Upper Hudson 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	Upper Hudson Library System
1.2	Street Address	28 Essex St.
1.3	City	Albany
1.4	Zip Code	12206
1.5	Four Digit Zip Code Extension (enter N/A if unknown)	2030
1.6	Telephone Number (enter 10 digits only)	(518) 437-9880
1.7	Fax Number (enter 10 digits only)	(518) 437-9884
1.8	Name of System Director	Timothy Burke
1.9	E-Mail Address of the System Director	tim.burke@uhls.org
1.10	System Home Page URL	www.uhls.org
1.11	URL of Current Membership List	https://www.uhls.org/members.asp
1.12	Date of Establishment	6/16/1989
1.13	Date of Absolute Charter	6/16/1989
1.14	Name(s) of Central Library/Co-Central Libraries	Albany Public Library
1.15	Square Mileage of System Service Area	1,175
1.16	Population of System Service Area	463,633
1.17	Type of System	PLS

SECTION 2 - SYSTEM GOVERNANCE AND MEMBERSHIP

BYLAWS

2.1	URL of Current Governing Bylaws	https://www.uhls.org/UHLS_bylaws.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 membership in accordance with the by-laws at the UHLS annual meeting.

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)	Yes

SECTION 3 - PLANNING

NEEDS ASSESSMENT AND DEVELOPMENT OF THE PLAN OF SERVICE

3.1	Provide a summary describing the processes used to assess member needs in the development of the Plan of Service.	As part of its current Plan of Service (pos) UHLS has frequently administered a pos Satisfaction Survey to our member libraries. The results of these surveys reflected a better than 95% satisfaction level with system efforts on behalf of our member libraries. This informed the process to develop the next pos. The UHLS staff reviewed the survey results and previous pos and drafted a new set of pos elements with necessary revisions and updates. The draft pos elements were shared with the UHLS member libraries for review and comment. The draft elements were finalized using the feedback received and were integrated into the final draft of the UHLS 2022-26 Plan of Service. The final draft was presented to the UHLS Services Committee who recommended adoption of the draft to the UHLS Board. Acting on that recommendation, the UHLS Board of Trustees voted unanimously to adopt the plan at their September 8, 2021 meeting.
3.2	Identify the groups involved in development of the Plan of Service and each group's role	1)UHLS staff - initial review of previous pos, development of draft of new pos, review of progressive iterations of new pos, review of final draft. 2) UHLS Directors Association - review and input on draft pos, review of final draft. 3) UHLS member library staff and trustees - review of final draft. 4) UHLS Services Committee - review of final draft pos for recommendation to full UHLS Board. 5) UHLS Board - review of final draft pos for approval. Note that the UHLS Board was kept fully informed as to the complete pos development process from start to finish.
3.3	Describe the planning process for the 2022-2026 Central Library Plan.	The UHLS Central Library Advisory Committee (CLAC) reviewed the current central library plan of service (clpos) and the draft of the new clpos. Along with the final draft of the full pos, the clpos final draft was shared with the UHLS Board and the member libraries. CLAC reviewed and recommended the final draft clpos, which was reviewed and approved by both the Albany Public Library Board (as the central library of UHLS) and the UHLS Board at their August and September meetings, respectively.

3.4	Identify the groups involved in development of the 2022-2026 Central Library Plan and each group's role.	1)UHLS Central Library Advisory Committee - review of current clpos, review and discussion of draft new clpos, review and recommendation for the final draft clpos. 2) UHLS staff - included in initial development, in addition several UHLS staff are members of CLAC. 3) UHLS Directors Association - received regular reporting from CLAC members who are also members of the DA, review of final draft. 4) Member libraries - review of final draft. 5) Albany Public Library Board - review and approval of final draft clpos 6) UHLS Services Committee - review of final draft pos for recommendation to full UHLS Board. 7) UHLS Board - review of final draft pos for approval. Note that the UHLS Board was kept fully informed as to the complete clpos development process from start to finish.
3.5	Describe the integration of the 2022-2026 Central Library Plan with the system's Plan of Service.	The UHLS 2021-2026 Central Library Plan of Service was developed in concert with the UHLS 2022-2026 Plan of Service, using the same identified needs and reflecting the same service goals. The Central Library plan of service was created to fully align with the UHLS plan of service goals and intended results. The approved Central Library plan of service will be shared with the UHLS Board of Trustees, the member libraries, and the UHLS staff, and will be featured prominently on the UHLS website.
3.6	Provide the URL of the 2022-2026 Central Library Plan.	https://www.uhls.org/Central_Library_Plan_of_Service_2022_2026.pdf
3.7	Describe the planning process for the 2022-2026 Direct Access Plan.	The current UHLS Free Direct Access Plan was reviewed by the UHLS staff and the member library Directors Association. Based on that review and the fact that no member library has elected to put in place any direct access borrowing restrictions in the current pos period, the decision was made to make no changes to the current UHLS Free Direct Access Plan. However, late in the pos process, a member library requested that the plan be significantly revised and because there was not sufficient time to complete a revision of the plan, the decision was made to continue to use the current plan until a new revised version can be created and move through the entire approval cycle.
3.8	Provide the URL of the 2022-2026 proposed Direct Access Plan.	https://www.uhls.org/Free_Direct_Access_Plan.pdf

