

Queens Borough Public Library



Plan of Service

January 1, 2007 — December 31, 2011

October, 2006

Section 1- GENERAL INFORMATION

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: NY 11432

1.5 Four Digit Zip Code: 5242

1.6 Phone Number: (718) 990-0796

1.7 Fax Number: (718) 291-8936

1.8 E-mail Address of the System Director: tgalante@queenslibrary.org

1.9 URL: [http:// www.queenslibrary.org](http://www.queenslibrary.org)

1.10 Date of Establishment: 1896

1.11 Date of Absolute Charter: 04/27/1907

1.12 Name(s) of Central Library/Co-Central Libraries:

Queens Borough Public Library

1.13 .Square mileage of System Service Area: 109

1.14 Population: 2,229,379

1.15 Type of System: Consolidated

Section 2- SYSTEM GOVERNANCE

BYLAWS

2.1 URL of Current Governing Bylaws:

APPOINTMENT/ELECTION OF BOARD/COUNCIL

2.2 Board/Council Appointment/Election - Indicate whether the Board/Council

Members are appointed or elected (select one):

A - Board/Council Members are appointed

2.3 Indicate by whom the Board/Council Members are appointed/elected:

Board of Trustees consists of nineteen members appointed alternately by the Mayor of the city of New York and the President of the Borough of Queens. In addition, the Mayor, the Comptroller, the Public Advocate of the City of New York, the Speaker of the City Council, and the President of the Borough of Queens serve as members of the Board of Trustees by virtue of their respective offices. Such ex-officio members may serve in person or by representatives designated in writing.

ADVISORY GROUPS

2.4 Advisory Groups - Indicate the groups that advise the Board/Council:

- a) Administrative Committee
- (b) Buildings and Grounds Committee
- (c) Finance and Investments Committee
- (d) Labor Relations Committee
- (e) Committee on Standards
- (f) Insurance Committee

(g) Committee on Technology

(h) Security Committee

Section 3. MEMBER SERVICES

LIST OF MEMBERS

3.1 URL of Current List of Members:

As a consolidated system Queens Library has no members. Please, see the URL for our libraries:

http://www.queenslibrary.org/index.aspx?section_id=12&page_id=303

3.2 Does the public library system provide different levels of service to its member libraries?

No.

Section 4. DESCRIPTION OF PLANNING, APPROVAL, EVALUATION AND REVISION PROCESS FOR ALL SECTIONS OF THE PLAN OF SERVICE

NEEDS ASSESSMENT AND DEVELOPMENT OF THE PLAN OF SERVICE

4.1 Provide a brief 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. We are continually assess the needs of our public service units: the Community Libraries and Central Library.

Public service agency needs are assessed in at least four ways: i.e. regular meetings with agency management, specific research into the borough's changing demographics, the work of age-level Specialists, and responsiveness of Queens Library's collection development systems.

Organizational communications:

Determining Community Library and the Central Library needs is the core business of four organizational units. They work to gain a deeper understanding of the changing nature of Queens' communities and to keep agency staff informed so they may better respond to local needs. The Director of Library Services oversees the Community Libraries (Community Library Services Department - CLSD), Central Library (CEL) and the Programs and Service Department (PSD). These groups meet regularly in forums that encourage open communication keeping both front line and administrative units fully informed. Ongoing communication, surveys on specific issues, analysis of quarterly and annual reporting and documented site visits round out the standard hierarchical monitoring of need. The fourth unit involved in assessing the needs is the newly created Marketing and Communications Department (MCD).

Additionally local needs are assessed though topical indicators:

Demographics:

The New Americans Program carries out extensive demographic studies of the borough using 2000 US Census, city health data and Board of Education reporting among others. As Queens is the most ethnically diverse county in the US, identifying and tracking demographics are among our best tools to anticipate and respond to service needs appropriately.

Age-Level specific needs:

Larger industry trends are addressed through our Programs and Services Department. Three age- level Specialists monitor industry trends, keeping staff fully trained and informed. Regular in- service meetings provide opportunities for disseminating information and training. In these sessions, Specialists also learn of local changes, current and future needs that are apparent from front-line work with communities. In

FY'02, twenty-two in-service meetings were held. Specialists are also informed of local changes through ongoing team and committee activities. Age Level Coordinators and Children's and Young Adult Specialists employ this community knowledge in planning processes, resource allocations and training.

