

Westchester Library System

FIVE YEAR LIBRARY SYSTEM PLAN OF SERVICE (Public Library Systems) 2017-2021

SECTION 1 - GENERAL INFORMATION

January 1, 2017 - December 31, 2021

- | | | |
|------|--|---|
| 1.1 | Name of System | Westchester Library System |
| 1.2 | Street Address | 540 White Plains Road - Ste 200 |
| 1.3 | City | Tarrytown |
| 1.4 | Zip Code | 10591 |
| 1.5 | Four Digit Zip Code Extension (enter N/A if unknown) | 5110 |
| 1.6 | Telephone Number (enter 10 digits only) | (914) 674-3600 |
| 1.7 | Fax Number (enter 10 digits only) | (914) 674-4185 |
| 1.8 | Name of System Director | Terry L Kirchner |
| 1.9 | E-Mail Address of the System Director | tkirchner@wlsmail.org |
| 1.10 | System Home Page URL | www.westchesterlibraries.org |
| 1.11 | URL of Current List of Members | http://www.westchesterlibraries.org/about-wls/member-libraries/list-of-member-libraries/ |
| 1.12 | Date of Establishment | 1958 |
| 1.13 | Date of Absolute Charter | 1964 |
| 1.14 | Name(s) of Central Library/Co-Central Libraries | Mount Vernon Public Library |
| 1.15 | Square Mileage of System Service Area | 431 |
| 1.16 | Population of System Service Area | 949,113 |
| 1.17 | Type of System | PLS |

SECTION 2 - SYSTEM GOVERNANCE

BYLAWS

- | | | |
|-----|---------------------------------|---|
| 2.1 | URL of Current Governing Bylaws | http://www.westchesterlibraries.org/wp-content/files/wls-board/WLS_Bylaws_Apprvd-20160426.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. For
example, county board,
member libraries, etc.

Trustees of WLS and the Member Libraries

ADVISORY GROUPS

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

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

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.
- Member library and community needs and priorities were
assessed using a variety of methods that included surveys,
meetings and informal visits.
- 3.2 Identify the groups
involved in development
of the Plan of Service and
each group's role.
- Each member library had the opportunity to participate in
Public Library Directors' Association (PLDA) meetings
where System services, programs, and policies were
regularly discussed. The development of WLS services is
done under the advisement of numerous PLDA
Committees including: Cataloging, E-Collections/Central
Library, Circulation, Finance and Technology. Meetings
with member libraries' staff highlighted additional service
and training needs. Ongoing feedback from member
library trustees and staff were used to identify
professional development/training needs and priorities for
support services offered by the System.
- 3.3 Describe the planning
process for the 2017-2021
- The System Director received input from the director of
the Central Library, PLDA, and the E-Collections/Central

- Central Library Plan. Library Committee that was incorporated into an initial draft of the Central Library Plan.
- 3.4 Identify the groups involved in development of the 2017-2021 Central Library Plan and each group's role. Feedback regarding the types of Central Library services desired by the member libraries was received from PLDA, the E-Collections/Central Library Committee and the System Director. The WLS Board will provide final approval of the plan.
- 3.5 Describe the integration of the 2017-2021 Central Library Plan with the system's Plan of Service. Key components of the Central Library Plan of Service are reflected in the System's Plan of Service.
- 3.6 Provide the URL of the 2017-2021 Central Library Plan. http://www.westchesterlibraries.org/wp-content/files/pdfs/about-wls/Central_Library_Plan_of_Service_2017-2021_Final.pdf
- 3.7 Describe the planning process for the 2017-2021 Direct Access Plan. The Direct Access Plan was developed and reviewed based on feedback received from the PLDA Executive Committee, PLDA, and the WLS Board of Trustees. A simple majority of the 38 libraries approved the Direct Access Plan on 8/16/2016. The WLS Board of Trustees approved the Plan on 9/27/2016 and the Plan was forwarded to the NYS Library Division of Library Development for approval by the Commissioner of Education.
- 3.8 Provide the URL of the 2017-2021 proposed Direct Access Plan. http://www.westchesterlibraries.org/wp-content/files/pdfs/about-wls/WLS_Free_Direct_Access_Plan_2016.pdf

