New York State Library

The New York State

LIBRARY SERVICES AND TECHNOLOGY ACT

FIVE-YEAR PLAN

October 1, 2017–September 30, 2022
FY 2018–2022

A Focused Program for the
Improvement of Library Services for the People of New York State
Utilizing Local, State, and Federal Resources

The University of the State of New York
The State Education Department
The New York State Library
Cultural Education Center
Albany, New York 12230
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This document is also available online at: http://www.nysl.nysed.gov/libdev/lsta/index.html

Contents

EXECUTIVE SUMMARY

The following pages describe in detail New York State's Library Services and Technology Act (LSTA) Five-Year Plan for the period October 1, 2017, through September 30, 2022.

The federal Institute of Museum and Library Services, which administers the LSTA Program, requires a Five-Year Plan that describes the State Library's mission, the library service needs identified for the state, and the ways in which the state plans to use Library Services and Technology Act funds to meet those needs.

This 2017-2022 Five-Year Plan consists of four major goals:

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

Each of these four goals is closely linked to recommendations issued in 2012 by the New York State Regents Advisory Council on Libraries and to one or more of the priorities of the Library Services and Technology Act (listed under "Needs Assessment").

In 2010, the Board of Regents charged the Regents Advisory Council on Libraries to take a visionary look at the future of library services and develop a comprehensive set of policy recommendations to improve library services to the people of New York State. The resulting report, *Creating the Future: A 2020 Vision and Plan for Library Service in New York State— Recommendations of the New York State Regents Advisory Council on Libraries to the New York State Board of Regents,* includes sixty recommendations for creating "excellent libraries and library services." Additional documents used in assessing needs included, but were not limited to*, the 2016 State Library Opinion Survey, the LSTA 2012-2017 Evaluation Report, and New York State Education Department Office of Cultural Education strategic priorities.* (Key Planning Resources: http://www.nysl.nysed.gov/libdev/lsta/index.html).

In the description of each of the four goals and its supporting activities, the plan notes specific evaluation measures, i.e., key output targets and key outcome targets. The State Library will track

outputs and outcomes, enabling continuous evaluation of the success of the program in reaching its goals, as well as efficient and effective use of LSTA resources.

The 2017-2022 Five-Year Plan was developed in consultation with the Regents Advisory Council on Libraries. It has been available for public comment during its development, and incorporates input from many key stakeholder groups.

The State Library will continue to involve key stakeholders in various aspects of the 2017-2022 LSTA Five Year Plan's implementation. The Regents Advisory Council on Libraries will ensure that the execution of the plan is coordinated with the overall plan and priorities of the New York State Library, resulting in unified state library policy in terms of federal, state and private fund expenditures.

LSTA Five-Year Plan
October 1, 2017 through September 30, 2022

INTRODUCTION

The Library Services and Technology Act (LSTA), a federal program for libraries administered by the Institute of Museum and Library Services (IMLS), requires a five-year plan from each state. This document outlines New York's fifth LSTA Five-Year Plan, developed primarily from the findings and recommendations of the Regents Advisory Council on Libraries and from the evaluation study of the first four years of the former plan carried out by an independent evaluation consultant. The plan covers the period October 1, 2017 through September 30, 2022.

The Regents Advisory Council on Libraries is appointed by the Board of Regents of The University of the State of New York. Because libraries, including the New York State Library, are the responsibility of the Board of Regents, policy on library services is part of education policy in New York State.

The State Library includes the Division of Library Development and the Research Library. The Division of Library Development provides leadership, funding, and expert assistance for all New York's libraries and library systems. Staff experts work with librarians, trustees, public officials, and local leaders to ensure that library resources are available to all their communities. Library Development administers more than $100 million in state and federal aid to New York's libraries, and facilitates participation in federal, state, and private funding programs.

The Research Library is the principal library for New York State government and serves New Yorkers and New York's libraries statewide. Its collection of more than 20 million items makes it one of the 125 largest research libraries in North America. It is the only State Library to qualify for membership in the Association of Research Libraries.

More than 7,000 libraries serve the people of New York. Most of these libraries are linked with others in resource-sharing library systems and networks. New York's Library Services and Technology Act program reaches libraries through their systems and through statewide services.