Collections:

Materials selection takes place on several levels and is aided by a centralized Collection Development Division (CDD) for adult materials and Collections Committees for children's and young adult materials. For adult materials, CDD monitors and purchases best selling materials ensuring public service agencies have bestsellers in time for the "street date." They also centrally purchase standard materials like encyclopedias, other reference materials, as well as items with a known demand in fiction and nonfiction. CDD prepares materials lists informing agency staff of new materials that may be in high demand as well as providing a broad selection of materials that agency staff select to meet the unique needs of their community. Again there is two-way communication. CDD's intranet allows agencies to request specific materials or to inform CDD of local trends. Lists of committee-approved materials for children and young adults provide agency staff with the same selection variety as adults. Selection committees are comprised of the Age Level Coordinator and Specialist librarians in public service. This mix in committee structure ensures the materials chosen are highly responsive to our communities.

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

Queens Library is involved in an annual strategic planning process. The process is carried out by the Senior Management Team. The Senior Management Team preparing the Plan was comprised of the Library Director, Deputy Director, Director of Library Services, twelve (12) Department Heads, two (2) Assistant Department Heads and five (5) agency heads. Components of the Plan were researched and written by Team members with review and approval from the Team prior to submission to the Director for approval and ultimately the Board of Trustees for final approval.

To assess the needs and future service improvements for each area of the plan, Senior Management Team members met with staff committees and customer focus groups for special projects. Their feedback represents the core of this plan.

Input from the Queens community is obtained through customer suggestions, requests and complaints. In addition QBPL regularly conducts a telephone survey. The last survey was in December 2005. The survey methodology incorporated input from both library customers and non-customers. In 2005 five hundred thirty one (531) Queens' residents were surveyed. The instrument was administered by ORC Marco, a professional, independent survey firm. Results of the 91-question survey were analyzed for new service interests and shifts in public interests, attitudes, needs and concerns.

Input from customers is also gathered through branch and Central Library staff communications with the Senior Management Team and the Central Library administration. On-line surveys and in-house tools are regularly used to evaluate customer response to specific programs and services. Program-specific input is gathered through attending customer input as a component of program evaluation conducted on each event.

4.3 Describe the planning process for the 2007-2011 Central Library Plan.

Senior management of the Central Library based their planning process on Queens Library's Strategic Directions with emphasis on methodologies to enhance library services and facilities for the future and to maximize opportunities growing out of current projects.

4.4 Identify the groups involved in development of the Central Library Plan and each group's role.

The planning team for the Central Library plan and its incorporation into the larger organizational plan was undertaken by the Director of Library Services, the Central Library Director, Assistant Director and division managers. This roster offers administrative perspective to support long-range planning, operational management for plan implementation and direct knowledge of customer needs and interests from front-line managers.

4.5 Describe the integration of the 2007-2011 Central Library Plan with the system's Plan of Service.

All planning for Queens Library begins in the Library's strategic planning process and our strategic directions. This process is ongoing and has been in place for over 10 years. The Central Library Director, as a member of Queens Library Senior Management Team, was a participant in the development of the Library's Plan of Service as well as responsible for the Central Library plan. This dual responsibility supports strong integration of the two plans as well as relevance to the Central Library's long range plan.

4.6 URL of the system's Member Plan (2006-2011)

APPROVAL OF THE PLAN

4.7 Briefly describe the process for approval of the Plan of Service.

The Plan was created by the Queens Borough Public Library Senior Management Team and approved by the Director prior to approval by the Board of Trustees.

EVALUATION

4.8 Briefly describe the information that will be collected to evaluate whether or not the system achieved the intended results of the plan.

Queens Library collects a wide variety of operational data. These include but are not limited to: hours of service, condition of facilities, staffing levels, registrations, circulation, reference usage, gate counts, programs by age level and type, program attendance and materials expenditures. An essential part of Queens Library's Strategic Planning process includes analysis of this internal operational data which provides a clear picture of changes in customer use and shifts in organizational focus. This picture, along with an analysis of the borough's demographics, trends in customer expectations, evolving standards within the library industry, changes in government and legislation and new possibilities based in current and emerging technologies define our assumptions about the future and are the basis of the plan.

QBPL's strategic planning process incorporates annual development of strategies to implement the Library's Strategic Directions within each Department's area of responsibility. These strategies are time referenced, include intended goal and evaluation methods. Results from the previous year's program/service evaluation are used in the continued development of ongoing programs and services.

