



Photo courtesy of Newburgh Free Library

# *Improving Library Services for All in the 21st Century*

## **2008-2012 Strategic Plan**

**Division of Library Development**

**New York State Library**

**New York State Education Department**

New  
York State  
**Library**

**GOAL 1: All New Yorkers will have reliable, electronic access to high-quality information resources through the expansion of NOVELNY and through enhancement of libraries' technology capabilities to meet users' information needs.**

***Key Strategies***

1. Implement a comprehensive NOVELNY communication plan to better inform New Yorkers about NOVELNY resources available through local libraries.
2. Partner with cultural education institutions and others in a New York Digital Collection Initiative that will expand the NOVELNY pilot project to establish a permanent ***Statewide Internet Library*** for all New Yorkers and also provide free 24/7 access to unique digital collections in multiple formats.
3. Partner with the Research Library, library systems and database vendors to expand the delivery of NOVELNY database and other technology training to the library community.
4. Coordinate with the Gates Library Foundation, library systems and other organizations in the implementation of Gates Initiatives to sustain public access computing and provide digital literacy training for all New Yorkers.
5. Partner with others to support efforts by public library systems and public libraries to expand and enhance the level of broadband telecommunications access available in every community.
6. Partner with others to support efforts by libraries and library systems to secure increased E-Rate telecommunications discounts.
7. Partner with the Research Library and others to develop a model for aggregating statewide library holdings, statewide digitization initiatives, the establishment of statewide trusted digital repositories, and statewide delivery.

***Key Performance Targets for Goal 1***

- The number of libraries registered to use NOVELNY electronic resources will reach 5,500 by 2012.
- The number of annual NOVELNY searches will reach 50 million by 2012.
- Use of the NOVELNY website will increase by 50% over 2007 levels by 2012.
- At least 5,000 library staff will participate in technology training between 2008 and 2012.
- An average of 350 libraries per year will receive E-Rate discounts equal to \$10 million annually between 2008 and 2012.
- By 2012, 80% of public libraries will have 10 Mbps access for each public access computer.
- By 2012, 80% of known digitization projects statewide and statewide library holdings will be linked and searchable from a website hosted by the New York State Library.

**GOAL 2: All New Yorkers will have improved access to library resources and services that advance and enhance their personal, educational, and working lives.**

*Key Strategies*

1. Continue to increase participation in and awareness of New York's Statewide Summer Reading Program.
2. Participate in collaborative early education and literacy initiatives, such as the USNY Cabinet on Early Education, and partner with others to expand public library programs that foster parental and care-giver involvement in literacy activities for school readiness and continued student achievement.
3. Partner with library systems and others to encourage more public libraries to offer adult literacy and/or English as a Second Language (ESL) programs.
4. Partner with reference and research library resources systems to promote and enhance their services to special client populations.
5. Increase New Yorkers' access to a more diverse, highly-skilled library workforce that can better serve their needs through the State Library's partnership with library schools, library systems, and other library organizations.

*Key Performance Targets for Goal 2*

- The number of participants in the Statewide Summer Reading Program will exceed 1.5 million by 2010.
- By 2012, 80% of public libraries will be using online registration for Summer Reading Programs.
- Children and teens who participate in the Statewide Summer Reading Program at their local public library will benefit academically by learning to use the high-quality resources available through NOVELNY.
- The number of public libraries offering early literacy programs will increase by 10% a year between 2008 and 2012.
- The number of public libraries offering adult literacy and/or English as a Second Language (ESL) programs will increase by 10% a year between 2008 and 2012.
- The number of reference and research library resources systems reporting enhanced service offerings for special client populations will increase 50% between 2008 and 2012.
- At least 5,000 library staff will participate in technology training between 2008 and 2012.