The State Library and New York State's library systems work together as partners to expand and improve statewide library services and to implement initiatives and activities such as those described in this plan. Three different types of library systems connect and serve the state's libraries as follows:

Public Libraries and Library Systems: Some 756 public libraries with over 1070 outlets serve the people of New York State. Twenty-three regional public library systems serve public libraries in their respective regions, providing interlibrary loan, outreach services and professional development

opportunities. New York State's public libraries range in size from The New York Public Library which serves 3.4 million people through 91 outlets to the Raquette Lake Free Library which serves a population of 114 in the Adirondack Mountains. The 26 central and co-central libraries of the public library systems provide reference and information service to residents throughout the service areas of the systems.

Reference and Research Library Resources Systems: Nine regional consortia, encompassing all of New York State, include libraries in public and private colleges and universities, special libraries, public libraries and public library systems, and school library systems in a complex network of resource sharing. These systems serve their regions and the entire state as an important link to the rich and varied resources of the special, college, and university libraries and provide a strong program of professional development for library staff. As of 2014-2015, the state had 302 degree-granting institutions of higher education, including 79 public, 177 independent, and 46 proprietary.

School Libraries and Library Systems: Forty-one school library systems serve 4,236 school libraries in 713 public school districts and 1,780 nonpublic schools statewide, enabling them to participate in professional development and resource sharing with all types of libraries.   These systems also serve as liaisons to the State Education Department, encouraging school librarians to be co-educational partners with classroom and content area teachers in ensuring that all students in New York State receive the information literacy skills that will help them become informed citizens who are college and career ready.

MISSION

The mission of the New York State Education Department— "To raise the knowledge, skill, and opportunity of all the people in New York"—provides direction for libraries, archives, and museums, as well as the formal educational structure of schools and colleges.

The Office of Cultural Education, a major unit of the State Education Department encompassing the State Library, the State Archives, the State Museum, the Office of Educational Television and Public Broadcasting and the Summer School of the Arts, operates under the following principles:

- a focus on the public as primary audience;
- a focus on statewide impact and value;
- inclusion of an educational component accessible to a variety of learning levels in all activities;
- stewardship of collections, including research and availability for use;
- digital technology as a component of all activities.

The Office of Cultural Education's collections serve as primary material for all New Yorkers in developing their knowledge. The Office supports the State Education Department's mission through its commitment to infusing educational activities throughout its services and presentation of collections.

The mission of the New York State Library, through the Division of Library Development and the Research Library, is "to provide leadership and guidance for the planning and coordinated development of library services and to serve as a reference and research library for the people of the State." The State Library works in partnership with the three types of library systems to carry out planning and coordination for the development of library services throughout the state.

New York's 2017-2022 LSTA Plan supports all of these missions by strengthening the provision of library services that help all New Yorkers access the wealth of information in collections across the state and beyond. Activities in the plan will provide New Yorkers instruction in new and existing tools to unlock the information in those collections and through the Internet. The State Library will augment its programs through a wide range of strategic partnerships in order to achieve better reach and service to the State's residents.

NEEDS ASSESSMENT

This plan operates under priorities established by the Institute of Museum and Library Services and based in Library Services and Technology Act law.

LSTA priorities:

1. *expand services for learning and access to information and educational resources in a variety of formats, in all types of libraries, for individuals of all ages in order to support such individuals' needs for education, lifelong learning, workforce development, and digital literacy skills;*
2. *establish or enhance electronic and other linkages and improve coordination among and between libraries and entities for the purpose of improving the quality of and access to library and information services;*
3. *(a) provide training and professional development, including continuing education, to enhance the skills of the current library workforce and leadership, and advance the delivery of library and information services and (b) enhance efforts to recruit future professionals to the field of library and information services;*
4. *develop public and private partnerships with other agencies and community-based organizations;*
5. *target library services to individuals of diverse geographic, cultural, and socioeconomic backgrounds, to individuals with disabilities, and to individuals with limited functional literacy or information skills;*