These may include but are not limited to:

- Circulation (aggregated and in a wide variety of reports by material type, age level, subject matter, age, etc.)
- Gate Count (aggregated and in a wide variety of reports: location, time framed, etc.)
- Registrations (aggregated and by a wide variety of reports: status, card type, location, etc)
- Customer surveys on specific topics (web and paper based)
- Use of printed informational and promotional materials
- Collection use indicators including:
 - Materials added statistics
 - Turnover rate
 - Weeding statistics
 - Demographic changes
- Program indicators including:
 - Program attendance by age level, type and location
 - Customer feedback from program evaluations
 - Special event attendance
- Library home page indicators:
 - OPAC use
 - Electronic resource usage indicators
 - Web usage indicators
- Staff Development
 - Training programs
 - Training attendance

4.9 Briefly describe the methods that will be used to determine whether the system's customers were satisfied with the system's services.

Several survey instruments are administered regularly including program evaluation, incorporating customer input on program quality and future interests. Surveys to gather information responding to specific situations, policy and program needs are delivered either as paper or web based instruments. QBPL also uses a direct telephone survey with customers and non-customers in Queens regarding their satisfaction with library service. Results from each tool are analyzed and used to tailor QBPL offerings to the needs and interests of Queens' residents.

4.10 Briefly 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.

Review and analysis of surveys, operational data and research on environmental influences are studied by QBPL Administration, Department Heads and the Senior Management Team as a key component of strategic planning. The knowledge gained through the process is applied on three levels of the organization:

- On an administrative level, review and analysis is conducted to define key issues that are anticipated to impact the Library's ability to administer existing programs, services and facilities as well as expand service in any of these areas.
- Analysis is conducted on a service management level by Departments to understand our ability and need to evolve programs, services and facilities to better meet customer expectations, specific requests and anticipated needs and interests, responding to movement of immigrant groups represent a core area for management level analysis.
- Review and analysis is conducted on a front line basis to evaluate day-to-day impact and inform Department level management and Administration to ensure continued forward development.

REVISION PROCESS

4.11 Briefly describe the process for revising the system's Plan of Service for submission to the New York State Library.

The Senior Management Team will review the Plan of Service on an annual basis within the Library's strategic planning process.

Section 5. Mission Statement, Goal Statements, Intended Results and Evaluation Methods

Question	Description
5.1	The Library System's Mission Statement
	<p>The mission of the Queens Borough Public 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.</p> <p>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.</p>
5.2	Element I – RESOURCE SHARING
	Cooperative Collection Development
	<ol style="list-style-type: none"> 1. Goal Statement: Customers find materials they want to use in our collections. 2. Indicate year(s) during which the system will be addressing this goal (check all that apply) <ol style="list-style-type: none"> a. Year 1 ✓ b. Year 2 ✓ c. Year 3 ✓ d. Year 4 ✓ e. Year 5 ✓ 3. Intended Result(s): Selection Development staff work with publishers and industry leaders to identify trends impacting public interest in print and non-print lending materials. 4. Evaluation Method(s): Circulation, gate count and new card registration reflect increased usage of Queens Library collections over the previous year.
	<ol style="list-style-type: none"> 1. Goal Statement: Demographic Information is used to allocate collection resources 2. Indicate year(s) during which the system will be addressing this goal (check all that apply) <ol style="list-style-type: none"> a. Year 1 ✓ b. Year 2 ✓ c. Year 3 ✓ d. Year 4 ✓ e. Year 5 ✓ 3. Intended Result(s): Collections in each community library respond to the changing nature of our neighborhoods while providing broad and balanced exposure to information, cultures and perspectives beyond the neighborhood. 4. Evaluation Method(s): Demographics are compiled annually and analyzed

