

Section 5. THE BRANCH LIBRARIES GOAL STATEMENTS, EVALUATION METHODS, AND INTENDED RESULTS

2007-2011

I. Resource Sharing

Cooperative Collection Development

#	Year	Goal Statement	Evaluation Methods	Intended Results
I.1	2007-2011	The Branch Libraries will have the organizational capacity to create and maintain collections in multiple formats that support services to all users	<ul style="list-style-type: none"> • Annual allocation of materials budget that supports service priorities • Availability of regularly updated and revised collections policies, profiles, and guidelines • Anecdotal information from staff and patrons regarding availability and use of needed materials • Statistics for circulation and use of materials • Feedback from formal patron surveys regarding collections and services 	<ul style="list-style-type: none"> • A broad range of materials available for users of all ages • Consistent collection development policies throughout the system • Collections that reflect the needs and interests of people in the individual communities the Branch Libraries serve • Enhanced adult, childrens, young adult, and reference profiles for each branch library as needed
I.2	2007-2011	Preserve unique collections in branch libraries including films in Donnell Media Center, rare children's books, local history collections, and other rare and/or special material in branch library locations. Digitize as appropriate.	<ul style="list-style-type: none"> • Number of items preserved and/or digitized • Grants, donations and other funds received for preservation projects • Anecdotal reports from staff and public regarding the use of preserved materials 	<ul style="list-style-type: none"> • Unique materials will be preserved for future generations of users
I.3	2007-2011	Expand and maintain access to electronic resources through acquisition of appropriate databases and other web-based content including electronic books, video, audio, and other emerging formats for on-site and remote use, in both English and languages other than English.	<ul style="list-style-type: none"> • Quantitative analysis of number of items made available in new format • Quantitative analysis of circulation and other use statistics • Anecdotal information from staff and patrons regarding the availability and 	<ul style="list-style-type: none"> • Availability of library resources that are useful to people wherever, whenever and however they need or want them • Efficient and effective distribution of resources that cannot be made

			<ul style="list-style-type: none"> use of these materials Feedback from formal user surveys regarding these collections and services 	<ul style="list-style-type: none"> available in all locations in print format due to cost and space constraints Strong and broad digital collection for remote library users and increased use of library resources by diverse populations.
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Delivery

#	Year	Goal Statement	Evaluation Methods	Intended Results
I.4	2007-2008	The resources of the Branch Libraries will be accessible and available to the public through an enhanced and robust online catalog	<ul style="list-style-type: none"> Evaluation by staff and vendor of records and exceptions Anecdotal reports from staff Quantitative analysis of cataloging inquiries from branches regarding authorities Analysis of production statistics Quantitative analysis of search statistics to determine impact Quantitative analysis of film cataloging Review of RECAP requests 	<ul style="list-style-type: none"> Patrons will know what materials and resources are available through the Branch Libraries and access them in a way that is meaningful to them through the use of: <ul style="list-style-type: none"> Vernacular scripts Broader search criteria via a federated search engine Cataloging of historical materials through RECAP Improved record sharing with Research and OCLC Libraries
I.5	2007-2009	Undertake OCLC reclamation project to compare OCLC and LEO branch holdings	<ul style="list-style-type: none"> Quantitative analysis of OCLC/NYPL holdings statistics Anecdotal reports from ILL staff 	<ul style="list-style-type: none"> More accurate referrals provided and expanded patron access to Library materials by offering broader search criteria through Internet search engines
I.6	2007-2011	Increase self-service options at all Library locations and virtually	<ul style="list-style-type: none"> Anecdotal reports from staff, users, and managers Monitor reduction in mailed notices and system statistics Analyze impact on internal shipping and return-to-shelf statistics 	<ul style="list-style-type: none"> Facilitated self-checkout of Library materials More timely notification of holds pickup and overdue claims via email and automated telephone system Enhanced access to eNYPLbooks, audiobooks, music, and video to those lacking broadband access Radio Frequency Identification (RFID) installed in new branch facilities
I.7	2007	Efficiently manage damaged, unsolicited, or unusable	<ul style="list-style-type: none"> Quantitative analysis of revenue stream 	<ul style="list-style-type: none"> Institute a revenue-producing recycling

		materials	<ul style="list-style-type: none"> Quantitative analysis of materials recycled Statistical analysis of items repaired and returned to circulation 	<p>program for branch discards and unsolicited gifts.</p> <ul style="list-style-type: none"> Provide repair services for branch CD and DVD collections to optimize shelf life of existing media
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Interlibrary Loan

#	Year	Goal Statement	Evaluation Methods	Intended Results
I.8	2007-2011	Improve customer satisfaction through increased access to library materials for NYPL and other libraries' patrons	<ul style="list-style-type: none"> NYPL Branch Library Statistics and OCLC Statistics. Monitor decrease in customer complaints 	<ul style="list-style-type: none"> Branch Library patrons are able to use library materials regardless of where they are held Expanded access to NYPL Branch Library materials to patrons of other libraries Revised implementation date of increase in ILL period from one week to two weeks
I.9	2007-2011	Institute and continue document delivery of photocopies of periodicals not accessible in The Branch Libraries, but accessible in The Research Libraries	<ul style="list-style-type: none"> Branch Library Statistics and Research Library Statistics 	<ul style="list-style-type: none"> Improved Branch Library patron access to Research Library materials

II. Technology Services

Integrated Library System

#	Year	Goal Statement	Evaluation Methods	Intended Results
II.1	2007	Develop and begin to execute plan for the procurement of a new Integrated Library System that will combine the functions of the two library systems currently used to separately manage the Branch and Research Library Collections	<ul style="list-style-type: none"> Staff input and feedback during the planning process Patron surveys to help clarify what services they are seeking, what works well, what needs improvement, and what additional services are desired Review of functional requirements by senior management and Planning consultant hired for Project 	<p>New ILS will provide</p> <ul style="list-style-type: none"> intuitive and seamless access to all of the Library's Branch and Research materials by integrating data from two library systems into one efficiencies at brought on by establishing common support functions, skill sets, and technical infrastructure throughout institutions

				<ul style="list-style-type: none"> a new state-of-the-art integrated library system infrastructure to take the place of outdated hardware and software platforms currently in place
II.2	2008	Plan the implementation of system, provide staff with training, purchase equipment and software, install, and roll out individual modules	<ul style="list-style-type: none"> Field reports from staff on delivery of service requirements established in planning process Feedback from Library patrons via in-house and online surveys that will query public on service and performance of new System Management reports on efficiencies experienced by staff in service performance and delivery 	<ul style="list-style-type: none"> All modules of Integrated Library System in place by end of 2008 delivering the level of service, performance, and efficiencies targeted during the planning process.
II.3	2008-2009	Select and implement an Electronic Resources Management System (ERM)	<ul style="list-style-type: none"> Anecdotal reports from staff Analysis of ERM use by staff 	<ul style="list-style-type: none"> The Library will be able to track its subscriptions to hundreds of electronic databases and manage its licensing agreements Consolidated institutional resource acquisitions program developed
II.4	2008-2009	Introduce eCommerce to the Branch Libraries	<ul style="list-style-type: none"> Anecdotal reports from staff and patrons Evaluation of statistics on system use 	<ul style="list-style-type: none"> Patrons able to pay their fines and fees with a credit or debit card