EVALUATION

3.12	Describe the information to be collected in order to evaluate and determine members' satisfaction with the system's services.	Further evaluation of the intended results will be accomplished by the following: 1) annual administration and review of a satisfaction survey of member libraries that will be formatted to address each goal statement in the Plan of Service; 2) feedback from the UHLS Director's Association and the UHLS advisory groups 3)anecdotal reports and observations services.
3.13	Provide the URL for the evaluation form(s) used by members.	https://www.uhls.org/POS_Survey_Report_2018.pdf
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.	The results of the annual satisfaction survey will be collected and analyzed by UHLS staff and strategies to address any areas of concern will be developed and put into place. This will be an annual process. In the next planning cycle the annual survey results from the just completed plan cycle will be included in the data used to develop the next plan of service.

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.	As changes are needed in the Plan of Service, the changes will be discussed by the UHLS staff and the UHLS Advisory groups (as appropriate). Proposed changes will be drafted by UHLS staff and presented to the UHLS Director's Association for review and approval. The final proposed changes will be presented to the UHLS Board Services Committee for review and recommendation to the UHLS Board of Trustees, who will have the final approval of changes to the UHLS Plan of Service.

SECTION 4 - GOALS/RESULTS

4.1	The Library System's Mission Statement (The Instructions include the definition of the mission statement.)	We strengthen public libraries in Albany and Rensselaer Counties, providing essential services to connect people and information.

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

4.2 **Element I - RESOURCE SHARING**
Cooperative Collection Development

1.	Goal Statement	UHLS will offer library users maximum access to the combined collections of the UHLS member libraries.
2a.	Indicate year(s) during which the system will be addressing this goal (check all that apply) Year 1	Yes
2b.	Year 2	Yes
2c.	Year 3	Yes
2d.	Year 4	Yes
2e.	Year 5	Yes
3.	Intended Result(s)	UHLS library users have access to the largest collection of materials possible. UHLS member libraries provide their users maximum access to the combined collections of the UHLS member libraries. UHLS encourages resource sharing and fosters interdependence among the member libraries to help them offer maximum resource and service levels to library users.
4.	Evaluation Method(s)	Using UHLS collection statistics, the System will demonstrate that all UHLS library users will have full access to 80% or more of the combined collections of the UHLS member libraries. UHLS will administer an annual satisfaction survey, which will reflect that at least 80% of member libraries responding report satisfaction with UHLS efforts to provide maximum access to the combined collections of the member libraries. Further evaluation of the intended results will be accomplished by collecting additional feedback from the UHLS Director's Association, the UHLS advisory groups, and anecdotal reports and observations.

4.3 **Element 1 - RESOURCE SHARING**
Integrated Library System

1.	Goal Statement	UHLS will provide and maintain an efficient, reliable, and cost□effective integrated library system for access and control of the combined collections of the UHLS member libraries.

2a.	Indicate year(s) during which the system will be addressing this goal (check all that apply) Year 1	Yes
2b.	Year 2	Yes
2c.	Year 3	Yes
2d.	Year 4	Yes
2e.	Year 5	Yes
3.	Intended Result(s)	UHLS library users have efficient and reliable virtual access to all of the resources available from the UHLS member libraries. UHLS member libraries are able to effectively control and measure the use of their collections, and they are able to provide users maximum access to their resources and the resources available from the combined collections of the UHLS member libraries. UHLS maintains and supports an integrated library system which meets member library needs.
4.	Evaluation Method(s)	Using UHLS automation records, the System will demonstrate that the UHLS Integrated Library System meets or exceeds a 99% availability rate annually. UHLS will administer an annual satisfaction survey, which will reflect that at least 80% of member libraries responding report satisfaction with UHLS efforts to provide and maintain an efficient, reliable, and cost-effective integrated library system. Further evaluation of the intended results will be accomplished by collecting additional feedback from the UHLS Director's Association, the UHLS advisory groups, and anecdotal reports and observations.