EVALUATION

- 3.9 Describe the information to be collected in order to evaluate and determine members' satisfaction with the system's services. Annual quantitative evaluation will be conducted by analyzing statistics collected from the online integrated library system, OCLC & ILLiad databases, events & staff calendars and the WLS website. Examples of quantitative data collected and analyzed will include cataloging, delivery and interlibrary loan statistics, consultant interactions, workshop participants, and members of target groups served by system activities throughout the year. Results will be reported annually to member libraries and the Division of Library Development (DLD) and will be used to set service priorities for the following year.
- 3.10 Provide the URL for the evaluation form(s) used by members. <https://www.surveymonkey.com/r/LVYG7CL>
- 3.11 Provide the URL for the results of the member evaluation. <http://www.westchesterlibraries.org/about-wls/>
- 3.12 Describe how the Member library satisfaction with the level and type of

information on customer satisfaction will be used to shape the system's plan in the next year or in the following planning cycle. services provided is a primary element of the Plan of Service. Ongoing evaluation and discussion of System level activities and outcomes will be conducted to identify needed adjustments. Online surveys will be used periodically; and survey results will be posted to the WLS website when applicable.

REVISION PROCESS

3.13 Describe the process for revising the system's Plan of Service for submission to the New York State Education Department/New York State Library. The WLS Board of Trustees and the Director will revise the Plan of Service after soliciting and considering comments and requests for amendments from member libraries and/or System staff. Suggestions for amendment may be submitted at any time during the year for the Board's consideration.

SECTION 4 - GOALS/RESULTS

4.1 The Library System's Mission Statement (The Instructions include the definition of the mission statement.) The mission of WLS is to ensure that all residents have seamless access to excellent library service throughout Westchester County.

Minimum Requirement for questions 4.2 though 4.18 - complete one repeating group for each topic of every element.

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

- 1. Goal Statement To continually improve and enhance the ability of eligible library cardholders to discover and access collections.
- 2a. Year 1 Yes
- 2b. Year 2 Yes
- 2c. Year 3 Yes
- 2d. Year 4 Yes
- 2e. Year 5 Yes
- 3. Intended Result(s) =Expand and enhance digital collections discoverability and delivery options through the online catalog, shared apps and System website =Maximize accessibility of digital collections on handheld and mobile devices commonly used by library patrons =Coordinate the purchase of digital content that meets the needs of and is available to eligible library cardholders
- 4. Evaluation Method(s) =Ongoing analysis of digital collection usage statistics =Ongoing review and response to feedback from member libraries and library patrons concerning digital collection interests and needs =Periodic review and analysis of the percentage of digital collections accessible through the

online catalog

4.3 Element 1 - RESOURCE SHARING

Integrated Library System

1. Goal Statement Manage a centralized online integrated library system (ILS) to promote efficient and standardized procedures for the acquisition, cataloging, discovery, circulation and delivery of materials in all formats to the member libraries and their cardholders
- 2a. Year 1 Yes
- 2b. Year 2 Yes
- 2c. Year 3 Yes
- 2d. Year 4 Yes
- 2e. Year 5 Yes
3. Intended Result(s) =Incorporate cataloging or other access records into the ILS for digital collection items purchased or made available through a subscription/leasing service
=Maximize the use of ILS service enhancements and open-source/vendor add-ons to enhance users' discovery and delivery experiences =Provide learning opportunities for member library staff to maximize their understanding of ILS functionality and data reporting capabilities
4. Evaluation Method(s) =Ongoing review of member library and cardholder satisfaction with and ability to successfully use the ILS
=Ongoing monitoring of the number of library staff training sessions, the number of member libraries attending the trainings, and attendee evaluations of the training sessions

4.4 Element I - RESOURCE SHARING

Delivery

1. Goal Statement Provide an efficient means of delivering materials between WLS and the member libraries to meet community 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) =Provide six days/week WLS delivery to all member library locations
4. Evaluation Method(s) =Ongoing monitoring of the WLS Delivery email address
=Discussions about WLS Delivery satisfaction levels at the regularly scheduled PLDA & Circulation Committee meetings

4.5 Element I - RESOURCE SHARING

Interlibrary Loan

- | | | |
|-----|----------------------|--|
| 1. | Goal Statement | Coordinate and facilitate access to materials not available from the print or digital collections of the 38 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) | =Member libraries will have cost-effective and timely access to materials outside of WLS |
| 4. | Evaluation Method(s) | =Ongoing review and analysis of Interlibrary Loan (ILL) borrowing and requesting statistics and related costs |