Virtual Reference

#	Year	Goal Statement	Evaluation Methods	Intended Results
II.5	2007-2011	All users of Ask Librarians Online's virtual reference services (e-mail and chat) will receive accurate and prompt responses to their requests for information or requests for assistance in using library resources	<ul style="list-style-type: none"> OCLC QuestionPoint statistics OCLC QuestionPoint user surveys 	<ul style="list-style-type: none"> Ask Librarians Online staff and other trained NYPL staff members will answer customers' e-mail and chat questions faster and with a higher degree of accuracy Ask Librarians Online will provide additional hours of service to customers and service closer to customers' points of need

				<ul style="list-style-type: none"> • Raised customer satisfaction rates • Increased number of questions from both repeat and first time customers
II.6	2007	Streamline virtual reference for all NYPL users	<ul style="list-style-type: none"> • Collection and analysis of virtual reference statistics 	<ul style="list-style-type: none"> • All email reference reorganized to provide a single entry point/clearinghouse, increasing collaboration between Branch and Research Libraries
II.7	2007-2011	Expand the ways in which staff and patrons can contribute content and access the Library's websites	<ul style="list-style-type: none"> • System is purchased and is used to create and maintain public and staff web sites. • Assess how users are utilizing NYPL digital offerings to provide guidance on developing new resources and services • Collection and analysis of digital usage statistics 	<ul style="list-style-type: none"> • Content Management System purchased and implemented • Portals for patrons and staff implemented • A/V offerings on web site increased
II.8	2007-2010	Make Library subscription resources more available virtually	<ul style="list-style-type: none"> • Collection and analysis of database usage statistics 	<ul style="list-style-type: none"> • Expanded subscription database access onsite and remotely

Other: End User Equipment and Software Upgrades

#	Year	Goal Statement	Evaluation Methods	Intended Results
II.9	2007	Support current applications and increase desktop security	<ul style="list-style-type: none"> • Analysis of online inventory data 	<ul style="list-style-type: none"> • All public and staff PCs upgraded to Microsoft Windows XP
II.10	2007-2011	Provide reliable service by retiring equipment as it reaches end of expected life	<ul style="list-style-type: none"> • Analysis of online inventory data 	<ul style="list-style-type: none"> • All PCs replaced after 5 years of use

Other: Network, Internet, and Telecommunications Upgrades

#	Year	Goal Statement	Evaluation Methods	Intended Results
II.11	2007-2008	To ensure reliable technology services by moving systems to a new datacenter	<ul style="list-style-type: none"> • New datacenter is constructed and all services are migrated to it 	<ul style="list-style-type: none"> • New datacenter built and occupied
II.12	2007-2011	Increase Internet bandwidth as needed	<ul style="list-style-type: none"> • Analysis of Internet bandwidth utilization statistics 	<ul style="list-style-type: none"> • Sufficient bandwidth to the Internet provided to meet service requirements
II.13	2007-2011	Increase Internet2 bandwidth as needed	<ul style="list-style-type: none"> • Analysis of Internet2 bandwidth utilization statistics 	<ul style="list-style-type: none"> • Sufficient bandwidth to the Internet2 provided to meet service requirements

II.14	2007-2011	Provide reliable service by replacing old equipment	<ul style="list-style-type: none"> • Analysis of online inventory data 	<ul style="list-style-type: none"> • All network equipment replaced • All PBXes and phone sets replaced
II.15	2007-2011	Staff and patrons can access NYPL's resources via their personal WiFi enabled devices	<ul style="list-style-type: none"> • Analysis of online inventory data 	<ul style="list-style-type: none"> • Public WiFi available in all locations

III. Special Client Groups Adult Literacy

#	Year	Goal Statement	Evaluation Methods	Intended Results
III.1	2007-2011	Improve English proficiency of patrons by providing materials appropriate for adult new readers and ESOL students	<ul style="list-style-type: none"> • Analyze circulation statistics • Survey use of LLL collection by ESOL students enrolled in the Library's ESOL program • Pre- and post-testing of students 	<ul style="list-style-type: none"> • Strong Lifelong Learning Collections for Adult New Readers and ESOL students • Improved English language literacy skills of ESOL students
III.2	2007-2011	Develop instruction that incorporates research-based methodology and associated materials necessary to respond to the NYS Department of Education mandates for low level literacy students with learning disabilities	<ul style="list-style-type: none"> • Periodic "report cards" from regional NYS Department of Education evaluation team. • Biannual NRS (National Reporting System) program data reports. 	<ul style="list-style-type: none"> • Improved student literacy skills necessary to reach NRS goal of 35 percent annual advancement of 2 grade levels required for continuing funding.
III.3	2007-2011	Increase use of technology to provide independent learning opportunities as well as improve management of ESOL and adult new reader instruction and records	<ul style="list-style-type: none"> • Computers able to access all educational software from a central location server. • Statistical data on use of long distance learning resources 	<ul style="list-style-type: none"> • Computer networking access for personal computers in Centers for Reading and Writing (CRW). • Online long distance learning opportunities to adult literacy students and ESOL students
III.4	2007-2011	Continuously evaluate and update ESOL Program to meet ever-increasing patron demands and needs	<ul style="list-style-type: none"> • Statistical data on number of programs offered in branches 	<ul style="list-style-type: none"> • Enhanced and increased access to ESOL instruction and independent learning opportunities.

Coordinated Outreach

#	Year	Goal Statement	Evaluation Methods	Intended Results
III.5	2007-2011	Appropriate outreach to and increased use of library resources by culturally diverse groups	<ul style="list-style-type: none"> • Statistical data on number of programs offered in branches • Anecdotal feedback from staff and patrons 	<ul style="list-style-type: none"> • Programming that includes an array of educational, informational, and multicultural programs to the diverse population of New York City

			<ul style="list-style-type: none"> • Anecdotal information from staff and agencies/organizations serving immigrants 	<ul style="list-style-type: none"> • ESOL Civics Instruction provided • Strong World Languages and ethnic collections
III.6	2007-2011	Persons with disabilities will have full access to Library materials and resources	<ul style="list-style-type: none"> • Anecdotal reports from staff • Existence of a policy document • Circulation statistics and anecdotal reports from staff and patrons. • Inventory of adaptive technology equipment • Statistical data on use adaptive technologies 	<ul style="list-style-type: none"> • Development of policy, programs, and staff training in this area • Existence of AccessAbility booklists for and about persons with disabilities • Adaptive technologies to assist persons with disabilities available in Branch Libraries
III.7	2007-2011	Increase awareness of and improved services to off-site facilities serving older adults, young people, and the homeless, among others	<ul style="list-style-type: none"> • Statistical data on visits and presentations • Anecdotal feedback from staff 	<ul style="list-style-type: none"> • Increased outreach to and off-site programming at organizations, institutions, and centers for youth, the aged, institutionalized, and others.
III.8	2007-2011	Patrons who cannot read a standard book will have access to a library with appropriate materials, programs, and services	<ul style="list-style-type: none"> • Circulation statistics • User surveys • Door counts of people visiting the library • Program attendance statistics 	<p>Patrons of the Andrew Heiskell Library will:</p> <ul style="list-style-type: none"> • Have access to a welcoming, comfortable, and safe library • Receive accurate and prompt responses to requests for information • Have access to materials, programs and services that focus on current interests, provide recreational activities and experiences, are needed to succeed in school, or needed to address their need for ongoing educational opportunities or desire for personal growth.
III.9	2007-2011	Patrons will be able to access digital talking books	<ul style="list-style-type: none"> • Statistical data on use of digital talking books 	<ul style="list-style-type: none"> • Transition from production and distribution of analog to digitized talking books.
III.10	2007-2011	Patrons who cannot read a standard book will have virtual access to a diverse assortment of library materials and resources	<ul style="list-style-type: none"> • Statistical data on users and circulation of e-resources • Statistical data on use of virtual 	<ul style="list-style-type: none"> • NYPL e-resources integrated into service provided through the Andrew Heiskell Library

