



Plan of Service 2026-2031

Greetings from the Plan of Service 2026-2031 Design Team! We think this is the first time a draft Plan of Service has been shared with the membership, and we aim to be as inclusive as possible by inviting everyone to share comments, feedback, and ideas. Thank you in advance for reviewing SCRLC's draft Plan. The notes below are intended to help you navigate the document more easily.

- **Ordering:** SCRLC staff must enter responses into the State Library's platform in a specific sequence. However, because the Plan is lengthy, the Design Team chose to present **Section 4**—the core of the Plan—first for ease of review.
- **Numbering:** To simplify later data entry, the document retains the State Library's original numbering. You may notice gaps in the numbering; this is intentional. Some sections apply only to public or school library systems and therefore are not included here.
- **Goals:** What were previously called "Elements" are now labeled "**Goals**" in the 2026-2031 Plan. This change was made by the State Library. SCRLC is required to develop objectives, outcomes, and evaluation methods for each Goal.
- **Mission, Vision, Values, and Strategic Directions:** The Board will adopt these components as part of the Plan. While there have been other opportunities to provide feedback on these revised statements, you are welcome to comment on them here as well.
- **Strategic Directions:** Each objective is aligned with one of the six proposed Strategic Directions, abbreviated in the document as **SD#1**, **SD#2**, and so on.
- **Deadline for Comments:** Please add your comments to the document by **Wednesday, February 25, 2026**. You may also send your comments via email to Mary-Carol Lindbloom (mcindbloom@scrlc.org).
- **Next Steps:** The Design Team will review feedback on February 26 and effect any necessary changes. The Board will vote on the Plan of Service at their March Board meeting, after which the Plan will be submitted to the State Library for approval. After approval, SCRLC will work on a more readable version for the membership, which will include a "trends" section. That will be released in late June or July.

Thank you again for your time, thoughtful review, and engagement!

Plan of Service 2026-2031

Section 4 – Mission Statement, Objectives, Outcomes and Evaluation Methods

4.1 The Library System's Mission Statement

Mission:

SCRLC empowers members through sustainable collaboration, advocacy, learning, and creativity.

Vision:

South Central Regional Library Council envisions a future where [all people](#) who live, work, and study in our communities have equitable, [sustainable](#), and reliable access to trustworthy information resources and are competent in [all literacies](#). Our members welcome and value all people, and [all people](#) feel that they belong in our member organizations.

Values:

- **Advocacy** that increases recognition of members' impact and societal importance.
- **Collaboration** that builds enduring relationships and empowers members to meet their communities' needs.
- **Diversity, Inclusion, Justice, and Accessibility** in support of respect, well-being, and the humanity of all.
- **Equity** of access to credible information and the literacy skills necessary for critical thinking.
- **Future-forward thinking** that anticipates trends and adapts to the evolving needs of our members.
- **Intellectual Freedom and Privacy** that upholds and protects the right of all people to seek information freely and without restriction, surveillance, or self-censorship.
- **Learning** that is responsive, relevant, engaging, and transformational.
- **Sustainability** of our organization, our members, and our physical and intellectual environments.

Strategic Directions:

The Strategic Directions succinctly express our vision, mission, and values, leading to their realization. They are integrated throughout the Plan of Service, informing the Program & Services goals, objectives, outcomes.

South Central Regional Library Council:

1. advocates for its members.
2. cultivates learning.
3. serves as a catalyst for diversity, equity, inclusion, justice, and accessibility.
4. facilitates partnerships and collaboration.
5. encourages future-forward thinking.
6. prioritizes sustainability.

Goal 1	Objectives	Outcomes	Evaluation Methods
Resource Sharing Instructions: For each resource sharing goal, objective and year, identify services and programs that will be provided. Resource Sharing: Catalog Services Instructions: Describe all services that contribute to the discovery and sharing of member resources. These may include shared catalogs, online catalogs, encoded archival description (EAD), metadata, etc., maintained or supported by the system. Response: The system supports this through a range of coordinated services, including a regional OCLC FirstSearch/WorldCat subscription provided to most full members, metadata consultation, union listing/local holdings records support, and SCRLC encourages participation in Empire EAD (archival description). System staff provide guidance or referral on cataloging	Provide support or referrals for complex cataloging needs. Years 1-5. SD#4	Members are more confident in their ability to handle or resolve complex cataloging issues. Members resolve complex cataloging issues accurately and efficiently through support from SCRLC or appropriate referrals.	# and type of cataloging inquiries received and resolved; survey of those using the service; % of libraries reporting their needs were met; survey measuring staff confidence after assistance.
	Offer or share continuing education opportunities on cataloging topics, such as inclusive practices. Years 1-5. SD#2	Members apply current cataloging standards, tools, and best practices more effectively in their daily work. Members are more confident in their ability to handle or resolve complex cataloging issues.	# of library workers engaging in cataloging opportunities; evaluation forms.
	Update serials local holdings records for members lacking the capacity to do this on their own. Years 1-5. SD#4	SCRLC's serials local holdings are more accurate, which results in a more accurate resource.	# of updates made; survey of those using the service.