Question	Description
	<p>against funding allocations with adjustments made that meet identified changes.</p>
	<ol style="list-style-type: none"> 1. Goal Statement: Electronic collections offer broad content 2. Indicate year(s) during which the system will be addressing this goal (check all that apply) <ol style="list-style-type: none"> a. Year 1 ✓ b. Year 2 ✓ c. Year 3 ✓ d. Year 4 ✓ e. Year 5 ✓ 3. Intended Result(s): Collection components available in electronic formats include the widest available content that conforms to system capabilities. 4. Evaluation Method(s): At least twice a year Collection Development staff will review content from new and known providers.
	<ol style="list-style-type: none"> 1. Goal Statement: Queens Library international language holdings reflect our communities through available print and non-print materials. 2. Indicate year(s) during which the system will be addressing this goal (check all that apply) <ol style="list-style-type: none"> a. Year 1 ✓ b. Year 2 ✓ c. Year 3 ✓ d. Year 4 e. Year 5 3. Intended Result(s): Organizational units selecting and purchasing international language materials work cooperatively for system-wide selection and efficient acquisition procedures. 4. Evaluation Method(s): Customer surveys.
	<ol style="list-style-type: none"> 1. Goal Statement: Collection health is improved through new ILS reporting tools. 2. Indicate year(s) during which the system will be addressing this goal (check all that apply) <ol style="list-style-type: none"> a. Year 1 b. Year 2 c. Year 3 ✓ d. Year 4 ✓ e. Year 5 ✓ 3. Intended Result(s): New ILS reporting capabilities are optimized to identify collection gaps system-wide and within individual libraries. Resources are applied to fill gaps. 4. Evaluation Method(s): Annual analysis demonstrates that collection gaps are

Question	Description
	reduced and turnover rates are increased.
	<ol style="list-style-type: none"> 1. Goal Statement: Optimize use of collections. 2. Indicate year(s) during which the system will be addressing this goal (check all that apply) <ol style="list-style-type: none"> a. Year 1 b. Year 2 ✓ c. Year 3 ✓ d. Year 4 ✓ e. Year 5 ✓ 3. Intended Result(s): Float collections to reduce movement of materials around the borough. 4. Evaluation Method(s): Statistical reports.
5.3	Element I – RESOURCE SHARING
	Delivery N/A
5.4	Element I – RESOURCE SHARING
	Interlibrary Loan
	<ol style="list-style-type: none"> 1. Goal Statement: Provide a more efficient and cost effective interlibrary loan service 2. Indicate year(s) during which the system will be addressing this goal (check all that apply) <ol style="list-style-type: none"> a. Year 1 ✓ b. Year 2 ✓ c. Year 3 ✓ d. Year 4 ✓ e. Year 5 ✓ 3. Intended Result(s): For lending: customers will receive their materials within 48-72 hours and their article requests within 24 hours. For borrowing: QL interloan staff will process books loaned to us from other institutions and ship the books to the customer within 48-72 hours, will process and deliver books borrowed by Q L customers within 1 week; the delivery of journal and magazine articles should be instantaneous (customers will receive their article requests within 24 hours). 4. Evaluation Method(s): <ul style="list-style-type: none"> • Attach an online survey/evaluation form to customers who initiated their own requests. • Include a brief questionnaire with the material borrowed for Queens Library customers to complete.

5.5	Element I – RESOURCE SHARING
	Other (Optional)
	<ol style="list-style-type: none"> 1. Topic: Interloan 2. Goal Statement: Automate interloan requests with a system that is customer rather than staff initiated; prepare and package interloan materials in a more efficient manner. 3. Indicate year(s) during which the system will be addressing this goal (check all that apply) <ol style="list-style-type: none"> a. Year 1 b. Year 2 ✓ c. Year 3 ✓ d. Year 4 ✓ e. Year 5 ✓ 4. Intended Result(s): Enable customers to submit and track their library materials requests for themselves and reduce the length of time it takes for customers to receive their requests from 10 days to 2 days. 5. Evaluation Method(s): Collect feedback from customers using the surveymonkey.com service and insert a brief questionnaire into all the materials borrowed by customers.
5.6	Element 2 – TECHNOLOGY SERVICES
	Integrated Library System
	<ol style="list-style-type: none"> 1. Goal Statement: Implement state-of-the-art Integrated Library Information System, including customer-selected online preferences. 2. Indicate year(s) during which the system will be addressing this goal (check all that apply) <ol style="list-style-type: none"> a. Year 1 ✓ b. Year 2 ✓ c. Year 3 ✓ d. Year 4 ✓ e. Year 5 ✓ 3. Intended Result(s): Customers will have access to more online services and RFID based self service systems will allow them to borrow and return material faster; staff will be able to prepare new material for circulation sooner. 4. Evaluation Method(s): Monitor Circulation Statistics and performance metrics.
5.7	Element 2 – TECHNOLOGY SERVICES
	Virtual Reference
	<ol style="list-style-type: none"> 1. Goal Statement: Provide 24/7 chat reference service 2. Indicate year(s) during which the system will be addressing this goal (check all that apply)

