

Queens Borough Public Library
FIVE YEAR LIBRARY SYSTEM PLAN OF SERVICE (Public Library Systems)
2017-2021

SECTION 1 - GENERAL INFORMATION

January 1, 2017 - December 31, 2021

- | | | |
|------|--|---|
| 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) 297-3404 |
| 1.8 | Name of System Director | Dennis M. Walcott |
| 1.9 | E-Mail Address of the System Director | Dennis.M.Walcott@queenslibrary.org |
| 1.10 | System Home Page URL | http://www.queenslibrary.org |
| 1.11 | URL of Current List of Members | http://www.queenslibrary.org/ql_findabbranch?quicktabs_qtb_find_library=1 |
| 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

BYLAWS

- | | | |
|-----|---------------------------------|---|
| 2.1 | URL of Current Governing Bylaws | http://www.queenslibrary.org/about-us/by-laws |
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APPOINTMENT/ELECTION OF SYSTEM BOARD/SYSTEM COUNCIL

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|-----|--|---|
| 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. For example, county board, member libraries, etc.
- 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.

ADVISORY GROUPS

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

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

SECTION 3 - PLANNING

NEEDS ASSESSMENT AND DEVELOPMENT OF THE PLAN

- 3.1 Provide a summary describing the processes used to assess needs in the development of the Plan of Service.
- As a consolidated system, Queens Library has no members. A strategic goal for the library is to meet the needs of everyone who walks through our doors in a customer-centered way. To this end, we routinely conduct customer satisfaction surveys at our 63 locations. The Library held its first annual open budget hearing April 4, 2016 to which members of the public were invited to provide input on the Library's budget priorities. Feedback surveys, both online and paper, were analyzed in relation to the Plan of Service. Monthly statistical reports are produced and circulated providing detailed information on circulation, program attendance, and gate count 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 Queens Library's leadership team developed the POS. The COO, Chief Librarian, VP of Programs and Services, Director of Government Relations, and VP of Capital Projects along with their designated staff were assigned sections pertinent to their areas of responsibility and expertise. The Chief Librarian and COO reviewed the entire document prior to submission to the President and CEO. Upon his 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 2017-2021 Central Library Plan.
- As Central Library for a consolidated system, the Central Library Plan reflects the overall POS for Queens Library. The Director of the Central Library working with key staff in the Central Library as well as acquisitions and ILL developed the five-year plan for use of Central Library Aid and Central Library Development Aid.
- 3.4 Identify the groups involved in development of the 2017-2021 Central Library Plan and each group's role.
- Central Library Director and staff, Chief Librarian and direct reports responsible for all public service staff, Chief Operating Officer and direct reports responsible for technology, resource sharing, acquisitions, collection development, website, and apps.
- The Central Library Plan is aligned with the Resource Sharing and Collection

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|-----|---|--|
| 3.5 | Describe the integration of the 2017-2021 Central Library Plan with the system's Plan of Service. | Development goals of the Queens Library. The Central Library in Jamaica serves as a research center for the system, the location for small business services and a first stop for many new immigrants getting to know America, including its language, history and culture. CBA funds will be used to purchase print materials in the following areas: small business, jobs and careers, computer sciences, consumer health, adult literacy, American/local history, science and technology, arts and culture and international languages. CLDA will also be used to support these collections. In addition, CLDA funds will be used to supplement reference databases and reference periodicals collections as well as special content areas such as the Carter G. Woodson, bibliographic, sheet music, vocational study guides and civil service exam collections. |
| 3.6 | Provide the URL of the 2017-2021 Central Library Plan. | http://www.queenslibrary.org/about-us/Central-plan-of-service |
| 3.7 | Describe the planning process for the 2017-2021 Direct Access Plan. | N/A |
| 3.8 | Provide the URL of the 2017-2021 proposed Direct Access Plan. | N/A |

EVALUATION

- | | | |
|------|--|--|
| 3.9 | 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. |
| 3.10 | Provide the URL for the evaluation form(s) used by members. | N/A |
| 3.11 | Provide the URL for the results of the member evaluation. | N/A |
| 3.12 | 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 2016 survey respondents were asked to prioritize the following services: library hours, books and other print materials, computers, job assistance programs, afterschool programs and homework help, English classes for Speakers of Other Languages, early childhood programs, DVDs, e-books, cultural programs, older adult services, staff to assist customers, technology training, multi-lingual resources, mobile technology, adult education including high school equivalency preparation and business information. In addition,our marketing department is responsible for developing 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

- 3.13 Describe the process for revising the system's Plan of Service for submission to the New York State Education Department/New York State Library.
- 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, which will approve and forward the section to the President and CEO, who 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 4.18 - complete one repeating group for each topic of every element.

