

**STRATEGIC AGENDA
FOR
THE NEW YORK STATE RESEARCH LIBRARY
AND
THE TALKING BOOK & BRAILLE LIBRARY**

October 2001

In 1818 the New York State Legislature created the New York State Library for the government and people of New York State. The New York State Library is comprised of the Research Library, including the Talking Book & Braille Library (TBBL), and the Division of Library Development. Together all components of the New York State Library serve in a leadership role to assist libraries and New Yorkers in navigating the road to the information highway of the 21st century.

The Research Library is the principal library for New York State government. It extends its services to the entire state. Its collection numbers more than 20 million items. The collection is particularly strong in law, social and health sciences, legislative matters, technology, education, and history. It is one of the 125 largest research libraries in North America and the only state library to qualify for membership in the Association of Research Libraries. Its federal and state government documents and manuscript and rare-book collections are treasures of the State. The skills, knowledge, and performance of its staff are important to libraries and individuals of all ages throughout New York.

Collection Acquisition and Processing

The Collection Acquisition and Processing Section (CAP) is responsible for the acquisition, accounting, cataloging, serials control and processing of all materials in all formats added to the collection and information resources of the New York State Library. In addition, the section oversees the NEH grant funded New York State Newspaper Project. CAP consists of four distinct units: Acquisitions/Gifts, Cataloging, Government Documents, and the New York State Newspaper Project. The section's primary goals are to purchase materials and information resources requested for collection development, provide bibliographic access to these items, administer the New York State Document Depository Program, and oversee the Federal Depository Library Program in New York State.

Collection Management/Network Services

The Collection Management/Network Services Section (CM/NS) provides public service support to a number of client groups and collection maintenance. Services include interlibrary loan, talking book and braille materials, photoduplication, microfilming, digital imaging, preservation and binding, automation, telecommunications, a variety of Web-based services and legal information services to State prisoners. In addition, the section monitors environmental conditions and is actively involved in addressing facility-wide environmental and engineering problems, health, safety and security, and emergency planning.

The Talking Book and Braille Library, which is part of the Research Library's CM/NS Section, serves nearly 40,000 people who have visual, physical, or learning disabilities in the upstate 55 counties.

Public Services

The Public Services Section, including Manuscripts and Special Collections, assists all customers in obtaining access to the collections, information, and services of the New York State Library. This is accomplished by staffing five service points, answering requests from State government and other customers through many different media, collaborating with other Library work units to identify and make available electronic resources for remote access, and providing outreach/training for customers on State Library collections and services. Public Services also maintains, retrieves, and circulates (to direct borrowers) the physical collections; selects new materials in accordance with the State Library's Collection Development Policy; and provides processing, cataloging, and user guides for the manuscripts and special collections at the State Library.

Research and Preservation Grants

For a number of years the Research Library has received support from the National Endowment for the Humanities for the New Netherland Project and the New York State Newspaper Project. The New Netherland Project translates and makes available documents of the Colonial governments of New Netherland and New York from the period 1654-1680. These documents provide insights and detail regarding the transitions from Dutch to English rule in New York and the early development of American law and culture. The New York State Newspaper Project identifies, catalogs and microfilms newspaper holdings in the State. Since the project was established in 1989 nearly 21,000 newspaper titles have been inventoried and more than 2.5 million pages have been microfilmed. The master microfilms are securely stored so the information will be available for future generations.

DIVISION OF LIBRARY DEVELOPMENT

The Research Library works collaboratively with the Division of Library Development on statewide projects. Library Development partners with the State's library systems to bring cost-effective, high-quality library services to the millions of people who use New York's 7,000 libraries. The Division of Library Development makes recommendations on statewide library policy and administers more than \$100 million in state and federal aid for the improvement of library services in New York State.

