

Nioga Library System

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

SECTION 1 - GENERAL INFORMATION

January 1, 2022 - December 31, 2026

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|------|---|--|
| 1.1 | Name of System | Nioga Library System |
| 1.2 | Street Address | 6575 Wheeler Road |
| 1.3 | City | Lockport |
| 1.4 | Zip Code | 14094 |
| 1.5 | Four Digit Zip Code
Extension (enter N/A if unknown) | 9400 |
| 1.6 | Telephone Number
(enter 10 digits only) | (716) 434-6167 |
| 1.7 | Fax Number (enter
10 digits only) | (716) 434-8231 |
| 1.8 | Name of System
Director | Thomas C. Bindeman |
| 1.9 | E-Mail Address of the
System Director | bindeman@nioga.org |
| 1.10 | System Home Page
URL | www.nioga.org |
| 1.11 | URL of Current
Membership List | www.niogalibrary.org/member-libraries.html |
| 1.12 | Date of
Establishment | 1959 |
| 1.13 | Date of Absolute
Charter | 1965 |
| 1.14 | Name(s) of Central
Library/Co-Central
Libraries | Niagara Falls Public Library |
| 1.15 | Square Mileage of
System Service Area | 1,407 |
| 1.16 | Population of System
Service Area | 319,431 |
| 1.17 | Type of System | PLS |

SECTION 2 - SYSTEM GOVERNANCE AND MEMBERSHIP BYLAWS

- 2.1 URL of Current Governing Bylaws www.niogalibrary.org/member-libraries.html

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.
Member Library Trustees

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 needs in the Online surveys and in-person interviews were conducted to assess needs identified by directors, staff, trustees, and patrons of member libraries, to rate current system programs and services in terms of value, use,

development of the Plan of Service.	<p>priority, satisfaction and to make suggestions for improvement. A patron survey was advertised on Facebook and was published on member library websites to encourage participation by patrons and community members. Directors, staff, trustees and patrons had their own unique survey. An outside facilitator invited all Nioga System directors to individual in-person meetings. These meetings were conducted in July and August 2021. Information gathered from meetings, surveys and input from Nioga Staff, the Trustees of the Nioga Library System, the System Advisory Committee, and the Director of Central Library Services (Niagara Falls Public Library) were used in the development of this Plan of Service.</p>
3.2 Identify the groups involved in development of the Plan of Service and each group's role	<p>In-person meetings were conducted with library directors representing all three counties in the Nioga System. Input gathered from the in-person meetings, along with survey findings from all four groups, helped identify the goals for each of the Elements required in Section 4 of the Plan of Service. These goals were presented to the Nioga Board of Trustees and the System Advisory Committee for review and discussion at their September 28 meeting. Modifications were made to the goals after their feedback, and the intended results and evaluation procedures were developed.</p>
3.3 Describe the planning process for the 2022-2026 Central Library Plan.	<p>The Niagara Falls Public Library, as the Central Library of the Nioga Library System, facilitates quality library service to all member libraries and the residents of Niagara, Orleans and Genesee Counties. The Central Library Plan was developed with input from the CLAC to provide collections, reference services, assist in library staff development, and to improve communication of its role as the Central Library to all member libraries.</p>
3.4 Identify the groups involved in development of the 2022-2026 Central	<p>The Central Library Advisory Committee (CLAC), established in 2017, identifies priorities for Central Book Aid (CBA) purchases, Central Library Development (CLD)</p>

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| | Library Plan and each group's role. | grant programs, biannual workshops, as well as various communication and technological initiatives in order to determine viability of their use by member libraries. |
| 3.5 | Describe the integration of the 2022-2026 Central Library Plan with the system's Plan of Service. | The Central Library Plan, in coordination with the Nioga Plan of Service, will assist member libraries with establishing priorities and gathering input for CBA and CLD programs, use and training of reference and information systems, trends, as well presenting workshops on topics suggested by member libraries. SEE ATTACHED DETAILED CENTRAL LIBRARY PLAN. |
| 3.6 | Provide the URL of the 2022-2026 Central Library Plan. | https://niogalibrary.org/pos2022-2026.html |
| 3.7 | Describe the planning process for the 2022-2026 Direct Access Plan. | A Direct Access Committee was formed in 2019 to review and update the current Free Direct Access Plan (FDAP). Nioga's current FDAP gave rise to several problems, including the overuse of a library's resources by people not residing in the library's service area, as well as a number of non-residents using services but not paying for them at the same level as residents. The Committee's activity included the following: a. The Committee identified issues with Nioga's current FDAP. b. The Committee reviewed statewide plans from other co-operative library systems. c. A draft plan was developed. d. A new FDAP was distributed for review and consideration by member library boards. e. The Plan was approved by a majority of member libraries. f. The Plan was ratified by the Nioga Board of Trustees at a regular Board Meeting on March 24, 2020. Nioga plans to update the statistical addendums to this plan annually. |
| 3.8 | Provide the URL of the 2022-2026 proposed Direct Access Plan. | https://niogalibrary.org/pos2022-2026.html |