4.2 Element I - RESOURCE SHARING Cooperative Collection Development

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|-----|----------------------|---|
| 1. | Goal Statement | Expand our floating collection to include more materials |
| 2a. | Year 1 | Yes |
| 2b. | Year 2 | Yes |
| 2c. | Year 3 | No |
| 2d. | Year 4 | No |
| 2e. | Year 5 | No |
| 3. | Intended Result(s) | Decrease amount of time materials spend in transit and are unavailable to the public Return materials to the community where demand exists |
| 4. | Evaluation Method(s) | Circulation statistics, shipping data, input from library managers |
| 1. | Goal Statement | Provide easy access to all digital resources through the Queens Library app and website |
| 2a. | Year 1 | Yes |
| 2b. | Year 2 | Yes |
| 2c. | Year 3 | Yes |
| 2d. | Year 4 | Yes |
| 2e. | Year 5 | Yes |
| 3. | Intended Result(s) | Increased use of digital books, music, movies, audio, databases More individuals using our digital collections |
| 4. | Evaluation Method(s) | Circulation by location of digital materials User satisfaction surveys Database usage statistics |
| 1. | Goal Statement | Align customer demand with the materials the Library purchases |
| 2a. | Year 1 | Yes |
| 2b. | Year 2 | Yes |
| 2c. | Year 3 | Yes |
| 2d. | Year 4 | Yes |
| 2e. | Year 5 | Yes |
| 3. | Intended Result(s) | Ensure new materials are on shelves quickly, circulation and demographic data including language are analyzed to maximize funding allocations, analysis of circulation data and use of CollectionHQ to inform purchase and weeding of collections |
| | | Circulation statistics, ILL requests, number of holds, use and return of floating |

4. Evaluation Method(s) library collections

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. Year 1 Yes
- 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 Daily deliveries through the Library's fleet made to all community libraries
- 2a. Year 1 Yes
- 2b. Year 2 Yes
- 2c. Year 3 Yes
- 2d. Year 4 Yes
- 2e. Year 5 Yes
3. Intended Result(s) Efficiently meet public demand by moving quickly and efficiently ILLs, new materials, reserves, requests, and returned materials Maximize centralized purchasing
4. Evaluation Method(s) Circulation data including returns analyzed, transit time included in ILL evaluation

4.5 Element I - RESOURCE SHARING

Interlibrary Loan

1. Goal Statement Provide an efficient and cost effective interlibrary loan service including patron-initiated collection development.
- 2a. Year 1 Yes
- 2b. Year 2 Yes
- 2c. Year 3 Yes
- 2d. Year 4 Yes
- 2e. Year 5 Yes
3. Intended Result(s) Customers will receive their materials and articles within 2-3 business days Queens Library staff will process books loaned to us from other institutions and ship the books to the customer within 2-3 business days Library will process and deliver books, journals and articles borrowed by Queens Library customers within 2-3 business days
4. Evaluation Method(s) Online surveys, questionnaires attached to materials for customers who initiated their own requests Maintain accurate statistics and costs for books purchased vs. borrowed to fill requests

4.6 Element I - RESOURCE SHARING

Digital Collections Access

To enhance discovery of Queens Library collections across all formats in a

1. Goal Statement single online catalog by providing easy access to digital content in formats compatible with the many devices customers own as well as access to devices customers can borrow from the library
- 2a. Year 1 Yes
- 2b. Year 2 Yes
- 2c. Year 3 Yes
- 2d. Year 4 Yes
- 2e. Year 5 Yes
3. Intended Result(s) Customers will get more accurate and numerous search results that go deeper into digital collections previously hidden inside databases and other specialized silos of content. More customers will find materials previously only accessed by the most experienced searchers
4. Evaluation Method(s) The library gathers robust data about the accessibility and use of digital collections from a combination of website metrics and reports generated by vendors, Library works in partnership with EBSCO to conduct user testing Research will inform ongoing website improvements

