New York Public Library
FIVE YEAR LIBRARY SYSTEM PLAN OF SERVICE (Public Library Systems) 2022-2026

SECTION 1 - GENERAL INFORMATION
January 1, 2022 - December 31, 2026

1.1 Name of System New York Public Library - Branch Libraries
1.2 Street Address 476 5th Avenue
1.3 City New York
1.4 Zip Code 10018
1.5 Four Digit Zip Code Extension (enter N/A if unknown) 2788
1.6 Telephone Number (enter 10 digits only) (212) 275-6975
1.7 Fax Number (enter 10 digits only) (212) 869-3567
1.8 Name of System Director Brian Bannon
1.9 E-Mail Address of the System Director brianbannon@nypl.org
1.10 System Home Page URL www.nypl.org
1.11 URL of Current Membership List http://www.nypl.org/locations
1.12 Date of Establishment 1892
1.13 Date of Absolute Charter 1892
1.14 Name(s) of Central Library/Co-Central Libraries New York Public Library
1.15 Square Mileage of System Service Area 123
1.16 Population of System Service Area 3,439,711
1.17 Type of System PLS

SECTION 2 - SYSTEM GOVERNANCE AND MEMBERSHIP

BYLAWS

APPOINTMENT/ELECTION OF SYSTEM BOARD/SYSTEM COUNCIL
2.2 System Board / System Council E - System Board / System Council Members are elected
Appointment/Election
- Indicate whether the System Board / System Council Members are appointed or elected (select one).

Indicate by whom the System Board / System Council Members are appointed/elected.

Board members are elected by the vote of a majority of the Voting Trustees then in office, with the exception of ex officio members.

ADVISORY GROUPS

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

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

SECTION 3 - PLANNING

NEEDS ASSESSMENT AND DEVELOPMENT OF THE PLAN OF SERVICE

3.1 Provide a summary describing the processes used to assess member needs in the development of the Plan of Service.

The New York Public Library's (NYPL) recent planning processes helped form its five-year Plan of Service. A Strategic Alignment process conducted in 2017 was led by President Anthony W. Marx and his direct reports, senior leadership, and the Board of Trustees. The resulting strategic framework, "More People Reading More," saw staff from across the library develop goals related to five shared priority areas: targeted outreach, digital platforms, programs tied to collections, catalog and discovery, and informed decision making and planning. Goals developed and acted upon under this framework were pursued between July 2018 and June 2020 - and their results form the basis of our expected system service for the next five years. Looking forward, the Library's new direction relies largely upon quantitative and qualitative data, gathered over the years and during the pandemic. In particular, we observed two critical trends that informed the current direction, called "Equity & Access": first, the growth in usage of current digital offerings and the emergence of new and innovative digital services. Second, the inequity in how these services were adopted: digital use was concentrated among higher income neighborhoods and patrons, while communities that relied upon in-person services -- those needing safe community space, those on the other side of the digital divide, children and families, especially in lower income neighborhoods and communities of color -- were unable to as successfully access their libraries. These communities, too, suffered the worst health and economic consequences of the
3.2 **Identify the groups involved in development of the Plan of Service and each group's role**

The planning process was overseen by President Anthony W. Marx and his direct reports. Discussions among this leadership led to a general direction, long-term aspirations, and measures of success. Discussions within each division, including consultations at various levels, led to the creation of goals, which will be written and reviewed annually. The Library's Strategy & Public Impact team provided data and analysis, from internal and external sources, to support these conversations. Working groups aligned with the five priority areas in the "More People Reading More" strategic framework, which provides the foundation for NYPL service in the next five years, consisted of staff from across the library. Staff ideas, feedback, and opinions were solicited through NYPL’s internal intranet Lair, and staff input was critical throughout the process.

3.3 **Describe the planning process for the 2022-2026 Central Library Plan.**

Service priorities for the Central Library are the same institutional priorities outlined in the overall Plan of Service for 2022-2026. The plan for the newly opened Stavros Niarchos Foundation Library was based upon systemwide results of the More People Reading More strategic framework, as well as priorities set in NYPL's overall direction, Equity & Access. The leadership of the Branch Libraries worked with the leadership of SNFL and their staff to develop a set of goals that are responsive to their communities as they continue to experience the challenges of the pandemic.

3.4 **Identify the groups involved in development of the 2022-2026 Central Library Plan and each group's role.**

The leadership of the Stavros Niarchos Foundation Library solicited input from branch staff, gained insights from other divisions in NYPL, and used data from the Strategy & Public Impact team to arrive at the current plan.

3.5 **Describe the integration of the 2022-2026 Central Library Plan with the system's Plan of Service.**

Service priorities for the Central Library are the same institutional priorities outlined in the overall Plan of Service.

3.6 **Provide the URL of the 2022-2026 Central Library Plan.**

https://www.nypl.org/help/about/mission/ny-state-plan-service

3.7 **Describe the planning process for the 2022-2026 Direct Access Plan.**

n/a

3.8 **Provide the URL of the 2022-2026 proposed Direct Access Plan.**

n/a

**EVALUATION**

3.12 **Describe the information to be collected in order to evaluate the Plan of Service.**

The New York Public Library frequently conducts user surveys and collects feedback from a variety of data outlets, including usage statistics, anecdotal feedback, and the analysis of demographic data.
evaluate and determine members' satisfaction with the system's services.