			reference, pre- and post-transition	<ul style="list-style-type: none"> Virtual reference from InfoEyes integrated into NYPL standard virtual reference service
III.11	2007-2011	Reach out to and offer enhanced collections, programs and services for business owners, entrepreneurs, the underemployed and unemployed	<ul style="list-style-type: none"> Monthly selection and order lists developed by the Office of Adult and Information Services and the Science, Industry and Business Library. Office of Adult and Information Services Monthly Reports 	<ul style="list-style-type: none"> A circulating print and non-print collection on job and career information A circulating print and non-print collection on economic development and business information Workshops on resume writing, job search strategies, and career exploration provided in the branch libraries Staff outreach to small business and job training service providers maintained

Correctional Facilities (State and Local)

#	Year	Goal Statement	Evaluation Methods	Intended Results
III.12	2007-2011	Adults in City jails will have access to library materials that focus on their current interests and provide satisfying recreational experiences	<ul style="list-style-type: none"> Program attendance statistics recorded on Community Outreach Services Monthly Reports Anecdotal reports from patrons in the course of service delivery 	<ul style="list-style-type: none"> Increased opportunities for jail inmates to select and read books of interest to them, in their language, at their reading level Extended quality library service to a maximum number of inmates Prioritized service to inmates in housing areas with limited/no access to educational or work opportunities, because the program is circumscribed by NYPL staff hours and materials availability.
III.13	2007-2011	Incarcerated and formerly incarcerated adults will have access to resources assisting their reintegration	<ul style="list-style-type: none"> Number of responses (written and verbal) to the <i>Connections</i> directory from incarcerated people, formerly incarcerated people, correctional 	<ul style="list-style-type: none"> <i>Connections</i> updated on an annual basis and distributed continuously Quality information and referrals, regarding readjustment, job seeking, housing, and other topics, delivered to

			<ul style="list-style-type: none"> facility staff and service providers Numbers of requests for copies of - Connections from all of the above Anecdotal reports from incarcerated people during presentations in correctional facilities 	people who may benefit from it in their return to the community
III.14	2007-2011	State prisoners will have improved access to materials and programs with the collaboration between NYPL Correctional Services and State prison librarians	<ul style="list-style-type: none"> Circulation statistics on books sent to State prisons Site visit reports Anecdotal reports from New York State Department of Correctional Services Supervising Librarian's office 	<ul style="list-style-type: none"> More NYPL staff will be trained to assist Correctional Librarians working in State correctional facilities Patrons using State prison libraries will benefit from additional books acquired through NYPL Organizational Card loans coordinated between prison librarians and Correctional Services Librarian will increase inmate access to materials Collection development assistance provided during site visits will improve prison library collections Prison librarians will share in information regarding service providers and/or improvement opportunities through the professional networking of the Correctional Services Librarian

Youth Services

#	Year	Goal Statement	Evaluation Methods	Intended Results
III.15	2007-2011	Preschool children will develop a love of reading and learning and enter school with the skills needed to succeed in school	<ul style="list-style-type: none"> Survey of parents/caregivers Web statistics Circulation statistics Program attendance statistics 	<ul style="list-style-type: none"> Parents or caregivers who bring preschool children to the library will feel that the library plays an important role in helping the children to develop a love of reading and learning and in preparing children to enter school with the skills they need to succeed Increased visits to a NYPL webpage for parents and/or caregivers of

				<p>preschool children</p> <ul style="list-style-type: none"> • Increased circulation of picture books and board books for preschool children • Increased number of preschool children attending programs in the library
III.16	2007-2011	Students in grades K through 12 will have the resources and services they need to succeed in school	<ul style="list-style-type: none"> • Survey of children and teens • Web statistics • Circulation statistics • Program statistics 	<ul style="list-style-type: none"> • Increased numbers of children and teens will receive help to find and use the resources they need to complete their homework assignments • Increased numbers of students in grades K through 12 who use the library to find the information they need to do their homework will indicate that library met their needs • Increased use of the homework help website • Increased circulation of juvenile print non-fiction materials • Increased number of students participating in class visits to The Branch Libraries
III.17	2007-2011	Children and teens will have access to current and popular materials, programs, and services that stimulate their imaginations and encourage them to read for pleasure	<ul style="list-style-type: none"> • Circulation statistics • Summer Reading Statistics • Program statistics 	<ul style="list-style-type: none"> • Increased circulation of juvenile fiction materials • Increased circulation of juvenile media • Increased number of children and teens enrolling in the Summer Reading Program • Increased number of children and teens attending library sponsored or co-sponsored programs • Increased outreach by NYPL staff through programs or presentations for school-age children and teens in non-

				library locations
III.18	2007-2011	Create and promote a visible and vibrant identity on the web for children and teens	<ul style="list-style-type: none"> • Online visits to homeworkNYC.org, On-Lion for Kids, and TeenLink tracked statistically • Surveys of visitors to the site 	<ul style="list-style-type: none"> • Increased visits to HomeworkNYC.org, On-Lion for Kids (kids.nypl.org) and Teenlink (teenlink.nypl.org) • Children and teens will have greater knowledge and the ability to find and choose useful and relevant resources • Children and teens will return for multiple visits to the sites
III.19	2007-2011	Develop and increase participation in Summer Reading Program in collaboration with the Brooklyn Public Library, Queens Library, and the New York City Department of Education.	<ul style="list-style-type: none"> • Participation in Branch programs tracked on the Branch monthly reports • Anecdotal feedback from staff and patrons • Survey of visitors to summerreading.org 	<ul style="list-style-type: none"> • Increased numbers of children and teens participating in the Summer Reading Program • Annual increases in the number of teens registering online at summerreading.org
III.20	2007-2011	Expand the variety of out-of-school time programs and services for children and teenagers	<ul style="list-style-type: none"> • Anecdotal reports from staff and patrons • Program statistics 	<ul style="list-style-type: none"> • Children and teens will find high quality, age-appropriate programming options that reflect their interests • Expanded interest and engagement in the Teen Advisory Group
III.21	2007-2011	Library programs and services will better serve the needs of the New York City's youth services providers.	<ul style="list-style-type: none"> • Branch monthly reports regarding outreach to schools, community-based organizations, cultural institutions, and other partners in the education community. • Anecdotal reports from face-to-face gatherings, online polls, focus groups, professional development workshops 	<ul style="list-style-type: none"> • Effective and creative partnerships and collaborations with youth serving community-based organizations, cultural institutions, neighborhood schools, and others in the education community established and extended

IV. Continuing Education and Training

#	Year	Goal Statement	Evaluation Methods	Intended Results
IV.1	2007-2011	Improve information literacy services and programming for the public	<ul style="list-style-type: none"> • Statistics from Office of Adult and Information Services Monthly Reports 	<ul style="list-style-type: none"> • Public training opportunities in computer basics, new technologies and electronic services