	<ul style="list-style-type: none"> a. Year 1 b. Year 2 ✓ c. Year 3 ✓ d. Year 4 ✓ e. Year 5 ✓ <p>3. Intended Result(s): Join a QuestionPoint cooperative that will enable Queens Library to cover chat reference for other libraries when they are closed and vice versa.</p> <p>4. Evaluation Method(s): Collect feedback from customers using the surveymonkey.com service; insert a brief questionnaire into all the materials borrowed by customers.</p>
5.8	Element 2 – TECHNOLOGY SERVICES
	Other (Optional)
	<ul style="list-style-type: none"> 1. Topic: World Class Information Portal 2. Goal Statement: Develop a world-class information portal, including multilingual capabilities. 3. Indicate year(s) during which the system will be addressing this goal (check all that apply) <ul style="list-style-type: none"> a. Year 1 ✓ b. Year 2 ✓ c. Year 3 ✓ d. Year 4 ✓ e. Year 5 ✓ 4. Intended Result(s): Customers have access to virtual services and networked information resources including the Library’s Catalog, licensed databases, and eMedia, and are able to customize their interface to the web site and easily access the online resources of interest to them in their preferred language. 5. Evaluation Method(s): <ul style="list-style-type: none"> • Collect feedback from customers using online surveys. • Monitor website usage statistics.
	<ul style="list-style-type: none"> 1. Topic: Replace all PCs 2. Goal Statement: Replace all PC’s at the 63 locations for both Public and Staff over the next 5 years based on available budget. 3. Indicate year(s) during which the system will be addressing this goal (check all that apply) <ul style="list-style-type: none"> a. Year 1 ✓ b. Year 2 ✓ c. Year 3 ✓ d. Year 4 ✓ e. Year 5 ✓ 4. Intended Result(s): Provide a better working environment for the public and

	<p>the staff.</p> <p>5. Evaluation Method(s): Customer surveys; focus groups with the staff and day to day support will assess the value of the upgrades.</p>
	<ol style="list-style-type: none"> 1. Topic: TeleComm upgrade 2. Goal Statement: Upgrade larger Community Libraries to the faster Ethernet service from Verizon. 3. Indicate year(s) during which the system will be addressing this goal (check all that apply) <ol style="list-style-type: none"> a. Year 1 ✓ b. Year 2 ✓ c. Year 3 d. Year 4 e. Year 5 4. Intended Result(s): To provide a high speed, wide area network, where available, for the community libraries. 5. Evaluation Method(s): Customer surveys; review network logs and day-to-day support and maintenance calls
	<ol style="list-style-type: none"> 1. Topic: Wireless WAN for Community Libraries 2. Goal Statement: Enhance the WAN for Community Libraries by using a wireless WAN link between sites. 3. Indicate year(s) during which the system will be addressing this goal (check all that apply) <ol style="list-style-type: none"> a. Year 1 ✓ b. Year 2 ✓ c. Year 3 ✓ d. Year 4 e. Year 5 4. Intended Result(s): To provide higher speed wide area network with much lower cost. 5. Evaluation Method(s): Customer surveys; review network logs and day-to-day support and maintenance calls.
5.9	Element 3 – SPECIAL CLIENT GROUPS
	Adult Literacy
	<ol style="list-style-type: none"> 1. Goal Statement: Improve and expand services offered to Adult Learners in all the Adult Learner Program components: the ALCs, Family Literacy and ESOL. 2. Indicate year(s) during which the system will be addressing this goal (check all that apply) <ol style="list-style-type: none"> a. Year 1 ✓ b. Year 2 ✓ c. Year 3 ✓

	<ul style="list-style-type: none"> d. Year 4 ✓ e. Year 5 ✓ <ul style="list-style-type: none"> 3. Intended Result(s): Students will show improvement in their standardized test. 4. Evaluation Method(s): Output and outcome evaluations.
	<ul style="list-style-type: none"> 1. Goal Statement: Expand the Adult Learning Centers in Long Island City and Elmhurst. 2. Indicate year(s) during which the system will be addressing this goal (check all that apply) <ul style="list-style-type: none"> a. Year 1 ✓ b. Year 2 ✓ c. Year 3 d. Year 4 e. Year 5 3. Intended Result(s): Increase the number of participants. 4. Evaluation Method(s): Output and outcome evaluations
	<ul style="list-style-type: none"> 1. Goal Statement: Provide new learning opportunities through online courses. 2. Indicate year(s) during which the system will be addressing this goal (check all that apply) <ul style="list-style-type: none"> a. Year 1 ✓ b. Year 2 ✓ c. Year 3 ✓ d. Year 4 e. Year 5 3. Intended Result(s): Increase the effectiveness of Adult Learning Centers; increase number of participants. 4. Evaluation Method(s): Online surveys.
5.10	Element 3 – SPECIAL CLIENT GROUPS
	Coordinated Outreach
	<ul style="list-style-type: none"> 1. Goal Statement: Increase health literacy for low-income, low literate, and non-English speaking senior populations 2. Indicate year(s) during which the system will be addressing this goal (check all that apply) <ul style="list-style-type: none"> a. Year 1 ✓ b. Year 2 ✓ c. Year 3 ✓ d. Year 4 ✓ e. Year 5 ✓ 3. Intended Result(s): Increase access to cancer screening and care among medically underserved communities in Queens 4. Evaluation Method(s): Data collected by participant partners (health