STRATEGIC PROCESS

In 1998 the Research Library developed its first Strategic Plan and a set of Core Work Values that aligned with the State Education Department's strategic plan. The first plan was intended to set the direction for the Research Library for three years. In early 2001 the Research Library, including the Talking Book & Braille Library, revisited the initial plan and found that many of the key strategies were completed or being worked on. However, there were some key strategies that needed review in the context of the evolving technological environment and the Regents Commission on Library Services recommendations. Specifically, Regents Commission recommendation ten "provide leadership for change by strengthening the expertise and accountability of the New York State Library and by creating a statewide advocacy coalition" identified an essential step towards achieving the Commission goals.

In the next three years the information environment will continue to become significantly larger and more complex. The role of the Research Library and TBBL will be to provide leadership and access to information resources with the appropriate technology to meet the information and research needs of its customers. This will include expanding the New York Online Virtual Electronic Library (NOVEL), implementing its new, more focused Collection Development Policy, providing access to its unique collections and serving State government and the people of the State onsite and through interlibrary loan and talking book and braille services. The key strategies and objectives to support this role are included in the strategic agenda as:

- Excellent services
- Focused, timely access
- Increased public information about the collections and services
- Hiring and developing competent staff
- Improving the work environment.

The specific key strategies and objectives, performance measures, timeframe and assigned responsibility of the Strategic Agenda are included in the attached plan.

STAFFING NEEDS

The NYS Library's goals include providing statewide leadership and expertise, communicating and advocating for the New York Online Virtual Electronic Library (NOVEL), and assuring Talking Book & Braille Library services to individuals in the upstate 55 counties. To meet these current service goals as outlined in the Strategic Agenda the Research Library and the Talking Book & Braille Library need to fill vacancies of key staff on a timely basis and provide appropriate training of staff in new and emerging technologies.

To achieve its goals, the State Library depends on enhanced and expanded staff development and training programs. This training needs to include management and supervision, technology, customer services and programs that will assist staff in improving their skills and competence. Goal five lists the specific strategies and objectives to meet this need. Collaboration with other

Office of Cultural Education program offices, Information Technology Services and the Office of Human Resources Management will support these activities. Increased technology training support from the State Education Department's Information Technology Services team is needed to provide an array of offerings and diversity of training sites.

There is a continuing need to provide expanded career ladder opportunities for staff. The Library is addressing this issue in a couple of ways by reviewing every position that becomes vacant and recommending adjustments where possible. Positions classified as Supply Assistants are being changed to Clerks when they become vacant. Also, the parentheses for Senior Librarians are being realigned and in some cases eliminated to increase career opportunities for current staff and enhance the ability to attract staff. New librarians entering the job market the need for ongoing communication with the Office of Human Resources and with Civil Service on strategies to accomplish these changes is needed.

Some key responsibilities that need to be addressed are advocacy, public relations and outreach efforts including regular news items on events and collections at the State Library, as well as enhanced knowledge of the availability and preservation of electronic information. Increasingly more of the Library's functions and services involve technology and all staff need to be more knowledgeable about technology and computer applications to be more productive.

NEW YORK STATE LIBRARY
RESEARCH LIBRARY AND TALKING BOOK & BRAILLE LIBRARY
MISSION AND VISION
2001-2004

Mission:

To serve the government and people of the State.

Vision:

All New Yorkers will have access to the library and information resources they need to achieve their educational, cultural, and economic objectives.

We will do this by:

- Exemplifying outstanding library service.
- Providing reference service and universal access to information resources on and off site.
- Ensuring that the Library is the most comprehensive source of information by and about New York State.
- Acquiring, preserving and providing access to information resources.
- Providing braille, talking books and other appropriate information.
- Advocating for outstanding library service for the people of the State.
- Partnering with other libraries in resource sharing and other collaborative activities.