IV.2	2007-2011	Increase public awareness of the arts, humanities, and sciences	<ul style="list-style-type: none"> Statistics from Office of Adult and Information Services Monthly Reports, Office of Young Adult Services Monthly Reports, Office of Children's Services Monthly Reports, Office of Community Outreach Services Monthly Reports 	<ul style="list-style-type: none"> Public programming in the arts, humanities, and sciences for all ages as staffing and funding permits
IV.3	2007-2011	Develop an organized structure for staff training and development that meets the needs of all staff, at all levels, and in all units	<ul style="list-style-type: none"> Consistent evaluation of classes and programs evaluated and revised as needed Anecdotal report from staff Survey of Staff Training Needs 	<ul style="list-style-type: none"> Staff Development Advisory Board to guide and direct program growth Sustainable program and plan for classes and programs available to staff Catalog of available programs, providing guidance to assist supervisors in advising staff as to creating an individual development plan Provision of online manuals and self-training videos Reduced downtime and maintenance queues on branch computers and ancillary equipment
IV.4	2007-2008	Identify and develop new leaders across the organization, and provide them with the necessary skills to succeed	<ul style="list-style-type: none"> Development of a new, sustainable Leadership Academy, managed by the Office of Staff Development, and funded internally Continual written evaluation of each component of training, and feedback from all participants 	<ul style="list-style-type: none"> Annual Leadership Academy, with participants form across the organization Staff encouraged to consider their future at NYPL Staff more confident in their Leadership skills
IV.5	2007	Improve the first experiences of newly hired staff, to encourage broader knowledge of the organization from the beginning	<ul style="list-style-type: none"> Development of an orientation program for all newly hired staff Participant survey, administered 6 weeks after hire date 	<ul style="list-style-type: none"> Formal and consistent orientation program for all new staff Staff begin their new job with a better appreciation for the Library as a whole, and see how their position fits into the big picture
IV.6	2007-2011	Improve staff morale and collegiality	<ul style="list-style-type: none"> Anecdotal evidence as to the success 	<ul style="list-style-type: none"> New programs that recognize staff

			<ul style="list-style-type: none"> of new programs Statistics on program attendance 	<ul style="list-style-type: none"> achievements New programs that bring staff together to work on common goals
IV.7	2007-2008	Create opportunities for internships across all library departments	<ul style="list-style-type: none"> Direct feedback from participants and their supervisors 	<ul style="list-style-type: none"> Structure in place for managing all internship programs Centralized process for selecting and placing interns
IV.8	2007-2011	Ensure that all staff are prepared for the unique challenges in working with young patrons	<ul style="list-style-type: none"> Build on the Wallace funded Everyone Serves Youth programs Evaluation of all participants 	<ul style="list-style-type: none"> Sustainable program for training staff in the special needs of providing services to young patrons
IV.9	2008-2010	All staff will be comfortable with the new Integrated Library System, prior to its launch	<ul style="list-style-type: none"> Multiple training sessions held for each module of the new ILS Skills testing as appropriate 	<ul style="list-style-type: none"> Staff will be confident in the new system, and will be able to educate patrons in the use of the new features available

V. Consulting and Technical Assistance Services

#	Year	Goal Statement	Evaluation Methods	Intended Results
V.1	2007-2011	Raise private support for special projects to supplement public support	<ul style="list-style-type: none"> Annual reports on total dollars raised and grants received 	<ul style="list-style-type: none"> Increased monetary support for the Library on an annual basis
V.2	2007-2011	Appropriately manage funding from private and public donors	<ul style="list-style-type: none"> Narrative and financial grant reports 	<ul style="list-style-type: none"> Grant funds from public and private sources expended and accounted for according to guidelines and regulations
V.3	2007-2011	Efficient and effective distribution of Library resources	<ul style="list-style-type: none"> Annual operating budgets and quarterly reports 	<ul style="list-style-type: none"> Accurate and informative annual operating budgets
V.4	2007-2011	Long term fiscal stability of the Library	<ul style="list-style-type: none"> Annual operating plans and reports 	<ul style="list-style-type: none"> Multi-year financial plans
V.5	2007-2011	Manage staff recruitment, placement, benefits, wage and salary administration, affirmative action, labor relations, and safety	<ul style="list-style-type: none"> Anecdotal feedback from staff Recruitment and retention records EEO-1 report 	<ul style="list-style-type: none"> A satisfied, diverse, qualified staff

VI. Coordinated Services

#	Year	Goal Statement	Evaluation Methods	Intended Results
VI.1	2007-2011	Strengthen branch capacity to assess and respond to community needs through the incorporation of aspects of the Planning for Results process into	<ul style="list-style-type: none"> Statistical service targets identified in system goals and objectives in the Planning for Results documents 	<ul style="list-style-type: none"> Collections, programs and services will be targeted so as to be most effective in meeting the needs of the

		branch library operations	<ul style="list-style-type: none"> • Anecdotal reports of patron satisfaction with services provided from individual branch locations • Periodic user surveys that document use of and satisfaction with branch library collections, programs and services 	<p>individual communities the branch libraries serve</p> <ul style="list-style-type: none"> • Efforts of branch staff will focus on those programs and services that reach the greatest number of people in the service area
VI.2	2007-2011	Refine central selection strategies and develop ongoing evaluation mechanisms.	<ul style="list-style-type: none"> • Statistical and anecdotal feedback, e.g. circulation and in-house use statistics, reports from staff and patrons • Anecdotal and statistical data showing efficient selection processes and timely receipt of materials at branch locations 	<ul style="list-style-type: none"> • Efficient collection processes and timely receipt of materials at branch libraries
VI.3	2007-2009	Implement the recommendations of a year-long study on processing standards and centralized item linking, reconfiguring collections management processes, and collaborating with external vendors to deliver shelf ready material to all branch locations	<ul style="list-style-type: none"> • Quantitative analysis of delivery of materials in new format • Analysis of hold queues • Branch Libraries staff forum 	<ul style="list-style-type: none"> • Expedited patron access to library materials, decreased hold queues, and re-deployed local staff time to provide additional public service
VI.4	2007	Increase efficiency of intra-library delivery of materials	<ul style="list-style-type: none"> • Anecdotal reports from staff and public. 	<ul style="list-style-type: none"> • Improved materials receipt and facilitated patron access to time-sensitive library resources

VII. Awareness and Advocacy

#	Year	Goal Statement	Evaluation Methods	Intended Results
VII.1	2007-2011	Create and implement grass roots activities to preserve and expand funding support from City, State, and Federal government sources	<ul style="list-style-type: none"> • Expense and Capital budgets will indicate success of grassroots activities through secured funding for library initiatives • Success of letter writing campaign will be measured in total number of letters sent to elected officials 	<ul style="list-style-type: none"> • A regular, year-round working relationship with public officials and the local community to better inform them about the services libraries provide and the resources necessary to operate libraries
VII.2	2007-2011	Continue to recruit additional members for Branch	<ul style="list-style-type: none"> • Statistics on participation in Albany 	<ul style="list-style-type: none"> • Concerned citizens can help to support

		support groups, create new support groups and volunteer opportunities	<p>Library Day to measure promoting advocacy activities</p> <ul style="list-style-type: none"> Total number of volunteers recruited for annual letter writing campaign to measure success of outreach initiatives 	The Branch Libraries and by which community organizations can learn about library services
VII.3	2007-2011	Publicize the Library through press, marketing, and advertising initiatives	<ul style="list-style-type: none"> Total number and quality of press stories. Total number of advertisements Analysis of new marketing initiatives Statistical results of marketing efforts 	<ul style="list-style-type: none"> Users and potential users know about the services and resources at The New York Public Library