For example, the Library's "Building for You" capital information campaign was created to receive community feedback and input on library design and programming through activities such as on-site survey kiosks, community feedback sessions, and focus groups. Processes like these help the Library continually iterate and improve upon everything from its capital program to services and collections - this feedback in turn helps shape the Library's Plan of Service. In addition, staff feedback is frequently solicited and encouraged through a variety of means, including system-wide meetings, staff surveys, and opportunities for smaller-group engagement with senior staff.

3.13 Provide the URL for the evaluation form(s) used by members.

3.14 Describe how the information on customer satisfaction will be used to shape the system's plan in the next year or in the following planning cycle.

NYPL constantly seeks to measure user satisfaction, determining to what degree research or educational purpose has been improved or enhanced. The Library measures success for these goals, and others, through a variety of means including statistics for materials usage, circulation, visits, program attendance, data on learning gains, and qualitative feedback from surveys and focus groups.

REVISION PROCESS

3.15 Describe the process for revising the system's Plan of Service for submission to the New York State Education Department/New York State Library.

NYPL's current direction, Equity & Access, is meant to be flexible and responsive to the ongoing service challenges associated with the Covid-19 pandemic. Progress against the overall aspirations -- including rebuilding services, fostering equity, and expanding digital access -- are regularly reviewed and assessed. If required, a revision to the Plan of Service will be submitted in due time.

SECTION 4 - GOALS/RESULTS

4.1 The Library System's Mission Statement
(The Instructions include the definition of the mission statement.)

The mission of The New York Public Library is to inspire lifelong learning, advance knowledge, and strengthen our communities.

Minimum Requirement for questions 4.2 through 4.6, 4.8 through 4.12, 4.14 through 4.17, 4.19 through 4.21, and 4.23 - complete one repeating group for each topic of every element.

4.2 Element I - RESOURCE SHARING
Cooperative Collection Development

1. Goal Statement

Over the next five years, NYPL's Research Libraries will continue to acquire, maintain, and license access to electronic information, often in collaboration with partners such as the Manhattan Research Library Initiative (MaRLI) and other consortia, in high-priority formats and subjects, including online backfiles of historical newspapers, and academic and university press e-books.
1. **Goal Statement**

Develop a Unified Discovery Catalog that will search across the varied collections and formats in the research collections to deliver a comprehensive set of results that surface both readily available digital resources as well as unique special collections. We will link items by topic, simplify how patrons access our materials, and connect patrons and staff by reimagining the virtual reference desk within the discovery experience.

2a. **Indicate year(s) during which the system will be addressing this goal (check all that apply)**

Year 1

2b. Year 2  Yes
2c. Year 3  Yes
2d. Year 4  Yes
2e. Year 5  Yes

3. **Intended Result(s)**

1) Users will be able to access more information, both onsite and remotely; 2) The Library will support areas of high-demand need.

4. **Evaluation Method(s)**

1) Digital discoverability (percent of collections spending transitioned to electronic materials); 2) Examination of e-usage statistics

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1. **Goal Statement**

Expand and maintain access to electronic resources through acquisition of appropriate databases and other web-based content, including e-books, video, audio, and other emerging formats for on-site and remote use, in both English and languages other than English.

2a. **Indicate year(s) during which the system will be addressing this goal (check all that apply)**

Year 1

2b. Year 2  Yes
2c. Year 3  Yes
2d. Year 4  Yes
2e. Year 5  Yes

3. **Intended Result(s)**

1) Linking items across the collections by topic will enhance the combined search; 2) getting materials, whether digital or physical, will be immediately clear; 3) new options for connecting with a librarian or curator online will be readily apparent.

4. **Evaluation Method(s)**

Quantitative analysis of number of items made available through new combined search and in new formats; quantitative analysis of clicks on various formats, circulation, and other use statistics; and feedback from patrons

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1. **Goal Statement**

Indicate year(s) during which the system will be addressing this goal (check all that apply)  Yes
1. Goal Statement

2a. Indicate year(s) during which the system will be addressing this goal (check all that apply) Yes

Year 1
2b. Year 2 Yes
2c. Year 3 Yes
2d. Year 4 Yes
2e. Year 5 Yes

3. Intended Result(s)

1) Availability of library resources that are useful to people wherever, whenever, and however they need or want them; 2) Efficient and effective distribution of resources that cannot be made available in all locations in print format due to cost and space constraints

4. Evaluation Method(s)

Quantitative analysis of number of items made available in new format; quantitative analysis of circulation and other use statistics

1. Goal Statement

ReCAP partners will identify priorities for prospective collaborative collection development agreements, especially related to foreign language materials

2a. Indicate year(s) during which the system will be addressing this goal (check all that apply) Yes

Year 1
2b. Year 2 Yes
2c. Year 3 Yes
2d. Year 4 Yes
2e. Year 5 Yes

3. Intended Result(s)

1) Reduced duplication among shared collection partners of low-use items 2) Expand breadth of what NYPL and partners are collecting for the shared collection 3) Delay the need to build future storage modules at ReCAP

4. Evaluation Method(s)

The partners will develop meaningful quantitative and qualitative evaluation methods relying on both vendor and usage data.