	agencies); outcomes data collected by QL.
	<ol style="list-style-type: none"> 1. Goal Statement: Expand assistive technology for deaf customers 2. Indicate year(s) during which the system will be addressing this goal (check all that apply) <ol style="list-style-type: none"> a. Year 1 ✓ b. Year 2 ✓ c. Year 3 d. Year 4 e. Year 5 3. Intended Result(s): Deaf customers have access to software that helps them to communicate with others and with librarians 4. Evaluation Method(s): Software to be installed on PCs and videophone in two facilities.
	<ol style="list-style-type: none"> 1. Goal Statement: Work with public schools to provide employment information and college requirements tests for YA population 2. Indicate year(s) during which the system will be addressing this goal (check all that apply) <ol style="list-style-type: none"> a. Year 1 b. Year 2 ✓ c. Year 3 d. Year 4 e. Year 5 3. Intended Result(s): Teenagers will have access to employment information, job listings, and tests appropriate for their skills 4. Evaluation Method(s): Outcome data – programs, participants.
	<ol style="list-style-type: none"> 1. Goal Statement: Increase service to patients at substance- rehab facilities 2. Indicate year(s) during which the system will be addressing this goal (check all that apply) <ol style="list-style-type: none"> a. Year 1 b. Year 2 c. Year 3 d. Year 4 ✓ e. Year 5 3. Intended Result(s): Substance-rehab patients will have access to employment and job listings according to their needs 4. Evaluation Method(s): Outcome data – programs, participants.
	<ol style="list-style-type: none"> 1. Goal Statement: Expand services to older adults whose first language is not English 2. Indicate year(s) during which the system will be addressing this goal (check all that apply)

	<ol style="list-style-type: none"> a. Year 1 b. Year 2 c. Year 3 d. Year 4 e. Year 5 ✓ <ol style="list-style-type: none"> 3. Intended Result(s): Older adults will have access to information about the library in a language they understand best 4. Evaluation Method(s): Customer surveys.
5.11	Element 3 – SPECIAL CLIENT GROUPS
	Correctional Facilities (State and Local)
	<ol style="list-style-type: none"> 1. Goal Statement: Expand service to incarcerated populations 2. Indicate year(s) during which the system will be addressing this goal (check all that apply) <ol style="list-style-type: none"> a. Year 1 ✓ b. Year 2 ✓ c. Year 3 d. Year 4 e. Year 5 ✓ 3. Intended Result(s): <ul style="list-style-type: none"> • Inmates will have resources to help them find opportunities for study and employment • Prison collections will more accurately reflect inmate needs and interests 4. Evaluation Method(s): Outcome data – programs, participants; inmate surveys, interviews with librarians providing services.
	<ol style="list-style-type: none"> 1. Goal Statement: Increase support to inmates leaving the correctional facility 2. Indicate year(s) during which the system will be addressing this goal (check all that apply) <ol style="list-style-type: none"> a. Year 1 b. Year 2 c. Year 3 d. Year 4 ✓ e. Year 5 3. Intended Result(s): Inmates will have access to booklists, announcements and up-to-date materials produced by the Job Information staff 4. Evaluation Method(s): Outcome data – programs, participants; inmate surveys, interviews with librarians providing services.