EVALUATION

- | | | |
|------|--|---|
| 3.12 | Describe the information to be collected in order to | Data collected from the various surveys and in-person meetings was reviewed by the system director for comment and further input. After |
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evaluate and determine members' satisfaction with the system's services.	review, the Board of Trustees of the Nioga Library System and the Trustees of the Niagara Falls Public Library approved the Plan of Service 2022-2026 at each of their regularly scheduled meeting held in September and October 2021.
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3.13 Provide the URL for the evaluation form(s) <https://niogalibrary.org/pos2022-2026.html> used by members.

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.	Results from the various surveys from the directors, staff, trustees, and patrons was tabulated and trends identified. The data collected from these groups will be used to evaluate current services and suggest improvements and/or additions to services when feasible and as funding allows over the next one-to-five-year period.
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REVISION PROCESS

3.15 Describe the process for revising the system's Plan of Service for submission to the New York State Education Department/New York State Library.	The Plan of Service will be revised, if necessary, after review with member library directors and the System Director. Suggested revisions will be based on system capabilities, affordability and/or as requested by Library Development. Upon review of input from the member libraries, the Board of Trustees of the Nioga Library System may make amendments to the Plan of Service on or before April 1st of each year for implementation July 1st of the same year.
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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 Nioga Library System is to extend and improve library services to the residents of Niagara, Orleans and Genesee counties by assisting local libraries in meeting the information needs of their communities through leadership, education, inspiration and enhanced resource sharing. (Adopted September 1994 and reaffirmed March 2001.)
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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 The Nioga Library System will assist with selection, management and purchasing of systemwide print, electronic services and digital collections for member libraries and their patrons as funds allow.
- 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) a. Member libraries will have statistics and trend information to develop collections to meet patron needs. b. Member libraries will have access to select shared print collections. c. Member libraries will have access to shared collections of downloadable e-content. d. Member libraries will have access to collection analysis library system software to be able to use both statistical information and library system staff to assist in weeding collections.
4. Evaluation Method(s) • Ongoing assessment by library system staff based on comments from staffs of member libraries. • Annual review of statistical and collection reports in terms of value to member libraries. • Periodic feedback from staffs of member libraries to evaluate and rate service.

4.3 Element 1 - RESOURCE SHARING

Integrated Library System

1. Goal Statement The Nioga Library System will maintain an Integrated Library System (ILS) providing member libraries with support and access to print and digital materials. Provide easy access to an online public catalog (Sirsi) for print and electronic services that will allow patrons to

- request materials electronically and receive timely delivery services of printed and other loan materials. The system will train staff and patrons in use of electronic services using in-person and web-based instruction as funding allows.
- 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) a. Staff at member libraries will access ILS to meet patrons needs and requests with the appropriate network and technology required. b. Patrons will have access to member library collections using electronic services. c. Workshop sessions to demonstrate the use of electronic services will be held for staff and patrons at each member library as funding allows.
4. Evaluation Method(s) • Number of workshops/training sessions held • Staff feedback • Workshop attendance • Survey results

4.4 Element I - RESOURCE SHARING

Delivery

1. Goal Statement 1.0 The Nioga Library System will provide Monday-Friday delivery service at no charge and in a timely manner to meet the needs of patrons and staff at all member libraries. To ensure continuous service, a Contingency Plan for delivery (as funding allows) and Communication Plan for use during inclement weather conditions/emergencies and unforeseen delays will be developed and posted on the System's website.
- 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) a. Consistent delivery service for member libraries. b. Training conducted for a backup delivery person/vehicle for emergency service as funding allows. c. Updates via email regarding changes to delivery service and/or schedule. d. Status updates issued via email/listserv if delays occur according to Contingency Plan.
4. Evaluation Method(s) • Survey results • Anecdotal data • Monitoring of email correspondence from member libraries • Library staff and patron feedback