1. Goal Statement

NYPL's Branch Libraries create and maintain collections in multiple formats (print, digital, etc.) to ensure equitable usage and that collections reflect individual communities

2a. Indicate year(s) during which the system will be addressing this goal (check all that apply) Yes

Year 1
2b. Year 2 Yes
2c. Year 3 Yes
2d. Year 4 Yes
2e. Year 5 Yes

3. Intended Result(s)

A broad range of materials available for users of all ages and collections that reflect the needs and interests of people in the unique communities the libraries serve.
4. Evaluation Method(s) Statistics for holdings; circulation and use of materials; feedback from formal user surveys regarding circulation and holdings.

4.3 Element 1 - RESOURCE SHARING

Integrated Library System

1. Goal Statement Maintain current Integrated Library System (Sierra, provided by Innovative Interfaces, Inc.), which provides core library functionality for both Branch and Research departments, and allows for customized front-end solutions and data exchanges with other digital library services, including the SimplyE e-book reader app. Integrate new catalog (Vega) from Innovative for our circulating collections, as soon as it suits our needs.

2a. Indicate year(s) during which the system will be addressing this goal (check all that apply)
   Yes
   Year 1

   2b. Year 2 Yes
   2c. Year 3 Yes
   2d. Year 4 Yes
   2e. Year 5 Yes

3. Intended Result(s) 1) NYPL has broad flexibility to choose the front-end user interface layer of its catalog; 2) The ILS is robust and open, and supports other systems and services.

4. Evaluation Method(s) Usage and user satisfaction statistics of services built on ILS and SimplyE

4.4 Element I - RESOURCE SHARING

Delivery

1. Goal Statement Brooklyn and NY Public Libraries share integrated technical services (known as BookOps). It is jointly governed and funded by NYPL and BPL and carries the responsibility of meeting the strategic collection management and distribution needs of each organization.

2a. Indicate year(s) during which the system will be addressing this goal (check all that apply)
   Yes
   Year 1

   2b. Year 2 Yes
   2c. Year 3 Yes
   2d. Year 4 Yes
   2e. Year 5 Yes

3. Intended Result(s) 1) Increased efficiencies and cost savings; 2) Consolidated purchasing, collection development, selection, acquisition, cataloging, and processing; 3) Reliable and efficient pick up and delivery services

4. Evaluation Method(s) Circulation statistics; Anecdotal and statistical data showing efficient selection processes and timely receipt of materials at branch locations

4.5 Element I - RESOURCE SHARING
Interlibrary Loan

1. Goal Statement  Provide timely and efficient ILL service

2a. Indicate year(s) during which the system will be addressing this goal  Yes

   Year 1

   2b. Year 2  Yes

   2c. Year 3  Yes

   2d. Year 4  Yes

   2e. Year 5  Yes

3. Intended Result(s)  1) Users have increased access to content and collections; 2) Continuing and enhanced collaboration in ILL consortia

4. Evaluation Method(s)  Collection and analysis of statistics that demonstrate greater usage of ILL.

4.6 Element I - RESOURCE SHARING

   Digital Collections Access

1. Goal Statement  Continuously improve NYPL.org and NYPL mobile applications to enhance the user experience, focusing on equity and language access.

2a. Indicate year(s) during which the system will be addressing this goal  Yes

   Year 1

   2b. Year 2  Yes

   2c. Year 3  Yes

   2d. Year 4  Yes

   2e. Year 5  Yes

3. Intended Result(s)  1) A diverse array of patrons are able to complete their intended tasks on NYPL.org; 2) Digital properties are responsive to diverse patron needs.

4. Evaluation Method(s)  Staff dedicated to continuous improvement of our website; Collection and analysis of digital usage statistics (via Google Analytics); Collection and analysis of database usage statistics.

1. Goal Statement  Provide meaningful access to our digital collections to the broadest population possible, with a focus on underrepresented voices.

2a. Indicate year(s) during which the system will be addressing this goal  Yes

   Year 1

   2b. Year 2  Yes

   2c. Year 3  Yes
2d. Year 4  Yes
2e. Year 5  Yes
3. **Intended Result(s)**  Improved accessibility of online services
4. **Evaluation Method(s)**  Staff dedicated to continuous improvement of the website; Collection and analysis of digital usage statistics (via Google Analytics and other information-gathering).

1. **Goal Statement**  Continue to develop, maintain, and promote the adoption and usage of SimplyE as NYPL's primary e-reading app.