5.12	Element 3 – SPECIAL CLIENT GROUPS
	Youth Services
	<ol style="list-style-type: none"> 1. Goal Statement: Teens have greater input on library services dedicated to and for them. 2. Indicate year(s) during which the system will be addressing this goal (check all that apply) <ol style="list-style-type: none"> a. Year 1 ✓ b. Year 2 ✓ c. Year 3 ✓ d. Year 4 ✓ e. Year 5 ✓ 3. Intended Result(s): All branches have dedicated Teen Spaces; teens have input in creating branch Teen Spaces; teen programs dedicated to careers and college. 4. Evaluation Method(s): Number of sites opened, outputs for programs; surveys.
	<ol style="list-style-type: none"> 1. Goal Statement: Best Out of School Time (BOOST) and other OST programming permanently funded. 2. Indicate year(s) during which the system will be addressing this goal (check all that apply) <ol style="list-style-type: none"> a. Year 1 ✓ b. Year 2 ✓ c. Year 3 ✓ d. Year 4 ✓ e. Year 5 ✓ 3. Intended Result(s): BOOST integrated as core library service. 4. Evaluation Method(s): Budget in place; customers’ surveys.
5.13	Element 3 – SPECIAL CLIENT GROUPS
	Other (Optional) N/A
5.14	Element 4 – CONTINUING EDUCATION AND TRAINING
	<ol style="list-style-type: none"> 1. Goal Statement: QL will increase by 20% the number of training hours per employee by using a blended approach to training. 2. Indicate year(s) during which the system will be addressing this goal (check all that apply) <ol style="list-style-type: none"> a. Year 1 ✓ b. Year 2 ✓ c. Year 3 ✓ d. Year 4 ✓ e. Year 5 ✓ 3. Intended Result(s): To have a knowledgeable staff who will better serve

	<p>customers and be more secure in their career by building a portfolio of competencies.</p> <p>4. Evaluation Method(s): Training statistics, end of course surveys, after course surveys, focus groups, online surveys (Staff Voice).</p>
	<p>1. Goal Statement: Expand staff training on how to use equipment and software for persons with disabilities</p> <p>2. Indicate year(s) during which the system will be addressing this goal (check all that apply)</p> <ul style="list-style-type: none"> a. Year 1 b. Year 2 c. Year 3 ✓ d. Year 4 e. Year 5 <p>3. Intended Result(s): New software and services will be considered from ideas gathered at meetings with DOCS staff and NY State outreach coordinators</p> <p>4. Evaluation Method(s) End of course evaluation; customer surveys</p>
	<p>1. Goal Statement: Queens Library staff members are trained for the roll out of the new ILS, the Customer Service model and RFID technology.</p> <p>2. Indicate year(s) during which the system will be addressing this goal (check all that apply)</p> <ul style="list-style-type: none"> a. Year 1 ✓ b. Year 2 ✓ c. Year 3 ✓ d. Year 4 e. Year 5 <p>3. Intended Result(s): Customers receive quality service from trained, knowledgeable staff.</p> <p>4. Evaluation Method(s): Customers survey (online and paper), customer complaints, end of course knowledge tests.</p>
5.15	Element 5 – CONSULTING AND TECHNICAL ASSISTANCE SERVICES N/A
5.16	Element 6 – COORDINATED SERVICES – N/A
5.17	Element 7 – AWARENESS AND ADVOCACY
	<p>1. Goal Statement: Increase awareness of Library services among residents of Queens.</p> <p>2. Indicate year(s) during which the system will be addressing this goal (check all that apply)</p> <ul style="list-style-type: none"> a. Year 1 ✓ b. Year 2 ✓ c. Year 3 ✓

	<ul style="list-style-type: none"> d. Year 4 ✓ e. Year 5 ✓ <ul style="list-style-type: none"> 3. Intended Result(s): Year 1 – 55%, Year 2 – 60%, Year 3 – 65%, Year 4 – 70%, and Year 5 – 75%. 4. Evaluation Method(s): Queens residents surveys.
	<ul style="list-style-type: none"> 1. Goal Statement: Increase funding for Queens Library 2. Indicate year(s) during which the system will be addressing this goal (check all that apply) <ul style="list-style-type: none"> a) Year 1 ✓ b) Year 2 ✓ c) Year 3 ✓ d) Year 4 ✓ e) Year 5 ✓ 3. Intended Result(s): Communicate library needs to those who fund Queens Library 4. Evaluation Method(s): Projected and actual budget.
5.18	Element 8 – COMMUNICATIONS AMONG MEMBER LIBRARIES AND/OR BRANCH LIBRARIES – N/A
	<ul style="list-style-type: none"> 1. Goal Statement 2. Indicate year(s) during which the system will be addressing this goal (check all that apply) <ul style="list-style-type: none"> a. Year 1 b. Year 2 c. Year 3 d. Year 4 e. Year 5 3. Intended Result(s) 4. Evaluation Method(s)
5.19	Element 9 – COOPERATIVE EFFORTS WITH OTHER LIBRARY SYSTEMS
	<ul style="list-style-type: none"> 1. Goal Statement: Collection data is current and accessible to other libraries to support ILL and cooperative projects. 2. Indicate year(s) during which the system will be addressing this goal (check all that apply) <ul style="list-style-type: none"> a. Year 1 ✓ b. Year 2 ✓ c. Year 3 ✓