4.5 Element I - RESOURCE SHARING

Interlibrary Loan

1. Goal Statement The Nioga Library System will coordinate and provide member libraries and their patrons access to nationwide library materials/collections to meet their educational, informational, technical, and recreational needs. Goal of providing 2-4 day turnaround on requests for shared materials, as well as updates about status of shared materials. Continue to provide patrons curbside pickup service at various member libraries. Encourage the growth of reciprocal borrowing from other public library systems (e.g., Buffalo and Erie County Public Library System and Pioneer Library System) as funding allows.
- 2a. Indicate year(s) during which the system will be addressing this goal (check all that apply) Yes

- | | | |
|-----|----------------------|--|
| 2b. | Year 1 | Yes |
| 2c. | Year 3 | Yes |
| 2d. | Year 4 | Yes |
| 2e. | Year 5 | Yes |
| 3. | Intended Result(s) | a. Member libraries will have access to the borrowing and lending of materials from member library collections as well as from collections outside of the Nioga Library System using established guidelines for cooperative program. b. Libraries outside the system will have the opportunity to borrow from Nioga member libraries. c. Encourage and support Nioga Library System member libraries who offer curbside pickup service to patrons. |
| 4. | Evaluation Method(s) | • Track number of items checked out within Nioga Library System ILL • Track number of items checked out outside of system • Track number of items delivered via curbside pickup service • Feedback from member library directors |

4.6 Element I - RESOURCE SHARING

Digital Collections Access

- | | | |
|-----|--|---|
| 1. | Goal Statement | The Nioga Library System will facilitate access to shared digital resources available to all member 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) | a. Patrons of all member libraries will have access to shared digital collections (e.g. Hoopla, Overdrive, Libby and Tumble Books) through direct links of their websites and through the online catalog. b. Patrons of all member libraries will have access to online |

services specific to the Nioga System such as Nioga's YouTube channel, NioKids etc. c. Member libraries and their patrons will have access to shared databases and reference services. d. All member libraries will include information about systemwide electronic services available on their websites, and periodically share links to them on Social Media accounts.

4. Evaluation Method(s) • Periodic feedback from patrons and directors of member libraries • Track number of hits/items delivered through electronic services from member libraries • Periodic review and rating of services by staff of member libraries

4.7 Element 1 - 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

Adult Literacy

1. Goal Statement The Nioga Library System will support efforts of member libraries in providing library services to adults with low literacy skills including educationally disadvantaged. Nioga will provide administration of New York State Adult Literacy Grant program for eligible member libraries.

- 2a. Indicate year(s)

- during which the system will be addressing this goal (check all that apply) Yes
- 2b. Year 1 Yes
Year 2 Yes
- 2c. Year 3 Yes
- 2d. Year 4 Yes
- 2e. Year 5 Yes
3. Intended Result(s) a. Member libraries will have an increased awareness of the literacy providers and the literacy providers will have an increased awareness of the libraries and their resources. b. Annual applications for Adult Literacy grant program will be submitted to the New York State Library. c. Member libraries will have an increased awareness of GED providers and the GED providers will have an increased awareness of the libraries and their resources.
4. Evaluation Method(s) • Track and monitor contacts/discussions Outreach Library has with member libraries • Review outcome of Adult Literacy grant • Track and monitor contacts/discussions Outreach Librarian has with GED providers

4.9 Element 2 - SPECIAL CLIENT GROUPS

Coordinated Outreach (See Instructions for outreach target groups)

1. Goal Statement To support efforts of member libraries in providing library services to members of ethnic and minority groups in need of library services, unemployed persons and those in need of job placement assistance, persons living in underserved by a library, the blind and visually impaired, the physically challenged and the aged.
- 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) a. Member libraries will have an increased awareness of the outreach populations within their service areas and the other organizations and agencies that serve outreach populations will have an increased awareness of materials and services that are available through the member libraries and the Nioga Library System. b. Delivery to shut-ins as capability of member library and funding allows. c. Assist member libraries in complying with the Americans with Disabilities Act (ADA). d. Submit one grant application each year that would serve the Outreach Populations.
4. Evaluation Method(s) • Anecdotal data • Track circulation for shut-in deliveries • Completed grant application and submission