6. *target library and information services to persons having difficulty using a library and to underserved urban and rural communities, including children (from birth through age 17) from families with incomes below the poverty line;*
7. *develop library services that provide all users access to information through local, state, regional, national, and international collaborations and networks; and*
8. *carry out other activities consistent with the purposes set forth in section 9121, as described in the State Library Administrative Agency's plan.*

For the five-year period October 1, 2017 through September 30, 2022, New York will base the goals and activities of its Library Services and Technology Act (LSTA) program on recommendations of the *2012-2017 LSTA Evaluation Report* and results of a *2016 State Library Opinion Survey* conducted by an outside evaluator, selected recommendations from *Creating the Future: A 2020 Vision and Plan for Library Service in New York State—Recommendations of the New York State Regents Advisory Council on Libraries to the New York State Board of Regents,* Office of Cultural Education strategic priorities, and input from the stakeholder community received during draft review.

2012-2017 LSTA Evaluation Report

The *2012-2017 LSTA Evaluation Report* makes eight recommendations for consideration in the development of the 2017-2022 Five-Year Plan:

- *Continue the new, high-impact programs started during the evaluation period, including Ready to Read at New York Libraries and Documentary Heritage Preservation Services New York (DHPSNY). Both are well-underway and achieving desired results.*
- *Continue key essential programs and services, such as NOVELNY (New York Online Virtual Electronic Library) and Summer Reading at New York Libraries. The Opinion Survey indicated that these programs were highly valued by the library field.*
- *Build and strengthen partnerships and enhance promotion at state, regional, and local levels. These activities have proven very effective in increasing program participation.*
- *Seek out grant opportunities to meet identified needs. For example, significant broadband initiatives for libraries were completed in recent years, but great demand for improved connectivity still exists.*
- *Monitor use data for programs and services, and evaluate further as needed. Work with NYSED (New York State Education Department) to institute tools for measuring the use of State Library webpages, as collection methods are not currently in place.*
- *Continue the incorporation of outcome-based evaluation (OBE) methods in State Library planning, program development, and grant applications (as examples, both Ready to Read at New York Libraries and DHPSNY were planned and are being evaluated using OBE). Outcome data demonstrates impact and strongly assists in decision-making and advocacy efforts. Provide continued OBE training and resources for the library field.*
- *Communicate the value of library services and the importance of LSTA funds and State Aid with policymakers, other stakeholders, and the general public. Explain the need to secure state funding for NOVELNY. Continue to work closely with organizations that further this message*

and advocate for New York's libraries, such as NYLA and the Library Trustees Association of New York State (LTA).

- *Restart the sub-grants to library systems program if funding allows. These grants foster innovation, partnerships, and improved user outcomes at regional and local levels.*

2016 State Library Opinion Survey

The 2016 State Library Opinion Survey, described in more detail in the *2012-2017 LSTA Evaluation Report* yielded responses from almost 850 library and library system staff. The survey confirmed the high value/high use attached to five established statewide initiatives (listed in priority order):

1. *Summer Reading at New York Libraries*
2. Broadband initiatives (includes E-Rate)
3. The New York Online Virtual Electronic Library (NOVELNY)
4. Online courses and webinars for library staff and trustees
5. *Ready to Read at New York Libraries*

Responses to questions about possible new programs or services also generated ideas for consideration for inclusion in the development of the new Five-Year Plan (listed in priority order):

1. Increased bandwidth (broadband) for libraries
2. Sharing best practices
3. Centralized digitization of local newspapers or other resources
4. Use of new technology
5. Training programs for staff in assisting patrons with technology

Regents Advisory Council on Libraries

The Regents Advisory Council on Libraries, created in 1894, advises the New York State Board of Regents and the State Education Department about library-related legislation, policies, staffing, regulations and long-range planning. In 2010, the Board of Regents challenged the Council to develop and recommend an innovative vision and statewide plan for library services to replace the previous document developed in 2000 by the Regents Commission on Library Services. The Council appointed a 2020 Vision Planning Taskforce and invited comments from a wide range of stakeholder groups in the library and education communities and from the general public in a series of online surveys.