NEW YORK STATE LIBRARY
STRATEGIC PLAN FOR
RESEARCH LIBRARY AND TALKING BOOK & BRAILLE LIBRARY
2001-2004

Goal 1. Provide excellent information and reader services. (Regents Goals 2 and 4)

Performance Measures

- At least 5 new online resources determined to be the most useful to our customers are identified and made available for remote access. [December 2003]
- Public Service staff members (as appropriate) are trained to work at two or more different public service desks to provide improved customer service. [December 2002]

Key Strategies

1.1 Make appropriate changes to improve information services.

- (a) Continue monitoring statistical data to ensure that all public service desks are staffed with appropriate numbers and levels of staff. [Public Service Management Team] [Ongoing]
- (b) Continue cross training Public Service staff so they are comfortable working at multiple service desks. [Public Service Management Team, individual subject experts in Public Services] [Ongoing]
- (c) Identify a way to measure the accuracy of reference responses and referrals and establish a baseline measure of accuracy. Implement changes to improve accuracy rates for reference transactions. [Under direction of Public Service Management Team] [December 2002]
- (d) Provide to non-primary customers some suggested alternatives to the Library's free extended reference service, e.g., lists of fee-based researchers, photocopy services, etc. [Special task force] [December 2002]
- (e) Investigate focusing on services for unique or very specialized collections not generally available elsewhere, e.g., New York State legislative intent, providing the service free to New York State customers and for a fee for customers outside New York State. [Special task force] [June 2002]
- (f) Follow up on any areas suggested for improvement by customers in previous

surveys. Conduct at least one customer satisfaction survey each year to see if there are any other areas that need improvement. [Public Service Management Team, Associate Librarian (Reference) reporting to Director] [December 2003]

- (g) Continuously provide in-house mandatory staff training (including a series of monthly symposia in which Reference staff research and report on new or under-used resources). Encourage staff attendance at professional development sessions by fully funding travel so staff will be informed enough to provide the best possible answers to questions. [Public Service Management Team, individual staff members, Executive Group (funding piece)] [Ongoing]

1.2 Use technology to enhance Library services.

- (a) Expand staff knowledge of Internet access to State Library resources, including NOVEL, electronic databases, ebooks, and scanned materials. [Principal and Associate Librarians, individual subject experts, outside speakers] [Ongoing]
- (b) Ensure that the State Library web site is maintained and expanded. [Individual subject experts, NYSL Web Team, Computer Applications Group, oversight by Principal and Associate Librarians] [Ongoing]
- (c) Expand remote access to information outside the Library's normal hours by: providing more in-depth information on NYSL web site; making available more scanned information from material in our collection, in particular in genealogy/local history and law; and subscribing to more online products that can be made available for use remotely. [Executive Group, Principal and Associate Librarians in Public Services, Associate Librarian (Reference) reporting to Director, Computer Applications Group] [Ongoing]
- (d) Explore offering additional onsite services, including e-mail, faxing and word processing facilities for customers. [Executive Group, Public Service Management Team, 7th Floor Redesign Committee, Computer Applications Group] [November 2001]
- (e) Review the possibility of providing interactive reference (on a real-time basis). [Special task force] [October 2001]
- (f) Improve and expand moderated electronic lists to inform our clientele. [List moderator, Computer Applications Group] [June 2002]
- (g) Acquire and provide training on new electronic information products. [Collection Development Committee, individual subject selectors] [Ongoing]

1.3 Develop ways to make the Library easier and more convenient to use for *all* customers.

- (a) When appropriate, consolidate public service desks on the public floor to make it easier for customers to locate assistance. [Public Service Management Team, 7th Floor Redesign Committee, special task forces]
- (b) Rearrange and consolidate, when appropriate, public floor collections to make it easier for customers and staff to locate materials. [7th Floor Redesign Committee, Circulation/Stack Services, consultation with all Reference staff]
- (c) Identify the most heavily used material and improve access to it. [Collection Development Committee, Public Services Management Team]
- (d) Work cooperatively with the State Archives to provide seamless service to the customers of the Library and the Archives. [Library and Archives management, Library/Archives Committee, Library and Archives staff]
- (e) Designate the financial resources needed to design and implement an effective system of signs to guide customers to collections and service points on the public service floors. [Special task force]
- (f) Explore ways to extend public service hours onsite nights/weekends. [Executive Group, Public Service Management Team]