and metadata. These services facilitate access to physical and electronic resources.			
Resource Sharing: Interlibrary Loan and Delivery Instructions: Indicate how the system coordinates and facilitates Interlibrary Loan and expected changes or improvements to the process. This should include methods for facilitating interlibrary loan both outside the system and within the system, if applicable. Response: SCRLC provides information, documentation, and learning opportunities to help staff navigate ILL workflows and policies. The Resource Sharing Advisory Committee coordinates activities such as user group meetings, which support efficient resource sharing among member libraries. Members are encouraged to borrow within their networks whenever possible. When it is not possible, SCRLC is piloting the Bibliographic & Referral Center (BARC) as a last-resort service using the Clio client software, with the goal of	Support efficient and timely delivery of interlibrary loan materials for SCRLC members. Years 1-5. SD#4	Users receive interlibrary loan items quickly and reliably. Members use information technology to meet the demand for fast service. Members are supported in their regional ILL efforts to secure materials quickly for their users. Resource sharing staff have access to up-to-date ILL best practices.	An analysis of turnaround time and fill rates as measured against benchmark data; % of requests filled within the benchmark timeframe; consistency of turnaround times. # of communications and meetings during which delivery is discussed. Qualitative data obtained through discussion with the Resource Sharing Advisory Committee. # and % of ILL staff participating in relevant training activities reporting increased confidence.
	Investigate regional and statewide opportunities to improve access to materials. Years 1-5. SD#4, SD#5	Regional and statewide opportunities to improve access to materials are actively identified and assessed.	# of identified opportunities; # of members participating in any of the initiatives.

streamlining requests, reducing staff mediation, and improving turnaround time. Indeed, BARC has been outsourced for over 25 years and is now returning in-house.	Reestablish the Bibliographic & Referral Center (BARC) as an in-house interlibrary loan service of last resort. Years 1-5. SD#4, SD#5	The BARC in-house pilot program is an established SCRLC service. Members' last resort interlibrary loan needs are supported.	# of ILL requests that are filled; analysis of turnaround time data for BARC requests; # of libraries sending staff for training. # of libraries using BARC; satisfaction levels measured through surveys; qualitative data and anecdotal evidence obtained through visiting BARC users.
	Update the resource sharing LibGuide and section of SCRLC's website to serve as a comprehensive resource for regional ILL staff. Years 1-5. SD#4, SD#5	ILL staff report that SCRLC's Resource Sharing website section and LibGuide are clear, up-to-date, and sufficient to answer most resource sharing questions without additional staff assistance.	Evaluation of LibGuide use, e.g., tracking page views, unique users, time on page, repeat visits, and most-accessed sections; satisfaction levels as measured through surveys.
Resource Sharing: Shared Electronic Collections Instructions: Explain how the system coordinates shared electronic collections and makes them available to its member libraries. Response: SCRLC coordinates shared electronic collections by centrally licensing and managing several	Facilitate and enhance access to electronic information for learners, researchers, and residents of the SCRLC region. Years 1-5. SD#2, SD#4	Users have access to more electronic resources than their local library could provide, alone. Members save time and money on electronic resources.	# of searches and retrievals from SCRLC's electronic resources; member feedback; # of subscriptions.

electronic resources for member libraries, as funding permits. We work with members on authentication. The Advisory Committee on Information Technology & Services and the HLSP Advisory Committee recommend the e-resources to license. New York-grown e-collections, e.g. NYHeritage and NYS Historic Newspapers, are built in collaboration with other 3Rs.			
Resource Sharing: Supporting Technology Instructions: Describe how the system supports technology for its members. This could include shared technology services or adopting emerging tech. Response: SCRLC supports member technology needs through shared electronic resources, consultations, and learning opportunities that help libraries effectively use both established and emerging technologies. SCRLC monitors technology trends, pilots new tools when appropriate (e.g., Clio), and shares findings. SCRLC awards	Facilitate and support the ethical adoption of emerging and existing technologies within our membership. Years 1-5. SD#5, SD#6 Offer grant opportunities, as feasible, to support member libraries' technology needs. Years 2-5. SD#5, SD#6	Members have access to training opportunities about emerging and existing technology. Members have access to emerging and existing tech. for their needs, e.g., Clio for ILL & scanning equipment for digitization. Members apply for grant funding to support shared technology, including emerging technology.	# of technology-focused RS events # of technology-focused communications to members; # of members borrowing SCRLC's scanning equipment; satisfaction rates as demonstrated via annual survey. # of members receiving technology grants.