4.4 **Element I - RESOURCE SHARING Delivery**

1.	Goal Statement	UHLS will provide and maintain an efficient, reliable, and cost effective delivery service enabling member libraries to offer users maximum access to the combined collections of UHLS member libraries.
2a.	Indicate year(s) during which the system will be addressing this goal (check all that apply) Year 1	Yes
2b.	Year 2	Yes
2c.	Year 3	Yes
2d.	Year 4	Yes
2e.	Year 5	Yes
3.	Intended Result(s)	UHLS library users have efficient and reliable physical access to all resources available from the combined collections of the UHLS member libraries. UHLS member libraries are able to offer users maximum access to the combined collections of UHLS member libraries. UHLS encourages resource sharing and fosters interdependence among the member libraries to enable them to offer maximum resource and service levels to library users.

4.	Evaluation Method(s)	Using UHLS delivery records, the System will demonstrate that the UHLS delivery service will meet or exceed a 97% rate of completed delivery stops to member libraries annually and will demonstrate an item loss rate of 0.5% or less annually. UHLS will administer an annual satisfaction survey, which will reflect that at least 80% of member libraries responding report satisfaction with UHLS efforts to provide and maintain an efficient, reliable, and cost-effective delivery service. Further evaluation of the intended results will be accomplished by collecting additional feedback from the UHLS Director's Association, the UHLS advisory groups, and anecdotal reports and observations.

4.5 **Element I - RESOURCE SHARING Interlibrary Loan**

1.	Goal Statement	UHLS will facilitate and maintain efficient, reliable, and cost-effective connections to the library community outside our service area by offering support and training to our member libraries to ensure timely access to materials that meet library users' informational and recreational needs.
2a.	Indicate year(s) during which the system will be addressing this goal (check all that apply) Year 1	Yes
2b.	Year 2	Yes
2c.	Year 3	Yes
2d.	Year 4	Yes
2e.	Year 5	Yes
3.	Intended Result(s)	UHLS library users have efficient and reliable access to resources available in libraries beyond the UHLS service area. UHLS member libraries are able to offer users maximum access to the resources available in libraries beyond the UHLS service area. UHLS facilitates resource sharing and interlibrary loan services and training to enable member libraries to offer maximum resource and service levels to library users.
4.	Evaluation Method(s)	Using UHLS ILL records, the System will demonstrate that the UHLS interlibrary loan service will meet or exceed an 80% fill rate for member library interlibrary loan requests annually UHLS will administer an annual satisfaction survey, which will reflect that at least 80% of member libraries responding report satisfaction with UHLS efforts to facilitate and maintain efficient, reliable, and cost effective connections to the library community outside our service area. Further evaluation of the intended results will be accomplished by collecting additional feedback from the UHLS Director's Association, the UHLS advisory groups, and anecdotal reports and observations.

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

1.	Goal Statement	UHLS will offer library users maximum access to digital collections and provide training to help member libraries promote and develop the shared digital collections.
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)	UHLS library users have access to the largest collection of digital materials possible. UHLS member libraries provide their users with maximum access to digital collection and member library staff are empowered and prepared to support and promote the digital collections with confident customer service. UHLS encourages resource sharing and provides training to enable member libraries and library users to achieve maximum access to digital collections.
4.	Evaluation Method(s)	Using UHLS collection statistics, the System will demonstrate that all UHLS Library users have full access to 97% or more of the digital collections of the UHLS member libraries. UHLS will administer an annual satisfaction survey, which will reflect that at least 80% of member libraries responding report satisfaction with UHLS efforts to provide maximum access to digital collections and provide training to help member libraries promote and develop UHLS digital collections. Further evaluation of the intended results will be accomplished by collecting additional feedback from the UHLS Director's Association, the UHLS advisory groups, and anecdotal reports and observations.