2a. **Indicate year(s) during which the system will be addressing this goal**
   Yes

Year 1

2b. Year 2  Yes
2c. Year 3  Yes
2d. Year 4  Yes
2e. Year 5  Yes
3. **Intended Result(s)**  1) Users are able to browse, borrow, and read e-content from a variety of sources using a single application; 2) collections are used more frequently and by a more diverse array of New Yorkers; 3) Broader and increased use of SimplyE app

4. **Evaluation Method(s)**  Patron satisfaction; analysis of digital usage statistics; diversity of collection

1. **Goal Statement**  Increase the preservation of digital media, especially unique and at-risk audio and moving image materials

2a. **Indicate year(s) during which the system will be addressing this goal**
   Yes

Year 1

2b. Year 2  Yes
2c. Year 3  Yes
2d. Year 4  Yes
2e. Year 5  Yes
3. **Intended Result(s)**  1) NYPL will enhance infrastructure to support preservation of digitized and born-digital content; 2) Implement Digital Preservation repository software; 3) More materials will be preserved and safely housed.

4. **Evaluation Method(s)**  Continued inventory and prioritization of at-risk Audio and Moving Image materials; statistics on number of items preserved

4.7 **Element I - RESOURCE SHARING**

**Other (Optional)**

1. **Topic**
2. **Goal Statement**
3a. **Indicate year(s)**  No
during which the system will be addressing this goal
(check all that apply)

Year 1
3b. Year 2 No
3c. Year 3 No
3d. Year 4 No
3e. Year 5 No
4. Intended Result(s)
5. Evaluation Method(s)

4.8 **Element 2 - SPECIAL CLIENT GROUPS**

**Adult Literacy**
1. Goal Statement Improve English proficiency of users by providing materials and services, including classes, appropriate for adult new readers and English for Speakers of Other Languages (ESOL) students.

2a. Indicate year(s) during which the system will be addressing this goal
(check all that apply) Yes

Year 1
2b. Year 2 Yes
2c. Year 3 Yes
2d. Year 4 Yes
2e. Year 5 Yes
3. Intended Result(s) 1) Improved English language literacy skills of ESOL students; 2) Improved cultural context knowledge; 3) Increased self-sufficiency of AELL students
4. Evaluation Method(s) ESOL class registration, learning gain, and retention statistics; Student surveys; Circulation statistics; Anecdotal information.

1. Goal Statement Continuously evaluate and update ESOL Program to meet student demand and demographics; offer new programs such as Civics Instruction and technology-based learning as need develops.

2a. Indicate year(s) during which the system will be addressing this goal
(check all that apply) Yes

Year 1
2b. Year 2 Yes
2c. Year 3 Yes
2d. Year 4 Yes
2e. Year 5 Yes
3. Intended Result(s) Enhanced and increased access to ESOL instruction and independent learning opportunities
4. Evaluation Method(s) Statistical data on number of programs offered in branches, ESOL class registration, learning gains, and retention statistics; Student surveys; Circulation statistics; Anecdotal information.

4.9 Element 2 - SPECIAL CLIENT GROUPS
Coordinated Outreach (See Instructions for outreach target groups)

1. Goal Statement Culturally diverse groups will become better aware of the Library's resources and access these materials more frequently.

2a. Indicate year(s) during which the system will be addressing this goal (check all that apply)

   Year 1 Yes
   Year 2 Yes
   Year 3 Yes
   Year 4 Yes
   Year 5 Yes

3. Intended Result(s) 1) An array of educational, informational, and multicultural programs for the diverse population of New York City; 2) Strong World Languages and culturally responsive collections

4. Evaluation Method(s) Statistical data on number of programs offered in branches, Anecdotal feedback from staff and users; Anecdotal information from staff and agencies/organizations serving immigrants; Size/breadth of World Languages Collection.

1. Goal Statement Library users who are blind or visually impaired will have access to a library with appropriate materials, programs, and services

2a. Indicate year(s) during which the system will be addressing this goal (check all that apply)

   Year 1 Yes
   Year 2 Yes
   Year 3 Yes
   Year 4 Yes
   Year 5 Yes

3. Intended Result(s) Users of the Andrew Heiskell Braille and Talking Book Library will: 1) have access to a welcoming, comfortable, and safe library; 2) receive accurate and prompt responses to requests for information; 3) have access to materials in a variety of formats as well as programs and services that focus on current interests, provide recreational activities and experiences, are needed to succeed in school, or needed to address their need for ongoing educational opportunities or desire for personal growth.