technology grants when the budget permits.			
Resource Sharing (Optional): Coordinated Collection Development Aid for Academics (CCDA)	Facilitate a coordinated collection development program that strengthens, develops, and makes available broad, inclusive, and freely available academic resources to the region's learners, researchers, and residents. Years 1-5. SD#4, SD#6	Regional learners, researchers, and residents benefit from expanded access to current and relevant academic resources. Participating libraries make more strategic and cost-effective collection decisions through coordination, reducing unnecessary duplication. CCDA strengthens and increases representation of diverse perspectives including those of historically marginalized or oppressed communities.	# and % of academic libraries participating in CCDA. Advisory committee review of CCDA Plan, activities, and documentation. Qualitative feedback from participating libraries describing how CCDA benefits library users, including impacts on availability of materials, timeliness of access, and the ability to meet user needs. # of CCDA purchases that circulate; # searches of electronic resources purchased with CCDA funds.
Resource Sharing (Optional): Medical Information Services Program (MISP)	Increase knowledge of MISP funds for medical information, including interlibrary loans. Years 1-5. SD#4, SD#6	Members understand that they can use MISP funds to pay for medical/health-related ILLs and save money. Hospitals and other member libraries have access to	Amount of MISP funds used for ILL each year per budget review; survey data; electronic resources statistics.

		more medical/health resources.	
Resource Sharing (Optional): Digital Collections Access	Ensure learners, researchers, and residents have access to inclusive primary sources and other materials that represent our diverse region. Years 1-5. SD#2, SD#3, SD#4, SD#6	NY Heritage and NYS Historic Newspapers add collections that reflect the entirety of the South Central region, including underrepresented or marginalized groups and unique regional subjects. Learners, researchers, and residents use NYH and NYSHN.	# of primary collections added to NY Heritage; # of new collections representing historically oppressed and marginalized communities # of items added to NY Heritage; review of statistics; anecdotal evidence.
	Improve metadata across digital collections, providing improved access. Years 1-5. SD#3, SD#4, SD#5	Metadata across the region's many collections is more accurate, accessible, and complete, facilitating discovery.	# of collection audits; # of metadata records edited; evaluation of all SCRLC-region New York Heritage metadata for remediation.
	Provide regional access to and information about digital preservation solutions. Years 1-5. SD#4, SE#5	Members have information about and access to affordable and needs-appropriate digital preservation solutions for the security of the region's vast digital collections.	# of communications about digital preservation solutions; # of objects in digital preservation programs.

Goal 2	Objectives	Outcomes	Evaluation Methods
Client Group: Hospital Library Services Program Instructions: For each client group objective and year identify Client Groups referenced below that will be served. Describe how the system will serve the library communities within the system. Describe services and programs that support and enhance Hospital Library Services. Response: SCRLC provides field visits and consultations, electronic resources, training, and individual grants for technology, collection development, and training. As with all members, SCRLC meets each hospital at its level of need. For hospitals without librarians, the HLSP manager may place ILL requests on their behalf or train them in how to do so via DOCLINE. She also provides or consults on literature searches. SCRLC also provides	Serve the information needs of regional healthcare professionals. Years 1-5. SD#2, SD#5, SD#6	Residents in the region have access to well-informed healthcare professionals. Healthcare providers have access to credible and diverse health and medical resources. Healthcare system administrators have access to resources supporting healthcare administrators; Hospital library workers have up-to-date skills through learning opportunities. Hospital library workers have access to shared electronic resources that enhance the services they are able to provide to their providers and administrators.	Surveys of hospital librarians & liaisons; reports and statistics from the hospital libraries; database use statistics; # and % of HLSP participants engaged in learning activities; qualitative data & input from HLSP Advisory Committee and field visits including anecdotal and observational information.
	Increase awareness of health disparities among underserved populations to support equitable access to needed health care. Years 1-5. SD#2, SD#3	HLSP members are better able to identify, understand, and address health disparities within their communities.	# of hospitals participating in programs, trainings, or using resources focused on health disparities # of participants indicating increased awareness,

interlibrary loan support in the form of MISP funds, which are available to all hospital members and other types of libraries, as well.			understanding, and addressing in survey responses and on field visits.
	Demonstrate the efficacy and value of the Hospital Library Services Program. Years 1-5. SD#1, SD#6	The number of participating hospitals stabilizes or increases. Engagement with the program is stable or increases over time.	# of hospitals participating in surveys; % of respondents indicating satisfaction; Qualitative feedback collected during surveys & field visits.

