Division of Library Development

Strategic Plan
2018-2022

Improving Library Services
For
All New Yorkers

DRAFT
January 1, 2018
GOAL 1: All New Yorkers will have improved access to library resources that advance and enhance their personal, educational and working lives.

Key Strategies

1. Develop opportunities and partnerships among libraries, library systems, state government, private industry, the nonprofit sector and others to expand statewide access to e-resources for all New Yorkers, including a statewide e-book platform.
2. Expand the core collection of commercial e-resources available statewide to include additional library materials for academic research, small business, P-12 education, workforce development and lifelong learning.
3. Partner with vendors, library organizations, and others to explore technology solutions (e.g. discovery tools, mobile platforms, etc.) to streamline and enhance remote access to commercial e-resources for all New Yorkers.
4. Participate in regional, state and national initiatives to expand public access through libraries to the digital holdings of New York libraries and other cultural institutions.
5. Partner with vendors and others to provide training for library staff, educators, students and other patrons in accessing and using e-resources.
6. Strengthen partnerships among the State Library, library systems and others to enhance resource sharing and improve the delivery of library materials statewide.
7. Leverage federal E-Rate telecommunications discounts to improve and sustain high-speed broadband connections at libraries and enhance public access computing services for all New Yorkers.
8. Partner with national, state and other government agencies and organizations in cooperative efforts to ensure that every library in New York State obtains and sustains robust high-speed broadband connections and Internet access.
9. Work with public and private entities to ensure that New York’s libraries obtain and sustain robust high-speed broadband connections through increased use of partnerships, E-rate telecommunications discounts and other mechanisms.
10. Develop opportunities for more libraries to offer and participate in virtual meetings, distance education and other technology-based applications for the public.
11. Partner with library systems and others to reduce the number of unserved New Yorkers (currently over 1 million) and ensure that all New Yorkers have access to a local public library.
12. Strengthen partnerships among the State Library, the State Education Department’s Office of P-12, school library systems, and others to ensure that all New York State students have access to a school library and a certified school librarian in their school building.
Key Performance Targets for Goal 1

1. At least 2500 library staff and end-users will participate in NOVELNY e-resources training between 2017 and 2022.
2. By 2021, New York State will have a statewide e-book platform for use by all NYS libraries and all New Yorkers.
3. By 2022, New Yorkers will conduct forty million searches annually in databases delivered to New Yorkers through statewide licenses.
4. An average of 350 libraries and library systems per year will receive E-rate discounts between 2017 and 2022.
5. By 2021, 80 percent of public library facilities will offer the public access to minimum broadband speeds of 100 mbps.
6. By 2022, the State Library website will demonstrate a 10 percent increase in use from 2017.
7. By 2022, the number of schools with a certified school librarian will increase by 5 percent.
8. By 2020, at least 50 percent of library and library system staff who have attended a training session on products of the statewide database program will indicate in focus groups, surveys, or interviews that they “feel confident about using what [they] have learned.”
9. By 2021, an additional 75,000 formerly unserved New Yorkers will benefit from having a local library in their community.
10. By 2022, 30 percent of libraries receiving E-rate discounts will report via survey that E-rate discounts enable them to increase the broadband speed in their libraries.
11. By 2021, 50 percent of libraries and library systems using the platform will say that the e-book platform is meeting their library’s/system’s needs and will improve library services to the public.
GOAL 2: The New York State Library, library systems and libraries will deliver new and improved library programs that anticipate and meet New Yorkers’ constantly changing needs for library services.

**Key Strategies**

1. Strengthen partnerships among the State Library, library systems and others to educate library staff, library trustees and others about innovative models of public library governance such as public library districts, program delivery, support and sustainability.
2. Expand partnerships with other state agencies on current issues as they arise.
3. Through the State Library and library systems provide a range of advisory services to help library staff use performance (outputs) and results (outcomes) in measuring progress toward excellence and community impact.
4. Maintain national, state and regional communications about the innovative and exemplary library programs and best practices of New York’s libraries and library systems.
5. Maintain partnerships among the State Library, library systems, libraries, IMLS and others to provide user-friendly, timely, and accurate data via the Internet for the ongoing evaluation and continuous improvement of library services and programs.
6. Strengthen partnerships among the State Library, the State Education Department’s Office of P-12, school library systems, and others to improve, enhance and sustain programs and services of New York’s school libraries.
7. Strengthen partnerships among the State Library, the State Education Department’s Office of Higher Education, reference and research library resources systems, academic and special libraries and others to improve, enhance and sustain programs and services of New York’s academic and special libraries.
8. Strengthen partnerships among the State Library, the State Education Department's Office of Adult Career and Continuing Education, Department of Labor, public library systems and public libraries and others to improve, enhance and sustain workforce development, lifelong learning and literacy programs and services of New York's public libraries.
9. Expand and sustain conservation/preservation program activities in New York’s libraries, including technological solutions.
10. Strengthen partnerships with federal, state and regional organizations to assist libraries in developing continuity of services and disaster recovery strategy plans.
Key Performance Targets for Goal 2

1. Ten public library districts will be established between 2017 and 2022.
2. By 2021, the annual participation level of library staff, trustees, educators and others in State Library and library system supported training and professional development activities will increase by fifteen percent (over 2015 levels).
3. Seventy-five percent of State Library librarians will complete at least twelve hours of work-related training annually.
4. The number of libraries participating in the Documentary Heritage Preservation Services New York (DHPSNY) program will increase annually by 5 percent (over 2017 levels).
5. By 2022, the number of libraries with disaster recovery plans will increase from 47 percent (based on 2009 survey results) to 60 percent.
6. By 2018, 60 percent of library and library system staff and library trustees participating in training provided by the State Library and its partners will indicate through surveys that they learned something by participating in the training activity; are confident about using what they have learned and that they are likely to apply what they have learned to help improve library services to the public.
7. By 2021, 60 percent of library and library system staff and library trustees participating in training provided by the State Library and its partners will indicate through surveys that they are better able to anticipate and meet changing customer needs and better able to measure their progress toward achieving service excellence because of such training.
GOAL 3: New Yorkers of all ages will perceive libraries as community learning spaces offering high-quality lifelong learning, literacy, and knowledge creation opportunities that enhance civic engagement and economic vitality.