The final document, *Creating the Future, a 2020 Vision and Plan for Library Services in New York State: Recommendations of the New York State Regents Advisory Council on Libraries to the New York State Board of Regents*, was presented to the Board of Regents in April, 2012. The State Library has worked in concert with the Regents Advisory Council on Libraries to effect implementation of the vision plan since 2012. Progress on the implementation of the plan recommendations has been discussed at open

meetings co-sponsored by the State Library, the Regents Advisory Council on Libraries, the New York Library Association, the Library Trustees Association of NYS and other groups during the annual New York Library Association conferences since 2012.

Creating the Future includes sixty recommendations for creating excellent academic, public, school and special libraries and library services. Recognizing both the possibilities of technology and economic realities in the near future, several "musts" are articulated for all types of libraries. These include: collaboration among libraries and library systems to integrate services and collections (especially e-resources) for a better end-user experience; achieving operational and cost efficiencies using technological opportunities; and creating partnerships with cultural and educational organizations in the state to offer New Yorkers comprehensive educational opportunities. *Creating the Future* provides the underpinning for State Library initiatives and guides the goals in this LSTA plan.

STAKEHOLDER INVOLVEMENT

The three documents described under "Needs Assessment" in this plan present the results of information collected from stakeholder responses to surveys, telephone interviews or public meetings.

The Regents Advisory Council on Libraries developed the visionary recommendations of *Creating the Future* after extensive work with a wide range of stakeholder groups and input from a broad range of constituent groups, including library users.

The crafting of New York's fifth LSTA Five-Year Plan involved many stakeholders throughout the process. Initial drafts of the plan were prepared by State Library staff and discussed with members of the Regents Advisory Council on Libraries LSTA Committee and with key leaders within the State Education Department. A first draft of the plan was posted on the State Library's website, and comment invited through messages on NYLINE, New York's listserv for the library community, and direct messages to leaders of statewide library organizations and potential partner organizations.

In addition to including a wide range of stakeholders during Plan development, the State Library will continue to involve these stakeholders in various aspects of its implementation. For example, expanding and enhancing statewide e-resources and statewide services will require the cooperation and collaboration of many individuals and groups as well as libraries and library systems of all types— e.g., the Executive and the New York State Legislature, other government agencies, educational groups, businesses, the vendor community, and statewide library organizations such as the Library Trustee Association of New York State, the New York Library Association and the New York Alliance of Library Systems.

SUMMARY OF GOALS

New York State's LSTA Five-Year Plan consists of four goals with their program activities, key output targets, and key outcome targets. Each of these goals, listed below, is related to one or more of the recommendations contained in the Regents Advisory Council on Libraries document, an observation from the *2012-2017 LSTA Evaluation Report*, or a finding from the *2016 State Library Opinion Survey*, and to one or more Library Services and Technology Act priorities.

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

The State Library will carry out the goals of this plan through statewide services and, as funding allows, a grants program. The grant categories and eligibility will be defined in annual grant program guidelines. All activities in this plan will be carried out over the 2017-2022 period unless otherwise indicated.

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

This goal supports the following: LSTA priorities 1, 2, 3, 4, and 6.

RAC Recommendations:

The Regents Advisory Council found that providing New Yorkers with equitable access to electronic information resources through libraries continues to be an important priority. They urge all libraries to:

- Collaborate to integrate services and collections.
- Function at the front lines of e-resource purchasing, licensing, digital curation and resource sharing.
- Actively participate in statewide/national initiatives to bring a digital library of shared use, freely accessible books and research materials to all New Yorkers.
- Collaborate with other libraries in the development of statewide licensing of electronic databases and e-resources of all kinds.
- Encourage the New York State Library and the state's library systems to develop statewide delivery infrastructure and to investigate the need for a statewide union catalog.

Program Activities

- 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.
- 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.
- 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.
- 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.
- Partner with vendors and others to provide training for library staff, educators, students and other patrons in accessing and using e-resources.
- Strengthen partnerships among the State Library, library systems and others to enhance resource sharing and improve the delivery of library materials statewide.