Goal 3	Objectives	Outcomes	Evaluation Methods
Professional Development & Training Instructions: Programs initiated and sponsored by the system, online or in-person. Instructions: include anticipated new or improved training that may be offered, and outline how professional development and training have changed from past years. Response: Members have more access to online training across the state and beyond. They have less	Plan responsive programs that meet membership needs, helping members adapt to and adopt emerging technologies while considering any ethical implications. Years 1-5. SD#2, SD#5, SD#6	Members acquire skills and knowledge to provide relevant services for and to their communities. Members understand the potential benefits and challenges of emerging technologies and engage with colleagues to expand learning and share effective practices.	Event evaluations; attendance records; annual member survey.
	Create networking opportunities for our members and prioritize peer-to-peer learning from the region. Years 1-5. SD#2, SD#4	Members feel connected with one another. Members have opportunities to share their work (and personal knowledge or interests) with their colleagues and learn from one	Event evaluations; annual member survey; feedback from member visits; # of speakers from our membership.

funding for PD and often less time due to under-staffing. People are often multi-tasking while attending webinars, which compromises learning. More programming topics reflect changes in the field.		another in a variety of formats.	
	Incorporate diversity, equity, inclusion, justice, and accessibility in our professional development program. Years 1-5. SD#2, SD#3	Members have access to professional development that helps them stay up-to-date on DEIJA and ethical frameworks. Diversity is reflected in the speakers that we engage.	# of relevant programs provided; participant/instructor reflections on event evaluations; annual member survey.
	SCRLC's professional development and training program will incorporate some aspects of American Library Association's Allied Professional Association's components of employee well-being: physical, emotional, social, environmental, spiritual, financial, intellectual, and occupational. Years 1-5. SD#2, SD#6	Members have opportunities to reflect on different aspects of their well-being at work.	# of relevant learning and networking opportunities provided; annual membership survey.

Goal 4	Objectives	Outcomes	Evaluation Methods
Consulting Services Instructions: Services that provide expertise by	Provide advice, insight, specialized knowledge, guidance, or referrals to support members. Years 1-5. SD#1, SD#2, SD#4	Members have timely and accurate information in support of their planning, decision-making,	# and type of consulting topics; comparative analysis of and trends in consulting topics and by service areas over the years

system staff to member libraries, member systems and community-based organizations. Instructions: Include new services that will be offered and outline how consulting services have changed from past years. Response: SCRLC continues to provide expertise to our members. In addition to in-person support, consulting is now frequently online, which increases accessibility and flexibility. No reduction in service scope has occurred; rather, methods have expanded to better meet member needs. For example, focus groups, which were always provided in-person pre-pandemic, have worked well online.		programs, and services.	covered by the Plan of Service.
	Expand and adapt consulting services in response to emerging needs, changing environments, and lessons learned. Years 1-5. SD#2, SD#3, SD#4, SD#6	Consulting services are relevant because they consider emerging needs and changing priorities.	Reporting on the impact of the consulting by members who engaged with SCRLC's consulting services.
	Identify and monitor emerging trends, technologies, and opportunities relevant to SCRLC members, and support their exploration and implementation. Years 1-5. SD#2, SD#3, SD#4, SD#5, SD#6	SCRLC members have increased opportunities to learn about, try out, and participate in emerging trends, innovations, technologies, pilot projects, and regional initiatives.	Assessment of trend-related initiatives and pilot activities, e.g., # of participants; program attendance; # of members reporting engagement with new services; # of partnership grants or collaborative projects initiated or supported.
	Facilitate knowledge-sharing and member collaboration. Years 1-5. SD#2, SD#3, SD#4, SD#5, SD#6	SCRLC-sponsored opportunities foster meaningful knowledge-sharing, peer-to-peer exchange, collaboration, and co-created projects among members.	# of networking and knowledge-sharing opportunities; # of participants in those opportunities; # of advisory committee meetings; # of committee members engaging in them; Survey questions to identify other collaborative projects that emerged from SCRLC activities. Anecdotal evidence; e.g., stories from members about how the expertise was applied.

	Offer to facilitate focus group services to members. Years 1-5. SD#2, SD#4	Members receive actionable feedback from their community to inform planning, program design, and improvements to their spaces, services, or programs.	# of focus groups; feedback from members on usefulness and how recommendations were implemented.
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Goal 5	Objectives	Outcomes	Evaluation Methods
Coordinated Services for Members Instructions: For each objective and year identify services that are initiated by and coordinated through the system for member libraries and member systems. Examples include coordinated purchases, negotiation of pricing for licensed electronic collection purchases, digitization services, virtual reference (such as Ask HR, Ask an Archivist, Ask a Lawyer), cataloging services, materials processing services, etc.	SCRLC will participate in and/or facilitate member library participation in statewide shared services, including New York Heritage, NYS Historic Newspapers, Empire ADC, Ask the Lawyer, shared eBook collections, ELD Delivery, and virtual reference. Years 1-5. SD#2, SD#4, SD#5, SD#6	Members have access to statewide services that increase access to information and resources for their users. Members experience efficiencies and cost savings through economies of scale achieved through statewide services.	# and % of members participating in each statewide service; satisfaction levels as measured through surveys.