VIII. Communications Among Member Libraries and/or Branch Libraries

#	Year	Goal Statement	Evaluation Methods	Intended Results
VIII.1	2007-2011	More effective and efficient management of The Branch Libraries via a better-informed staff, consistent public service throughout the system, higher morale	<ul style="list-style-type: none"> Numerical Statistics, including number of formal meetings held with various hierarchical staff levels and with specialty groups Anecdotal reports on the creation and use of specialized communication channels to share information with and among staff, including memos, Staff News, Intranet, Blogs, email, and video conferencing Anecdotal reports on visits by Senior Administrators to Branch Libraries and other informal communication opportunities 	<ul style="list-style-type: none"> Staff in The Branch Libraries receive relevant information in a timely manner

IX. Cooperative Efforts with Other Library Systems

#	Year	Goal Statement	Evaluation Methods	Intended Results
IX.1	2007-2011	Collaborate with the Brooklyn and Queens Library systems to ensure quality public library service in New York City	<p>Anecdotal and statistical reports on joint projects and initiatives, including</p> <ul style="list-style-type: none"> Total number of meetings held at various hierarchical staff levels Data from coordinated summer reading effort 	<ul style="list-style-type: none"> Consistent and improved library service throughout the five boroughs, increased city support for all three systems A coordinated City-wide Summer Reading Program

			<ul style="list-style-type: none"> • Amount of increased city support for all three systems • Number and nature of joint initiatives with appropriate evaluative data 	<ul style="list-style-type: none"> • Cooperative development of pilot programs, including language cataloging
IX.2	2007-2011	Collaborate with the New York City School System	<p>Anecdotal and statistical reports on joint projects and initiatives, including</p> <ul style="list-style-type: none"> • Total number of meetings held with school personnel • Total number of joint programs and activities • Promotion of and participation in summer reading effort • Promotion, use of, and participation in, HomeworkNYC website • Total number of visits to/from school classes • Total participation in school-based events and teacher training programs 	<ul style="list-style-type: none"> • Improved library service for New York City students both in the schools and in neighborhood public library branches
IX.3	2007-2011	Work with METRO and its members	<p>Anecdotal and statistical reports on joint projects and initiatives, including</p> <ul style="list-style-type: none"> • Training sessions attended • Meetings attended • Advocacy/awareness activities 	<ul style="list-style-type: none"> • Programs and services provided that are not possible for a single type of library that improve overall public service and raise awareness of libraries
IX.4	2007-2011	Work with other New York State Library systems	<ul style="list-style-type: none"> • Anecdotal and statistical reports on the number of meetings attended and the level of participation in PULISDO, NYLA and other statewide library organizations and initiatives 	<ul style="list-style-type: none"> • Better knowledge of programs and services offered throughout NYS • Opportunity to cooperate on programs and services as appropriate • Increased State support for library service in New York
IX.5	2007-2011	Establish a pilot project for cooperative world language acquisitions with NYPL's Branch and Research Libraries and Brooklyn and Queens Library systems	<ul style="list-style-type: none"> • Tri-Li meetings • Project proposal 	<ul style="list-style-type: none"> • Extended quality library services to New York City

X. Construction

#	Year	Goal Statement	Evaluation Methods	Intended Results
X.1	2007-2011	Renovate as many Children's Libraries each year as funding permits	<ul style="list-style-type: none"> Redesigned children's spaces that are exciting and interesting to children ages birth to 12 years of age, featuring soft seating, book display bins for early books, and opportunities for interactive learning Completion of the renovation work on each branch within 3-6 months 	<ul style="list-style-type: none"> Improved physical facilities of branch libraries without requiring a large infusion of capital funding, to provide improved public service to communities
X.2	2007-2011	Design "teen spaces" in Branch Libraries	<ul style="list-style-type: none"> Newly-designed teen spaces, including equipment for music to play, casual teen-friendly furniture, sufficient computers and Wi-Fi access, interesting graphics, and special study areas 	<ul style="list-style-type: none"> Teens will feel comfortable and welcome in an environment that is exclusively for them Teen spaces at the St. George Library Center on Staten Island, Battery Park City, Stapleton, and Kingsbridge
X.3	2007-2011	Provide new libraries to growing and underserved communities	<p>Sites selected, spaces designed, and new, full-size branches constructed to replace undersized facilities in the following communities:</p> <ul style="list-style-type: none"> Woodlawn Heights, Bronx Roosevelt Island and Macomb's Bridge, Manhattan <p>Construction of new full-size branch libraries in the following communities, pending available City funding:</p> <ul style="list-style-type: none"> Mariner's Harbor, Staten Island (required secured additional capital and operating support) Rossville, Staten Island (required site acquisition funds provided; required secured additional capital and operating support) Battery Park City (required secured operating support) 	<ul style="list-style-type: none"> Expanded public library service to the residents of these growing communities.
X.4		Guide and supervise City-managed renovation of	<ul style="list-style-type: none"> New public funding for projects and 	<ul style="list-style-type: none"> Improved and expanded ability of the

		branches throughout the Bronx, Manhattan, and Staten Island	maintenance of projects supported with secured funding <ul style="list-style-type: none"> • Necessary paperwork submitted to the NYC Department of Design and Construction • Intervention when required 	branches to provide public service
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XI. Central Library Services

#	Year	Goal Statement	Evaluation Methods	Intended Results
XI.1	2007-2011	Provide onsite and remote access to collections, programs, and services that supplement and expand the variety found in neighborhood branch libraries	Library Statistics, including <ul style="list-style-type: none"> • Attendance • Circulation • Information questions • Reserves filled • Telephone, email and chat reference questions • World languages books loaned and sent on circuit • Large print books loaned and sent on circuit 	<ul style="list-style-type: none"> • Customers able to consult or borrow library materials from large collections. • Expanded hours of service for reference beyond local branch hours (onsite 60-64 hours/week; telephone 54-64 hours/week; email 24/7; and chat 35 hours/week) • Customers able to access to all circulating Central library materials in the catalog without traveling • Customers who wish to read materials in languages other than English will find new deposits in their preferred language each quarter in their neighborhood branch, and will also have access to large collections onsite and through reserves. • Customers who wish to read materials in large print format will find new deposits each quarter in their neighborhood branch, and will also have access to a large collection onsite and through reserves.
XI.2	2007-2011	Evaluate central library services in Midtown Manhattan	<ul style="list-style-type: none"> • Statistics on use of services and resources at Central Libraries and Research Libraries in Midtown 	<ul style="list-style-type: none"> • Expanded public library services in a state-of-the-art facility that meets the needs of users.