**GOAL 3: The New York State Library, library systems, and libraries will deliver new and improved programs that anticipate and meet New Yorkers' constantly changing needs for library services.**

***Key Strategies***

1. Partner with library systems, local governments, local school districts and others to extend quality public library services to all New Yorkers.
2. Support and expand service improvement and evaluation processes in all types of libraries and library systems to help them use performance (outputs) and results (outcomes) in measuring their progress toward excellence.
3. Partner with library systems and others to expand the number of online education and training programs available to library staff and library trustees statewide.
4. Partner with public library systems and other organizations to periodically assess public library needs for building construction, expansion, and renovation, with a focus on improving accessibility, technology capacity and energy efficiency.
5. Partner with the State Education Department's Office of P-16, school library systems, and others to enhance New York's school library media programs.
6. Partner with academic, research, and special libraries (both statewide and nationally), as well as reference and research library systems, the State Education Department's Office of Higher Education, and others to improve and enhance New York's academic, research and special libraries.
7. Partner with others to enhance State Library online tools and products that libraries and library systems use for planning, communication, grants management, and reporting.
8. Partner with federal agencies, library systems, libraries and others to improve the timeliness and accuracy of public library statistics.
9. Partner with federal agencies, libraries and others to accelerate the conservation and preservation of unique research materials in multiple formats, including born-digital technological solutions.

***Key Performance Targets for Goal 3***

- Fifteen new public library districts will be established between 2008 and 2012.
- By 2012, an additional 250,000 formerly unserved New Yorkers will benefit from having a local library in their community.
- By 2012, public libraries will benefit from an increase to \$50 per capita for average local support income statewide.
- Five hundred library and library system staff will have participated in online education and training programs between 2008 and 2012.
- By 2012, 100% of school library systems will be fully staffed and functioning per Education Law and CR 90.18.

**GOAL 4: The New York State Library, library systems, libraries, and library organizations will strengthen public policy support for upgrading library services for every New Yorker through improved communication, collaboration, and partnership efforts within and beyond the library community.**

*Key Strategies*

1. Partner with other organizations to establish a supportive attitude toward upgrading libraries and library services from the public, the library community, and key partners in the education and business communities.
2. Enhance and expand Library Development pages on New York State Library websites to promote improved communication and collaboration within and beyond the library community.
3. Improve mechanisms to share information concerning the impact of LSTA federal funds with the library community and the general public.
4. Partner on projects that result in improved decisions by library policymakers (trustees, school administrators, etc.).
5. Enhance communications with state and federal control agencies including the Institute of Museum and Library Services, the Division of the Budget, the Dormitory Authority of the State of New York, and others to advance library priorities.

***Key Performance Targets for Goal 4***

- The number of hits pertaining to LSTA-supported activities on the New York State Library website will increase 10% each year over 2007 levels.
- The number of hits on Library Development pages on New York State Library websites will increase to 3 million annually by 2012.
- By 2012, Library Development staff will speak about statewide programs and services at 25 events.
- By 2012, at least 75% of library and library system staff responding to State Library surveys will indicate that they are aware of the programs and services of Library Development.
- By 2012, 25% of library policymakers who have participated in a training project or activity co-sponsored by Library Development will indicate that their library/institution has benefited.

**GOAL 5: Library Development will have a supportive work environment that enables all staff to provide high-quality, cost-effective services to customers in a timely manner.**

*Key Strategies*

1. Continue to improve the physical work environment for Library Development staff.
2. Provide frequent opportunities for strategic and operating plan updates with staff and customers.
3. Improve the range and depth of expert advisory services available to libraries and systems through the use of new Web 2.0 technologies coupled with onsite technical assistance visits.
4. Continue to improve the timely and accurate processing of formula aid and grants through enhanced business processes, sound internal controls, clear documentation and instructions, and supportive staff and customer communications.
5. Encourage all staff members to achieve high competence levels with office technology and software to improve the accuracy and efficiency of work.
6. Provide thorough orientations and job training to new staff including training in teamwork, customer relations, telephone courtesy, effective email, correspondence, and using web-based products and information.
7. Encourage all Supervisors to acquire SED supervisory certificates.
8. Every Library Development staff member will have an up-to-date performance plan that reflects Library Development's strategic and operating plans.

*Key Performance Targets for Goal 5*

- Library Development is adequately staffed and has sufficient funding to carry out strategic and operating plans.
- Customers and staff are knowledgeable about progress on strategic and operating plans.
- By 2012, 80% of Library Development customers will indicate improvement in the range and depth of the advisory services received.
- 80% of Library Development staff indicates on an annual satisfaction survey that they are satisfied with the physical work environment and that they have improved their office technology and supervision skills.
- 100% of Library Development staff will have current annual performance plans and evaluations.
- 100% of interested Supervisors acquire the SED supervisory certificate.
- 20% of systems, public libraries and other entities receiving private, State and Federal funds from the State Library will receive an annual visit.