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

1.	Topic	N/A
2.	Goal Statement	N/A
3a.	Indicate year(s) during which the system will be addressing this goal (check all that apply) Year 1	No
3b.	Year 2	No
3c.	Year 3	No
3d.	Year 4	No
3e.	Year 5	No
4.	Intended Result(s)	N/A
5.	Evaluation Method(s)	N/A

4.8 **Element 2 - SPECIAL CLIENT GROUPS**
Adult Literacy

1.	Goal Statement	UHLS will keep member libraries informed about services, resources, and programs for adults and will encourage collaboration and sharing of experiences by providing continuing education and training for member library staff.
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)	UHLS library users have access to adult literacy services, resources, and programs in their community. UHLS member libraries will have the information and awareness to develop adult literacy collections, services, programs, and partnerships. UHLS offers adult literacy services, programs, and partnerships. UHLS offers adult literacy resources and continuing education that support member libraries in providing these services.
4.	Evaluation Method(s)	UHLS will administer an annual satisfaction survey, which will reflect that at least 80% of member libraries responding report satisfaction with UHLS efforts to inform member libraries of services, resources, and programs for adults and encourage collaboration and sharing of experiences through continuing education and training for member library staff. Further evaluation of the intended results will be accomplished by an annual satisfaction survey, feedback from the UHLS Director's Association, the UHLS advisory groups, and anecdotal reports and observations.

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

1.	Goal Statement	UHLS will offer activities and programs to help member libraries provide library resources and services that address the needs of the NYS designated outreach populations.
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)	UHLS library users that are part of the NYS designated outreach populations have access through their local library to resources and services that meet their informational and recreational needs. UHLS member libraries will have information and awareness they require to foster community partnerships with local organizations that work with target populations and to develop programs and services for NYS designated outreach populations. UHLS offers resources, services, and continuing education that support member libraries in providing services that meet the needs of the NYS designated outreach populations.
4.	Evaluation Method(s)	UHLS will administer an annual satisfaction survey, which will reflect that at least 80% of member libraries responding report satisfaction with UHLS efforts to offer activities and programs to help member libraries provide library resources and services that address the needs of the NYS designated outreach populations. Further evaluation of the intended results will be accomplished by collecting additional feedback from the UHLS Director's Association, the UHLS advisory groups, and anecdotal reports and observations.

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

1.	Goal Statement	UHLS will provide library resources and consulting services to the county jails in our service area.
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)	UHLS library users within the county jails in the UHLS service area have access to library material that meets their informational and recreational needs. Libraries within the county jails in the UHLS service area have access to library resources and consulting services from UHLS. UHLS encourages excellence by offering resources and consulting services to the county jails in the UHLS service area.
4.	Evaluation Method(s)	As measured in an annual satisfaction survey, the Head of Inmate Services for the Albany County Jail and the Rensselaer County Jail, respectively, will report satisfaction with the resources and consulting services offered by UHLS.

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

1.	Goal Statement	UHLS will offer effective, innovative projects and services to elevate member library service to children, teens, and families.
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)	UHLS library users ages 0-18 have materials and services to meet their informational and recreational needs. UHLS member libraries have the knowledge and tools to create age-appropriate and leading□edge collections and services for users ages 0-18 and their families. UHLS encourages excellence by offering innovative projects and services to elevate member library service to children, teens, and families.
4.	Evaluation Method(s)	UHLS will administer an annual satisfaction survey, which will reflect that at least 80% of member libraries responding report satisfaction with UHLS efforts to offer effective, innovative projects and services to elevate member library service to children, teens, and families. Further evaluation of the intended results will be accomplished by collecting additional feedback from the UHLS Director's Association, the UHLS advisory groups, and anecdotal reports and observations.

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

1.	Goal Statement	UHLS will offer effective, innovative projects and services to elevate member library service to children ages 0-5 and their parents and caregivers.
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)	UHLS library users ages 0-5 and their parents and caregivers have materials and services to meet their informational and recreational needs. UHLS member libraries have the knowledge and tools to create age-appropriate and leading-edge collections and services for children ages 0-5 and their parents and caregivers. UHLS encourages excellence by offering innovative projects and services to elevate member library service to children ages 0-5 and their parents and caregivers.
4.	Evaluation Method(s)	UHLS will administer an annual satisfaction survey, which will reflect that at least 80% of member libraries responding report satisfaction with UHLS efforts to offer effective, innovative projects and services to elevate member library service to children ages 0-5 and their parents and caregivers. Further evaluation of the intended results will be accomplished by collecting additional feedback from the UHLS Director's Association, the UHLS advisory groups, and anecdotal reports and observations.