1.4 Work with staff to:

- (a) Keep accurate and timely statistics on information transactions to meet customer needs. [All Public Service staff]
- (b) Identify areas not currently covered in the Public Service Policy Manual, write up policies for those areas and communicate those policies to staff so that staff provide informed and consistent service. [Public Service Committee, Public Service Management Team]
- (c) Identify qualitative and quantitative measures for reference services. [Executive Group]
- (d) Develop ways for staff to share search strategies and information to answer difficult reference questions. [Public Service Management Team, subject specialists and other Public Service staff]

Goal 2. Acquire, preserve, and provide timely access to collections and information resources that meet customer needs. (Regents Goal 5)

Performance Measures

- Level of funding for the acquisitions budget will increase to keep pace with inflation.
- Electronic resources purchased, acquired, and made available onsite and remotely will increase by 10%. [Fall 2002]
- Number of location/collection codes will decrease by 20%. [Fall 2003]
- Items digitized by the State Library and made available through the web site will increase. [Spring 2003]
- Number of items repaired and/or preserved will increase by 10%. [Spring 2004]

Key Strategies

2.1 Seek an adequate level of funding for the acquisitions budget to meet the collecting levels listed in the Collection Development Policy.

- (a) Continue to seek additional funding from the State to:
- At a minimum, maintain inflationary costs [Annually]
 - Exceed inflationary costs in order to reach appropriate funding for the Library's priorities [Annually]

[Library Administration, Friends of the New York State Library]

2.2 Acquire materials and information resources to meet our customer needs.

- (a) Acquire information resources in paper, microform and electronic format in accordance with the priorities established in the Collection Development Policy (2001). [Annually - Library Director, Collection Development Committee, Public Services Staff]
- (b) Use specific criteria in addition to the Collection Development Policy to decide what materials to collect, including:
- Service priorities [Ongoing]
 - Data on how the collections are currently being used [Ongoing]
 - Unique collections [Ongoing]
 - Feedback from customers [Ongoing]
 - Investigate cooperative collection development agreements with area libraries [June 2002]

[Library Administration, Collection Development Committee, Public Services Staff, Computer Applications Group]

- (c) Purchase or license electronic resources or join consortia to expand our holdings of electronic resources such as e-books and databases for onsite and interlibrary loan customers. [Annually - Library Administration, Collection Development Committee, Public Services Staff, Associate Librarian (Reference)]
- (d) Identify gaps in the collection and evaluate whether these areas need to be filled in by:
 - Conducting an inventory of parts of the collection [Manuscripts/Special Collections start by Winter 2001; rest of Library start by Summer 2002]
 - Developing and implementing a procedure for replacing lost materials [Spring 2002]
 - Making modifications to the Collection Development Policy and allocation of funds to meet current needs [Ongoing]
 - Examining resource sharing activities.

[Collection Development Committee, Public Services Staff, CAP Staff, Computer Applications Group]
- (e) Provide access to information resources through Interlibrary Loan and consortial agreements.
- (f) Implement the core collection concept. [June 2001; Collection Development Committee, Public Services Staff, CAP Staff]

2.3 Provide physical and bibliographic access to collections and information resources.

- (a) Physically organize and provide space for the collection to enhance the retrieval and shelving of materials by:
 - Creating and implementing a 5-year plan to review space needs and move and merge the collections. [December 2001]
 - Review space for TBBL collection and develop plan to provide additional space [December 2001] [CMNS Principal Librarian and TBBL]
 - Combining location codes and eliminating obsolete codes. [December 2003]
 - Developing a space plan for Manuscripts/Special Collections and a plan for moving these collections back to the 11th floor [December 2002]
 - Providing clear signage and documentation [Ongoing]

[Public Services Staff, CAP Staff, Computer Applications Group]

