

**Queens Borough 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                                       | The Queens Borough Public Library   |
| 1.2  | Street Address                                       | 89-11 Merrick Boulevard   |
| 1.3  | City   | Jamaica   |
| 1.4  | Zip Code   | 11432   |
| 1.5  | Four Digit Zip Code Extension (enter N/A if unknown) | 5248  |
| 1.6  | Telephone Number (enter 10 digits only)              | (718) 990-0700  |
| 1.7  | Fax Number (enter 10 digits only)                    | (718) 291-8936  |
| 1.8  | Name of System Director                              | Nick Buron  |
| 1.9  | E-Mail Address of the System Director                | nick.buron@queenslibrary.org  |
| 1.10 | System Home Page URL                                 | <a href="http://www.queenslibrary.org">http://www.queenslibrary.org</a>   |
| 1.11 | URL of Current Membership List                       | <a href="https://www.queenslibrary.org/about-us/locations">https://www.queenslibrary.org/about-us/locations</a> |
| 1.12 | Date of Establishment                                | 1907  |
| 1.13 | Date of Absolute Charter                             | 1907  |
| 1.14 | Name(s) of Central Library/Co-Central Libraries      | The Queens Borough Public Library   |
| 1.15 | Square Mileage of System Service Area                | 109   |
| 1.16 | Population of System Service Area                    | 2,230,722   |
| 1.17 | Type of System                                       | PLS   |

**SECTION 2 - SYSTEM GOVERNANCE AND MEMBERSHIP BYLAWS**

- 2.1 URL of Current Governing Bylaws <https://www.queenslibrary.org/about-us/queens-public-library-overview/leadership>

**APPOINTMENT/ELECTION OF SYSTEM BOARD/SYSTEM COUNCIL**

- 2.2 System Board / System Council Appointment/Election - Indicate whether the System Board / System Council Members are appointed or elected (select one).  
 A - System Board / System Council Members are appointed
- 2.3 Indicate by whom the System Board / System Council Members are appointed/elected. Members are appointed/elected. The library is governed by a 19-member board of trustees alternately appointed by the Mayor of the City of New York and the Queens Borough President. The Mayor, Public Advocate, Comptroller, Speaker of the City Council and the Borough President are 'Ex-officio' members of the board.

**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 No
- b. Outreach Advisory Committee Yes
- c. Central Library Advisory Committee No
- j. Other (specify using the note) No

**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. As a consolidated system, Queens Public Library has no member libraries. The driving goal for the Library is "We Speak Your Language" and all who enter are welcomed, with staff dedicated to meet their individual needs. We address customers requests and suggestions on an ongoing basis through a variety of in- person and virtual media channels. The Library holds yearly open budget hearings to which members of the public are invited to provide input on the Library's budget

priorities. Monthly statistical reports are produced and circulated providing detailed information on circulation, program attendance, gate count and reference assistance for all library locations.

- 3.2 Identify the groups involved in development of the Plan of Service and each group's role

Key members of the Queens Public Library's leadership team developed the POS. The Chief Librarian, Chief of Staff, COO, VP of Programs and Services, Director of Government and Community Affairs, Director of Communications, and VP of Capital Projects, along with their designated staff were assigned sections pertinent to their areas of responsibility and expertise. The Chief Librarian, Chief of Staff and COO reviewed the entire document prior to submission to the President/CEO. Upon the president's review and approval, the plan was submitted to the Board of Trustees for final approval and submission.

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

As the Central Library for a consolidated system, the Central Library's Plan reflects the overall POS for the Queens Public Library. The Director of Central Library, working with key staff in Central Library, as well as Technical Services and ILL, developed the five-year plan for use of Central Library Aid and Central Library Development.

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

The Central Library Director and staff, Chief Librarian and direct reports are responsible for all public service service staff, acquisitions, collection development, and ILL. The COO and direct reports are responsible for technology, resource sharing, website and apps.