Key Strategies

1. Partner with public library systems and other organizations to periodically assess public library needs for building construction, expansion, and renovation.

2. Partner with library systems and national, state, regional and local organizations to ensure that library staff, trustees and patrons have ongoing access to high-quality digital literacy training programs.

3. Partner with library systems and others to ensure that all library staff and trustees are highly-skilled in using new technologies.

4. Support and encourage libraries to offer a broad range of community learning opportunities for all ages that support literacy, workforce development, civic engagement and economic vitality.

5. Expand partnerships among national, state, regional and local organizations to increase awareness of, participation in and resources for Summer Reading at New York Libraries.

6. Provide library staff with ongoing access to research-based early literacy skills training.

7. Build capacity to enhance early childhood outcomes through Ready to Read at New York Libraries by partnering with statewide early childhood networks and organizations, and schools.

8. Strengthen partnerships with national, state, regional and local organizations that enable public libraries to assist young families and child care providers in fostering early literacy skills for all children in New York State.

9. Support and encourage public libraries and public library systems to partner with schools, school library systems and other organizations to develop and expand teen-led activities such as teen advisory groups, participation in the Teen Video Challenge and teen volunteer services.

10. Strengthen partnerships among the State Library, the library systems and local libraries to increase both awareness and use of the digital talking book program offered through The New York Public Library’s Andrew Heiskell Talking Book Library and the New York State Library’s Talking Book and Braille Library.

11. Enhance local library programming through partnerships among libraries, library systems, historical record repositories, the State Library, State Archives, State Museum and the Office of Educational Television and Public Broadcasting, and other national and state organizations that will provide libraries with timely, free access to selected exhibit materials and related online resources.
Key Performance Targets for Goal 3

1. By 2021, the number of public libraries offering digital literacy programs will increase by 20 percent.
2. By 2021, 80 percent of the public libraries in New York State will have collaborated with one or more P-12 schools and/or school library systems in promoting student participation in Summer Reading at New York Libraries.
3. By 2021, Summer Reading at New York Libraries will report an annual participation level of 2.5 million children and teens.
4. By 2021, the number of public libraries offering early literacy programs will increase by 20 percent.
5. By 2021, the number of public libraries involved in local collaborations to enhance early childhood school readiness will increase by 20 percent.
6. By 2021, 85 percent of public libraries will have staff skilled in the provision of early literacy services.
7. By 2021, the number of public libraries offering teen-led activities will increase by 20 percent.
8. By 2021, the number of public libraries offering adult literacy and/or English as a Second Language (ESL) programs will increase by 25 percent.
9. By 2021, 33 percent of registered TBBL customers will use the digital talking book program (BARD service).
10. By 2021, 75 percent of public library and library system staff will indicate through surveys that they are better equipped to provide strong summer reading programs for their communities and that they use materials provided by the New York State Library for this purpose.
11. By 2021, 75 percent of staff at public libraries who received Ready to Read at New York Libraries training will report increased confidence in applying skills to improve early literacy services for families with young children in their communities.
12. By 2021, 75 percent of public library staff who received Ready to Read at New York Libraries early childhood training will say that they have applied what they learned to offer new or enhanced early literacy services.
GOAL 4: All New Yorkers will benefit from statewide programs and services of the New York State Library that effectively leverage private and public funding through collaboration and partnerships and maximize value in order to achieve goals one, two and three.

Key Strategies
1. Partner with library systems and others to increase the visibility of the statewide programs and services of the State Library available to New Yorkers.
2. Partner with library systems and others to regularly share information concerning the impact of LSTA federal funds with the library community and the general public.
3. Seek public and private partners in the implementation of the activities identified within this five-year plan.
4. Use new and emerging technologies to provide leadership, technical assistance, advisory services and professional development more effectively to libraries and library systems.
5. Identify and facilitate opportunities for libraries, library systems and the State Library to leverage additional public and private support that will improve library programs and services available to New Yorkers.
6. Provide grants to library systems and libraries, as funds are available, to enable libraries to improve access, deliver innovative programs and offer high-quality lifelong learning, literacy and knowledge creation opportunities that enhance civic engagement and economic vitality.
7. Revise State Education Department policies, regulations and program guidelines as needed to keep pace with change and to implement this five-year plan.
8. Continuously improve online planning and reporting tools for use by the State Library and by local libraries and systems.
9. Participate in national, state and regional partnerships that promote collaborative collection development, access to resource sharing, and sustaining information in all formats.
10. Expand access to information provided by the State Library both onsite and online, including information about State Library collections, statewide programs and services, and e-learning initiatives.
**Key Performance Targets for Goal 4**

1. The State Library, library systems and other partners will display information about LSTA-supported activities at 25 meetings or public events by 2021.
2. The number of hits pertaining to LSTA-supported activities on the New York State Library website will increase 5 percent each year over 2017 levels.
3. By 2021, 50 percent of people responding to web-based or onsite surveys will report benefiting from information obtained from State Library collections or services.
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 using new 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. 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 sustainable funding to carry out strategic and operating plans.
- Customers and staff are knowledgeable about progress on strategic and operating plans.
- By 2021, 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.