Coordinated Services for Members: Digitization Services	Facilitate collaboration and encourage participation within the region to provide a comprehensive digital history of South Central New York State. Years 1-5. SD#2, SD#4, SD#5	Members are supported by SCRLC, through sponsored initiatives and grant opportunities to create interesting, valuable, and wide-ranging digital collections.	# of collections; # of items; # of participating institutions; # of communities represented.
	Provide information and training in the process of digitization, standards, access, digital preservation, emerging technologies, and metadata, especially with a critical eye for reparative description practices. Years 1-5. SD#2, SD#3, SD#6	Members have access to a centralized repository for resources in best practices. Members have on-call expertise provided by SCRLC staff over email, phone, in-person meetings, and scheduled training sessions.	# of consulting emails & phone calls; # of training sessions; # of pageviews and visits on a training repository.
	Promote the rich digital content generated by SCRLC members through NYHeritage and other content gateways, especially as it relates to school curricula. Years 1-5. SD#1, SD#2, SD#3, SD#4, SD#5, SD#6	Students, educators, researchers, and members of the public are aware of the freely available material on NYHeritage, NYS Historic Newspapers, and SCRLC member's other content gateways.	# of pageviews and visits on NYHeritage.org; # of pageviews and visits on NYShistoricnewspapers.org # of social media posts; # of participants attending presentations & webinars about NYH.

Goal 6	Objectives	Outcomes	Evaluation Methods
Communication & Awareness: Advocacy	Advocate for more support for SCRLC, other library systems, and member libraries at the state and federal levels. Years 1-5. SD#1, SD#4	Decision makers at federal and state levels support SCRLC issues. Federal and state funding increases (or is not cut) for SCRLC, other NYS library systems, and the member libraries.	Review of federal and state funding allocations for the NY State Library and statewide library aid.
	Provide members with information and tools to engage in more effective advocacy work. Years 1-5. SD#1, SD#2, SD#4	More members engage in advocacy work.	Qualitative and quantitative reports about advocacy activities and results through annual survey, member visits, etc.
Communication & Awareness: Awareness	Promote awareness of the contributions and benefits of SCRLC, NYS library systems, and member libraries at the federal, state, and local levels. Years 1-5. SD#1, SD#2, SD#4	Decision makers are aware of the work and impact of SCRLC, other NYS library systems, and libraries, and understand the need for their ongoing support.	Reporting on the ability to secure access to decision makers; # and % of letters of support received from decision makers. # of interactions with decision makers.
Communication & Awareness: Communication Instructions: Explain how the system communicates with its members and how the system facilitates communications among libraries. Also	Engage regularly with members and prospective members about programs, services, and benefits of membership. Years 1-5. SD#1, SD#2, SD#4	Members are aware of the activities of SCRLC and other networks. Additional libraries or cultural organizations become members.	Number of subscribers to mailing lists; rate of emails sent; member participation at virtual and face-to-face events; number of field visits.

include system networking opportunities and programs that help member libraries increase public awareness of the value and benefits of libraries and library services. Response: SCRLC uses newsletters, the website, listservs, and social media to inform of programs, services, and statewide initiatives. We facilitate communication among libraries through advisory committees, networking, and learning opportunities that connect staff, and help members better serve users.	Establish Communications (& Awareness) Committee to provide guidance to SCRLC staff and Board. Year 1. SD#1, SD#4, SD#6	SCRLC Communications & Awareness Committee provides guidance to SCRLC staff and Board about such matters as use of social media, frequency of communication, and increasing public awareness of the value of library services.	Number of Committee meetings; poll Committee members for the effectiveness of meetings; annual membership survey.
	Revise SCRLC Communications Plan biennially. Years 3, 5. SD#1, SD#4, SD#6	Staff and members have a clear understanding of the extent of SCRLC's communication efforts. Better alignment of choice of media and communication channels with members' preferences.	Communications plan developed, approved, and implemented; annual membership survey.

Goal 7	Objectives	Outcomes	Evaluation Methods
Collaborative Efforts with Other Library Systems and Organizations Instructions: Explain how the system collaborates with other reference and research library resources systems, public library systems, school	Collaborate with regional public library systems, school library systems, individual libraries, and cultural organizations to coordinate and expand services, and share expertise. Years 1-5. SD#4	Partnerships are deepened, leading to more efficient, effective, and fruitful collaboration, enabling SCRLC and its collaborators to better meet members' needs.	Annual survey; Anecdotal evidence obtained through conversations with members and colleagues across the state; program attendance.