			Manhattan	<ul style="list-style-type: none">• Increased coordination and shared resources with NYPL Research Libraries to ensure continuum of resources and services for patrons.
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Section 5. THE RESEARCH LIBRARIES GOAL STATEMENTS, EVALUATION METHODS AND INTENDED RESULTS

2007-2011 Plan of Service

I. Resource-Sharing

Collection Development

	Year	Goals Statement	Evaluation Methods	Intended Results
I.1	2007-2011	Define the NYPL Research Libraries' collection core and stake a claim in areas of international strength	<ul style="list-style-type: none"> Assess NYPL's recognition by its peers and the international research community Conduct and commission analyses of Research Libraries collections' strengths and gaps to identify future priorities and areas requiring support 	<ul style="list-style-type: none"> Focused collection priorities that are properly funded
I.2	2007-2011	Transform the management of collection development	<ul style="list-style-type: none"> Assess NYPL's recognition by its peers and the international research community Analysis of collection development and acquisitions statistics through comparison to peer institutions, such as ARL 	<ul style="list-style-type: none"> Better managed collection development across the institution and better utilized collection development staffing
I.3	2007-2011	Establish a collaborative approach to collection development	<ul style="list-style-type: none"> Assess NYPL's recognition by its peers and the international research community Analysis of collection development and acquisitions statistics through comparison to peer institutions, such as ARL 	<ul style="list-style-type: none"> Increased cooperative collection development across The Research Libraries and increased cooperative collection development strategies with identified partner institutions

Delivery

	Year	Goals Statement	Evaluation Methods	Intended Results
I.4	2007-2011	Engage staff and users in strengthening the culture of public service	<ul style="list-style-type: none"> Study the customer and the use of NYPL's collections through a professionally managed rigorous process Assess improvements in public service and identify new user needs and possibilities for service 	<ul style="list-style-type: none"> Support and development of the highest quality public service
I.5	2007-2011	Make collection discovery easier	<ul style="list-style-type: none"> Conduct usability studies with researchers to provide input for new integrated library system (ILS) Assess improvements in public service and identify new 	<ul style="list-style-type: none"> The Research Libraries are more customer centered and easier to use

			user needs and possibilities for service	
I.6	2007-2011	Develop services to facilitate use	<ul style="list-style-type: none"> Assess improvements in public service and identify new user needs and possibilities for service Collection and analysis of public service statistics: reference and delivery 	<ul style="list-style-type: none"> New technologies implemented that better serve users and services tailored to specific user groups

Interlibrary Loan/Electronic Document Delivery

	Year	Goals Statement	Evaluation Methods	Intended Results
I.7	2007-2010	Rethink the way NYPL participates in ILL by growing a digitization on demand service	<ul style="list-style-type: none"> Collection and analysis of ILL statistics 	<ul style="list-style-type: none"> Increased access to the collections and further collaboration between ILL and digital library
I.8	2010-2011	Develop new models for collection development that include ILL, document delivery, and Digital Library in planning, such as establishing funds for obtaining resources on demand through ILL	<ul style="list-style-type: none"> Collection and analysis of ILL statistics 	<ul style="list-style-type: none"> Focused collection development priorities and utilization of an on-demand model in selected areas

III. Technology Services

Integrated Library System

	Year	Goals Statement	Evaluation Methods	Intended Results
II.1	2007	Develop and begin to execute plan for the procurement of a new Integrated Library System that will combine the functions of the two library systems currently used to separately manage the Branch and Research Library Collections.	<ul style="list-style-type: none"> Staff input and feedback during the planning process Patron surveys to help clarify what services they are seeking, what works well, what needs improvement, and what additional services are desired Review of functional requirements by senior management and Planning consultant hired for Project 	<p>New ILS will provide</p> <ul style="list-style-type: none"> intuitive and seamless access to all of the Library's Branch and Research materials by integrating data from two library systems into one efficiencies brought on by establishing common support functions, skill sets, and technical infrastructure throughout institution a new state-of-the-art integrated library system infrastructure to take the place of the outdated hardware and software platforms currently in place

II.2	2008	Plan the implementation of system, provide staff with training, purchase equipment and software, install and roll out individual modules	<ul style="list-style-type: none"> Field reports from staff on delivery of service requirements established in planning process Feedback from Library patrons via in-house and online surveys that will query public on service and performance of new System Management reports on efficiencies experienced by staff in service performance and delivery 	<ul style="list-style-type: none"> All modules of Integrated Library System in place by end of 2008 delivering the level of service, performance and efficiencies targeted during the planning process
II.3	2007-2008	Continue to upgrade the existing Integrated Library System features and search functionality	<ul style="list-style-type: none"> Analyze usage of system features by patrons and staff Assess system stability and measure capacity 	<ul style="list-style-type: none"> Reasonable investment in improved discovery of The Research Libraries' holdings in the online catalog (CATNYP) until the new ILS is implemented Ensured stability of current ILS during transition period to new ILS
II.4	2007-2008	Ensure that the majority of online bibliographic records for Research Library Collections are included in the online catalog (CATNYP)	<ul style="list-style-type: none"> Review independent bibliographic databases to determine which records can be reasonably migrated into CATNYP and which cannot 	<ul style="list-style-type: none"> Enhanced ability for patrons to perform a single search to discover The Research Libraries' holdings Facilitated migration of records from the current to the new ILS from as few sources as possible

Virtual Library and Reference

	Year	Goals Statement	Evaluation Methods	Intended Results
II.5	2007-2011	Integrate digital discovery activities	<ul style="list-style-type: none"> Assess how users are utilizing NYPL digital offerings to provide guidance on developing new resources and services Collection and analysis of digital usage statistics 	<ul style="list-style-type: none"> Institutional structure implemented to support and expand digital activities
II.6	2007-2011	Support preservation of digital media	<ul style="list-style-type: none"> Assess ability to preserve and manage NYPL's digital assets Collection and analysis of digital usage statistics 	<ul style="list-style-type: none"> Technical infrastructure developed to support long-term growth and preservation of digitized content
II.7	2007-2011	Increase the prominence of the Library's interpretive activities through digital media	<ul style="list-style-type: none"> Assess how users are utilizing NYPL digital offerings to provide guidance on developing new resources and services Collection and analysis of digital usage statistics 	<ul style="list-style-type: none"> Users better served by making more of the Libraries collections available digitally in engaging online services and products
II.8	2007-2010	Make Library subscription resources more available virtually	<ul style="list-style-type: none"> Collection and analysis of database usage statistics 	<ul style="list-style-type: none"> Expanded subscription database access onsite and remotely

II.9	2007	Streamline virtual reference for all NYPL users	<ul style="list-style-type: none"> Collection and analysis of virtual reference statistics 	<ul style="list-style-type: none"> All email reference reorganized to provide a single entry point/clearinghouse, increasing collaboration between Branch and Research Libraries
II.10	2007-2011	Expand the ways in which staff and patrons can contribute content and access the Library's websites	<ul style="list-style-type: none"> System is purchased and is used to create and maintain public and staff web sites. Assess how users are utilizing NYPL digital offerings to provide guidance on developing new resources and services Collection and analysis of digital usage statistics Streaming media files of NYPL public events available on web site 	<ul style="list-style-type: none"> Content Management System purchased and implemented Portals for patrons and staff implemented A/V offerings on web site increased
II.11	2008	Create an online, plan-ahead service that provides efficient and fruitful experiences for researchers	<ul style="list-style-type: none"> Assess improvements in public service and identify new user needs and possibilities for service 	<ul style="list-style-type: none"> Online services better utilized to aid users in preparing for onsite work