4.6 Element I - RESOURCE SHARING

Digital Collections Access

- | | | |
|-----|----------------------|---|
| 1. | Goal Statement | To continually improve and enhance the ability of cardholders from member libraries to discover and access digital collections |
| 2a. | Year 1 | Yes |
| 2b. | Year 2 | Yes |
| 2c. | Year 3 | Yes |
| 2d. | Year 4 | Yes |
| 2e. | Year 5 | Yes |
| 3. | Intended Result(s) | =Expand and enhance digital collections discoverability and delivery options through the online catalog, shared apps and System website =Maximize accessibility of digital collections on handheld and mobile devices commonly used by library patrons =Coordinate the purchase of digital content that meets the needs of and is available to eligible library cardholders |
| 4. | Evaluation Method(s) | =Ongoing analysis of digital collection usage statistics =Ongoing review and response to feedback from member libraries and library patrons concerning digital collection interest and needs =Periodic review and analysis of the percentage of digital collections accessible through the online catalog |

4.7 Element I - RESOURCE SHARING

Other (Optional)

- | | | |
|-----|----------------|----------------|
| 1. | Topic | Not Applicable |
| 2. | Goal Statement | Not Applicable |
| 3a. | Year 1 | No |
| 3b. | Year 2 | No |
| 3c. | Year 3 | No |
| 3d. | Year 4 | No |
| 3e. | Year 5 | No |

4. Intended Result(s) Not Applicable
 5. Evaluation Method(s) Not Applicable

4.8 Element 2 - SPECIAL CLIENT GROUPS

Adult Literacy

1. Goal Statement Inform member libraries of potential partnerships, resources, programs, training opportunities and service trends related to adult and digital literacy
- 2a. Year 1 Yes
 2b. Year 2 Yes
 2c. Year 3 Yes
 2d. Year 4 Yes
 2e. Year 5 Yes
3. Intended Result(s) =Member libraries will have the information necessary to develop and promote collections, services, programs and partnerships targeting adult literacy =Member libraries will have the information necessary to develop and promote collections, services, programs and partnerships targeting digital literacy
4. Evaluation Method(s) =Survey member libraries' awareness of and comfort in promoting and using adult and digital literacy related resources and services

4.9 Element 2 - SPECIAL CLIENT GROUPS

Coordinated Outreach (See Instructions for outreach target groups)

1. Goal Statement Inform member libraries of resources, programs, training opportunities and service trends to attract and connect with outreach target populations and to form relevant and sustainable community partnerships at the local level
- 2a. Year 1 Yes
 2b. Year 2 Yes
 2c. Year 3 Yes
 2d. Year 4 Yes
 2e. Year 5 Yes
3. Intended Result(s) =WLS will provide collection development tips and coordinated public relation materials for target populations =Member libraries will have the information necessary to develop and promote collections, services, programs and partnerships supporting the information and education needs of the targeted outreach populations
4. Evaluation Method(s) =Ongoing advisory committee review of the Coordinated Outreach initiatives and related outcomes =Survey member libraries' awareness of and comfort in promoting and using coordinated outreach related resources and services =Anecdotal and outcome based assessment of participants in outreach programs

4.10 Element 2 - SPECIAL CLIENT GROUPS

Correctional Facilities (State and County)

- | | | |
|-----|----------------------|--|
| 1. | Goal Statement | WLS will support the professional activities of the librarians and provide educational and recreational reading materials to the residents of the state and county correctional institutions |
| 2a. | Year 1 | Yes |
| 2b. | Year 2 | Yes |
| 2c. | Year 3 | Yes |
| 2d. | Year 4 | Yes |
| 2e. | Year 5 | Yes |
| 3. | Intended Result(s) | =State and county correctional facility libraries within the WLS service area will have access to facility-approved materials =Library staff from the correctional facilities will have the opportunity to attend WLS sponsored trainings and workshops to support their professional learning needs |
| 4. | Evaluation Method(s) | =Annual review and negotiation of WLS Correctional Facility services =Ongoing monitoring of onsite consultations at and materials loaned to or purchased for the correctional facilities |

4.11 Element 2 - SPECIAL CLIENT GROUPS

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

- | | | |
|-----|----------------------|---|
| 1. | Goal Statement | WLS will support the member libraries as learning centers for youth of all ages and their families/guardians |
| 2a. | Year 1 | Yes |
| 2b. | Year 2 | Yes |
| 2c. | Year 3 | Yes |
| 2d. | Year 4 | Yes |
| 2e. | Year 5 | Yes |
| 3. | Intended Result(s) | =Coordinate and promote the NYS Summer Reading Program =Youth of all ages, especially those from targeted outreach populations, will have access to services and programs designed to meet their particular needs and interests =Member libraries will have the information necessary to develop and promote collections, services, programs and partnerships supporting the information and education needs of the youth and their families/guardians, especially those from targeted outreach populations |
| 4. | Evaluation Method(s) | =Annual survey of NYS Summer Reading Program attendance and activities at member libraries =Ongoing monitoring of the number of Youth Services related trainings and workshops offered, the number of member library staff attending the trainings, and attendee |

evaluations of the training sessions =The number and type of Youth Services related programs and services offered at the member libraries =Ongoing review of member libraries' awareness of, comfort in and resources for promoting youth related resources, programs and services