	<ul style="list-style-type: none"> d. Year 4 ✓ e. Year 5 ✓ <ul style="list-style-type: none"> 3. Intended Result(s): Libraries using OCLC ILL systems find accurate Queens Library holdings. 4. Evaluation Method(s): OCLC holdings information is updated at least twice annually.
	<ul style="list-style-type: none"> 1. Goal Statement: Authority controlled Spanish language subject headings are made available to libraries. 2. Indicate year(s) during which the system will be addressing this goal (check all that apply) <ul style="list-style-type: none"> a. Year 1 b. Year 2 ✓ c. Year 3 ✓ d. Year 4 ✓ e. Year 5 ✓ 3. Intended Result(s): All libraries have access to a Spanish language subject heading authority set. 4. Evaluation Method(s): Spanish Language subject heading project is published and updated.
	<ul style="list-style-type: none"> 1. Goal Statement: Identify cooperative cataloging opportunities with other library systems to reduce cataloging time. 2. Indicate year(s) during which the system will be addressing this goal (check all that apply) <ul style="list-style-type: none"> a. Year 1 b. Year 2 ✓ c. Year 3 ✓ d. Year 4 ✓ e. Year 5 ✓ 3. Intended Result(s): Combined skills and knowledge of technical services staff reduces record creation time for all participants. 4. Evaluation Method(s): Enhanced turnaround time for international language materials.
5.20	Element 10 – CONSTRUCTION
	<ul style="list-style-type: none"> 1. Goal Statement: Renovation / installation of RFID equipment, shelving & furniture to establish the new Customer Service Model 2. Indicate year(s) during which the system will be addressing this goal (check all that apply) <ul style="list-style-type: none"> a. Year 1 ✓

	<ul style="list-style-type: none"> b. Year 2 ✓ c. Year 3 ✓ d. Year 4 e. Year 5 <p>3. Intended Result(s): Improve customer services; increase utilization of staff resources</p> <p>4. Evaluation Method(s): In 2007 we will have ready Central Library and 30 libraries, in 2008 another 25 libraries and in 2009 all libraries; the projects will be completed on time, within the budget and according with specifications.</p>
	<p>1. Goal Statement: Construction of new library facilities</p> <p>2. Indicate year(s) during which the system will be addressing this goal (check all that apply)</p> <ul style="list-style-type: none"> a. Year 1 ✓ b. Year 2 c. Year 3 d. Year 4 ✓ e. Year 5 <p>3. Intended Result(s): Improve customer services; increase availability of resources</p> <p>4. Evaluation Method(s): 2 new facilities to be ready in 2007 and another 4 in 2010; the projects will be completed on time, within the budget and according with specifications.</p>
	<p>1. Goal Statement: Building infrastructure replacements / upgrades</p> <p>2. Indicate year(s) during which the system will be addressing this goal (check all that apply)</p> <ul style="list-style-type: none"> a. Year 1 b. Year 2 ✓ c. Year 3 ✓ d. Year 4 e. Year 5 ✓ <p>3. Intended Result(s): Improve customer services; improve physical plant</p> <p>4. Evaluation Method(s): Upgraded HVAC, fire alarm, masonry, site work for 10 facilities in 2008, 6 in 2009 and another 6 in 2011; the projects will be completed on time, within the budget and according with specifications.</p>
5.21	Element 11 – CENTRAL LIBRARY SERVICES
	Provide the URL of the 2007-2011 Central Library Plan.
5.22	Element 12 – DIRECT ACCESS
	Provide the URL of the most recent Direct Access Plan approved by the New York State Library.

5.23	Element 13 – OTHER (Optional) – If there are other elements in the System’s Plan of Service not listed above, complete one repeating group for each element.
5.24	ASSURANCE
	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 December 21, 2006.
5.25	APPROVAL
	The Library System’s Plan of Service was reviewed and approved by the New York State Library on (date – mm/dd/yyyy)