4. Evaluation Method(s) Circulation statistics, User surveys, Door counts, Program attendance statistics

1. Goal Statement Persons with limited access due to disability will have meaningful access to Library materials and resources.
2a. Indicate year(s) during which the system will be addressing this goal (check all that apply)
Year 1
2b. Year 2 Yes
2c. Year 3 Yes
2d. Year 4 Yes
2e. Year 5 Yes
3. Intended Result(s)
   1) Ongoing development of policy, guidelines, programs, and staff training in this area; 2) Existence of Adaptive technologies to assist persons with disabilities available in libraries.
4. Evaluation Method(s)
   Circulation statistics and anecdotal reports from staff and users; Inventory of adaptive technology equipment; Statistical data on use of adaptive technologies.
1. Goal Statement
   Offer enhanced collections, programs and services for business owners, entrepreneurs, the underemployed and unemployed.
2a. Indicate year(s) during which the system will be addressing this goal (check all that apply)
Year 1
2b. Year 2 Yes
2c. Year 3 Yes
2d. Year 4 Yes
2e. Year 5 Yes
3. Intended Result(s)
   NYPL offers specialized resources that support workforce development and job skills development
4. Evaluation Method(s)
   Job and technology programming statistics; Circulation statistics; Outreach to small business and job training service providers.
4.10 Element 2 - SPECIAL CLIENT GROUPS
Correctional Facilities (State and County)
1. Goal Statement
   Incarcerated patrons in jails in New York, Bronx, and Richmond Counties will have access to library materials that focus on their current interests and provide satisfying informational and recreational experiences; and will have other opportunities for engagement, such as programming like the family literacy workshop "Daddy and Me."
2a. Indicate year(s) during which the system will be addressing this goal (check all that apply)
Year 1
2b. Year 2 Yes
2c. Year 3 Yes
2d. Year 4  Yes
2e. Year 5  Yes
3. Intended Result(s)  Increased opportunities for incarcerated populations to select and read books of interest to them, in their language, at their reading level; increased opportunities for incarcerated populations to participate in a variety of programming including book discussion groups, reference by mail services, and literacy workshops.
4. Evaluation Method(s)  Usage and program statistics; Anecdotal reports from users in the course of service delivery; Feedback letters from users; Pre- and post-evaluation surveys for literacy program participants.

1. Goal Statement  Incarcerated patrons in jails and prisons across New York State will have access to library services and materials that aid their reintegration into the community.
2a. Indicate year(s) during which the system will be addressing this goal (check all that apply)  Yes
   Year 1
2b. Year 2  Yes
2c. Year 3  Yes
2d. Year 4  Yes
2e. Year 5  Yes
3. Intended Result(s)  NYPL will annually publish the "Connections" guide, which provides quality information and referrals, regarding reentry, education, job seeking, housing, and other topics. Additionally, people incarcerated in New York State will use our reference by mail service to attain information regarding their reentry, as well as other information that supports lifelong learning.
4. Evaluation Method(s)  Program attendance statistics; Anecdotal reports from users in the course of service delivery; Feedback from users via mail.

4.11 Element 2 - SPECIAL CLIENT GROUPS
Youth Services (Youth to age 18 exclusive of Early Literacy)
1. Goal Statement  Expand the variety of out-of-school time programs and services for children and teenagers, particularly in the area of homework support.
2a. Indicate year(s) during which the system will be addressing this goal (check all that apply)  Yes
   Year 1
2b. Year 2  Yes
2c. Year 3  Yes
2d. Year 4  Yes
2e. Year 5  Yes
3. Intended Result(s)  Children and teens will receive high quality, age-appropriate homework assistance and enrichment programming options that reflect their interests
1. **Goal Statement**
   Students in grades K through 12 will have the resources and services they need to succeed in school through MyLibraryNYC/Department of Education Partnership.

2a. **Indicate year(s) during which the system will be addressing this goal (check all that apply):**
   - Year 1: Yes
   - Year 2: Yes
   - Year 3: Yes
   - Year 4: Yes
   - Year 5: Yes

3. **Intended Result(s):**
   1) Teachers will utilize public library materials in classroom instruction/homework assignments;
   2) Increased numbers of children and teens will receive help to find and use the resources they need to complete their homework assignments;
   3) Increased circulation of juvenile and young adult materials;
   4) Increased number of students participating in class visits to libraries.

4. **Evaluation Method(s):**

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4.12 **Element 2 - SPECIAL CLIENT GROUPS**

**Early Literacy (Birth to School Age with Families/Caregivers)**

1. **Goal Statement**
   Support all neighborhood libraries in providing intensive Early Literacy programming and resources with an emphasis on culturally responsive programming and increased resources in high need communities.

2a. **Indicate year(s) during which the system will be addressing this goal (check all that apply):**
   - Year 1: Yes
system will be addressing this goal (check all that apply)

Year 1
2b. Year 2 Yes
2c. Year 3 Yes
2d. Year 4 Yes
2e. Year 5 Yes

3. Intended Result(s)
   1) Return early literacy offerings to pre-pandemic levels;
   2) Increase multilingual and multicultural program offerings;
   3) Expand early childhood parent workshops in Spanish, in high need neighborhoods and for children in K-3;
   4) Increase cultural competency of programming through training and building and promoting diverse collections

4. Evaluation Method(s) Participant surveys; Program statistics; Circulation statistics; Staff development activities and training sessions.

4.13 Element 2 - SPECIAL CLIENT GROUPS

OTHER (Optional)
1. Topic College Student Populations
2. Goal Statement Reach out to graduate, college and AP high school students, as well as teachers and expand instructional services at all NYPL research centers

3a. Indicate year(s) during which the system will be addressing this goal (check all that apply)
   Yes
   Year 1
3b. Year 2 Yes
3c. Year 3 Yes
3d. Year 4 Yes
3e. Year 5 Yes

4. Intended Result(s) Increased awareness and usage of the Research Libraries' resources in higher education communities

5. Evaluation Method(s) Collection and analysis of educational outreach statistics
1. Topic K-12 Educators and their students
2. Goal Statement Educate tomorrow's researchers and creators by expanding teaching and learning opportunities that capitalize on the Library's world-renowned primary source materials.