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

The Central Library Plan is developed based on service supports, resource sharing and collection development goals of the Queens Public Library. The Central Library in Jamaica serves the entire borough of Queens, and as QPL's research center. It also houses QPL's services and materials backup system. Located in Jamaica, Queens, the Central Library has roles as the community Library and the community center. Its 1.2 million item collection, public services, which include a Job and Business Academy and an Adult Learning Center at Central Library, offer a first step for many Queens residents, especially new immigrants getting to know America. Available services promote social justice, equity, language, history, literacy, culture, and finding employment. State funding will be used to

purchase materials to expand the comprehensiveness of the Central Library collections and the international language collections. CLDA will also be used to support these collections. In addition, CLDA funds will be used to supplement reference databases, reference periodicals collections, as well as special content areas such as the Redi Reference Collection, Carter G. Woodson Collection, bibliographic, sheet music, and vocational study guides.

- 3.6 Provide the URL of the 2022-2026 Central Library Plan. <https://www.queenslibrary.org/sites/default/files/2020-02/QPLCentralofService2022-2026.pdf>
- 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 and determine members' satisfaction with the system's services. Queens Library is a consolidated system and does not have member libraries
- 3.13 Provide the URL for the evaluation form(s) used by members. N/A
- 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. We will use feedback from our online and print surveys and annual open budget hearing to prioritize service and implement new initiatives. In addition, we will develop and administer public surveys to understand and monitor customer's needs and satisfaction. Surveys measure satisfaction with services within libraries as well as with the website and apps.

**REVISION PROCESS**

- 3.15 Describe the process for revising the system's Plan of Service for submission. If a section needs revision, an appropriate member of the Library's leadership team will review and return the updated elements to the leadership team, who will approve and forward the section to the President/CEO.

to the New York State Education Department/New York State Library. The President/CEO submits it to the Board of Trustees for final approval.

**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 Queens Library is to provide quality services, resources, and lifelong learning opportunities through books and a variety of other formats to meet the informational, educational, cultural and recreational needs and interests of its diverse and changing population. The Library is a forum for all points of view and adheres to the principles of intellectual freedom as expressed in the Library Bill of Rights formulated by the American Library Association.

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 Meet the demand from the public, support programs launched by the library, and to have the collection reflect the diversity of 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) A collection that is for the community, reflects the community and supports the community.
- 4. Evaluation Method(s) Conduct content diversity auditing, analyze circulation data, requests via "Suggest a book", ILL, and holds list from Virtua and library digital platforms.

**4.3 Element 1 - RESOURCE SHARING  
Integrated Library System**

1. Goal Statement Migrate ILS from current system to one that has newer technology for better integration with third-party software and in-house applications.
- 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 No
- 2e. Year 5 No
3. Intended Result(s) Easier staff and public use; system will provide seamless integration for digital media through use of a single login via tablet, QL website, self-check and mobile application. Improved integration with self-checkout(self-service kiosk) to allow access to patron account, renewals, self-registration, requests, fine payment and ability to make donations
4. Evaluation Method(s) Number of vendors evaluated, new ILS under contract and implemented

#### 4.4 Element I - RESOURCE SHARING

##### Delivery

1. Goal Statement Content is more discoverable onsite in physical locations, online via library homepage, or on the go with library mobile APP
- 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 systemwide uniformed shelf locations for genre, format and age groups. A well-designed web presentation for material showcasing. An updated easy-to-use library APP that provides services on the go.
4. Evaluation Method(s) Customers & staff comments, feedbacks, complaints delivered in person, online or over the phone.

#### 4.5 Element I - RESOURCE SHARING

##### Interlibrary Loan

1. Goal Statement Create an improved user experience with new technology and updated procedures. Queens Public Library will incorporate the Remedy service request system, and the new ILS to mitigate ILL requests, reduce turnaround time and enhance communication with our customers and other library systems.
- 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) Our customers can choose to be updated on a request's progress at every stage, negating the need to contact the department for the information. More requests from other libraries will be automatically delegated or passed on to the next lender by new ILS parameters, thereby decreasing staff time working on ineligible items. These improvements should result in an increase of requests, indicating greater customer satisfaction with the service.
4. Evaluation Method(s) Requests and their results are measured by OCLC. These numbers should indicate an increase in requests and positive outcomes, as well as decreased resolution times. Our own circulation tracking will also indicate an increase or decrease in successful ILL transactions.