Other: End User Equipment and Software Upgrades

	Year	Goals Statement	Evaluation Methods	Intended Results
II.16	2007	Support current applications and increase desktop security	<ul style="list-style-type: none"> Analysis of online inventory data 	<ul style="list-style-type: none"> All public and staff PCs upgraded to Microsoft Windows XP
II.17	2007-2011	Provide reliable service by retiring equipment as it reaches end of expected life	<ul style="list-style-type: none"> Analysis of online inventory data 	<ul style="list-style-type: none"> All PCs replaced after 5 years of use

Other: Network, Internet, and Telecommunications Upgrades

#	Year	Goals Statement	Evaluation Methods	Intended Results
II.18	2008	Replace current dark fiber ring between Research Library locations	<ul style="list-style-type: none"> New contract is entered after existing one terminates in 8/2008 	<ul style="list-style-type: none"> Reliable service ensured by renewing dark fiber contract or switching to a managed service provider.
II.19	2007-2008	To ensure reliable technology services by moving systems to a new datacenter	<ul style="list-style-type: none"> New datacenter is constructed and all services are migrated to it 	<ul style="list-style-type: none"> New datacenter built and occupied
II.20	2007-2011	Increase Internet bandwidth as needed	<ul style="list-style-type: none"> Analysis of Internet bandwidth utilization statistics 	<ul style="list-style-type: none"> Sufficient bandwidth to the Internet provided to meet service requirements

II.21	2007-2011	Increase Internet2 bandwidth as needed	<ul style="list-style-type: none"> • Analysis of Internet2 bandwidth utilization statistics 	<ul style="list-style-type: none"> • Sufficient bandwidth to the Internet2 provided to meet service requirements
II.22	2007-2011	Provide reliable service by replacing old equipment	<ul style="list-style-type: none"> • Analysis of online inventory data 	<ul style="list-style-type: none"> • All network equipment replaced • All PBXes and phone sets replaced
II.23	2007-2011	Staff and patrons can access NYPL's resources via their personal WiFi enabled devices	<ul style="list-style-type: none"> • Analysis of online inventory data 	<ul style="list-style-type: none"> • Public WiFi available in all locations

III. Special Client Groups

Adult Literacy—Branch Libraries

Coordinated Outreach

	Year	Goals Statement	Evaluation Methods	Intended Results
III.1	2007-2011	Provide services to CUNY students and faculty	<ul style="list-style-type: none"> • Collection and analysis of educational outreach statistics and profile of registered users • Analysis of growth of collections to meet students' needs 	<ul style="list-style-type: none"> • Collections and services available to support CUNY students and faculty
III.2	2007-2011	Provide services to technology and business users	<ul style="list-style-type: none"> • Collection and analysis of SIBL usage statistics 	<ul style="list-style-type: none"> • Necessary collections and services provided to the science and business communities
III.3	2007-2011	Conduct outreach to economic development organizations, small business service organizations, and existing or potential business owners	<ul style="list-style-type: none"> • Collection and analysis of SIBL usage statistics 	<ul style="list-style-type: none"> • Needs of the small business community supported
III.4	2007-2011	Preserve and provide access to research resources documenting the global experiences of people of African descent	<ul style="list-style-type: none"> • Collection and analysis of Schomburg Center collections and usage statistics 	<ul style="list-style-type: none"> • Scholarship and preservation of African and African Diasporan history supported

III.5	2007-2011	Use rich documentary resources to interpret the historical and cultural development of continental and diasporan African peoples	<ul style="list-style-type: none"> Collection and analysis of Schomburg Center collections and usage statistics 	<ul style="list-style-type: none"> The Libraries' African and African Diasporan resources are available to scholarly, educational and other user communities
III.6	2007-2011	Reach out to Performing Arts Community	<ul style="list-style-type: none"> Collection and Analysis of LPA collections and usage statistics 	<ul style="list-style-type: none"> Scholarship, education, and new work in the performing arts supported
III.7	2007-2011	Reach out to the scholarly and educational community in the Humanities and Social Sciences Library	<ul style="list-style-type: none"> Collection and Analysis of HSSL collections and usage statistics 	<ul style="list-style-type: none"> Scholarship and education in the humanities and social sciences supported
III.8	2007-2011	Provide Research Library services to individuals with disabilities	<ul style="list-style-type: none"> Assess resources, facilities, and equipment to support services for people with disabilities to ensure that they are up-to-date and fully functional and implement across all Research Centers 	<ul style="list-style-type: none"> The Research Libraries collections are accessible to people with disabilities
III.9	2007-2011	Position the Research Libraries on an international level with peer institutions	<ul style="list-style-type: none"> Assess the Library's prominence in the international research community through partnerships and recognition 	<ul style="list-style-type: none"> The Research Libraries' resources marketed to the local, national, and international community
III.10	2007-2011	Use Resource discovery as marketing	<ul style="list-style-type: none"> Assess depth of collection use through usage statistics 	<ul style="list-style-type: none"> The Research Libraries' core collections and strengths marketed
III.11	2007-2011	Reach out to the Libraries' global, national, and local audiences	<ul style="list-style-type: none"> Assess depth of collection use through usage statistics 	<ul style="list-style-type: none"> Increased access to the Research Libraries collections and interpretive programs
III.12	2007-2011	Reach out to graduate, college and AP high school students, as well as teachers, and expand instructional services at all centers.	<ul style="list-style-type: none"> Collection and analysis of educational outreach statistics 	<ul style="list-style-type: none"> Increased awareness and use of the Research Libraries' resources in higher educational communities

Services to Correctional Facilities and Ex-Offenders—Branch Libraries

Youth Services

	Year	Goals Statement	Evaluation Methods	Intended Results
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III.13	2007-2011	Expand services to K-12 community through assessment of ways the collections match State learning standards, creation of services and educational and promotional materials, and outreach on services to teachers and schools	<ul style="list-style-type: none"> Collection and analysis of education outreach statistics 	<ul style="list-style-type: none"> Increased awareness and use of the Research Libraries' collections by the educational community.
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IV. Continuing Education and Training

#	Year	Goals Statement	Evaluation Methods	Intended Results
IV.1	2007-2011	Develop an organized structure for staff training and development that meets the needs of all staff, at all levels, and in all units	<ul style="list-style-type: none"> Consistent evaluation of classes and programs evaluated and revised as needed Anecdotal report from staff Survey of Staff Training needs 	<ul style="list-style-type: none"> Staff Development Advisory Board to guide and direct program growth Sustainable program and plan for classes and programs available to staff Catalog of available programs, providing guidance to assist supervisors in advising staff as to creating an individual development plan Provision of online manuals and self-training videos
IV.2	2007-2008	Identify and develop new leaders across the organization, and provide them with the necessary skills to succeed	<ul style="list-style-type: none"> Development of a new, sustainable Leadership Academy, managed by the Office of Staff Development, and funded internally Continual written evaluation of each component of training, and feedback from all participants 	<ul style="list-style-type: none"> Annual Leadership Academy, with participants form across the organization Staff encouraged to consider their future at NYPL. Staff more confident in their Leadership skills
IV.3	2007	Improve the first experiences of newly hired staff, to encourage broader knowledge of the organization from the beginning	<ul style="list-style-type: none"> Development of an orientation program for all newly hired staff Participant survey, administered 6 weeks after hire date 	<ul style="list-style-type: none"> Formal and consistent orientation program for all new staff Staff begin their new job with a better appreciation for the Library as a whole, and see how their position fits into the big picture