4.12 Element 2 - SPECIAL CLIENT GROUPS

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

- | | | |
|-----|----------------------|--|
| 1. | Goal Statement | Inform member libraries of potential partnerships, resources, programs, training opportunities and service trends related to early literacy |
| 2a. | Year 1 | Yes |
| 2b. | Year 2 | Yes |
| 2c. | Year 3 | Yes |
| 2d. | Year 4 | Yes |
| 2e. | Year 5 | Yes |
| 3. | Intended Result(s) | =Member libraries will have the information necessary to develop and promote collections, services, programs and partnerships targeting early literacy |
| 4. | Evaluation Method(s) | =Survey member libraries' awareness of and comfort in promoting and using early literacy related resources and services |

4.13 Element 2 - SPECIAL CLIENT GROUPS

OTHER (Optional)

- | | | |
|-----|----------------------|----------------|
| 1. | Topic | Not applicable |
| 2. | Goal Statement | Not applicable |
| 3a. | Year 1 | No |
| 3b. | Year 2 | No |
| 3c. | Year 3 | No |
| 3d. | Year 4 | No |
| 3e. | Year 5 | No |
| 4. | Intended Result(s) | Not applicable |
| 5. | Evaluation Method(s) | Not applicable |

4.14 Element 3 - PROFESSIONAL DEVELOPMENT AND TRAINING

- | | | |
|-----|----------------|---|
| 1. | Goal Statement | Member library and WLS staff and trustees will be provided with and encouraged to participate in professional and educational opportunities to stay current with library practices, regulations, service, technologies, and trends in support of their roles and responsibilities |
| 2a. | Year 1 | Yes |
| 2b. | Year 2 | Yes |
| 2c. | Year 3 | Yes |
| 2d. | Year 4 | Yes |

- 2e. Year 5 Yes
3. Intended Result(s) =Member library and WLS staff and trustees will have opportunities to build the skills and knowledge needed to provide effective and efficient community-based programs and services
4. Evaluation Method(s) =Ongoing monitoring of the number of professional development and continuing education opportunities offered, the number of member library staff and trustees attending the trainings and workshops, and attendee evaluations of the trainings and workshops

4.15 Element 4 - CONSULTING AND DEVELOPMENT SERVICES

1. Goal Statement WLS will assist and advise member library staff and trustees and correctional facility library staff with individual questions, challenges and concerns related to library operations
- 2a. Year 1 Yes
- 2b. Year 2 Yes
- 2c. Year 3 Yes
- 2d. Year 4 Yes
- 2e. Year 5 Yes
3. Intended Result(s) =Member library staff and trustees and correctional facility library staff will be knowledgeable about and able to effectively respond in a timely manner to issues and trends in library service
4. Evaluation Method(s) =Ongoing monitoring of the number of WLS visits to member and correctional facility libraries and the subject content of the consultations

4.16 Element 5 - COORDINATED SERVICES FOR MEMBERS

Virtual Reference

1. Goal Statement Not applicable
- 2a. Year 1 Yes
- 2b. Year 2 Yes
- 2c. Year 3 Yes
- 2d. Year 4 Yes
- 2e. Year 5 Yes
3. Intended Result(s) Not applicable
4. Evaluation Method(s) Not applicable

4.17 Element 5 - COORDINATED SERVICES FOR MEMBERS

Digitization Services

1. Goal Statement Not applicable
- 2a. Year 1 Yes
- 2b. Year 2 Yes
- 2c. Year 3 Yes

- 2d. Year 4 Yes
- 2e. Year 5 Yes
- 3. Intended Result(s) Not applicable
- 4. Evaluation Method(s) Not applicable

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

- 1. Topic Not applicable
- 2. Goal Statement Not applicable
- 3a. Year 1 No
- 3b. Year 2 No
- 3c. Year 3 No
- 3d. Year 4 No
- 3e. Year 5 No
- 4. Intended Result(s) Not applicable
- 5. Evaluation Method(s) Not applicable