#### 4.6 Element I - RESOURCE SHARING

##### Digital Collections Access

1. Goal Statement Expand digital collections in areas that support independent reading, homework help, and recreational projects.
- 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) Customers can go online to get help they can expect to receive onsite. Live homework help from Brainfuse is one example. Acquire more unlimited digital copies of titles that are needed for school assignments, book discussions. Offer digital resources that are good for learning in your own style.
- 4. Evaluation Method(s) Usage statistics; Public awareness survey

**4.7 Element I - RESOURCE SHARING**

**Other (Optional)**

- 1. Topic
- 2. Goal Statement
- 3a. Indicate year(s) during which the system will be addressing this goal (check all that apply) No
- 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 and expand language and literacy services offered to adult learners through the Library's seven adult learning centers (ABE, ESOL and pre HSE) and community library ESOL 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) English language and literacy skills acquired more quickly due to reduced waiting lists and additional scheduling options.
4. Evaluation Method(s) Attendance data and use of standardized testing and assessment (pre and post instruction).
1. Goal Statement Increase family literacy services and support parents participation in children's education to families in five Queens 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) Enable limited English proficient family members to help their children learn how to read and complete their homework. Build parents' English skills and knowledge of U.S. educational system in order to participate in children's schools and educational lives.
4. Evaluation Method(s) Number of sites offering Family Literacy, number of participants and attendance, surveys
1. Goal Statement Increase the number of highly qualified ESOL, HSE and ABE instructors by offering ongoing Professional Development opportunities to staff through in-house trainings and with partner organizations including TESOL, LAC, etc.)
- 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) Larger pool of highly qualified instructors to employ in our expanded ESOL HSE and ABE Programs

4. Evaluation Method(s) Institutions identified, partnership formed and training offered. Participant data collected, number certificates awarded and passage rate
1. Goal Statement Increase the number of highly qualified integrated, blended, hybrid and online learning through the Library's seven adult learning centers for ABE, ESOL, HSE and elective courses
- 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) Provide multiple mediums for learning to meet the needs of diverse learning styles, schedules and flexibility.
4. Evaluation Method(s) Attendance data and use of standardized testing and assessment (pre and post instruction)
1. Goal Statement Incorporate digital literacy and workforce readiness into ABE, ESOL, HSE and elective courses and classes
- 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) Equip students with 21st century skills to foster workforce and educational success. Build equity and accessibility to learning.
4. Evaluation Method(s) Attendance data and use of standardized testing and assessment (pre and post instruction)

#### **4.9 Element 2 - SPECIAL CLIENT GROUPS**

##### **Coordinated Outreach (See Instructions for outreach target groups)**

- |     |  |   |
|-----|--|---|
| 1.  | Goal Statement   | Create and provide access to outreach tools and resources   |
| 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)   | Assist community library branches with outreach; Provide improved and connected service by expanding the coordinated outreach advisory board; Promote library programs and services through attendance at community meetings; Attain a high level of local and national expertise on the topics that affect the outreach team and the library by attending workshops and meetings; Provide better service by fostering an internal resource database for all departments in the library; Maintain the outreach toolkit for branch librarian use |
| 4.  | Evaluation Method(s)   | Meetings attended; Number of referral organizations; Existence and currency of improved resource database; Training attended; Use statistics for outreach toolkit   |
| 1.  | Goal Statement   | Provide materials and other library access to sheltered populations   |
| 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)   | Reach special populations by maintaining good relationships with local shelters; Bring library services to those with needs at shelter; Distribute materials to shelters using external and internal partnerships   |