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

1.	Topic	N/A
2.	Goal Statement	N/A
3a.	Indicate year(s) during which the system will be addressing this goal (check all that apply) Year 1	No
3b.	Year 2	No
3c.	Year 3	No
3d.	Year 4	No
3e.	Year 5	No
4.	Intended Result(s)	N/A
5.	Evaluation Method(s)	N/A

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

1.	Goal Statement	UHLS will foster excellence in library service through professional development and training for member library staff, member library trustees, and UHLS staff.
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)	UHLS library users benefit from the application of library service best practices in their libraries. UHLS member libraries thrive and grow in an environment that encourages excellence in library service through the professional development and training services offered by UHLS. UHLS sustains an environment that encourages excellence in library service through professional development and training.

4.	Evaluation Method(s)	UHLS will administer an annual satisfaction survey, which will reflect that at least 80% of member libraries responding report satisfaction with UHLS efforts to foster excellence in library service through professional development and training for member library staff, member library trustees, and UHLS staff. Further evaluation of the intended results will be accomplished by collecting additional feedback from the UHLS Director's Association, the UHLS advisory groups, and anecdotal reports and observations.

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

1.	Goal Statement	UHLS will foster excellence in library service through consulting and development services for member library staff and trustees.
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)	UHLS library users benefit from the application of library service, administration and management best practices in their libraries. UHLS member libraries view UHLS staff as partners, mentors, and valuable resources in providing excellent library service. UHLS sustains an environment that encourages excellence in library service through an effective consulting infrastructure providing member libraries timely access to specialized assistance as needed.
4.	Evaluation Method(s)	UHLS will administer an annual satisfaction survey, which will reflect that at least 80% of member libraries responding report satisfaction with UHLS efforts to foster excellence in library service through consulting and development services for member library staff andtrustees. Further evaluation of the intended results will be accomplished by collecting additional feedback from the UHLS Director's Association, the UHLS advisory groups, and anecdotal reports and observations.

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

1.	Goal Statement	We do not provide this service for our member libraries and have no plans to provide it for the term of this plan.
2a.	Indicate year(s) during which the system will be addressing this goal (check all that apply) Year 1	No
2b.	Year 2	No
2c.	Year 3	No
2d.	Year 4	No
2e.	Year 5	No
3.	Intended Result(s)	N/A
4.	Evaluation Method(s)	N/A

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

1.	Goal Statement	We do not provide this service for our member libraries and have no plans to provide it for the term of this plan.
2a.	Indicate year(s) during which the system will be addressing this goal (check all that apply) Year 1	No
2b.	Year 2	No
2c.	Year 3	No
2d.	Year 4	No
2e.	Year 5	No
3.	Intended Result(s)	N/A
4.	Evaluation Method(s)	N/A

4.18 **Element 5 - COORDINATED SERVICES FOR MEMBERS**

Other (Optional)

1.	Topic	General coordination of services for member libraries
2.	Goal Statement	UHLS will provide member libraries access to shared library products and services, coordinated through UHLS, which will result in economies of scale and will maximize the return on local funds expended for library service.
3a.	Indicate year(s) during which the system will be addressing this goal (check all that apply) Year 1	Yes
3b.	Year 2	Yes
3c.	Year 3	Yes
3d.	Year 4	Yes
3e.	Year 5	Yes
4.	Intended Result(s)	UHLS library users realize improved library service resulting from coordinated services. UHLS member libraries are able to allocate more resources to library services, expand their service offerings, and maximize the return on local funds expended for library service. UHLS provides expanded access to library products and services for all member libraries.
5.	Evaluation Method(s)	UHLS will administer an annual satisfaction survey, which will reflect that at least 80% of member libraries responding report satisfaction with UHLS efforts to provide member libraries access to shared library products and services. Further evaluation of the intended results will be accomplished by collecting additional feedback from the UHLS Director's Association, the UHLS advisory groups, and anecdotal reports and observations.