3a. Indicate year(s) during which the system will be addressing this goal (check all that apply)
   Yes
   Year 1
3b. Year 2 Yes
1. **Topic**
   Services to City University of New York (CUNY) students and faculty

2. **Goal Statement**
   Provide vital resources and services to City University of New York (CUNY) students and faculty.

3a. **Indicate year(s) during which the system will be addressing this goal (check all that apply)**
   Yes
   - Year 1
   - Year 2
   - Year 3
   - Year 4
   - Year 5

4. **Intended Result(s)**
   CUNY students and faculty have the collections and support needed to conduct research and scholarship successfully.

5. **Evaluation Method(s)**
   Collection and analysis of educational outreach statistics and profile of registered users; Analysis of growth of collections to meet students’ needs.

1. **Topic**
   Career-related Services; Services for Entrepreneurs and Small Business Owners

2. **Goal Statement**
   Conduct outreach to economic development organizations, small business service organizations, and existing or potential business owners and provide services to these and other users who need technology and business information.

3a. **Indicate year(s) during which the system will be addressing this goal (check all that apply)**
   Yes
   - Year 1
   - Year 2
   - Year 3
   - Year 4
   - Year 5

4. **Intended Result(s)**
   The research and information needs of economic development organizations, small business service organizations, and existing or potential business owners are served.

5. **Evaluation Method(s)**
   Attendance, number of programs, and user surveys for career-related programming. Attendance and number of programs for business and

1. Topic Scholarship and preservation of African and African Diasporan history

2. Goal Statement Preserve and provide access to resources documenting the global experiences of people of African descent through the Schomburg Center for Research in Black Culture.

3a. Indicate year(s) during which the system will be addressing this goal (check all that apply)
   Yes

Year 1
3b. Year 2 Yes
3c. Year 3 Yes
3d. Year 4 Yes
3e. Year 5 Yes

4. Intended Result(s) The scholarship and preservation of African and African Diasporan history are supported; and these resources are available to scholarly, educational, and other user communities.

5. Evaluation Method(s) Collection and analysis of the Schomburg Center for Research in Black Culture collections and usage statistics, including reference services, programs, new materials, in-house usage, and class visits

1. Topic Services to the performing arts community

2. Goal Statement Support the research needs of local and global performing arts communities through the Library for the Performing Arts, Dorothy and Lewis B. Cullman Center.

3a. Indicate year(s) during which the system will be addressing this goal (check all that apply)
   Yes

Year 1
3b. Year 2 Yes
3c. Year 3 Yes
3d. Year 4 Yes
3e. Year 5 Yes

4. Intended Result(s) Scholarship, education, and new work in the performing arts are supported

5. Evaluation Method(s) Collection and analysis of usage statistics, including circulation (as applicable), programs, new materials, reference services, in-house usage, and class visits at the Library for the Performing Arts, Dorothy and Lewis B. Cullman Center.

4.14 Element 3 - PROFESSIONAL DEVELOPMENT AND TRAINING

1. Goal Statement Support an organized structure for staff learning and development that meets the needs of all staff, at all levels, and in all units.
2a. Indicate year(s) during which the system will be addressing this goal (check all that apply)

Year 1
2b. Year 2 Yes
2c. Year 3 Yes
2d. Year 4 Yes
2e. Year 5 Yes
3. Intended Result(s) Sustainable and consistent program and plan for blended learning (online learning combined with face-to-face activities) available to staff
4. Evaluation Method(s) Consistent evaluation and revision of classes and programs; anecdotal reports; staff training survey

1. Goal Statement Identify and develop new leaders across the organization, and provide them with the necessary skills to succeed.

2a. Indicate year(s) during which the system will be addressing this goal (check all that apply)

Year 1
2b. Year 2 Yes
2c. Year 3 Yes
2d. Year 4 Yes
2e. Year 5 Yes
3. Intended Result(s) 1) Implementation of "Leadership for the Future", a blended learning series designed to support existing and new managers with the tools they need to retain, develop, and promote staff; continue to execute "Core Group", a training program designed to build the leadership skills of Branch Managers; 2) Execute Talent Calibration at a consistently high level to identify and develop top talent and build bench strength / reduce turnover; 3) Staff are more confident in their leadership
4. Evaluation Method(s) Continual written evaluation of each component of training with feedback from all participants

4.15 Element 4 - CONSULTING AND DEVELOPMENT SERVICES
1. Goal Statement Manage staff recruitment, placement, benefits, wage and salary administration, DEIA, labor relations, and safety.