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

1. Goal Statement The Nioga Library System will provide services to the State correctional facilities and County jails in its service area.
- 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) a. Annual contracts between the two state correctional facilities will be signed in a timely fashion and services will be rendered satisfactorily. b. Fill rate for interlibrary loan from the facility inmates will continue at a 90% rate. c. Purchases will be made and materials

- added to the state facility libraries in a timely fashion. d. Purchases will be made and materials added to the county jail libraries in a timely fashion.
4. Evaluation Method(s) • Track and monitor fill rate of interlibrary loan requests • Track, monitor and evaluate purchases of materials for state facilities libraries • Track, monitor and evaluate purchased materials for county jail libraries • Survey staff of state and county facilities on services provided by System

4.11 Element 2 - SPECIAL CLIENT GROUPS

Youth Services (Youth to age 18 exclusive of Early Literacy)

1. Goal Statement The Nioga Library System will support efforts of member libraries in providing library services 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) a. At least 75% of member libraries will attend System supported workshops on children/teen related topics (2022-2026). b. At least 1 library in each county will have a Library G.I.F.T. (Generating Imagination in Families Today) by placing purple book crates with free gently used books in the community (2022-2026). c. At least 75% of System Libraries will have an Early Learning Play Space in their children's department (2022-2026). d. Nioga will continue to support the Summer Reading Program for children/teens throughout our service area (2022-2026). e. Nioga will continue to apply for State and local grants to support the Summer Reading Program and Youth initiatives (2022-2026).

4. Evaluation Method(s) a. At least 75% of member libraries will attend System supported workshops on children/teen related topics (2022-2026). b. At least 1 library in each county will have a Library G.I.F.T. (Generating Imagination in Families Today) by placing purple book crates with free gently used books in the community (2022-2026). c. At least 75% of System Libraries will have an Early Learning Play Space in their children's department (2022-2026). d. Nioga will continue to support the Summer Reading Program for children/teens throughout our service area (2022-2026). e. Nioga will continue to apply for State and local grants to support the Summer Reading Program and Youth initiatives (2022-2026).

4.12 Element 2 - SPECIAL CLIENT GROUPS

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

1. Goal Statement The Nioga System will encourage member libraries to develop early literacy programs and services and provide information about this age group's specific needs. Nioga will assist with grant applications for the enhancement of existing literacy programs for birth to school aged children.
- 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) a. Staff will be better able to share early literacy services with patrons. b. Member libraries will attend training programs with information specific to birth to school-aged children c. Member libraries will be able to improve and enhance the early literacy collections and programs for their communities.

4. Evaluation Method(s) • Number of workshops held • Workshop attendance • Review applications and grant outcomes • Periodic feedback

**4.13 Element 2 - SPECIAL CLIENT GROUPS
OTHER (Optional)**

1. Topic Digital Literacy
2. Goal Statement The Nioga Library System will provide training using traditional and digital methods and materials with a focus on technology and electronic services available through System. The Nioga System will monitor technology trends as they become available and provide training and Internet access to citizens so they can be full participants in the information age. The system will actively grow towards the goal of becoming a library of the future with e-services and full community access to the Internet.
- 3a. Indicate year(s) during which the system will be addressing this goal Yes
(check all that apply)
- Year 1
- 3b. Year 2 Yes
- 3c. Year 3 Yes
- 3d. Year 4 Yes
- 3e. Year 5 Yes
4. Intended Result(s) a. Mobile Tech services will stay current and be a resource for member libraries sharing information via website and email monthly. b. Use of NiogaMoble.tech website to provide information to member libraries and community partners on training schedules, curriculum, and course-related material. c. Provide workshops for both staff and patrons of member libraries on current technology and trends. d. Deploy portable computer training lab, available with a trainer, throughout the three counties to provide free access to the Internet and digital training. e. Provide scheduled workshop times at all member libraries to assist patrons in downloading and installing Nioga's digital

- services apps (Hoopla, Libby) on their Smartphones and electronic devices.
5. Evaluation Method(s) • Track the number of articles posted on emerging trends and technology on NiogaMobile.tech website • Track the number of member library staff that participate in digital training workshops • Track the number of participants in computer training workshops • Survey member library staff on their level of success in working with patrons on computer technology • Track number of Nioga digital applications installed on personal devices • Periodic patron survey to identify areas of interest and needs