- (b) Maintain and replace equipment for onsite customers who use our materials such as microform reader/printers, PC's, photocopiers/scanners.
- Review and evaluate current equipment [December 2001]
 - Develop a plan to upgrade equipment on an ongoing basis [December 2001]
- [Public Services Staff, Photoduplication, Computer Applications Group]
- (c) Develop and implement an inventory plan to identify missing materials [Manuscripts/Special Collections start by December 2001; rest of the Library start by June 2002; Public Services Staff; CAP Staff; Computer Applications Group]
- (d) Improve access to all materials and information resources using national and international bibliographic standards.
- Compile and prioritize a list of uncataloged and/or unclassified collections [December 2001]
 - Add bibliographic records for current and retrospective holdings to OCLC's WorldCat and Excelsior, the Library's online catalog [Ongoing]
 - Evaluate serial holdings and develop a plan to add serial holdings information to Excelsior in MARC format [December 2002]
 - Explore alternative methods of obtaining bibliographic records and develop a plan to integrate new sources of records into the workflow. [June 2002]:
 - (a) Outsourcing
 - (b) Overtime projects
 - (c) Special projects using library school students
 - (d) SIRSI's Unicorn SmartPort
 - (e) Tapeload of bibliographic records; e.g., WorldCat collections
 - Review pros and cons of using single vs. multi-records (bibliographic) for various forms [May 2001]
 - Explore the OCLC CORC project and metadata formats.
- [CAP Staff, Public Services Staff, Collection Development Committee, Preservation Staff]
- (e) Evaluate and update Excelsior software regularly. [Ongoing; Computer Applications Group]
- (f) Update the Library's web site regularly.
- Federal and State issues concerning accessibility for disabled users will be monitored, and we will ensure that the information is delivered in a format that is usable by the requestor. [Ongoing; Computer Applications Group, Web Team]

(g) Establish and follow a digitization plan including, but not limited to, New York State Documents.

- As a primary repository for New York State documents, ensure that these documents are available in different formats.
- All digitized documents will be available at all times via the Internet.
- There will be adequate electronic storage facilities for these resources.
- Changes in the technical requirements for electronic resources will be continually evaluated and we will be prepared to migrate these resources to different media.
- Participate with other libraries, archives and museums on collaborative digitization projects.

[December 2002 – Computer Applications Group, CAP Staff, CM/NS Staff, Public Services Staff]

(h) Develop and offer training designed to help staff better understand and utilize bibliographic records [December 2001 - CAP Staff]

2.4 Preserve the artifactual value and/or content, as appropriate, for all library materials to the extent indicated in the Collection Development Policy.

(a) Conduct a Collection Needs Assessment of the physical condition of items in the collection. This is a budget initiative for FY 2002/03. [FY 2002/2003 - Temporary Staff]

(b) Maintain a commercial binding and shelf preparation program that will ensure protection for the materials in the collection. [Ongoing with yearly funding - Preservation Staff, Public Services Staff, CAP Staff]

(c) Provide for the artifactual conservation treatment of items in the collection which have significant artifactual value.

- Move the Conservation Laboratory from the 11th floor to temporary quarters on the 8th floor [June 2001]
- Emphasis will be on New York State documents, works relating to NYS history, and NYS law [Ongoing]
- Manuscripts and Special Collections materials will be dealt with as they are accessible during the 11th floor renovation [Begin September 2001]

[Preservation Staff]

- (d) Following the Collection Development Policy, provide repair for items from the general collection as they are reviewed at the 7th floor reshelving area.
- Train additional staff [September 2001]
 - Redesign space in Preservation Area for greater efficiency [December. 2001]
 - Re-work statistics gathering method [June 2001]
- [Preservation Staff]
- (e) Insure the content preservation of items that the Library collects at the comprehensive and research levels.
- Emphasis will be on New York State documents, works relating to NYS history, and NYS law [Ongoing]
 - Maintain and improve production of microforms [June 2001]
 - Retain original materials, where possible, after microfilming or digitizing
 - Initiate contract for preservation photocopying [December 2001]
- [Preservation Staff, Public Services Staff, CAP Staff]
- (f) Increase staff and public awareness of conservation needs, and provide training in the care and handling of materials where appropriate.
- Provide staff development workshops [Annually 1 or 2 sessions]
 - Provide cross-training with staff in all units [2 units per year]
 - Develop handouts and promotional materials [December 2001]
- [Preservation Staff]
- (g) Monitor environmental conditions and provide rapid communications with the building engineers to maintain optimum environmental conditions for storage and maintenance of the collection. [Ongoing - Preservation Staff]
- (h) Update and maintain the Library's preparedness for emergencies and disasters.
- Add 4 new crash carts with emergency preservation supplies [June 2001]
 - Coordinate activities with OCE Collections Response Team [Ongoing]
- [Preservation Staff]