- 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.
- 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.
- 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.
- Develop opportunities for more libraries to offer and participate in virtual meetings, distance education and other technology-based applications for the public.
- 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.
- 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 Output Targets

- At least 2500 library staff and end-users will participate in NOVELNY e-resources training between 2017 and 2022.
- By 2021, New York State will have a statewide e-book platform for use by all NYS libraries and all New Yorkers.
- By 2022, New Yorkers will conduct forty million searches annually in databases delivered to New Yorkers through statewide licenses.
- An average of 350 libraries and library systems per year will receive E-rate discounts between 2017 and 2022.
- By 2021, 80 percent of public library facilities will offer the public access to minimum broadband speeds of 100 mbps.
- By 2022, the State Library website will demonstrate a 10 percent increase in use from 2017.
- By 2022, the number of schools with a certified school librarian will increase by 5 percent.

Key Outcome Targets

- 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."
- By 2021, an additional 75,000 formerly unserved New Yorkers will benefit from having a local library in their community.

- 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.
- 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.

This goal supports the following: LSTA priorities 1, 4, 5, 6, 7 and 8.

RAC Recommendations:

- Create incentives for collaboration, innovation, and shared services among systems.
- Expand the existing Commissioner's Regulations, Section 91.2, to require an elementary school librarian in every school to strengthen instructional leadership in meeting the P-12 New York State Learning Standards, and enforce library staffing regulations in all public schools.
- Collaborate to integrate services and collections of all types of libraries while developing a transparent and seamless world of library services that are ubiquitous and instantaneous yet personalized and flexible, serving all ages and needs.
- Innovation in the creation of new services such as the deployment of systems for intelligent processing and correlation of large data sets.
- Collaboration with other libraries and community organizations to develop seamless information literacy initiatives, promote cultural understanding and protect local historical and cultural treasures.
- The collaborative development of consistent, cost-effective digital preservation strategies.
- Library systems—as with all libraries—to anticipate and develop innovative and entrepreneurial services; and to discontinue out-of-date services when they no longer provide benefit to their members or the end-users.
- Public Library Systems to proactively encourage and assist their member libraries that are eligible to pursue the Regents' Public Library District model of public governance and support.
- Continuously review and update outdated standards and guidelines.
- Mandate public library trustee education similar to that required of School Boards.
- Encourage and reward best practices throughout the state.

Program Activities

- 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.
- Expand partnerships with other state agencies on current issues as they arise.

- 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.
- Maintain national, state and regional communications about the innovative and exemplary library programs and best practices of New York's libraries and library systems.
- 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.
- 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.
- 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.
- 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.
- Expand and sustain conservation/preservation program activities in New York's libraries, including technological solutions.
- Strengthen partnerships with federal, state and regional organizations to assist libraries in developing continuity of services and disaster recovery strategy plans.

Key Output Targets

- Ten public library districts will be established between 2017 and 2022.
- 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).
- Seventy-five percent of State Library librarians will complete at least twelve hours of work-related training annually.
- The number of libraries participating in the *Documentary Heritage Preservation Services New York (DHPSNY)* program will increase annually by 5 percent (over 2017 levels).
- By 2022, the number of libraries with disaster recovery plans will increase from 47 percent (based on 2009 survey results) to 60 percent.

Key Outcome Targets

- 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.
- 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.

This goal supports the following: LSTA priorities: 1, 3, 4, 5 and 6.

RAC Recommendations:

- Create incentives for school libraries to collaborate with other libraries and communities (such as public libraries, university and community college libraries) to result in full-time, full-year access to information that will further opportunities for all students.
- The continuation and strengthening of collaborations with other communities in support of life-long learning, information literacy and research.
- Advancement of the primary role of academic librarians in fostering the integration of information literacy competencies into teaching and learning on their campuses to support student academic achievement and to prepare students for the global information economy that will shape their professional and personal lives.
- Support state and national digital literacy learning initiatives providing this 21st century skill to people of all walks of life, not just those enrolled in schools and colleges.
- The provision of robust early childhood education programs and the provision of homework assistance as a core service; the alignment of outreach services with societal priorities, such as teen services and gang prevention.
- The provision of full access to library services by people with disabilities, including accessible buildings, homebound services, and assistive technology.
- Investment in public library facilities in order to be able to respond to the changing needs of communities.
- All public libraries to proactively create and collect local content and serve as a catalyst for civic engagement to promote civil discourse and confront society's most difficult problems.

