

Upper Hudson Library System
*****FIVE YEAR LIBRARY SYSTEM PLAN OF SERVICE (Public Library Systems)**
2012-2016

SECTION 1 - GENERAL INFORMATION

January 1, 2012 - December 31, 2016

- | | | |
|------|--|---|
| 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 G. Burke |
| 1.9 | E-Mail Address of the System Director | tim.burke@uhls.lib.ny.us |
| 1.10 | System Home Page URL | www.uhls.org |
| 1.11 | URL of Current List of Members | http://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 | 1,178 |
| 1.16 | Population of System Service Area | 447,108 |
| 1.17 | Type of System | PLS |

SECTION 2 - SYSTEM GOVERNANCE

BYLAWS

- | | | |
|-----|---------------------------------|---|
| 2.1 | URL of Current Governing Bylaws | http://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. Election of trustees to fill expired terms takes place at the Annual Business Meeting with each member library board having one vote.

ADVISORY GROUPS

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

- | | | |
|----|--|-----|
| a. | Member Directors' Organization / Council | Yes |
| b. | Outreach Advisory Committee | Yes |
| c. | Central Library Advisory Committee | Yes |
| j. | Other (specify using the State note) | Yes |

SECTION 3 - PLANNING

NEEDS ASSESSMENT AND DEVELOPMENT OF THE PLAN

- 3.1 Provide a summary describing the processes used to assess needs in the development of the Plan of Service.
- UHLS used the services of a Library Consultant to facilitate an input gathering process to identify the needs of the member libraries and the System. This input gathering process consisted of 5 facilitated focus group sessions which were open to all UHLS Trustees, UHLS staff, member library staff, and member library trustees. There were a total of 75 participants at these focus groups representing all of the above constituencies. The groups used a "World Cafe" format to explore the general questions of 1) "What is important to member libraries?", 2) "What are the strengths of UHLS service?", 3) "What are the areas of UHLS service that need improvement?", and 4) "What do the member libraries need from UHLS going forward?" The input from these sessions was gathered by the facilitator. It was shared and discussed in a facilitated planning session with UHLS Board and UHLS staff. The input and the results of the planning session were summarized in a report to the UHLS Board of Trustees and the UHLS Director's Association at their respective July 2012 meetings. This summary report identified 6 service themes for the new UHLS plan of service. The UHLS staff created draft goal statements for each required element in the plan of service form. These draft elements were shared with the UHLS Board of Trustees and the UHLS Director's Association at their respective August 2012 meetings for their review and comment. The draft elements were finalized using this feedback and were integrated into the final draft of the UHLS 2012-2016 Plan of Service. The final draft was presented to the UHLS Board of Trustees and the UHLS Director's Association for approval at their respective September 2012 meetings.
- 3.2 Identify the groups involved in development of the Plan of Service and each group's role.
- 1) UHLS Board of Trustees - needs input, input assessment, draft review, final document approval 2) UHLS Board Services Committee - draft review, final document recommendation to UHLS Board 3) UHLS Staff - needs input, input assessment, draft creation, draft review 4) UHLS Director's Association - needs input, draft review, final document approval 5) Member library staff - needs input
- 3.3 Describe the planning process for the 2012-2016 Central Library Plan.
- The needs assessment findings were shared with the UHLS Central Library Advisory Committee. The Committee met on 7/2/12 to discuss the plan of service process, to review current Central Library plan of service goals, and to discuss the goals for the new plan of service. The committee reported its activity to the UHLS Director's Association at its July 2012 meeting. The UHLS staff created a draft Central Library plan of service based on the input gathered at the 7/2/12 meeting. The Central Library Advisory Committee reviewed and approved the draft for review by the Albany Public Library Board of Trustees and the UHLS Board of Trustees.

- 3.4 Identify the groups involved in development of the 2012-2016 Central Library Plan and each group's role. 1) UHLS Board of Trustees - draft review, final document approval 2) Albany Public Library Board of Trustees - draft review, final document approval 3) UHLS Central Library Advisory Committee - goal development, draft review, recommendation to Albany Public Library Board and UHLS Board 4) UHLS Staff - goal development, draft creation
- 3.5 Describe the integration of the 2012-2016 Central Library Plan with the system's Plan of Service. The UHLS 2012-2016 Central Library Plan of Service was developed in concert with the UHLS 2012-2016 Plan of Service, using the same identified needs and reflecting the same service themes. The Central Library plan of service was created to fully align with the UHLS plan of service goals and intended results. The 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.

APPROVAL OF THE PLAN

- 3.6 Describe the process for approval of the Plan of Service. School library systems must include the Council's role in the approval. The UHLS staff created draft goal statements for each required element in the plan of service form. These draft elements were shared with the UHLS Board of Trustees and the UHLS Director's Association in August for review and comment. The draft elements were finalized using this feedback and were integrated into the final draft of the UHLS 2012-2016 Plan of Service. The final draft was presented to the UHLS Board of Trustees and the UHLS Director's Association for approval at their respective September meetings.