IV.4	2007-2011	Improve staff morale and collegiality	<ul style="list-style-type: none"> • Anecdotal evidence as to the success of new programs • Statistics on program attendance 	<ul style="list-style-type: none"> • New programs that recognize staff achievements • New programs that bring staff together to work on common goals
IV.5	2007-2008	Create opportunities for internships across all library departments	<ul style="list-style-type: none"> • Direct feedback from participants and their supervisors 	<ul style="list-style-type: none"> • Structure in place for managing all internship programs • Centralized process for selecting and placing interns
IV.6	2008-2010	All staff will be comfortable with the new Integrated Library System, prior to its launch	<ul style="list-style-type: none"> • Multiple training sessions held for each module of the new ILS • Skills testing as appropriate 	<ul style="list-style-type: none"> • Staff will be confident in the new system, and will be able to educate patrons in the use of the new features available

V. Consulting and Technical Assistance Services:

#	Year	Goals Statement	Evaluation Methods	Intended Results
V.1	2007-2011	Raise and increase monetary support for the Library on an annual basis	<ul style="list-style-type: none"> • Annual reports on total dollars raised and grants received 	<ul style="list-style-type: none"> • Reliable and sustained funding for existing and enhanced programs and services
V.2	2007-2011	Coordinate and administer grant funds from public and private sources according to guidelines and regulations	<ul style="list-style-type: none"> • Narrative and financial grant reports 	<ul style="list-style-type: none"> • Continued funding from private and public donors
V.3	2007-2011	Prepare and manage annual operating budgets	<ul style="list-style-type: none"> • Annual operating budgets and quarterly reports 	<ul style="list-style-type: none"> • Efficient and effective distribution of Library resources
V.4	2007-2011	Develop and maintain multi-year financial plans	<ul style="list-style-type: none"> • Annual operating plans and reports 	<ul style="list-style-type: none"> • Long term fiscal stability of the Library

V.5	2007-2011	Manage staff recruitment, placement, benefits, wage and salary administration, affirmative action, labor relations, and safety	<ul style="list-style-type: none"> • Anecdotal feedback from staff • Recruitment and retention records • EEO-1 report 	<ul style="list-style-type: none"> • A satisfied, diverse, qualified staff
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VI. Awareness and Advocacy

	Year	Goals Statement	Evaluation Methods	Intended Results
VI.1	2007-2011	Create and implement grass roots activities to preserve and expand funding support from City, State, and Federal government sources.	<ul style="list-style-type: none"> • Expense and Capital budgets will indicate success of grassroots activities through secured funding for library initiatives • Success of letter writing campaign will be measured in total number of letters sent to elected officials 	<ul style="list-style-type: none"> • A regular, year-round working relationship with public officials and the user community to better inform them about the services libraries provide and the resources necessary to operate libraries
VI.2	2007-2011	Publicize the Library through press, marketing, and advertising initiatives	<ul style="list-style-type: none"> • Total number and quality of press stories. • Total number of advertisements • Analysis of new marketing initiatives • Statistical results of marketing efforts 	<ul style="list-style-type: none"> • Users and potential users know about the services and resources at The New York Public Library

VII. Communication Among Member Research Libraries

	Year	Goals Statement	Evaluation Methods	Intended Results
VII.1	2007-2011	Formalize communities of practice and support across center and divisional boundaries	<ul style="list-style-type: none"> • Collection of statistics on staff participation and anecdotal evidence of success 	<ul style="list-style-type: none"> • Improved coordination of Library-wide work and goals
VII.2	2007-2011	Develop staff exchanges across units and centers to encourage community and share expertise	<ul style="list-style-type: none"> • Collection of statistics on staff participation and anecdotal evidence of success 	<ul style="list-style-type: none"> • Increased community, communication, and expand staff expertise

VII.3	2007	Improve Staff News as a conduit for staff information, including positive news about staff accomplishments	<ul style="list-style-type: none"> Anecdotal analysis of staff satisfaction with product 	<ul style="list-style-type: none"> Improved community and communication
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VIII. Cooperative Efforts with Other Library Systems

	Year	Goals Statement	Evaluation Methods	Intended Results
VIII. 1	2007-2011	Strengthen partnerships with NYSHE, NYLINK, NERL, METRO	<ul style="list-style-type: none"> Statistical and anecdotal analysis of partnership production and success 	<ul style="list-style-type: none"> Better use of and participation in local and State cooperative efforts
VIII. 2	2008-2011	Partner with other institutions in the creation and sharing of digital content	<ul style="list-style-type: none"> Statistical and anecdotal analysis of partnership productivity and success 	<ul style="list-style-type: none"> Better use of digital resources
VIII. 3	2008-2011	Expand and develop partnerships with libraries in developing countries	<ul style="list-style-type: none"> Statistical and anecdotal analysis of partnership productivity and success 	<ul style="list-style-type: none"> Expertise shared, collections expanded, and the Library's international prominence increased
VIII. 4	2008-2011	Develop consortial collection development relationships with peer institutions	<ul style="list-style-type: none"> Statistical and anecdotal analysis of partnership productivity and success 	<ul style="list-style-type: none"> Better use of collection development resources
VIII. 5	2010-2011	Increase NYPL RL involvement in international groups, such as IFLA	<ul style="list-style-type: none"> Statistical and anecdotal analysis of partnership productivity and success 	<ul style="list-style-type: none"> Increased role by the Library's as a national and international resource

IX. Construction

	Year	Goals Statement	Evaluation Methods	Intended Results
IX.1	2007-2011	Restore the façade of the Humanities and Social Sciences Library.	<ul style="list-style-type: none"> Status of planning, design, and construction 	<ul style="list-style-type: none"> Deterioration of the façade and roof of the building halted to prevent leaks and falling pieces of stone.

IX.2	2007-2011	Renovate the Dorot Jewish Division of the Humanities and Social Sciences Library	<ul style="list-style-type: none"> • Status of planning, design, and construction 	<ul style="list-style-type: none"> • Optimal environment for research and study provided and improved level of service to the researchers who use the Division.
IX.3	2009	Reconfigure the Third Floor Reading Room at the Library for the Performing Arts	<ul style="list-style-type: none"> • Status of planning, design, and construction 	<ul style="list-style-type: none"> • Patrons provided with single-source access to the resources and services of the Library for the Performing Arts' Research Divisions. • Staff time and resources more efficiently and effectively allocated to serve patrons.

X. Central Library: Not Applicable

XI. Other

Collection Discovery and Preservation

	Year	Goals Statement	Evaluation Methods	Intended Results
XII.1	2007-2008	Upgrade collection discovery for archives and manuscript collections to a new platform	<ul style="list-style-type: none"> • Assess researchers' use of primary collections and how they find out which collections are owned by NYPL • Assess state of technology available and in use at peer institutions 	<ul style="list-style-type: none"> • Enhanced discovery of finding aids/collection guides representing unique, primary research collections in The Research Libraries Collections • Provide a stable platform for hosting and presenting finding aids/collections
XII.2	2007-2011	Revitalize collection discovery	<ul style="list-style-type: none"> • Assess reductions in processing backlogs 	<ul style="list-style-type: none"> • Increased users' access to the collections
XII.3	2007-2011	Reclaim the Library's position as a national leader in preservation	<ul style="list-style-type: none"> • Assess preservation output statistics, including media and digital preservation, in light of collection size and growth, and peer institutions such as through ARL Preservation Statistics 	<ul style="list-style-type: none"> • The Research Libraries collections sufficiently preserved