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

1. Goal Statement The Nioga Library System will coordinate professional development and growth incorporating input for training topics as identified by directors, staff, trustees and Friends of member 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) a. Directors, staff, trustees and Friends of member libraries will have access to professional development and training which will: b. Improve the skills and knowledge necessary to fulfill their roles and responsibilities. c. Focus on meeting the current and future challenges of the community. d. Cover the areas of leadership, management, education, online and traditional marketing opportunities, grant writing, customer service, sustainability, and trends in technology. e. Share information about trustee

roles and responsibilities with member library trustees on Nioga Trustee website. f. Include trustee website address (NiogaTrustees.org) on member library websites and on email communications with member library trustees. g. Provide access to online question/answer form for trustees. Answer and post pertinent responses to commonly asked questions on trustee website.

4. Evaluation Method(s) • Ongoing assessments by Nioga Library staff for continuous service improvements based on comments from patrons and staff of member libraries • Periodic surveys of directors, staff, and trustees • Monitor and track website visits/hits • Annual review of this service by System Advisory Committee. Periodic review from staff of member libraries resulting in the evaluations and rating of this service • Report to and confer with the System Advisory Committee and Central Library Committee on trends that affect the development of training needs • Questionnaires for training/workshops asking participants if the sessions resulted in changes in behavior, skills, and knowledge • Annual system satisfaction survey

1. Goal Statement The Nioga System will provide resources and training to assist trustees of member libraries through using both workshops and online resources to maximize flexibility. System will begin series of training topics for trustees in a planned progression of topics that will be available online at NiogaTrustees.org as funding allows. Provide Trustees an anonymous way to post questions online which will be answered so that all trustees can share and learn from the posted information.

- 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) a. Trustees will be better informed and more able to assist directors with governance, policies and other decisions b. Trustees will have convenient access to New York State Trustee resources and materials c. Trustees will have a way to inquire anonymously about NYS library issues
4. Evaluation Method(s) • Number of workshops held • Workshop attendance • Workshop surveys • Number of hits on trustee website • Number of downloads from trustee website • Number of questions submitted to trustee website

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

1. Goal Statement Work with DLS to gather contacts and basic fee schedule for qualified legal assistance for member libraries. Access to professional services through the Western New York Library Resources Council (WNYLRC) for all member libraries. The Nioga Library System will continue to aid member libraries regarding funding, governance, operations, grant opportunities, grant writing, management, and the latest information regarding technology for libraries.

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

Year 1

- 2b. Year 2 Yes
- 2c. Year 3 Yes
- 2d. Year 4 Yes
- 2e. Year 5 Yes
3. Intended Result(s)

a. System will continue to provide legal consultation when requested. b. System will continue to offer training and workshops on topics including funding, governance, grant writing / grant administration, and library

management. c. System will continue to offer training and workshops on the latest information regarding technology in public libraries.

4. Evaluation Method(s) • Periodic survey of directors and trustees • Anecdotal data • Workshop dates and attendance

4.16 Element 5 - COORDINATED SERVICES FOR MEMBERS Virtual Reference (Optional)

1. Goal Statement The Nioga Library System will use member library websites and Facebook pages to share information with patrons of member libraries about how to access information and reference services electronically making use of targeted paid ads as funding allows.

- 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) a. Use a designated email address to receive requests and answer patrons in need of reference services. d. Post email address for Central Library reference services on member websites.

4. Evaluation Method(s) • Track and count the number of "hits" on Nioga's Information Portal • Track number of "hits" from Central Library link on member websites • Track and count the number of emails received and questions answered

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

1. Goal Statement The Nioga Library System will continue to provide support for online resources and databases (as funding allows).

- 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) a. Continue to provide best pricing for member libraries to allow them to be able to access databases and online resources within budget constraints when possible. b. Provide staff periodic training on the use of reference services and databases available through Nioga so they are better able to assist patrons. c. Post online links to databases and reference services on member library websites for direct patron access.

4. Evaluation Method(s) • Track patron usage of online databases. • Staff survey • Track websites with links posted

4.18 Element 5 - COORDINATED SERVICES FOR MEMBERS

Other (Optional)

1. Topic Computer, Network & Technology Support

2. Goal Statement The Nioga Library System will continue to provide computer and networking support to member libraries as well as assist with technology purchases.