library systems, cultural and educational institutions, and community-based organizations. Response: Collaboration is central to SCRLC's mission and is embedded in its daily work. SCRLC partners with other ESLN Councils, public and school library systems, and cultural, educational, and community-based organizations to expand access, strengthen services, and advance shared goals. We collaborate regionally with advocacy, learning opportunities, e.g., co-hosting events such as social justice summits or the Resource Sharing Users Group with CRLC; with ESLN on even more learning opportunities, building the digital collections of NYS including New York Heritage and NYS Historic Newspapers, encouraging participation in ESLN electronic resources,	Collaborate with other Empire State Library Network (ESLN) Councils to offer statewide programs and services, e.g. New York Heritage, NYS Historic Newspapers, ELD Delivery, "AskUs" services, and electronic resources. Years 1-5. SD#4, SD#5, SD#6	Members receive effective and economical information services, programs, and participate in regional and statewide initiatives to enable them to better serve their communities.	# of participants and analytics in each of the services; # of questions submitted and answered by Ask the Lawyer; # of members registered to use electronic resources, e.g. Candid; use statistics.
	Support and advance coordinated statewide advocacy efforts and activities, including those of the New York Alliance of Library Systems (NYALS) and New York Library Association (NYLA). Years 1-5. SD#1, SD#4	Legislators hear consistent messaging and are aware of the activities and value of libraries and library systems. Library systems are financially supported and can better meet their members' needs.	# of SCRLC staff contacts (email, phone, visits) with legislators; # and % expressing support for libraries; annual survey; # of advocacy materials sent to regional legislators; # of library workers in the region attending Library Advocacy Day; # of regional systems participating in NYALS-sponsored programs
	Complete the Sustainable Libraries Initiative Certification Program (SLICP) in collaboration with other regional and statewide organizations. Years 1-2. SD#1, SD#6	SCRLC has completed the SLICP, worked thoughtfully to improve our sustainability efforts, and encouraged the membership to improve their sustainability efforts as well.	Completion of the program; annual member survey; anecdotal evidence obtained during field visits and other conversations.

e.g., Candid or Academic Overdrive; or supporting Ask the Lawyer (SCRLC funds members and members' members to use and usually the questions are built into a statewide Recently Asked Questions). More recently, SCRLC has partnered with public library systems and regional organizations to help launch the Southern Tier Digital Equity Coalition, extending collaboration beyond libraries to address community-wide access and inclusion needs.	Support regional and statewide digital equity efforts in partnership with members and community organizations. Years 1-5. SD#1, SD#4, SD#6	Digital disparities in our region and across the state are reduced.	Surveys of member libraries & information gathered from sources such as the Southern Tier Digital Equity Coalition, the NYS Digital Equity Network, and the ConnectALL Office, including reports and data on broadband access, digital literacy efforts, and community connectivity needs.
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Goal 8	Objectives	Outcomes	Evaluation Methods
Other (Optional) Instructions: Include here any other goals not identified above. Other (Optional): DEIJA: Diversity, Equity, Inclusion, Justice, and Accessibility	Incorporate principles of diversity, equity, inclusion, justice, and accessibility into the planning and delivery of all SCRLC programs and services, including recruitment practices. Years 1-5. SD#2, SD#3, SD#4, SD#6	SCRLC's DEIJA Plan is used consistently to guide the design and delivery of our programs and services, resulting in increased knowledge and awareness of DEIJA principles among members. Members apply DEIJA principles more effectively in their work, including in collections,	Annual member survey feedback (assess awareness, understanding, and application of DEIJA principles including in recruitment efforts); review by the DEIJA Advisory Committee of survey results, and programs and services content for DEIJA incorporation; increased staff

		services, and programming that support diverse communities. Members report more inclusive and intentional recruitment efforts to reach candidates from historically oppressed and marginalized communities.	confidence in addressing DEIJA challenges as per annual survey; documented impact of outreach initiatives, e.g., DEIJA grants to members; sponsored programs; anecdotal evidence gathered during committee meetings, field visits, and other networking opportunities.
	Ensure ongoing compliance with ADA Title II and other applicable accessibility standards across SCRLC programs, services, and communications. Years 1-5. SD#1, SD#2, SD#4, SD#6	SCRLC programs, services, and communications meet ADA Title II and applicable accessibility standards, reducing barriers to access.	Periodic accessibility testing of digital platforms, websites, programs, services, communications, etc. using but not limited to an ALA Title II-aligned checklist; tracking requests & feedback for accommodations.
Other (Optional): Leadership & Management	SCRLC utilizes its resources effectively and efficiently. Years 1-5. SD#6	SCRLC aligns its programs, services, staffing, technology, and funding with the Strategic Directions to deliver timely, impactful, and cost-effective services, supported by transparent financial and operational practices and continuous evaluation and improvement.	Annual budget review comparing planned & actual expenditures; program & service metrics (e.g., interlibrary loan turnaround times, filled BARC requests, shared electronic collections use, # items added to NYH); program & service assessment; annual member survey; documentation of process

			improvements & cost-saving measures; Plan of Service review to assess alignment of resource allocation with system priorities & strategic directions; successful completion of annual audits.
	Facilitate recruitment into the profession through internships, job postings, and career guidance. Years 1-5. SD#2, SD#4, SD#6	Students acquire practical skills and experience that support placement into the library & information science profession. Future librarians and students understand how library systems operate within the broader library and information science ecosystem.	# of internships completed; evaluation; # of job postings included on website and engagement; # sent through the listserv; # of learning opportunities posted for library workers. Anecdotal evidence; surveys; interviews including exit interviews for interns.