4.7 Element I - RESOURCE SHARING

Other (Optional)

1. Topic
2. Goal Statement
- 3a. Year 1 No
- 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. Year 1 Yes
- 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 to families in five Queens communities
- 2a. Year 1 Yes
- 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 with homework
Number of sites offering Family Literacy, number of participants and

- | | | |
|-----|----------------------|---|
| 4. | Evaluation Method(s) | attendance, surveys |
| 1. | Goal Statement | Increase the number of highly qualified ESOL instructors through the creation of a TESOL Training Center in Eastern Queens in partnership with a CUNY institution |
| 2a. | Year 1 | Yes |
| 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 ESOL instructors to employ in our expanded ESOL program |
| 4. | Evaluation Method(s) | CUNY institution identified, partnership formed and training offered. Participant data collected, number of TESOL certification tests given and passage rate |

4.9 Element 2 - SPECIAL CLIENT GROUPS

Coordinated Outreach (See Instructions for outreach target groups)

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|-----|----------------------|---|
| 1. | Goal Statement | Coordinated Outreach will support improved library services for members of ethnic or minority groups in need of special library services, those who are educationally disadvantaged, unemployed, blind, physically disabled, have developmental or learning disabilities or who are aged and/or confined outside their home |
| 2a. | Year 1 | Yes |
| 2b. | Year 2 | Yes |
| 2c. | Year 3 | Yes |
| 2d. | Year 4 | Yes |
| 2e. | Year 5 | Yes |
| 3. | Intended Result(s) | Under the leadership of the Outreach Coordinator, Community libraries will have information, resources, and support to develop programs and services to attract and connect to outreach target populations and form relevant community partnerships at the local level |
| 4. | Evaluation Method(s) | 1. Ongoing assessment through feedback from community library managers, staff and partner organizations 2. Annual report to Outreach Advisory Committee and other stakeholders about outreach services 3. Attendance at outreach events and programs 4. Count of social media contacts and traffic to the website |

- | | | |
|-----|----------------------|---|
| 1. | Goal Statement | Institutions serving targeted populations will have the opportunity to participate in community-based partnerships facilitated by Queens Library to improve outreach services |
| 2a. | Year 1 | Yes |
| 2b. | Year 2 | Yes |
| 2c. | Year 3 | Yes |
| 2d. | Year 4 | Yes |
| 2e. | Year 5 | Yes |
| 3. | Intended Result(s) | Members of the Outreach Advisory Committee will actively introduce and refer agencies and CBOs within their respective service areas to the Library's outreach services and staff Outreach Advisory Committee will hold a boroughwide resource fair Increased use of technology with hard-to-reach populations, including the incarcerated. |
| 4. | Evaluation Method(s) | Number of new partnerships developed, attendance at outreach events, count of first-time mobile library visits to agencies serving special service populations. |

4.10 Element 2 - SPECIAL CLIENT GROUPS

Correctional Facilities (State and County)

1. Goal Statement Expand service to incarcerated populations at the Queensborough Corrections Facility and Rikers Island.
- 2a. Year 1 Yes
- 2b. Year 2 Yes
- 2c. Year 3 Yes
- 2d. Year 4 Yes
- 2e. Year 5 Yes
3. Intended Result(s) Inmates will leave the facility better prepared for the workforce. inmates will leave Rikers Island better prepared to reunite with their families through the addition of a video visitation program
4. Evaluation Method(s) Counts of programs and participants, inmate surveys, interviews with inmates and staff

1. Goal Statement Increase support to inmates leaving correctional facilities
- 2a. Year 1 Yes
- 2b. Year 2 Yes
- 2c. Year 3 Yes
- 2d. Year 4 Yes
- 2e. Year 5 Yes
3. Intended Result(s) Inmates will have access to booklists, announcements and up-to-date resource materials produced by the library's job information staff Our "See you on the Outside" program will provide case management services and referrals.
4. Evaluation Method(s) Number of programs, number of participants, inmate surveys, develop method to track case management referrals to Queens Library Interviews with former inmates who self identify as being referred by correctional facilities