EVALUATION

- 3.7 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
- 3.8 OPTIONAL - Provide the URL of the related evaluation form(s).
- 3.9 OPTIONAL - Provide the URL of the results of the evaluation by members.
- 3.10 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

- 3.11 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 (Refer to the Introduction, page 1, of the instructions for the definition of the Mission statement.)

The Upper Hudson Library System coordinates resources and activities that will improve the services of the public libraries in Albany and Rensselaer Counties.

Minimum Requirement for questions 4.2 through 4.18 - complete one repeating group for each topic of every 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. Year 1 Yes
- 2b. Year 2 Yes
- 2c. Year 3 Yes
- 2d. Year 4 Yes
- 2e. Year 5 Yes
3. Intended Result(s) 1) UHLS library users have access to the largest collection of materials possible. 2) UHLS member libraries provide their users maximum access to the combined collections of the UHLS member libraries. 3) 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) 1) All UHLS Library users will have full access to 80% or more of the combined collections of the UHLS member libraries, as measured by UHLS collection statistics. 2) 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.

**4.3 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. Year 1 Yes
- 2b. Year 2 Yes
- 2c. Year 3 Yes
- 2d. Year 4 Yes
- 2e. Year 5 Yes
3. Intended Result(s) 1) UHLS library users have efficient and reliable virtual access to all of the resources available from the UHLS member libraries. 2) UHLS member libraries are able to effectively control the use of their collections, and to provide users access to their resources and the resources available from the combined collections of the UHLS member libraries. 3) UHLS maintains and supports an integrated library system which meets member library needs.
4. Evaluation Method(s) 1) The UHLS Integrated Library System will meet or exceed a 99% availability rate annually, as measured by UHLS Automation records. 2) 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.

**4.4 Element I - RESOURCE SHARING
Delivery**

UHLS will provide and maintain an efficient, reliable, and cost-effective delivery

1. Goal Statement service enabling member libraries to offer users maximum access to the combined collections of UHLS member libraries.
- 2a. Year 1 Yes
- 2b. Year 2 Yes
- 2c. Year 3 Yes
- 2d. Year 4 Yes
- 2e. Year 5 Yes
3. Intended Result(s) 1) UHLS library users have efficient and reliable physical access to all resources available from the combined collections of the UHLS member libraries. 2) UHLS member libraries are able to offer users maximum access to the combined collections of UHLS member libraries. 3) 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) 1) The UHLS delivery service will meet or exceed a 97% rate of completed delivery stops to member libraries annually, as measured by UHLS delivery records. 2) The UHLS delivery service will demonstrate an item loss rate of 0.5% or less annually, as measured by UHLS delivery records. 3) 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.

4.5 Element I - RESOURCE SHARING

Interlibrary Loan

1. Goal Statement UHLS will provide and maintain efficient, reliable, and cost-effective connections to the library community outside our service area and support member library interlibrary loan services to ensure timely access to materials that meet library users' informational and recreational needs.
- 2a. Year 1 Yes
- 2b. Year 2 Yes
- 2c. Year 3 Yes
- 2d. Year 4 Yes
- 2e. Year 5 Yes
3. Intended Result(s) 1) UHLS library users have efficient and reliable access to resources available in libraries beyond the UHLS service area. 2) UHLS member libraries are able to offer users maximum access to the resources available in libraries beyond the UHLS service area. 3) UHLS facilitates resource sharing and interlibrary loan services to enable member libraries to offer maximum resource and service levels to library users.
4. Evaluation Method(s) 1) The UHLS interlibrary loan service will meet or exceed an 80% fill rate for member library interlibrary loan requests annually as measured by UHLS ILL records. 2) 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.

4.6 Element I - RESOURCE SHARING

Other (Optional)

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

5. Evaluation Method(s)

4.7 Element 2 - SPECIAL CLIENT GROUPS

Adult Literacy

1. Goal Statement UHLS will coordinate access to adult literacy grant opportunities, training, and information to help member libraries reduce low adult literacy rates in their communities.
- 2a. Year 1 Yes
- 2b. Year 2 Yes
- 2c. Year 3 Yes
- 2d. Year 4 Yes
- 2e. Year 5 Yes
3. Intended Result(s) 1) UHLS library users have access to adult literacy resources and services in their community. 2) UHLS member libraries are able to provide adult literacy resources and services in their community. 3) UHLS offers resources and services that support member libraries in reducing low adult literacy rates in their communities.
4. Evaluation Method(s) 1) As measured in an annual satisfaction survey, at least 80% of library staff reporting indicate satisfaction with UHLS adult literacy resources and services. 2) Further evaluation of the intended results will be accomplished by feedback from the UHLS Director's Association, the UHLS advisory groups, and anecdotal reports and observations.