Section 1 – General Information

- 1.1 System Name** South Central Regional Library Council
- 1.2 Street Address** 1300 Dryden Road
- 1.3 City** Ithaca
- 1.4 Zip Code** 14850
- 1.5 Four-Digit Zip Code Extension (enter N/A if unknown)** N/A
- 1.6 Telephone Number** 607-273-9106
- 1.7 Name of System Director** Mary-Carol Lindbloom
- 1.8 E-Mail Address of the System Director** mclindbloom@scrlc.org
- 1.9 System Home Page URL** scrlc.org
- 1.10 URL of Current List of Members** <https://scrlc.org/community/member-directory>
- 1.11 Date of Establishment** May 25, 1967
- 1.12 Date of Absolute Charter** May 22, 1972
- 1.14 Square Mileage of the System Service Area** 10,045
- 1.15 Population of the System Service Area** 926,661
- 1.16 Type of System** Reference and Research Library Resources Systems

Section 2 – System Governance and Membership

Bylaws

2.1 URL of Current Governing Bylaws

https://scrlc.org/data/3216/SCRLC_Bylaws_-_Updated_20231.pdf

Appointment/Election of System Board

2.2 Appointment/Election of System Board

System Board Appointment/Election – Indicate whether the System Board Members are appointed or elected (select one).

A – System Board Members are appointed

E – System Board Members are elected

O – Other (specify using the note)

2.3 Indicate by Whom the System Board Members are Appointed/Elected

Board members are elected by the full (voting) membership.

Advisory Groups

2.4 Advisory Groups

Indicate the groups that advise the system board. Check all that apply. If “Other” is selected, specify using the note.

The Board Has the following standing committees: Bylaws & State Regulations; Finance & Audit; Nominating & Board Development; Personnel; and Planning & Purpose.

The advisory committees provide recommendations to the Executive Director, who conveys them to the Board for consideration. They are as follows:

- a. Hospital Library Services Program Advisory Committee
- b. Coordinated Collection Development Advisory Committee (note that this used to be part of the Resource Sharing Advisory Committee but has recently become its own committee).
- c. Other: Communication & Awareness (formerly Awareness & Advocacy); Digitization; Diversity, Equity, Inclusion, Justice & Accessibility; Educational Services; and Information Technology and Services.

2.5 Does the system offer levels of membership? (Y/N) Yes

Repeating Group #1

- a. Membership level name

Full.

- b. Criteria for membership at this level

Any of the following organizations who serve a research community and who meet the membership requirements as found in the regulations of the [Commissioner of Education section 90.5](#) (as amended 1/7/94) are eligible for membership: Libraries of institutions of higher education, public library systems, central or co-central libraries of public library systems, public libraries, school library systems, school libraries, other special libraries, for profit and non-profit organizations. Libraries meeting the Commissioner Regulations and which have at least one MLS/MLIS librarian must be Full Members. Hospital libraries are also eligible for membership if they meet standards established under [Regulations of the Commissioner 90.17](#).

Repeating Group #2

- a. Membership level name

Affiliate.

b. Criteria for membership at this level

An organization not meeting the Commissioner of Education's requirements but which is sympathetic to the purposes and mission of the Council may become a non-voting affiliate member. A prospective affiliate member must either demonstrate how it will bring improved library or information resources to the SCRLC region; or, demonstrate how it will bring improved reference or research services to its community; and is willing to cooperate in meeting the goals of SCRLC. Non-public/school libraries meeting the Commissioner Regulations and which have at least one MLS/MLIS librarian must be Full Members.

Repeating Group #3

a. Membership level name

Personal.

b. Criteria for membership at this level

Any individual sympathetic to the purposes and mission of the Council may become a non-voting personal member.

2.1 Provide the URL for Membership Level Descriptions

<https://scrlc.org/Community/Membership-Information>

Section 3– Description of Planning, Approval, Evaluation and Revision Process for All Sections of the Plan of Service

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.

The planning process began in December 2024 with a visioning retreat held remotely for Plan of Service Design Team members, Board members, and SCRLC staff. There were several task groups that grew out of the initial work within the Design Team, including a Survey group that developed the survey instrument and questions for the regional conversations.