Program Activities

- Partner with public library systems and other organizations to periodically assess public library needs for building construction, expansion, and renovation.
- 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.
- Partner with library systems and others to ensure that all library staff and trustees are highly-skilled in using new technologies.

- 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.
- Expand partnerships among national, state, regional and local organizations to increase awareness of, participation in and resources for *Summer Reading at New York Libraries*.
- Provide library staff with ongoing access to research-based early literacy skills training.
- 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.
- 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.
- 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.
- 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.
- 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 Output Targets

- By 2021, the number of public libraries offering digital literacy programs will increase by 20 percent.
- 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*.
- By 2021, *Summer Reading at New York Libraries* will report an annual participation level of 2.5 million children and teens.
- By 2021, the number of public libraries offering early literacy programs will increase by 20 percent.
- By 2021, the number of public libraries involved in local collaborations to enhance early childhood school readiness will increase by 20 percent.
- By 2021, 85 percent of public libraries will have staff skilled in the provision of early literacy services.
- By 2021, the number of public libraries offering teen-led activities will increase by 20 percent.

- By 2021, the number of public libraries offering adult literacy and/or English as a Second Language (ESL) programs will increase by 25 percent.
- By 2021, 33 percent of registered TBBL customers will use the digital talking book program (BARD service).

Key Outcome Targets

- 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.
- 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.
- 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.

This goal supports the following: LSTA priorities: 1, 2, 4 and 7.

RAC Recommendations:

- Create collaborative partnerships with all cultural and educational organizations in the state to offer residents the most comprehensive educational opportunities available anywhere in the world.
- [State Library] to provide clear and relevant standards, guidelines and regulations designed to improve library services.
- Library systems to consider restructuring their governance and initiating partnerships for greater collaboration at the regional and state level; up to and including consolidation.
- Collaborate to integrate services and collections of all types of libraries while developing a transparent and seamless world of library services that are ubiquitous and instantaneous yet personalized and flexible, serving all ages and needs.

Program Activities

- Partner with library systems and others to increase the visibility of the statewide programs and services of the State Library available to New Yorkers.
- 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.
- Seek public and private partners in the implementation of the activities identified within this five-year plan.
- Use new and emerging technologies to provide leadership, technical assistance, advisory services and professional development more effectively to libraries and library systems.
- 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.
- 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.
- Revise State Education Department policies, regulations and program guidelines as needed to keep pace with change and to implement this five-year plan.

- Continuously improve online planning and reporting tools for use by the State Library and by local libraries and systems.
- Participate in national, state and regional partnerships that promote collaborative collection development, access to resource sharing, and sustaining information in all formats.
- Partner with the State Archives, the State Museum, the Office of Educational Television and Public Broadcasting, and others to improve access for New Yorkers to the holdings of the Office of Cultural Education's research collections.
- Expand use of State Library resources onsite, through email, through loaning exhibit materials, and through interlibrary loan by providing timely access to requested copies of materials and information from State Library collections.
- Partner with national, state and local organizations to improve statewide access to full-text electronic federal and New York State government documents.
- 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.
- Promote user self-service or non-intermediated access to State Library collections using enabling technologies.

Key Output Targets

- The State Library will demonstrate an annual increase of 5 percent in the use of Research Library services and collections from 2017 to 2021, including, but not limited to, virtual and onsite visits, reference, circulation, interlibrary loan and program attendance.
- By 2021, the State Library will increase the number of state agencies contributing to the New York State Library's Digital Collections by 20 percent.
- The State Library, library systems and other partners will display information about LSTA-supported activities at 25 meetings or public events by 2021.
- The State Library will provide electronic metadata for three uncataloged collections by 2021.
- Twenty new or revised finding aids or collection guides will be made available online annually during the period 2017 through 2022.
- Ten new or revised pages for Research Library collections will be made available online annually during the period 2017 through 2022.
- 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.
- The State Library will participate in at least three collaborative resource-sharing projects by 2022.
- State Library staff will provide at least 25 public classes or programs annually from 2017 through 2021.

Key Outcome Targets

- 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.
- By 2021, 60 percent of State Library customers participating in public classes or programs will indicate through surveys that they learned something by participating in the activity and that they are confident about using what they have learned.