4.19 **Element 6 - AWARENESS AND ADVOCACY**

1.	Goal Statement	UHLS will take a leadership role in communicating the value of public libraries to elected officials and will provide member libraries with the skills and knowledge required to promote their library in their local community.
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)	UHLS library users are informed of the critical role public libraries play in their community and benefit from the strongest support possible for their local libraries. UHLS member libraries will have the skills and support to communicate the value of local library services to their community and to their local public funding sources. UHLS is recognized as the leader in building awareness of public library services in the community and effectively communicating the value of public libraries to elected officials at all levels.
4.	Evaluation Method(s)	UHLS will administer an annual satisfaction survey, which will reflect that at least 80% of member libraries responding report satisfaction with UHLS efforts to communicate the value of public libraries to elected officials and provide member libraries with the skills and knowledge required to promote their library in their local community. Further evaluation of the intended results will be accomplished by collecting additional feedback from the UHLS Director's Association, the UHLS advisory groups, and anecdotal reports and observations.

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

1.	Goal Statement	UHLS will connect the member libraries to each other and to UHLS through effective and efficient communications tools and strategies. UHLS will encourage shared decision making for system wide decisions.
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)	UHLS library users have access to an efficient and coordinated network of libraries to meet their informational and recreational needs. UHLS member libraries have input into system wide decision making and have information about programs and services available from UHLS, from other UHLS libraries, and from state, federal, and private sources. UHLS actively fosters an environment that encourages full participation by all member libraries in system wide decisions and encourages communication and collaboration with the System and among the member libraries.
4.	Evaluation Method(s)	UHLS will administer an annual satisfaction survey, which will reflect that at least 80% of member libraries responding report satisfaction with UHLS efforts to connect the member libraries to each other and to UHLS through effective and efficient communications tools and strategies and to encourage shared decision making for system wide decisions. Further evaluation of the intended results will be accomplished by collecting additional feedback from the UHLS Director's Association, the UHLS advisory groups, and anecdotal reports and observations.

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

1.	Goal Statement	UHLS will cooperate and collaborate with other library systems in New York State on projects that will provide benefits to UHLS and/or to UHLS member libraries.

2a.	Indicate year(s) during which the system will be addressing this goal (check all that apply) Year 1	Yes
2b.	Year 2	Yes
2c.	Year 3	Yes
2d.	Year 4	Yes
2e.	Year 5	Yes
3.	Intended Result(s)	UHLS library users benefit from the maximum application of library service best practices in their libraries. UHLS member libraries benefit from sharing of professional development and training opportunities and other potential collaborative projects with other library systems. UHLS provides an expanded partnership network which includes other library systems.
4.	Evaluation Method(s)	UHLS will administer an annual satisfaction survey, which will reflect that at least 80% of member libraries responding report satisfaction with UHLS efforts to cooperate and collaborate with other library systems in New York State on projects that will provide benefits to UHLS and/or to UHLS member libraries. Further evaluation of the intended results will be accomplished by collecting additional feedback from the UHLS Director's Association, the UHLS advisory groups, and anecdotal reports and observations.groups, and anecdotal reports and observations.

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	N/A
2.	Topic	N/A
3.	Goal Statement	N/A
4a.	Indicate year(s) during which the system will be addressing this goal (check all that apply) Year 1	No
4b.	Year 2	No
4c.	Year 3	No
4d.	Year 4	No
4e.	Year 5	No
5.	Intended Result(s)	N/A
6.	Evaluation Method(s)	N/A

4.23 **Element 10 - CONSTRUCTION**

1.	Goal Statement	UHLS will assist member libraries with the planning and execution of renovation and new construction projects that will improve library service, operational efficiency, accessibility, and/or will help meet NYS Public Library minimum standards.
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)	UHLS library users have access to library facilities that meet their needs. UHLS member libraries are able to leverage NYS Publicneeds. UHLS member libraries are able to leverage NYS Public Library Construction Grant funds to improve library facilities and services. UHLS provides member libraries support and resources to offer the best library facilities and services possible.
4.	Evaluation Method(s)	Using UHLS construction grant statistics, the System will demonstrate that 100% of its NYS Public Library Construction Grant allocation has been distributed each year. UHLS will administer an annual satisfaction survey, which will reflect that at least 80% of member libraries responding report satisfaction with UHLS efforts to assist member libraries with the planning and execution of renovation and new construction projects that will improve library service, operational efficiency, accessibility, and/or will help meet NYS Public Library minimum standards. Further evaluation of the intended results will be accomplished by collecting additional feedback from the UHLS Director's Association, the UHLS advisory groups, and anecdotal reports and observations.

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)	09/08/2021

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)	09/27/2021

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)	