2a. Indicate year(s) during which the system will be addressing this goal (check all that apply)

Year 1
2b. Year 2 Yes
1. Goal Statement

1. Goal Statement

1. Goal Statement

1. Goal Statement

1. Goal Statement

2a. Indicate year(s) during which the system will be addressing this goal (check all that apply)

2b. Year 2
2c. Year 3
2d. Year 4
2e. Year 5

3. Intended Result(s)

3. Intended Result(s)

3. Intended Result(s)

3. Intended Result(s)

4. Evaluation Method(s)

4. Evaluation Method(s)

4. Evaluation Method(s)

4. Evaluation Method(s)

1. Goal Statement

1. Goal Statement

1. Goal Statement

1. Goal Statement

2a. Indicate year(s) during which the system will be addressing this goal (check all that apply)

2b. Year 2
2c. Year 3
2d. Year 4
2e. Year 5

3. Intended Result(s)

3. Intended Result(s)

3. Intended Result(s)

3. Intended Result(s)

4. Evaluation Method(s)

4. Evaluation Method(s)

4. Evaluation Method(s)

4. Evaluation Method(s)

1. Goal Statement

1. Goal Statement

1. Goal Statement

1. Goal Statement

2a. Indicate year(s) during which the system will be addressing this goal (check all that apply)

2b. Year 2
2c. Year 3
2d. Year 4
2e. Year 5

3. Intended Result(s)

3. Intended Result(s)

3. Intended Result(s)

3. Intended Result(s)

4. Evaluation Method(s)

4. Evaluation Method(s)

4. Evaluation Method(s)

4. Evaluation Method(s)
3. Intended Result(s)  Long-term fiscal stability of the Library
4. Evaluation Method(s)  Long-term fiscal stability of the Library

4.16 Element 5 - COORDINATED SERVICES FOR MEMBERS

Virtual Reference (Optional)

1. Goal Statement  All users of the Library's "Ask NYPL" email and chat reference and customer service will receive accurate and prompt responses to their requests for information or requests for assistance in using library resources.

2a. Indicate year(s) during which the system will be addressing this goal  Yes
(\check all that apply)

Year 1

2b. Year 2  Yes
2c. Year 3  Yes
2d. Year 4  Yes
2e. Year 5  Yes

3. Intended Result(s)  "Ask NYPL" staff and other trained NYPL employees will answer customers' email and chat questions faster and with a higher degree of accuracy.

4. Evaluation Method(s)  "Ask NYPL" service statistics; Increased customer satisfaction rates; Increased number of questions from both repeat and first-time customers; Reduction in average time to resolution and average handle time.

4.17 Element 5 - COORDINATED SERVICES FOR MEMBERS

Digitization Services (Optional)

1. Goal Statement  Continue large-scale digital access program through state-of-the-art imaging lab and via contractual work, ensuring that thousands of unique or rare materials are digitized each year, with a focus on underrepresented voices.

2a. Indicate year(s) during which the system will be addressing this goal  Yes
(\check all that apply)

Year 1

2b. Year 2  Yes
2c. Year 3  Yes
2d. Year 4  Yes
2e. Year 5  Yes

3. Intended Result(s)  1) Technical infrastructure developed to support long-term growth and preservation of digitized content; 2) NYPL continues to serve as a DPLA content hub; 3) Increased number of digitized collection items available on Digital Collection

4. Evaluation Method(s)  Analytics of Digital Collections platform; statistics for items digitized, etc.

4.18 Element 5 - COORDINATED SERVICES FOR MEMBERS
4.19 Element 6 - AWARENESS AND ADVOCACY

1. Goal Statement
   Create and implement grassroots activities to preserve and expand funding support from City, State, and Federal government sources.

2a. Indicate year(s) during which the system will be addressing this goal
   (check all that apply)
   Yes
   Year 1

2b. Year 2 Yes
2c. Year 3 Yes
2d. Year 4 Yes
2e. Year 5 Yes

3. Intended Result(s)
   1) Year-round working relationships with public officials and the user community to better inform them about the services libraries provide and the resources necessary to operate libraries; 2) Secured funding for library initiatives in Expense and Capital budgets

4. Evaluation Method(s)
   Secured funding for library initiatives in Expense and Capital budgets

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

1. Goal Statement
   Practice effective and efficient communication throughout the library system, especially on matters of health and safety

2a. Indicate year(s) during which the system will be addressing this goal
   (check all that apply)
   Yes
   Year 1

2b. Year 2 Yes
2c. Year 3 Yes
2d. Year 4 Yes
2e. Year 5  Yes
3. Intended Result(s)  1) Staff receive relevant information in a timely manner; 2) Consistent public service throughout the library system
4. Evaluation Method(s)  Quantitative statistics, including meetings held; Anecdotal reports on the creation and use of specialized communication channels to share information with and among staff; and other informal communication opportunities

4.21 Element 8 - COLLABORATIVE EFFORTS WITH OTHER LIBRARY SYSTEMS
1. Goal Statement  Strengthen partnerships with Brooklyn and Queens public libraries to ensure quality and safe public library service in New York City.

