No

3d. Year 4 No
3e. Year 5 No

4. Intended Result(s)

5. Evaluation Method(s)

4.8 Element 2 - SPECIAL CLIENT GROUPS

Adult Literacy

1. Goal Statement CCLS will support member library's adult literacy services, encourage collaboration, and sharing of experiences. CCLS will promote and utilize NYS Library initiatives and resources.

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 will have access to mini-grants for adult literacy through designated state funding; member libraries will support the literacy needs, including digital literacy, of adults by providing information, services, and programs.

4. Evaluation Method(s) Libraries awarded adult literacy mini-grants will submit feedback and reports on completed projects that include information on trainings conducted, materials purchased, and partners engaged.

4.9 Element 2 - SPECIAL CLIENT GROUPS

Coordinated Outreach (See Instructions for outreach target groups)

1. Goal Statement CCLS will support member library efforts to provide high quality outreach services to all outreach target populations.

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

(check all that apply)

- | | | |
|-----|----------------------|--|
| 2b. | Year 1
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 target populations. |
| 4. | Evaluation Method(s) | Patron and member library surveys; Outreach coordinator site visits to determine effectiveness of services to target populations and set help goals; number of programs developed to serve the target populations; number of outreach training sessions; number of meetings with the coordinated outreach committee; number of member library partnerships with other service organizations that serve the target populations. |

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

- | | | |
|-----|---|--|
| 1. | Goal Statement | CCLS will provide one state correctional facility and two county jails with library 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) | Inmates in state correctional facilities and county jails will have access to library resources that support their educational and |

- recreational needs; prison librarian will receive support from CCLS Outreach Consultant.
4. Evaluation Method(s) Number of items provided to the state correctional facility and county jails; number of visits by the Outreach Coordinator to the state correctional facility and county 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 support member library efforts to provide high quality-library service to children, teens, parents, and caregivers.
- 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 will have access to development tools and consultancy services to improve youth services; members will have access to shared program materials such as STEAM activity kits and storytime materials; members will have access to training opportunities to enhance their youth services.
4. Evaluation Method(s) Attendance at youth programs to include summer reading; number of kits created and circulated; number of and attendance at trainings provided to member library staff; number of visits to member libraries by CCLS youth consultant; surveys to gauge member library communication and collaboration with local schools.

4.12 Element 2 - SPECIAL CLIENT GROUPS

Early Literacy (Birth to School Age with Families/Caregivers)

1. Goal Statement CCLS will provide support and training to strengthen member library early literacy

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) 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; member library feedback on statewide early literacy initiatives.

4.13 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)

4.14 Element 3 - PROFESSIONAL DEVELOPMENT AND TRAINING

1. Goal Statement CCLS will provide professional development opportunities, both in-person and virtually,

based on the needs of member library staff, and trustees.

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) CCLS will survey members for training needs; member library staff and trustees will have access, in-person and virtual, to relevant training opportunities on fundamentals of library operations, best practices, 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; number of views of recorded programs

4.15 **Element 4 - CONSULTING AND DEVELOPMENT SERVICES**

1. Goal Statement CCLS will provide expertise to member library directors, staff, and trustees to support library management and operations so that member libraries may provide services and resources to their communities.

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 member libraries will consult with CCLS staff on services that include human resources,

legal issues, financial controls, cataloging, IT services, youth services, and digital services.

4. Evaluation Method(s) Number of consultations with member libraries; number of visits to member libraries; survey of member libraries to review satisfaction with consulting services.

1. Goal Statement CCLS will provide and support IT service to all member libraries necessary for library operations and meets the needs of library patrons.

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) CCLS will assist member libraries with purchasing, installation, and maintenance of technology.

4. Evaluation Method(s) Number of completed policies, number of visits to IT website, number of uses of service desk, survey of member library satisfaction with IT service.

4.16 Element 5 - COORDINATED SERVICES FOR MEMBERS

Virtual Reference (Optional)

1. Goal Statement CCLS will assist libraries in developing virtual reference 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) 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; track use of social media sites as virtual reference access points.

**4.17 Element 5 - COORDINATED SERVICES FOR MEMBERS
Digitization Services (Optional)**

- 1. Goal Statement CCLS will provide information to member libraries to ensure they are aware of the Western New York Library Resources Council digitization program and assist member libraries in digitizing special 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) Member libraries will have clear guidance and technical support to take steps to digitize 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; collect usage statistics on digitized materials.

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

- 1. Topic
- 2. Goal Statement
- 3a. Indicate year(s) during which the

system will be
addressing this goal
(check all that apply) No

3b. Year 1 No

3c. Year 2 No

3d. Year 3 No

3e. Year 4 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. 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) 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 CCLS will provide forums for effective communication among member library directors, staff, and trustees and encourage the

- sharing of ideas, successes, and best practices. CCLS will work with member libraries to develop a mentoring program.
- 2a. Indicate year(s) during which the system will be addressing this goal (check all that apply) Yes
- Year 1
- 2b. Year 2 Yes
- 2c. Year 3 Yes
- 2d. Year 4 Yes
- 2e. Year 5 Yes
3. Intended Result(s) Member Libraries will receive frequent updates from other libraries; facilitate regular virtual director's meetings as well as opportunities to meet in-person; member libraries will have an easy way to ask questions by email; member libraries will have opportunities to share best practices with peers at other libraries; new member library directors/managers will have opportunities for formal mentoring.
4. Evaluation Method(s) Number of director's meetings held; number of views of recorded meetings; number of newsletters distributed; number of member libraries that submit news; number of emails to director's lists; number of formal mentoring partnerships; member library survey.

4.21 Element 8 - COLLABORATIVE EFFORTS WITH OTHER LIBRARY SYSTEMS

1. Goal Statement CCLS will work collaboratively with other public library systems, school library systems, and reference and research library resources systems.
- 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 will benefit from professional development opportunities provided through cooperative and collaborative efforts; libraries will benefit from CCLS staff exchanging information with the staff of all library system types.
- 4. Evaluation Method(s) Number of professional development opportunities provided through cooperative and collaborative efforts; surveys of workshop attendees; feedback from other library systems.

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. 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) 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; survey of member libraries progress with sustainability efforts.

4.23 Element 10 - CONSTRUCTION

- 1. Goal Statement CCLS will support the development and funding of library construction projects through the administration of NYS Construction Aid for Public Libraries; encourage sustainable and ADA-compliant building projects; provide consultation services to member libraries in planning construction projects.

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

 - Year 1

- 2b. Year 2 Yes
- 2c. Year 3 Yes
- 2d. Year 4 Yes
- 2e. Year 5 Yes
- 3. Intended Result(s) Member libraries will maximize the use of public library construction funds; members will have support for ADA compliance, sustainability, and broadband access; member libraries will receive system support throughout the application process.
- 4. Evaluation Method(s) Number of successful construction projects; construction grant final reports; survey member library satisfaction with construction project assistance.

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 08/11/2021

State Library, and
was reviewed and
approved by the
Library System Board
on (date -
mm/dd/yyyy)

APPROVAL - For NYSL Use Only

4.25 The Library System's
Plan of Service was
reviewed and 10/20/2021
approved by the New
York State Library on
(date - mm/dd/yyyy)

REVISION ASSURANCE

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

REVISION APPROVAL - For NYSL Use Only

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