4.8 Element 2 - SPECIAL CLIENT GROUPS

Coordinated Outreach

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. Year 1 Yes
- 2b. Year 2 Yes
- 2c. Year 3 Yes
- 2d. Year 4 Yes
- 2e. Year 5 Yes
3. Intended Result(s) 1) 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. 2) UHLS member libraries are able to provide their users that are part of the NYS designated outreach populations with the resources and services that meet their informational and recreational needs. 3) UHLS offers resources and services that support member libraries in providing services that meet the needs of the NYS designated outreach populations.
4. Evaluation Method(s) 1) As measured in an annual satisfaction survey, at least 80% of library staff reporting indicate satisfaction with UHLS coordinated outreach resources and services. 2) Further evaluation of the intended results will be accomplished by feedback from the UHLS Director's Association, the UHLS advisory groups, and anecdotal reports and observations.

4.9 Element 2 - SPECIAL CLIENT GROUPS

Correctional Facilities (State and Local)

1. Goal Statement UHLS will provide library resources and consulting services to the county jails in our service area.
- 2a. Year 1 Yes
- 2b. Year 2 Yes
- 2c. Year 3 Yes
- 2d. Year 4 Yes
- 2e. Year 5 Yes
- 1) UHLS library users within the county jails in the UHLS service area have

3. Intended Result(s)
 - access to library materials that meet their informational and recreational needs.
 - 2) Libraries within the county jails in the UHLS service area have access to library resources and consulting services from UHLS.
 - 3) 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.

4.10 Element 2 - SPECIAL CLIENT GROUPS

Youth Services

1. Goal Statement UHLS will offer effective, innovative projects and services to elevate member library service to children, teens, and families.
- 2a. Year 1 Yes
- 2b. Year 2 Yes
- 2c. Year 3 Yes
- 2d. Year 4 Yes
- 2e. Year 5 Yes
3. Intended Result(s)
 - 1) UHLS library users ages 0-18 have materials and services to meet their needs.
 - 2) 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.
 - 3) UHLS encourages excellence by offering innovative projects and services to elevate member library service to children, teens, and families.
4. Evaluation Method(s)
 - 1) As measured by the annual survey, 80% of library staff reporting will indicate satisfaction with youth and family services.
 - 2) Further evaluation will be accomplished through feedback from the UHLS Director's Association and the UHLS advisory groups and anecdotal reports and observations.

4.11 Element 2 - SPECIAL CLIENT GROUPS

OTHER (Optional)

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

4.12 Element 3 - PROFESSIONAL DEVELOPMENT AND CONTINUING EDUCATION

1. Goal Statement UHLS will inspire excellence in library service through professional development and continuing education for member library staff, member library trustees, and UHLS staff.
- 2a. Year 1 Yes
- 2b. Year 2 Yes
- 2c. Year 3 Yes
- 2d. Year 4 Yes
- 2e. Year 5 Yes
- 1) UHLS library users benefit from the application of library service best

3. Intended Result(s)
 - practices in their libraries. 2) UHLS member libraries thrive and grow in an environment that encourages excellence in library service through the professional development and continuing education services offered by UHLS.
 - 3) UHLS sustains an environment that encourages excellence in library service through professional development and continuing education.
4. Evaluation Method(s)
 - 1) As measured in an annual satisfaction survey, at least 80% of library staff reporting indicate satisfaction with the professional development and continuing education services offered by UHLS.
 - 2) Further evaluation of the intended results will be accomplished by feedback from the UHLS Director's Association, the UHLS advisory groups, and anecdotal reports and observations.

4.13 Element 5 - CONSULTING AND DEVELOPMENT SERVICES

1. Goal Statement
 - UHLS will inspire excellence in library service through consulting and development services for member library staff and trustees.
- 2a. Year 1
 - Yes
- 2b. Year 2
 - Yes
- 2c. Year 3
 - Yes
- 2d. Year 4
 - Yes
- 2e. Year 5
 - Yes
3. Intended Result(s)
 - 1) UHLS library users benefit from the application of library service, administration and management best practices in their libraries.
 - 2) UHLS member libraries view UHLS staff as partners, mentors, and valuable resources in providing excellent library service.
 - 3) 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)
 - 1) As measured in an annual satisfaction survey, at least 80% of library staff reporting indicate satisfaction with the consulting and development services offered by UHLS.
 - 2) Further evaluation of the intended results will be accomplished by feedback from the UHLS Director's Association, the UHLS advisory groups, and anecdotal reports and observations.