Goal 3. Increase Visibility of both the Research Library and the Talking Book and Braille Library (Regents Goal 4)

Performance Measures

- Publicity in the media will increase. [Fall 2002]
- Use of Library services and collections for print and electronic information will increase. [Winter 2002]

Key Strategies

3.1 Develop and implement a comprehensive advocacy and marketing plan

- (a) Outreach and advocacy strategies to increase visibility both internally within the Office of Cultural Education and the State Education Department and externally with other libraries, organizations and associations.
- (b) Increased use of technology for public outreach.
- (c) Emphasize role of library services to customers and conduct regular surveys.
- (d) Publicize current services and highlight unique collections.
- (e) Increase funding to expand staff participation in library and other relevant organizations, meetings and conferences.
- (f) Identify opportunities for collaborative projects with the Division of Library Development and other Office of Cultural Education program areas.

[January 2002 – Executive Group]

3.2 Focus on public relations

- (a) Designate Research Library and Talking Book and Braille Library staff members who will work with the State Library Public Relations Coordinator on articles, press releases and publications about library services and collections.
- (b) Identify services, collections, and programs to highlight.
- (c) Develop regular schedule of information for press releases.
- (d) Seek training opportunities to strengthen staff knowledge of advocacy.
- (e) Encourage staff involvement in Library and Friends organizations.

[Fall 2001 – Executive Group]

3.3 Work with Friends groups to clarify and strengthen their role in supporting the Library

- (a) Strengthen advocacy efforts of Friends.
- (b) Align Friends groups' goals with Research Library and Talking Book and Braille Library's goals.
- (c) Increase cooperation across Friends groups to build on best practices.

[Ongoing – Director and Friends Liaison]

3.4 Develop and use consistently standard (State Education, State Library and Talking Book and Braille Library) logos, headings and look for all Research Library and Talking Book and Braille publications.

- (a) Communicate to all staff the standard format and wording for all communication and handouts, including publications, bookmarks, flyers and web information.
- (b) Designate staff members in each section who will edit and sign off on all print items for the section.

[Fall 2001 – Executive Group]

3.5 Integrate and align the Research Library and the Talking Book and Braille Library public relations with Library Development, other program areas in the Office of Cultural Education and State Education Department.

- (a) Actively participate in OCE committees, programs and services.
- (b) Explore opportunities to work with other OCE program areas.
- (c) Build on best public relations practices in other OCE program areas.
- (d) Collaborate with Library Development on the New York Online Virtual Electronic Library (NOVEL) initiative.
- (e) Explore ways for the Research Library and the Talking Book and Braille Library to work with Library Development on an integrated New York State Library image.

[Spring 2002 – Executive Group]

**Goal 4: Continue to develop a talented, flexible, educated, effective and diverse staff.
(Regents Goal 3)**

Performance Measures

- Increase in the number of places where the Library Civil Service exams are announced. [Spring 2002]
- At least 95% of respondents to annual customer satisfaction survey will be Satisfied or Very Satisfied. [Annual]
- Increase in the number of training opportunities for staff. [Fall 2002]
- Staff have access to a personal computer that is no more than three years old; and access to appropriate SED and Library standard software and technological resources. [Fall 2001]
- The number of minorities working in the Library increases. [Winter 2003]