4.19 Element 6 - AWARENESS AND ADVOCACY

- 1. Goal Statement WLS will provide System and member library trustees, staff, volunteers and supporters with information, tools and strategies to assist in the promotion of library and System services to legislators and 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) =WLS and member library trustees, staff, volunteers and supporters will have the necessary information, tools and strategies to successfully advocate for public libraries and public library systems =Legislators, the general public and funding agencies will have an increased awareness of the value of public libraries and library systems and provide ongoing and increased financial support to WLS and the member libraries
- 4. Evaluation Method(s) =Ongoing monitoring of the number of legislative visits conducted by WLS and the member libraries =Review member library staff satisfaction levels with advocacy and awareness activities at the regularly scheduled PLDA meetings

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

- 1. Goal Statement WLS will support and improve current and new methods of communication with and among the 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) | =WLS and member library staff and trustees will share best practices, experiences and knowledge that support activities such as overall library operations, professional development, public programming, funding and advocacy efforts |
| 4. | Evaluation Method(s) | =Monitor the number and frequency of listserv, wiki and email group exchanges =Monitor the number and frequency of visits to staff services related webpages =Collect anecdotal evidence of successful projects and/or plans attributed to shared knowledge exchange between WLS and/or member libraries |

4.21 Element 8 - COLLABORATIVE EFFORTS WITH OTHER LIBRARY SYSTEMS

- | | | |
|-----|----------------------|---|
| 1. | Goal Statement | WLS will collaborate with other library systems on projects and services that benefit 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) | =Services to member libraries will be expanded and improved through collaborative activities =Cost effectiveness of services to member libraries will be maximized |
| 4. | Evaluation Method(s) | =WLS staff evaluation of cost-effectiveness =Survey member library staff satisfaction levels with cooperative activities at the regularly scheduled PLDA meetings |

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 | Not applicable |
| 2. | Topic | Not applicable |
| 3. | Goal Statement | Not applicable |
| 4a. | Year 1 | Yes |
| 4b. | Year 2 | Yes |
| 4c. | Year 3 | Yes |
| 4d. | Year 4 | Yes |
| 4e. | Year 5 | Yes |
| 5. | Intended Result(s) | Not applicable |
| 6. | Evaluation Method(s) | Not applicable |

4.23 Element 10 - CONSTRUCTION

- | | | |
|-----|----------------------|---|
| 1. | Goal Statement | WLS will assist member libraries to successfully apply for public library construction and other related building improvement projects |
| 2a. | Year 1 | Yes |
| 2b. | Year 2 | Yes |
| 2c. | Year 3 | Yes |
| 2d. | Year 4 | Yes |
| 2e. | Year 5 | Yes |
| 3. | Intended Result(s) | =Member libraries will undertake construction projects that result in more accessible library spaces and enhanced energy efficiencies that better support services for their communities |
| 4. | Evaluation Method(s) | =Collect anecdotal information from member libraries concerning the impact of the completed construction projects on the ability to better meet community needs =Number of successful projects and amount of funding allocated each year |

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).
- 10/25/2016

APPROVAL - For NYSL Use Only

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

REVISION ASSURANCE

- 4.26 The Library System's Plan of Service was revised in accordance with provisions of Education Law and the Regulations of the Commissioner and the requirements of the New York State Library,

and was reviewed and approved by the Library System Council 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)

**Westchester Library System
FIVE YEAR LIBRARY SYSTEM PLAN OF SERVICE (Public Library Systems)
2017-2021**

**Local Notes
State Notes**

SECTION 1 - GENERAL INFORMATION

No Notes

SECTION 2 - SYSTEM GOVERNANCE

No Notes

SECTION 3 - PLANNING

3.6 Provide the URL of the 2017-2021 Central Library Plan. **State Note:** The 2017-2021 Central Library Plan of Service was approved 1/31/2017.

3.10 Provide the URL for the evaluation form(s) used by members. **State Note:** Online survey not used. Ongoing PLDA meetings, PLDA Committee meetings, consultant interactions and other engagement opportunities with member libraries were used to facilitate discussions concerning levels of satisfaction, desired outcomes and potential strategic initiatives.

3.11 Provide the URL for the results of the member evaluation. **State Note:** Online surveys will be used periodically; and survey results will be posted to the WLS website when applicable. Ongoing PLDA meetings, PLDA Committee meetings, consultant interactions and other engagement opportunities with member libraries were used to facilitate discussions concerning levels of satisfaction, desired outcomes and potential strategic initiatives.

SECTION 4 - GOALS/RESULTS

No Notes