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

Year 1

3b. Year 2 Yes

3c. Year 3 Yes

3d. Year 4 Yes

3e. Year 5 Yes

4. Intended Result(s) a. Continue to provide professional and timely troubleshooting for computer and networking issues to all member libraries. b. Continue to

provide best pricing for member libraries using centralized purchasing available through the Nioga Library System. c. Continue to provide staff access to professional IT consulting and support technology necessary for efficient use of computerized library systems.

5. Evaluation Method(s) • Track number of troubleshooting issues addressed • Track number of purchases and savings comparison information (outside purchase vs. member pricing) • Periodic satisfaction survey

1. Topic Situational Communications

2. Goal Statement The Nioga Library System will provide information from local, state, and federal agencies regarding unexpected issues impacting the health and safety of member library staff and patrons (such as the Covid-19 Pandemic). When necessary, Nioga will communicate updates to directors in a timely fashion so that member libraries can safely meet patron and community needs.

3a. Indicate year(s) during which the system will be addressing this goal (check all that apply)

Year 1

3b. Year 2 Yes

3c. Year 3 Yes

3d. Year 4 Yes

3e. Year 5 Yes

4. Intended Result(s) a. Continue to provide timely email communication from the Nioga Library System on suggested and/or approved policies and procedures for member libraries. b. Establish an online resource list for staff and patrons of member libraries with website links to local, state, and federal agencies to provide reliable Covid-19 Pandemic-related information at NiogaLibrary.org/covid.html.

5. Evaluation Method(s) • Track email/listserv communications • Track number of "hits" to NiogaLibrary.org/covid.html pages • Periodic staff survey

4.19 Element 6 - AWARENESS AND ADVOCACY

- | | | |
|-----|--|---|
| 1. | Goal Statement | <p>""The Nioga Library System will provide materials and skills as needed to communicate with local, state, and federal elected officials about the important role member libraries play in their communities and the need for continued financial support. Nioga will advise directors and trustees about how to contact local officials in person or via mail to share awards, achievements, press recognition and to share their specific library materials that highlight programs, collections, and services. Continued attendance at annual Legislative Day in Albany. Encourage directors to invite elected officials to special events/celebrations at their libraries by providing directors generic invitations to be individualized and used for events.</p> |
| 2a. | Indicate year(s) during which the system will be addressing this goal (check all that apply) | <p>Yes</p> <p>Year 1</p> |
| 2b. | Year 2 | Yes |
| 2c. | Year 3 | Yes |
| 2d. | Year 4 | Yes |
| 2e. | Year 5 | Yes |
| 3. | Intended Result(s) | <p>a. Contact with local politicians/governing bodies at least once annually via mailing with handwritten note or in-person visit by directors and/or trustees of all member libraries. b. Attendance at annual Legislative Day in Albany. c. Increased attendance by local elected officials at member library events/celebrations</p> |
| 4. | Evaluation Method(s) | <p>• Monitor funding • Staff and trustee surveys • Attendance at Legislative Day • Track correspondence • Track newspaper articles (in</p> |

4.20 **Element 7 - COMMUNICATIONS AMONG MEMBER LIBRARIES AND/OR BRANCHES** ^{print and online)}

1. Goal Statement The Nioga Library System will communicate with directors, staff, and trustees of member libraries to share policies, resources, and announcements at regularly held meetings, both in-person and online, through print correspondence, listserv, and email delivery. Nioga System staff will respond to inquiries from directors, staff, and trustees in a timely manner via voice, email, and text. Encourage directors to share pertinent information they are provided from the Nioga System with trustees and library staffs.

- 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) a. Encourage use of text and email correspondence with Nioga staff to facilitate timely responses and requests. b. Staff will share a reasonable timeframe for expected responses when answer cannot be answered immediately. c. Directors will provide staff and trustees of member libraries knowledge of trends, statistics, and issues regarding system services. d. Directors of member libraries will have the opportunity to provide feedback and suggestions regarding Nioga Library System policies and decisions. e. Host annual dinner meeting to share summaries of system information and news with directors, staff, and trustees of all member libraries.
4. Evaluation Method(s) • Track email and text correspondence • Periodic staff and trustee surveys • Anecdotal data • Track meeting schedules /attendance

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

1. Goal Statement The Nioga Library System will work cooperatively with other public library systems, school library systems and reference and research library resource systems.