4.11 Element 2 - SPECIAL CLIENT GROUPS

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

1. Goal Statement Expand and seek permanent funding for STACKS, the Library's high-quality, after-school program to 50 community libraries
- 2a. Year 1 Yes
- 2b. Year 2 Yes
- 2c. Year 3 Yes
- 2d. Year 4 Yes
- 2e. Year 5 Yes
3. Intended Result(s) STACKS programs are funded as a core library service Increase number of community libraries that offer this service
4. Evaluation Method(s) Number of STACKS sites

1. Goal Statement Expand Library's reach to tweens and teens in Queens Library programs and services
- 2a. Year 1 Yes
- 2b. Year 2 Yes
- 2c. Year 3 Yes
- 2d. Year 4 Yes
- 2e. Year 5 Yes
3. Intended Result(s) There is a significant increase in the numbers of tweens and teens who come to our community libraries on a daily basis
4. Evaluation Method(s) Enrollment for some programs, attendance at all programs, evaluation surveys for staff and participants

1. Goal Statement Create a systemwide College Resource Center that helps students and their families secure information and resources needed to get into college and graduate
- 2a. Year 1 Yes

- 2b. Year 2 Yes
- 2c. Year 3 Yes
- 2d. Year 4 Yes
- 2e. Year 5 Yes
- 3. Intended Result(s) Queens Library College Resource Center is launched and reaches at least 5,000 families annually
- 4. Evaluation Method(s) Use of online assessment tool, collecting participant data
- 1. Goal Statement All Queens libraries operate high-impact summer reading programs that incorporate best practices
- 2a. Year 1 Yes
- 2b. Year 2 Yes
- 2c. Year 3 Yes
- 2d. Year 4 Yes
- 2e. Year 5 Yes
- 3. Intended Result(s) 100,000 children participate in the library's summer reading program
- 4. Evaluation Method(s) participation rates and circulation

4.12 Element 2 - SPECIAL CLIENT GROUPS

Early Literacy (Birth to School Age with Parents/Caregivers)

- 1. Goal Statement Provide an age-specific, sequenced series of high-impact early literacy programs to newborns through kindergarten at community libraries
- 2a. Year 1 Yes
- 2b. Year 2 Yes
- 2c. Year 3 Yes
- 2d. Year 4 Yes
- 2e. Year 5 Yes
- 3. Intended Result(s) The full menu of early literacy programs is available in at least 40 community libraries
- 4. Evaluation Method(s) Number of program sites, attendance, community assessments, program evaluation survey
- 1. Goal Statement Offer enrichment programs that prepare kindergarten-age children for the transition to more academically demanding curricula
- 2a. Year 1 Yes
- 2b. Year 2 Yes
- 2c. Year 3 Yes
- 2d. Year 4 Yes
- 2e. Year 5 Yes
- 3. Intended Result(s) Kindergarten "Klubs" operate in at least 40 community libraries
- 4. Evaluation Method(s) Number of programs offered, number of participants, repeat participation

4.13 Element 2 - SPECIAL CLIENT GROUPS

OTHER (Optional)

- 1. Topic Older Adults (seniors)
 - 2. Goal Statement Queens Library continues to provide comprehensive cultural, informational and literary services to the borough's older adults through its Mail-a-Book, lifetime arts and health information programs and activities
 - 3a. Year 1 Yes
 - 3b. Year 2 Yes
 - 3c. Year 3 Yes
 - 3d. Year 4 Yes
 - 3e. Year 5 Yes
- Increase number of customers who use Mail-a-Book and participate adults

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|-----|----------------------|---|
| 4. | Intended Result(s) | participate in at least one cultural or literary event |
| 5. | Evaluation Method(s) | Circulation data, program attendance data |
| 1. | Topic | Workforce Development |
| 2. | Goal Statement | Help Queens residents become better prepared for the modern workforce through the Library's Job and Business Academy |
| 3a. | Year 1 | Yes |
| 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 others |
| 3a. | Year 1 | Yes |
| 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 and Pathways to Citizenship workshops, foreign language book collections, ESOL programs and partnerships with international library systems and consulates |
| 5. | Evaluation Method(s) | Program attendance, circulation of international language materials |