Coordination Efforts

IMLS guidelines require each state library agency to include in the 2017-2022 Five-Year Plan a crosswalk that maps Goals to one or more of six *Measuring for Success* Focal Areas and fourteen Intents. An explanation of the IMLS coordinated *Measuring for Success* initiative and the resulting new reporting structures is provided along with the *Crosswalk Chart* in the Appendices on page 22. The *Crosswalk Chart* aligns Goals, Focal Areas and Intents using the FY 2015 LSTA Projects (projects reported to IMLS in December 2016). It is acknowledged that the implementation of the program activities under each of the four Goals in the 2017-2022 Five-Year Plan may result in changes in the number and types of Projects funded with LSTA funds through 2022.

Communications and Public Availability

After this plan has been approved by IMLS, it will be published on the New York State Library website and will be available on the website throughout the term of the Five-Year Plan.

The State Library is aware of a need to communicate clearly to the library community the rationale for the content of the new Five-Year Plan and for any annual Grant Program Guidelines. Greater use of new technologies will be explored to assure broader and timelier coverage of issues related to the Library Services and Technology Act program within the library community.

The State Library informed the library community that the plan goals may be amended annually. As the Regents Advisory Council on Libraries and the State Library continue work on implementing *Creating the Future*, new activities and measures may appropriately refine and advance those named in this plan. In addition, the State Library will work closely with the Regents Advisory Council on Libraries and other specific groups within the library community to discuss the LSTA Plan's implementation, to develop grant program guidelines (if needed), and to manage other important issues relating to the LSTA program.

Evaluation Plan and Monitoring Procedures

The State Library will continue to sharpen its focus on evaluation and will incorporate outcome-based evaluation (1) within its own operations and its statewide services to libraries and library systems and (2) within the projects supported by Library Services and Technology Act funding.

To measure the progress of statewide service activities, the State Library will use a variety of measures to collect both quantitative and qualitative data, such as web-based surveys and focus groups. In presenting each of its four goals, this Five-Year Plan notes specific evaluation measures, along with the

anticipated outputs and outcomes. State Library staff will track outputs and outcomes annually, as appropriate. Data driven assessments will be conducted annually or as significant activities proceed.

The State Library will assign staff to track implementation of the Five-Year Plan, prepare reports as required, and monitor any sub-grantee projects funded under an LSTA grants program. The State Library will conduct a five-year evaluation. Library Development staff who have consulting and liaison roles will make onsite visits, as appropriate, to monitor project results. Reports are required from each sub-grantee, and if sub-grants are awarded, then these reports will be a part of the monitoring procedure.

APPENDICES

Overview of the LSTA Grants to States Program Reporting System (SPR)

LSTA Grants to States is a population-based formula grant that provides funds to each State to improve library services. It is the largest federal grant program administered by IMLS. In March 2011, IMLS launched a collaborative, coordinated effort called *Measuring for Success* to help IMLS and the state library agencies to better plan for, manage and evaluate grant-supported library activities. The overarching purpose of this coordinated effort was to allow for meaningful recording by, analysis of, and comparison across State Reports and the Grants to States Program. The New York State Library was involved as a pilot state from the inception of the initiative.

The *Measuring for Success* initiative informed the development of a new online State Program Reporting system (SPR) that has been piloted, tested and implemented over multiple years. The SPR is a mandated report submitted annually to IMLS by each state library agency. The structure of the new SPR online reporting software is Project-based. The SPR identifies six Focal Areas (see below) with fourteen corresponding Intents that States are asked by IMLS to use to categorize various activities, outputs and outcomes for Projects supported all or in part with LSTA and mandated State matching funds.

Focal Areas and Intents are broad conceptual categories used to show how Projects are aligned with priorities and purposes of the IMLS Grants to States (and LSTA) program. Focal Areas and Intents use controlled vocabulary to allow for more meaningful reporting, evaluation, comparison, and assessment of State initiatives across all 50 states. The six Focal Areas listed below were identified by state library agencies, and they represent the foundation by which the SPR reporting structure is organized. The fourteen specific Intents are the intended outcomes of an action or set of activities. Intent reporting helps define the "why" of the Grants to States program.