4. Evaluation Method(s) Materials distributed; Quantity of programs; Feedback from shelter staff and administration
1. Goal Statement Use the mobile library to provide information, programs, and other library services to beyond the walls populations
- 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) Create an engaging and educational environment on the mobile library for patrons that do not visit the branches; Promote the library and create goodwill; Distribute materials and information to hard-to-reach populations; Meet people where they are in the community
4. Evaluation Method(s) Quantity of mobile library programs; Quantity of people served
1. Goal Statement Foster innovation within our department to always meet the changing and specific needs of our special client populations, whether in-person or remote
- 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) Connect with all patrons using non digital and digital outreach methods; Provide a high level of accessibility; Keep up-to-date on new technologies and workflows for our patron populations
4. Evaluation Method(s) Trainings attended; Surveys

**4.10 Element 2 - SPECIAL CLIENT GROUPS**  
**Correctional Facilities (State and County)**

- |     |  |   |
|-----|--|---|
| 1.  | Goal Statement   | Provide service to incarcerated populations at Queensboro Correctional Facility and Rikers Island jail complex  |
| 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)   | Foster education, entertainment, and recreation for the population living on or associated with Queensboro and Rikers Island; Maintain a productive and helpful relationship with the staff and administration at Queensboro and Rikers Island; Provide innovative programs and services in response to changing technologies and societal requirements |
| 4.  | Evaluation Method(s)   | Surveys; Attendance numbers; Staff reports  |
- 
- |     |  |   |
|-----|--|---|
| 1.  | Goal Statement   | Provide support to inmates leaving correctional facilities  |
| 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)   | Provide transitional support from facility to reintegration to the neighborhood; Support the Department of Community Supervision and the Department of Probation in providing life assistance to people on parole or probation; Provide support to the families and loved ones of those assisting reentering people |
| 4.  | Evaluation Method(s)   | Quantity of remote / virtual programs; Quantity of programs; Quantity of people served; Partnerships or   |

- connections with the Departments; Program attendance; Number of referral organizations
1. Goal Statement Maintain partnerships and create connections with non-profits, community organizations, and government entities that are in the correctional and reentry spaces
  - 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) Provide better service to library patrons by using partnerships and referrals; Promote library programs with other agencies and groups; Avoid duplication of work by communicating with relevant organizations; Create a pilot program to track referrals received or given
  4. Evaluation Method(s) Number of referral organizations; Partnership meetings attended or hosted; Instances of library program promotion

#### 4.11 Element 2 - SPECIAL CLIENT GROUPS

##### Youth Services (Youth to age 18 exclusive of Early Literacy)

1. Goal Statement To create an outreach model that harnesses all of our internal resources to better serve our 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) In identified neighborhoods, CYF will work with all PSD units, Outreach and CLS staff to connect families to library services. Interventions may include youth programming, New American programs and services,

- job resources and more targeted programs that fit the needs of families in these communities.
4. Evaluation Method(s) Interviews with school principals and staff, surveying families, surveying staff, increase in circulation and library cards.
  1. Goal Statement To provide programs and activities that help teens become good digital citizens and to provide the skills and knowledge needed for 21st century careers.
  - 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) QPL will create programs and services to help teens become good digital citizens while focusing on the tech skills teens need to be career ready. Programs will focus on technology and creative fields (coding, audio engineering, gaming and game development, photography) and will allow teens to engage in passions of personal interest alongside career readiness.
  4. Evaluation Method(s) Program outputs, participant surveys, teen focus groups
  1. Goal Statement Develop different modalities for the delivery of STACKS after school services that complement the needs of community libraries and customers.
  - 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 menu of services for STACKS program delivery including, in person enrichment, homework help

services and virtual learning services. Each of these services will be available as part of the STACKS Afterschool Network and will be available to the community libraries and customers depending on the needs of the audiences served.