2a. Indicate year(s) during which the system will be addressing this goal (check all that apply)  Yes

Year 1
2b. Year 2  Yes
2c. Year 3  Yes
2d. Year 4  Yes
2e. Year 5  Yes

3. Intended Result(s)  1) Increased City funding and support for all three systems; 2) Consistent and improved library service throughout the five boroughs; 3) Cooperative development of programs (e.g. MyLibraryNYC partnership with the NYC DOE; Culture Pass)

4. Evaluation Method(s)  Anecdotal and statistical analysis of joint projects and initiatives

1. Goal Statement  Strengthen NYPL Research Libraries' partnerships with ReCAP, MaRLI (Manhattan Research Library Initiative), METRO, HathiTrust, and the Center for Research Libraries

2a. Indicate year(s) during which the system will be addressing this goal (check all that apply)  Yes

Year 1
2b. Year 2  Yes
2c. Year 3  Yes
2d. Year 4  Yes
2e. Year 5  Yes

3. Intended Result(s)  Better use of and participation in local and national cooperative efforts

4. Evaluation Method(s)  Anecdotal and statistical analysis of partnership production and success

1. Goal Statement  NYPL will participate in the statewide development of library services and policies by serving on various groups (for example: PULISDO, State Archives, Outreach Coordinators, Youth Services, Summer Reading Program).

2a. Indicate year(s)  Yes
1. Goal Statement
   Strengthen partnerships with CBOs, NYC agencies such as the Department of Education and the Department of Parks and Recreation, and Brooklyn and Queens Public Libraries to successfully design and implement the city-wide Summer Learning Program.

2a. Indicate year(s) during which the system will be addressing this goal (check all that apply)
   Yes

Year 1
2b. Year 2
   Yes
2c. Year 3
   Yes
2d. Year 4
   Yes
2e. Year 5
   Yes

3. Intended Result(s)
   Better use of and participation in local and state-wide cooperative efforts

4. Evaluation Method(s)
   Anecdotal and statistical analysis of partnership production and success

4.22 Element 9 - OTHER (Optional) - If there are other elements not listed above to be included in the System's Plan of Service, complete one repeating group for each element.
1. Element
2. Topic
3. Goal Statement
4a. Indicate year(s) during which the system will be addressing this goal (check all that apply)
   No
   Year 1
4b. Year 2
   No
4c. Year 3   No
4d. Year 4   No
4e. Year 5   No
5. Intended Result(s)
6. Evaluation Method(s)

4.23 **Element 10 - CONSTRUCTION**

1. Goal Statement Successfully complete Stephen A. Schwarzman Building Phase II Master Plan Projects to further the goals of the Midtown Campus Plan.

2a. Indicate year(s) during which the system will be addressing this goal (check all that apply) Yes

   Year 1

2b. Year 2   Yes
2c. Year 3   Yes
2d. Year 4   Yes
2e. Year 5   Yes

3. Intended Result(s) 1) Improve public space and upgrade infrastructure to support building function, operations and the patron experience. This includes improvements to circulation, collections storage and public facing functions. 2) Realign and renovate staff spaces to enhance collaboration and utilization of space.

4. Evaluation Method(s) Project benchmarks are met on a timely basis and successfully executed

1. Goal Statement Expand and update Carnegie design standards to address the entire NYPL portfolio that will form the basis of NYPL's overall design approach for new projects. Ensure standards reflect current programmatic goals and service model.

2a. Indicate year(s) during which the system will be addressing this goal (check all that apply) Yes

   Year 1

2b. Year 2   Yes
2c. Year 3   Yes
2d. Year 4   Yes
2e. Year 5   Yes

3. Intended Result(s) 1) Create a framework for branch library spatial components; 2) Ensure that all future capital projects are designed to maximize space and reflect the needs of the community.

4. Evaluation Method(s) Design standards are reviewed and approved internally by staff representing facilities, programming, capital construction, and public service functions.

1. Goal Statement NYPL will improve the quality and accessibility of library buildings
by completing construction projects in five high-need communities, including: Melrose, Hunts Point, 125th Street, Fort Washington, and Port Richmond.

2a. Indicate year(s) during which the system will be addressing this goal (check all that apply)

   Year 1  Yes

2b. Year 2  Yes
2c. Year 3  Yes
2d. Year 4  Yes
2e. Year 5  Yes

3. Intended Result(s) Communities will have a facility that is accessible, energy efficient and meets community needs including adequate space, lighting, shelving, seating, energy efficiency, restrooms and technology.

4. Evaluation Method(s) Project benchmarks achieved in timely manner

ASSURANCE

4.24 The Library System's Plan of Service was developed in accordance with provisions of Education Law and the Regulations of the Commissioner and the requirements of the New York State Library, and was reviewed and approved by the Library System Board on (date - mm/dd/yyyy)

   10/20/2021

APPROVAL - For NYSL Use Only

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

   10/21/2021

REVISION ASSURANCE

4.26 The Library System's Plan of Service was revised in accordance with provisions of Education Law and the Regulations of the Commissioner and the requirements of
the New York State Library, and was reviewed and approved by the Library System Board on (date - mm/dd/yyyy)

**REVISION APPROVAL - For NYSL Use Only**

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