Key Strategies

4.1 Encourage talented individuals to seek employment in the Library.

- (a) Increase the number of internship and student assistant positions in the Library. [Fall 2002 - Executive Group]
- (b) Participate in college and university job fairs. [Ongoing Public Services]
- (c) Develop and disseminate written promotional materials, by paper and on the web, that describe career opportunities at the Library and that explain the Civil Service system. [Task Force, Public Relations Staff, Web Team]
- (d) Define and publicize the skills that are needed at the Library. [Fall 2002 – Task Force]
- (e) Post exam announcements of interest to librarians on minority listservs and other appropriate lists and job lines. [Spring 2002 - Library Operations]

4.2 Encourage Library staff to be flexible. [Ongoing]

- (a) Cross-train staff. [Executive Group, Managers and Supervisors, Computer Applications Group, Staff Development]
- (b) Encourage staff to take advantage of training opportunities. [Managers and Supervisors]
- (c) Encourage staff to be creative and to suggest new ways of performing tasks. [Managers and Supervisors]

- (d) Ensure that all staff fully understand their role within the Library [Managers and Supervisors]
- (e) Explore ways of retaining staff, e.g., career ladders, decrease number of parentheses. [Executive Group]
- (f) Encourage more frequent and relevant Civil Service testing for Library titles. [Executive Group, Library Operations]

4.3 Ensure that all staff have the training and expertise needed to do their jobs. [Ongoing]

- (a) Ensure that staff are aware of and are encouraged to take advantage of the many educational opportunities available, such as:
 - Distance learning
 - Web-based courses
 - Self-education/independent learning
 - Mentoring
 - Workshops
 - Conferences
 - GOER/PEF/CSEA courses
 - SED programs
 - Library programs
 [Managers and Supervisors]
- (b) Encourage mentoring and cross-training. [Managers and Supervisors]
- (c) Ensure that there is sufficient funding for training. [Executive Group]
- (d) Identify the set of core competencies needed to operate the Library as efficiently and effectively as possible. Ensure that all staff are trained. [Managers and Supervisors]
- (e) Set training and education goals in every employee's performance plan. [Managers and Supervisors]

4.4 Ensure that Library staff are effective. [Ongoing]

- (a) Develop procedures for common Library tasks, document these procedures, set standards for these procedures. [Task Force, Managers, Supervisors]
- (b) Allocate staff to meet service needs based on the priorities articulated in this plan. [Managers and Supervisors]
- (c) Ensure that all staff fully understand their role within the Library. [Managers and Supervisors]

- (d) Provide all staff with the technological tools (computer hardware, computer software, training) that they need to do their jobs. [Computer Applications Group, ITS]
- (e) Ensure that the physical work environment is good. [Executive Group, Managers]
- (f) Use the performance evaluation process to ensure that all staff are satisfactory. [Managers and Supervisors]

4.5 Increase diversity of Library staff.

- (a) Explore the possibility of developing a minority internship program similar to SED's. [Executive Group]
- (b) Consult with other libraries on their strategies to increase diversity. [Task Force]

4.6 Work with OCE and SED Office of Human Resources Management to develop strategies that provide career advancement opportunities for staff. [Executive Group, Office of Cultural Education] [Ongoing]

Goal 5: Provide an appropriate environment that meets the needs of both people and collections. (Regents Goal 6)

Performance Measures

- Utilizing independent evaluation, 95% or greater of particulate matter is being eliminated in room air. [December 2003]
- The number of citations in the annual Fire Marshall's inspection report is reduced. [Annually]

Key Strategies

5.1 Review and advocate for improvement of facilities to provide a safe, efficient and comfortable work environment for staff and customers.