- 4. Evaluation Method(s) Customer/library feedback on the available STACKS services, written menu of available services, increase in enrollment across all platforms
- 1. Goal Statement To expand the program, our current college readiness program model will include virtual and onsite programming with college readiness Hubs in Cambria Heights, Central and Far Rockaway Teen Library.
- 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) Demographic will include high school students, high school graduates and a smaller percentage of college students. PSD and Adult Learning will develop a comprehensive program model (college and career readiness). At the end of the 5 years, the College Readiness program will be funded.
- 4. Evaluation Method(s) Online assessment tool to capture post participant feedback, Virtual platform to capture pre-registration and post attendance

**4.12 Element 2 - SPECIAL CLIENT GROUPS**

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

- 1. Goal Statement Provide an age-specific, sequenced series of early literacy programs to Pregnant mothers through children age 5 at community 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) A degree of Early Literacy programming is offered in all community libraries. The full menu of early literacy programs is available in at least 20 community libraries.
- 4. Evaluation Method(s) Number of program sites, Number of programs offered, attendance, community assessments
- 1. Goal Statement Offer enrichment programs that prepare young children for the transition to more academically demanding curricula.
- 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) Programs that are routinely offered in 40 community libraries are meeting outcomes proven to prepare children and caregivers to enter formal education environments.
- 4. Evaluation Method(s) Number of program sites, Number of programs offered, attendance, program evaluation survey

**4.13 Element 2 - SPECIAL CLIENT GROUPS**

**OTHER (Optional)**

- 1. Topic Mail-A-Book
- 2. Goal Statement Continue to build Mail-A-Book collections that reflect the reading tastes and diversity of its customers, including materials in regular print, large print, audio, streaming and e-books.
- 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) Expanded outreach efforts to seek out homebound customers who speak other languages, including Chinese, Spanish and Russian; Hired outreach staff that reflect the diversity and languages spoken by our customers, librarians to address readers advisory and reference questions; Evaluated marketing strategies for more visibility on our web site, email blasts, mailings, table set ups and increased visits to senior centers.
5. Evaluation Method(s) Circulation Statistics; Program statistics; Reference count
1. Topic Mail-A-Book
2. Goal Statement Offer a full calendar of Mail-A-Book virtual programs, teleconference and streaming and through applications like WebeEx or Zoom (programs are open to everyone, not just the homebound)
- 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) Continued offering and expansion of virtual and in branch creative aging series arts programming with professional teaching artists; Continued offering of virtual and in branch, personal health and exercise types of virtual programs; Continued provision of informational types of programs with regard to resources and benefits for seniors
5. Evaluation Method(s) Circulation Statistics; Program statistics; Reference count
1. Topic Older Adults
2. Goal Statement Expand external partnerships with other non profit organizations
- 3a. Indicate year(s) during which the system will be addressing this goal Yes

(check all that apply)

Year 1

- 3b. Year 2 Yes
- 3c. Year 3 Yes
- 3d. Year 4 Yes
- 3e. Year 5 Yes
4. Intended Result(s) When safe, large events are re-started, Implementation of "Older Adult Days", with outdoor/indoor table set ups and health screenings for seniors; Strengthened internal partnerships with QLF to seek out funding, MCD for marketing strategies, CDD to develop collections, IT for up-to- date tech support for state-of-the-art virtual programming.
5. Evaluation Method(s) Circulation Statistics; Program statistics; Reference count
1. Topic Workforce Development
2. Goal Statement Help Queens residents become better prepared for the modern workforce through job readiness, technology training, and small business programming.
- 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) An annual increase in the number of Library customers who qualify for employment or advancement.
5. Evaluation Method(s) Participant outcome data, placement information from partner agencies
1. Topic New Americans/Immigrants
2. Goal Statement Continue to help recent immigrants and those seeking to become U.S citizens by providing a suite of practical, informational, cultural and educational programs and services that facilitate their integration into American society and allow them to share their ethnic and linguistic heritage with the community-at-large; Expand our free and safe immigration legal services to immigrant New Yorkers through

partnerships with city agencies and legal services partners.

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) Annually increase number of participants in the New Americans Program through its coping skills workshops, cultural arts programs, citizenship and immigration legal assistance, and partnerships with international library systems and consulates.