- 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) a. Form stronger strategic partnerships in the region, in the state and in the nation. b. Explore the most cost-effective provision of library service. Increase the demonstration of accountability of funding sources. c. Member libraries will benefit from Nioga staff exchanging information with staff of other public library systems, school library systems and reference and research library systems.
4. Evaluation Method(s) • Track the number of meetings with potential partners • Track the number of reports to funding sources

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 Other
2. Topic Act as Component of Local, Regional, State Electronic Networks
3. Goal Statement The Nioga Library System will facilitate member library access into the local, regional, and state electronic network, provide connections and guidance in the identification and use of resources, and add content as appropriate.
- 4a. Indicate year(s)

	during which the system will be addressing this goal (check all that apply)	Yes
4b.	Year 1	
	Year 2	Yes
4c.	Year 3	Yes
4d.	Year 4	Yes
4e.	Year 5	Yes
5.	Intended Result(s)	a. The Nioga Library System will communicate and cooperate with neighboring libraries (e.g. Niagara University, Niagara County Community College, Genesee Community College) and the Western New York Library Resources Council, Division of Library Development and other agencies to broaden access to local, regional and state electronic resources.
6.	Evaluation Method(s)	• Track and count the number of "hits" on content-related databases • Track, count and evaluate bandwidth utilization on various telecommunication networks • Monitor and evaluate current trends in telecommunications and connectivity
1.	Element	Other
2.	Topic	Marketing
3.	Goal Statement	The Nioga Library System will assist member libraries in creating, communication and delivering materials to traditional and online media outlets that encourage community members to visit the library to use the collections, programs and services available there. Encourage all member libraries to have a mobile friendly website with links to system-wide services, and to regularly share links to these system-wide electronic services directly on Social Media posts.
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)	a. Share email addresses of media outlets for all three counties in service area with member libraries along with templates for 3 press releases for system-wide events/programs for submission. b. Encourage all member libraries to use at least one Social Media outlet and grow local followers in the community. c. Encourage all member libraries to post regularly on the Social Media accounts using direct links to electronic services when pertinent. d. Provide readymade monthly posts for submission by individual libraries to Social Media outlets that include images and text describing how to attend programs and/or how to use services available.
6.	Evaluation Method(s)	• Monitor Social Media interactions and follower counts • Monitor published press releases (in print and online) • Monitor circulation numbers, program attendance, patron visits, patron emails and phone contact • Monitor "hits" on electronic services
1.	Element	Other
2.	Topic	Public Relations
3.	Goal Statement	Use of traditional and online media outlets to portray member libraries in the Nioga System as leaders bringing the library of the future to their communities, fostering the image of member libraries as vibrant community meeting places with both traditional and electronic services of interest to all residents. Brand all materials with Nioga logo and tagline "Knowledge Within Reach" when sharing print collections, programs, and services as well as electronic/digital resources and technology training available through Nioga's Mobile Tech program. Encourage all member libraries to include the Nioga Library System's logo and

- 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) a. Increased awareness of the programs and services available for patron use at member libraries within their local communities. b. Publication of news about library system programs and services in traditional and electronic media outlets. c. Provide monthly Social Media content highlighting system programs, services and technology available within the library system with text and images for member libraries to post on their individual accounts. d. Price out cost of shared system-wide mailing to targeted audiences using variable data for use by all member libraries once a year to highlight technology, programs, materials and services
6. Evaluation Method(s) • Monitor press releases (in print and online) • Monitor websites • Track Social Media posts • Track printed mailings • Anecdotal data

4.23 Element 10 - CONSTRUCTION

1. Goal Statement The Nioga Library System will assist member libraries in improving services through new, expanded, or remodeled buildings. The Nioga Library System will administer New York State's Public Library Construction Aid Program according to guidelines approved by the Board of 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) a. Offer two New York State Construction grant workshops to all member libraries each year. (2022-2026) b. At least two member libraries will apply for a state construction grant each year. (2022-2026)
4. Evaluation Method(s) • Track, monitor and evaluate annual state construction grants from member libraries • Track, monitor and evaluate annual state construction grants from member libraries • Track, monitor and evaluate the number of grants received, other than state construction grants

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) 09/28/2021

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)

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)