A. Total Building

- (1) Work to improve air infiltration to remove 95% of all particulate matter by planning, in conjunction with the Office of General Services, for the installation of filters. [December 2003 - Principal Librarian, CMNS]

- (2) Improve window treatments.
- Design solution
 - Obtain funding to purchase curtains or other appropriate window treatments
 - Install, starting on 7th floor
- [December 2003 – CEC Building Management/Library Design Team]
- (3) Improve drinking fountains. [December 2001 – CEC Building Management]
- (4) Improve security.
- Roving security – patrols increased between 7:00 a.m.–7:00 p.m. workdays
 - CEC Lobby guard on duty 7:00-9:00 a.m. and 5:00-6:00 p.m. workdays
 - Install door and motion alarms
 - Install cameras
- [CEC Building Management]
- (5) Improve visibility of NYSL within CEC building.
- Investigate and recommend use for kiosks and pillar wraps on Concourse and 1st and 3rd floor Lobby areas.
 - Implement recommendations.
- [Fall 2001 – Library Operations]

B. Non-public Library Spaces and TBBL

- (1) Improve furnishings and space for staff.
- Ensure that furniture for staff is ergonomically correct.
 - (1) Identify scope of need
 - (2) Identify specific types and quantities of furniture needed
 - (3) Purchase and install
 - Repair and/or replace all current damaged furniture
 - (1) Identify needs
 - (2) Repair and/or replace
- [December 2002 – Principal Librarians]
- (2) Improve lighting to full spectrum bulbs in non-collection areas.
- Discuss with Building Management
- [Spring 2002 – Principal Librarian CMNS]

- (3) Upgrade Staff Lounge to better meet needs.
- Install sink and cabinets with counter
 - Install tile floor in food preparation area
- [December 2002 – CEC Building Management, Principal Librarian CMNS]
- (4) Improve physical appearance.
- Wall treatments
 - (1) Implement a coordinated paint scheme
 - (2) Use scuff resistant wall treatment in high-traffic areas
 - Floor Covering
 - (1) Replace worn carpet in high-traffic areas
 - (2) Shampoo carpets in food use areas
- [December 2002 – CEC Building Management, Principal Librarian CMNS]
- (5) Restructure 6th floor lobby into meeting room for 50 people.
- Provide quiet area for meetings
 - Provide local light control
- [December 2003 – CEC Building Management, Executive Group]

C. 7th Floor

- (1) Redesign 7th Floor and replace furniture for greater efficiency.
- Redesign of floor space
 - Acquire ergonomic workstations for library users
 - Acquire new public workstations
 - Redesign current entry/exit area
 - Increase lighting
 - Replace flooring
 - Find space for an electronic classroom
- [December 2002 – 7th Floor Redesign Committee]

D. 3rd and 11th Floor Manuscripts and Special Collections Areas

- (1) Maintain communication with design and implementation team for temporary usage on 3rd floor and ultimate re-occupation of 11th floor. [Executive Group, Principal Librarian-Public Services]

5.2 Review and improve physical space to protect collections

- (a) Monitor and work with building HVAC engineers to regulate temperature and relative humidity which meets standards (ANSI, ISO, NARA) for collections spaces.
- Install real time monitoring and alert system in all collections spaces.
 - Work with ITS to develop software package.
 - Coordinate building compliance with OGS HVAC building engineers.
- [September 2001 – Preservation Officer and OCE Committees]
- (b) Evaluate space needs, all floors.
- Evaluate and project needs for 5 and 10 year periods.
 - Consider off-site storage options.
- [December 2001 – Executive Group]
- (c) Security (see Objective 5.4, below)

5.3 Review and improve communications

- (a) Evaluate and determine adequate signage for:
- Public spaces
 - Closed floors
 - 3rd floor
 - 11th floor
- [December 2001 – Exec Group and 7th Floor Redesign Committee]
- (b) Create and erect signage (designed under Goal 1).
[September 2002 - CEC Building Management and Principal Librarian, CMNS]
- (c) Draw up a plan for wiring for data, phones and power.
- Evaluate and project needs for 3-5 years.
 - Provide timely installations.
- [December 2001 – CEC Building Management and Principal Librarian, CMNS]

5.4 Review and improve security to provide a safe working environment and security for the collections.

(a) Personnel Security.

- All personnel wear picture ID's.

[Immediate – all Supervisors]

(b) Collections Security.

- Redesign book detection system.
- Assemble educational component.
- Install cameras

[October 2002 – Principal Librarian, CMNS]