5. Evaluation Method(s) Program attendance, positive customer testimonials

**4.14 Element 3 - PROFESSIONAL DEVELOPMENT AND TRAINING**

1. Goal Statement Re-implementation of in-person training events starting by January 2022, if the COVID-19 pandemic has sufficiently subsided, to supplement current training taking place on a virtual platform. The in-person training will cover customer service, interpersonal skills, technology, information literacy, EDI (Equity, Diversity, and Inclusion) and other skills, as needed. Each year the number of participants at in-person training events will increase by 20%.

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 No

2d. Year 4 No

2e. Year 5 No

3. Intended Result(s) Knowledgeable staff who will better serve customers and be more secure in their career by building a portfolio of competencies.

4. Evaluation Method(s) Training participation statistics, end of course surveys, post-course surveys

1. Goal Statement Virtual training events will be scheduled a minimum of three times per month, including a monthly webinar covering health and wellness. Subject-matter experts will be invited to present. These events will target all staff. The number of virtual events will increase by 15% each year.
- 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 No
- 2e. Year 5 No
3. Intended Result(s) Build health literacy skills and increase awareness of health and wellness issues including mental health and mindfulness.
4. Evaluation Method(s) Webinar evaluations
1. Goal Statement Re-initiate the onboarding program for new staff using a hybrid model. Newly hired staff, and newly promoted supervisors, will all experience onboarding beginning in January of 2022, if the COVID-19 pandemic has sufficiently subsided.
- 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 No
- 2e. Year 5 No
3. Intended Result(s) Newly hired staff will gain the knowledge, skills, behaviors, and connections needed to become an effective member of the organization.
4. Evaluation Method(s) Course evaluations, direct feedback from participants and from supervisors and managers

**4.15 Element 4 - CONSULTING AND DEVELOPMENT SERVICES**

1. Goal Statement Increase participation in training offered by Programs and Services age-level coordinators to enhance library

staff skills to serve the public and stay current with library trends.

- 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 meet the needs of customers of all ages  
4. Evaluation Method(s) Number of training sessions offered, number of participants, number of libraries represented per training

#### 4.16 Element 5 - COORDINATED SERVICES FOR MEMBERS

##### Virtual Reference (Optional)

1. Goal Statement Offer easy access/virtual reference services including live chats, emails and SMS text services which will be available 24/7, year-round through one login.

- 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) Queens Public Library will be one of the national leaders in virtual reference services (quality, quantity, and time served) to benefit libraries, communities, and library users nationally/internationally.  
4. Evaluation Method(s) Results of collaboration with vendors, surveys of public and staff, and electronic use statistics

#### 4.17 Element 5 - COORDINATED SERVICES FOR MEMBERS

##### Digitization Services (Optional)

1. Goal Statement Continue digitization of the library's unique local history collections by prioritizing materials without copyright restrictions to be accessible as part of QL's

online repository, in social media environments, and on aggregated content platforms at the city, state, and national level.

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) Thousands more cultural heritage materials documenting life in Queens will be freely available on the web and stored safely in the library's digital archives.

4. Evaluation Method(s) Number of documents digitized and born-digital assets ingested. Metadata services staff will work closely with librarians most knowledgeable about the library's collection or rare materials. Priorities for digitization include: copyright, scarcity, physical condition and research value

1. Goal Statement Continue providing digitization services and training to 1) Queens' cultural heritage institutions without digitization programs and 2) Queens residents who wish to their family's historic materials in the Library's digital collections.

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) New institutions and individuals provide documents to QL for digitization. Thousands more documents otherwise unavailable added to QPL digital collections.