4.14 Element 3 - PROFESSIONAL DEVELOPMENT AND TRAINING

- | | | |
|-----|----------------------|---|
| 1. | Goal Statement | Increase by 30% the number of training hours per employee by leveraging the use of digital tools using a blended approach to training |
| 2a. | Year 1 | No |
| 2b. | Year 2 | Yes |
| 2c. | Year 3 | Yes |
| 2d. | Year 4 | Yes |
| 2e. | Year 5 | Yes |
| 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 | Expand staff training in the areas of recognizing and assisting persons with a mental health problem or crisis by partnering with the City's Department of Mental Hygiene to provide Mental Health First Aid Training |
| 2a. | Year 1 | Yes |
| 2b. | Year 2 | Yes |
| 2c. | Year 3 | No |
| 2d. | Year 4 | No |
| 2e. | Year 5 | No |
| 3. | Intended Result(s) | Build mental health literacy and awareness among our staff |
| 4. | Evaluation Method(s) | End-of-course evaluation, focus groups and online surveys |

1. Goal Statement Staff are trained for the rollout of the new Learning Management System and other web-based/digital initiatives
- 2a. Year 1 Yes
- 2b. Year 2 Yes
- 2c. Year 3 Yes
- 2d. Year 4 Yes
- 2e. Year 5 Yes
3. Intended Result(s) Trained knowledgeable staff who provide excellent service to customers
4. Evaluation Method(s) Customer/staff surveys online and paper, customer complaints, staff end-of-course tests and assessments

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 staff skills to serve the public and stay current with library trends
- 2a. Year 1 Yes
- 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

1. Goal Statement Easy access to digital content including catalog, databases, ebooks and media, website and archives available 24/7 through one login
- 2a. Year 1 Yes
- 2b. Year 2 Yes
- 2c. Year 3 Yes
- 2d. Year 4 Yes
- 2e. Year 5 Yes
3. Intended Result(s) Establishment of Queens Library as a national leader in virtual reference to benefit libraries and library users nationally
4. Evaluation Method(s) Results of collaboration with vendors, apps developed, surveys of public and staff, electronic use statistics

4.17 Element 5 - COORDINATED SERVICES FOR MEMBERS

Digitization Services

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 and on the Digital Public Library of America
- 2a. Year 1 Yes
- 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. 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

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. Year 1 Yes
- 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 QL website
4. Evaluation Method(s) Number of documents added, number of pages added, number of cultural institutions receiving training, number of individuals providing historic materials

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

Other (Optional)

1. Topic Central purchase
2. Goal Statement Continue to centralize purchases whenever practical to maximize efficiency and cost effectiveness
- 3a. Year 1 Yes
- 3b. Year 2 Yes
- 3c. Year 3 Yes
- 3d. Year 4 Yes
- 3e. Year 5 Yes
4. Intended Result(s) Print, non-print, equipment and office supplies will be purchased centrally
5. Evaluation Method(s) Number of items purchased, categories centrally purchased, discounts received
Regular monitoring by Purchasing Dept.

4.19 **Element 6 - AWARENESS AND ADVOCACY**

1. Goal Statement Increase City and State funding for Queens Library
- 2a. Year 1 Yes
- 2b. Year 2 Yes
- 2c. Year 3 Yes
- 2d. Year 4 Yes
- 2e. Year 5 Yes
3. Intended Result(s) Public and elected officials support funding requests
4. Evaluation Method(s) Annual budget, number of visits to elected officials, number of participants in events such as writing campaigns, rallies and Friends groups

1. Goal Statement Increase public awareness and support of Queens Library services through its Friends Groups
- 2a. Year 1 Yes
- 2b. Year 2 Yes
- 2c. Year 3 Yes
- 2d. Year 4 Yes
- 2e. Year 5 Yes
3. Intended Result(s) More Friends groups formed, increased membership and more Friends take an active role in advocacy
4. Evaluation Method(s) Number of groups formed, number of members, number of Friends participating in advocacy activities