4.14 Element 6 - COORDINATED SERVICES

1. 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.
- 2a. Year 1
 - Yes
- 2b. Year 2
 - Yes
- 2c. Year 3
 - Yes
- 2d. Year 4
 - Yes
- 2e. Year 5
 - Yes
3. Intended Result(s)
 - 1) UHLS library users have access to the widest array of resources and services possible.
 - 2) 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.
 - 3) UHLS provides expanded access to library products and services for all member libraries.
4. Evaluation Method(s)
 - 1) As measured in an annual satisfaction survey, at least 80% of library staff reporting indicate satisfaction with the coordinated services offered by UHLS.
 - 2) Further evaluation of the intended results will be accomplished by feedback from the UHLS Director's Association, the UHLS advisory groups, and anecdotal reports and observations.

4.15 Element 7 - 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. Year 1 Yes
- 2b. Year 2 Yes
- 2c. Year 3 Yes
- 2d. Year 4 Yes
- 2e. Year 5 Yes
- 3. Intended Result(s) 1) UHLS library users benefit from the strongest support possible for their local libraries. 2) UHLS member libraries will have the skills and support to effectively communicate the value of local library services to their community and to their local public funding sources. 3) UHLS is recognized as the leader in effectively communicating the value of public libraries to elected officials at all levels and to local communities.
- 4. Evaluation Method(s) 1) As measured in an annual satisfaction survey, at least 80% of library staff reporting indicate satisfaction with the awareness and advocacy services offered by UHLS. 2) Further evaluation of the intended results will be accomplished by feedback from the UHLS Director's Association, the UHLS advisory groups, and anecdotal reports and observations.

4.16 Element 8 - COMMUNICATIONS AMONG MEMBER LIBRARIES AND/OR BRANCH LIBRARIES

- 1. Goal Statement UHLS will connect the member libraries to each other and to UHLS through effective and efficient communications tools and strategies.
- 2a. Year 1 Yes
- 2b. Year 2 Yes
- 2c. Year 3 Yes
- 2d. Year 4 Yes
- 2e. Year 5 Yes
- 3. Intended Result(s) 1) UHLS library users have access to an efficient and coordinated network of libraries to meet their informational and recreational needs. 2) UHLS member libraries have information about programs and services available from UHLS, from other UHLS libraries, and from state, federal, and private sources. 3) UHLS actively fosters an environment that encourages full communication and collaboration with the System and among the UHLS member libraries.
- 4. Evaluation Method(s) 1) As measured in an annual satisfaction survey, at least 80% of library staff reporting indicate satisfaction with the communication among member libraries and with UHLS. 2) Further evaluation of the intended results will be accomplished by feedback from the UHLS Director's Association, the UHLS advisory groups, and anecdotal reports and observations.

4.17 Element 9 - COOPERATIVE 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. Year 1 Yes
- 2b. Year 2 Yes
- 2c. Year 3 Yes
- 2d. Year 4 Yes
- 2e. Year 5 Yes
- 3. Intended Result(s) 1) UHLS library users have access to the widest array of resources and services possible. 2) UHLS member libraries are able to allocate more resources to library services, expand their service offerings, and maximize the return on local funds expended. 3) UHLS provides expanded access to library products and services for all member libraries.
- 1) As measured in an annual satisfaction survey, at least 80% of library staff

4. Evaluation Method(s) reporting indicate satisfaction with the cooperative efforts with other library systems offered by UHLS. 2) Further evaluation of the intended results will be accomplished by feedback from the UHLS Director's Association, the UHLS advisory groups, and anecdotal reports and observations.

4.18 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. Year 1 Yes
- 2b. Year 2 Yes
- 2c. Year 3 Yes
- 2d. Year 4 Yes
- 2e. Year 5 Yes
3. Intended Result(s) 1) UHLS library users have access to library facilities that meet their needs. 2) UHLS member libraries are able to leverage NYS Public Library Construction Grant funds to improve library facilities and services. 3) UHLS provides member libraries support and resources to offer the best library facilities and services possible.
4. Evaluation Method(s) 1) UHLS will distribute 100% of its NYS Public Library Construction Grant allocation annually. 2) 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.

4.19 Element 11 - CENTRAL LIBRARY SERVICES

- 4.19 Provide the URL of the 2012-2016 Central <http://www.uhls.org/CentralLibraryServices.pdf> Library Plan.

4.20 Element 12 - DIRECT ACCESS

- 4.20 Provide the URL of the 2012-2016 Direct Access Plan approved by the New York State Library. http://www.uhls.org/Free_Direct_Access_Plan.pdf

4.21 Element 13 - OTHER (Optional) - If there are other elements in the System's Plan of Service not listed above, complete one repeating group for each element.

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

ASSURANCE

4.22 The Library System's
PLAN OF Service was
developed IN
accordance WITH
provisions OF
Education Law AND
the Regulations OF the
Commissioner AND 09/12/2012
the requirements OF
the New York State
Library, AND was
reviewed AND
approved BY the
Library System Board
ON (date - mm / dd /
yyyy).

APPROVAL

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