4. Evaluation Method(s) Number of assets including photographs and documents added, number of pages added, number of

cultural institutions receiving training and services,  
number of individuals providing historic materials

**4.18 Element 5 - COORDINATED SERVICES FOR MEMBERS**

**Other (Optional)**

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

**4.19 Element 6 - AWARENESS AND ADVOCACY**

1. Goal Statement Maintain and increase government funding and support for Queens Public Library from the City and State.
- 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) Elected officials and government agencies support funding requests
4. Evaluation Method(s) Annual fiscal year budget, individual elected official allocations, number of advocacy events and participants, etc.
1. Goal Statement Utilize the Friends of QPL to raise local awareness and support of Queens Public Library priorities, programming and services.
- 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) Increase and strengthen the overall contributions and impact of Friends groups benefiting local residents and families.
4. Evaluation Method(s) Total Number of Programs Sponsored (by Population / Target Audience) Total Number of Program / Service Hours Delivered (by Population / Target Audience) Total Number of Outreach Hours Conducted (by Neighborhood / Zip Code)

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

1. Goal Statement QPL's communications department is responsible for communications regarding organization-wide initiatives, messages from the President/CEO and other senior leaders to staff, and produces all-staff events, including associated speeches, presentations, and messaging, and generates weekly staff newsletters and other internal communications.
- 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 staff that understands, values and translates into their daily work the library leadership's vision for the Library, and can easily exchange ideas with each other and be aware of what's happening in the Library's various departments. The overarching goal is to sustain enthusiasm among the staff for the Library's mission and engender a sense of community among its many departments.

4. Evaluation Method(s) Open rate for staff newsletter and email communications, and an annual survey.

**4.21 Element 8 - COLLABORATIVE EFFORTS WITH OTHER LIBRARY SYSTEMS**

1. Goal Statement Coordinate information sharing and data analysis best practices with NYPL and BPL

- 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) Increased awareness of data analysis practices and processes among Tri-Li data teams; Increased collaboration, and information sharing; Recurring meeting series; Cohesive tracking of data metrics pertaining to key Tri-Li initiatives, such as late fines elimination

4. Evaluation Method(s) Collaboration sessions with NYPL and BPL; Incorporation of best practices in existing assessment and data analysis initiatives; Active participation from Tri-Li data teams in meetings

1. Goal Statement Coordinate on jail, prison, and reentry library services with Brooklyn Public Library

- 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) Provide more robust services by collaborating on resources and information with Brooklyn Public Library; Create or maintain program or services that affect both Brooklyn and Queens patrons, such as the

- Library Hub program or other appropriate program or service
4. Evaluation Method(s) Collaboration sessions with Brooklyn Public Library; Program attendance; Services usage
1. Goal Statement Continue to work with NYPL and BPL to re-introduce Queens customers to the Culture Pass program, with a focus on engaging customers in areas of Concentrated Disadvantage where overall cultural engagement rates and Culture Pass usage have historically been lowest.
- 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) Annually increase number of participants who are able to obtain free admission tickets to the New York City's museums and attractions through their Queens Public Library card.
4. Evaluation Method(s) Number of free admission tickets through QPL card; Cultural Pass program attendance.

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 System growth through the construction of innovative new 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) Accommodate the current demand for library services and anticipated population growth in Queens.

4. Evaluation Method(s) Amount of funding secured; New construction of libraries begun as outlined in the Library's ten-year capital plan

1. Goal Statement Renovate existing community 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) Meet the unique needs of community libraries.

4. Evaluation Method(s) Amount of funding secured, log of renovations as outlined in the ten- year capital plan

1. Goal Statement Incorporate capital improvements into the infrastructure that will sustain disruptive/disastrous weather events.

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)   | Position libraries as a lifeline to communities under extreme weather conditions and disasters.                                     |
| 4.  | Evaluation Method(s)   | Resilient materials purchased and used in building renovations to mitigate damages to buildings to eliminate or shorten closures.   |
| 1.  | Goal Statement   | Utilize sustainable architectural practices in infrastructure improvements.   |
| 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)   | Reduction of the Library's carbon footprint and provide sustainable buildings for the future.                                       |
| 4.  | Evaluation Method(s)   | Measure number and location of permeable pavement, solar panels, lighting retrofits, energy-efficient HVAC systems and green roofs. |

**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) 11/1/2021

**APPROVAL - For NYSL Use Only**

4.25 The Library System's  
Plan of Service was  
reviewed and 11/12/2021  
approved by the New  
York State Library on  
(date - mm/dd/yyyy)

**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)