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

Improve communication to staff through 1) redesign and reorganization of the

1. Goal Statement Library's intranet to raise awareness and understanding of the services and benefits the Library offers to its employees 2) upgrade of the of the Library's internal newsletter and means of timely communication to disseminate media coverage and relevant information and 3) establishment of regular town hall meetings with the Library's president
- 2a. Year 1 Yes
- 2b. Year 2 Yes
- 2c. Year 3 Yes
- 2d. Year 4 Yes
- 2e. Year 5 Yes
3. Intended Result(s) A workforce that is aware of system-wide developments and industry best practices so they can better serve our customers A workforce that is proud of its accomplishments and all it does not just Queens but for the entire City of New York
4. Evaluation Method(s) Regular employee surveys to gauge whether staff are aware of what's happening inside and outside the Library and their perceptions of the Library

1. Goal Statement Develop a strategic communications plan to position the Library within New York City as a world-class cultural and educational institution and maintain its standing as one of the most innovative, creative and effective library systems in the United States and to raise the national profile of the Library's new president as a leading voice in the immigration space
- 2a. Year 1 Yes
- 2b. Year 2 Yes
- 2c. Year 3 Yes
- 2d. Year 4 Yes
- 2e. Year 5 Yes
3. Intended Result(s) Recognition in the media, among elected officials and the public that impels donors and others to support the Library through volunteering or funding
4. Evaluation Method(s) Track social media and traditional media coverage through a series of news monitoring services, Google hits and social media metrics to determine how and where the library is mentioned

4.21 Element 8 - COLLABORATIVE EFFORTS WITH OTHER LIBRARY SYSTEMS

1. Goal Statement Working with BPL and NYPL, develop Video Visitation program for inmates at city correctional facilities (Queens will have 2 sites in this pilot project, Central Library and Flushing)
- 2a. Year 1 Yes
- 2b. Year 2 No
- 2c. Year 3 No
- 2d. Year 4 No
- 2e. Year 5 No
3. Intended Result(s) Interactive video technology will better prepare inmates for return to their families and community
4. Evaluation Method(s) Number of sessions held, number of inmates participating, number of visitors at library sites, number of sessions attended per inmate participating in the program

1. Goal Statement MyLibraryNYC, a partnership between QBPL, BPL, NYPL and the NYCDOE becomes a core service of our library systems (Each library system is funded to provide outreach and coordination with its borough's public school librarians to leverage the public library system's collections for use by teachers and students.)
- 2a. Year 1 Yes
- 2b. Year 2 Yes

- 2c. Year 3 Yes
- 2d. Year 4 Yes
- 2e. Year 5 Yes
- 3. Intended Result(s) QBPL partners with 200 Queens public schools in MyLibraryNYC activities
- 4. Evaluation Method(s) Queens Library will collect and share with DOE monthly reports on circulation, card registration, and outreach activities in its service area. During the school year additional reports will be prepared periodically. Monthly reports include circulation by two categories, students and educators; Number of unique borrowers broken down by students and educators; total circulation delivered to school libraries; total items on hold at local libraries for students/educators; number of cards registered by students/educators; number of calls from students, educators, librarians per school; number of outreach visits. Periodic reports(3 times per school year) include: specific description of outreach visits, level of email and phone support per site.
- 1. Goal Statement Coordinate NYC advocacy efforts with NYPL BPL
- 2a. Year 1 Yes
- 2b. Year 2 Yes
- 2c. Year 3 Yes
- 2d. Year 4 Yes
- 2e. Year 5 Yes
- 3. Intended Result(s) Increased advocacy by the public in all boroughs, increased financial and/or service support from the Mayor and City Council
- 4. Evaluation Method(s) Number of tri-li meetings/calls scheduled related to advocacy efforts January through June. Number and content of coordinated social media contacts, press releases, rallies Increased city funding for libraries Number of City initiatives that include libraries

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. Year 1 No
- 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. Year 1 Yes
- 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. Year 1 Yes

- | | | |
|-----|----------------------|--|
| 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. | Year 1 | Yes |
| 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. | Year 1 | No |
| 2b. | Year 2 | No |
| 2c. | Year 3 | No |
| 2d. | Year 4 | No |
| 2e. | Year 5 | No |
| 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). 09/22/2016

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) 12/13/2016

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 Council 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)