All needs assessment documents and analyses associated with developing the Plan of Service are located at www.scrlc.org under Council Documents: Plan of Service 2026-2031; specifically located at <https://scrlc.org/PlanofService20262031Documents>

The documents include:

- Members' Survey, conducted in Spring 2025. There were 79 responses representing 39 different members, though IP addresses suggest an additional 4 members among the anonymous responses.
- Eight Regional Conversations held over Zoom with 27 participants.

- Educational Services Surveys were conducted in 2022 and 2024, with 62 and 27 responses, respectively. The 2024 had very minimal response, which we attribute to survey fatigue. It was advertised as widely; the questions and timing were the same.
- Membership needs were also discussed at advisory committee meetings and during field visits (53 between Nov. 2023 and July 2025). Participants at the 2025 annual meeting had an opportunity to comment on the revised mission and values statements that were being addressed in conjunction with the 2026-2031 Plan of Service.

The last step in this process ahead of final Board approval was to share the draft Plan of Service with the membership for comment throughout February 2026.

3.2 Identify the groups involved in the development of the Plan of Service and each group's role.

The SCRLC's Board of Trustees' Planning & Purpose Committee established a Plan of Service Design Team, which was the primary group most directly involved in weaving together the new Plan of Service. The 15-member Design Team included SCRLC Trustees, the executive director and staff, plus directors and staff from member organizations. All sectors of membership were represented on the Design Team.

Additionally, SCRLC's eight advisory committees provided input and ideas for objectives, outcomes, and evaluation methods. As described in 3.1, SCRLC's membership participated in the Plan's development through the membership survey, needs assessment surveys, regional conversations, field visits, the 2025 annual meeting, advisory committee meetings, and the comment period.

(3.3-3:3.8 PLS only)

(3.9-3.12 SLS only)

3.13 Describe the planning process for the 2026-2031 Coordinated Collection Development for Academic Libraries Plan.

As stated in the Commissioner's Regulations, "the purpose of Coordinated Collection Development for Academic Libraries (CCDA) is to bring together member libraries to determine primary collection responsibility in various subject areas." [[Commissioner's Regulation 90.15](#)]

~~Therefore,~~ In December 2025, the executive director convened the academic libraries participating in the CCDA program to review the existing CCDA Plan, subject responsibilities, CCDA requirements for the 2026-2031 Plan of Service, plus other relevant information. They also discussed the need for an advisory committee separate from the Resource Sharing Advisory Committee. Eleven of the 19 participating libraries were represented at the meeting. Five attendees, comprising both private and public academics, volunteered to help establish the committee's infrastructure and to take a lead in revising the CCDA Plan. The revised plan was then shared with all CCDA participants

for review and comment. Going forward, SCRLC will work with the CCDA Advisory Committee on the planning, implementation, and ongoing development of the CCDA program.

3.14 Describe the integration of the Coordinated Collection Development for Academic Libraries Plan with the system's Plan of Service.

The CCDA Plan aligns with the Plan of Service by supporting its mission, goals, and objectives related to resource sharing, collaborative efforts, equitable access to resources, sustainability, and efficient use of funds. The CCDA Plan offers a structured framework for academic libraries to coordinate collecting responsibilities, reduce unnecessary duplication, and make collective decisions that benefit their own institution and the region as a whole. The Plan ensures that learners and residents across the region can discover and access a wider range of resources than any library could offer on its own, both in terms of funding and space requirements.

Provide the URL of the 2026-2031 Coordinated Collection Development for Academic Libraries (CCDA) Plan.

https://docs.google.com/document/d/1fSzvmysZyonD1Wf9QGHTWmVW36_s5OPp/edit

Member Survey

3.15 Describe the information to be collected in order to determine members' satisfaction with the system's services.

The survey will collect information on members' satisfaction with SCRLC's services by asking respondents to identify the programs and services they found most valuable over the past year, as well as to provide any comments about them, feedback on unmet needs, and ideas for new initiatives. It will include questions related to DEIJA, continuing education, communication, and sustainability. Most questions will remain consistent from year to year to allow for longitudinal comparison, with a small number added as needed to assess new initiatives or address emerging issues.

3.16 Provide the URL of the proposed blank annual member survey.

<https://scrlc.org/data/16385/SCRLC%20Member%20Survey--Blank%20Copy%20from%20SurveyMonkey%20Final.pdf>

3.17 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.

Survey results, as well as feedback received during field visits and other interactions with members will be taken very seriously by SCRLC staff, director, and Board—both the highly rated areas and those where improvement is needed. Especially for the latter, we may need more information, whether it is discussing at a staff, advisory committee, or Board level, or even a focus group. We will also report out on any solutions that are identified.

Revision Process

3.18 Describe the process for revising the system's Plan of Service for submission to the New York State Education Department.

The Plan of Service objectives are written broadly and will probably not change over the five-year period; however, if there were a revision needed to the Plan of Service, the Board would approve the revision and the executive director would send it to the Division of Library Development.