Listed below are the six *Measuring Success* Focal Areas and the fourteen corresponding Intents:

Lifelong Learning
- Improve users' formal education
- Improve users' general knowledge and skills

Information Access
- Improve users' ability to discover information resources
- Improve users' ability to obtain and/or use information resources

Institutional Capacity

- Improve the library workforce
- Improve the library's physical and technological infrastructure
- Improve library operations

Economic & Employment Development

- Improve users' ability to use resources and apply information for employment support
- Improve users' ability to use and apply business resources

Human Services

- Improve users' ability to apply information that furthers their personal, family, or household finances
- Improve users' ability to apply information that furthers their personal or family health & wellness
- Improve users' ability to apply information that furthers their parenting and family skills

Civic Engagement

- Improve users' ability to participate in their community
- Improve users' ability to participate in community conversations around topics of concern

The following *Crosswalk Chart* aligns 2017-2022 Five-Year Plan Goals, LSTA Priorities, Focal Areas and Intents using the FY 2015 LSTA Projects (projects reported to IMLS in December 2016). It is acknowledged that the implementation of the program activities under each of the four Goals in the 2017-2022 Five-Year Plan may result in changes in the number and types of Projects funded with LSTA funds through 2022.

Crosswalk Chart for New York State Library Services and Technology Act Five-Year Plan
2017-2022

Goals	Focal Areas	FY 2015 LSTA Projects/Intents
Goal 1: All New Yorkers will have improved access to library resources that advance and enhance their personal, educational and working lives. Supports LSTA priorities 1, 2, 3, 4 and 6.	Information Access	New York Online Virtual Electronic Library (NOVELNY) ▪ *Improve users' ability to obtain and/or use information resources* Making New York History Materials Accessible ▪ *Improve users' ability to discover information resources* Discovery Services (Goals 1 and 4) ▪ *Improve users' ability to discover information resources* Partnerships in Resource Sharing and Access (Goals 1 and 4) ▪ *Improve users' ability to discover information resources* Digitization and Preservation Program (Goals 1 and 4) ▪ *Improve users' ability to obtain and/or use information resources*
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. Supports LSTA priorities 1, 4, 5, 6, 7 and 8.	Information Access Institutional Capacity	Data for Decision Making (Goals 2 and 4) ▪ *Improve users' ability to obtain and/or use information resources* Building Strong Library Leaders for New York (Goals 2 and 4) ▪ *Improve the library workforce*
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. Supports LSTA priorities 1, 3, 4, 5 and 6.	Lifelong Learning Information Access Institutional Capacity	Summer Reading at New York Libraries ▪ *Improve users' general knowledge and skills* Targeting Library Services to Meet Changing Needs for Literacy, Education, and Outreach ▪ *Improve users' ability to obtain and/or use information resources* Ready to Read at New York Libraries ▪ *Improve the library workforce*

Goals	Focal Areas	FY 2015 LSTA Projects/Intents

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.
 	
Supports LSTA priorities 1, 2, 4 and 7.
	Lifelong Learning
	
	Information Access
		Training and Outreach
		  ▪ *Improve users' general knowledge and skills*
		Data for Decision Making (Goals 2 and 4)
		  ▪ *Improve users' ability to obtain and/or use information resources*
		Expanding Library Networking and Collaboration for Improved Learning and Access
		  ▪ *Improve users' ability to obtain and/or use information resources*
		Advancing Technology
		  ▪ *Improve users' ability to obtain and/or use information resources*
		Customer Support to Libraries
		  ▪ *Improve users' ability to obtain and/or use information resources*
		Customer Support to Individuals
		  ▪ *Improve users' ability to obtain and/or use information resources*
		Digitization and Preservation Program (Goals 1 and 4)
		  ▪ *Improve users' ability to obtain and/or use information resources*
		Partnerships in Resource Sharing and Access (Goals 1 and 4)
		  ▪ *Improve users' ability to discover information resources*
		Discovery Services (Goals 1 and 4)
		  ▪ *Improve users' ability to discover information resources*

	Institutional Capacity	Building Strong Library Leaders for New York (Goals 2 and 4) ▪ *Improve the library workforce*

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