New York State
Library

The New York State
LIBRARY SERVICES AND TECHNOLOGY ACT
FIVE-YEAR PLAN

October 1, 2022–September 30, 2027

FFY 2023–2027

A Focused Program for the

Improvement of Library Services for the People of New York State

Utilizing Local, State, and Federal Resources

The University of the State of New York

The State Education Department

The New York State Library

Cultural Education Center

Albany, New York 12230

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This document is also available online at: http://www.nysl.nysed.gov/libdev/lsta/index.html

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EXECUTIVE SUMMARY

The following pages describe in detail New York State's Library Services and Technology Act (LSTA) Five-Year Plan for the period October 1, 2022, through September 30, 2027.

The federal Institute of Museum and Library Services, which administers the LSTA program, requires a Five-Year Plan that describes the State Library's mission, the library service needs identified for the state, and the ways in which the state plans to use Library Services and Technology Act funds to meet those needs.

This 2023–2027 Five-Year Plan consists of four major goals:

Goal 1. The New York State Library will champion lifelong learning.

Goal 2. The New York State Library will demonstrate excellence in public services to and through its library systems and libraries.

Goal 3. The New York State Library will strengthen community engagement and promote social well-being.

Goal 4. The New York State Library will advance collections stewardship and access.

Each of these four goals is closely linked to the New York State Regents Advisory Council on Libraries needs assessment findings, resulting priority areas, and one or more of the priorities of the Library Services and Technology Act (listed under "Needs Assessment").

Additional documents used in assessing needs included, but were not limited to, *Survey of New York State Libraries and Library Systems* (2021) and the LSTA 2017–2022 Evaluation Report. (See key planning resources.)

Following the description of each of the four goals and its supporting activities, the plan notes specific evaluation measures (i.e., output and outcome targets). The State Library will track outputs and outcomes, enabling continuous evaluation of program goals, as well as efficient and effective use of LSTA resources.

The 2023–2027 Five-Year Plan was developed in consultation with the Regents Advisory Council on Libraries. The plan was made available for public comment during its development, and resulting input was incorporated from many key stakeholder groups.

The State Library will continue to involve key stakeholders in various aspects of the 2023–2027 LSTA Five-Year Plan's implementation. The Regents Advisory Council on Libraries will ensure that the

execution of the plan is coordinated with the overall plan and priorities of the New York State Library, resulting in unified State Library policy in terms of federal, state, and private fund expenditures.

LSTA Five-Year Plan
October 1, 2022, through September 30, 2027

INTRODUCTION

The Library Services and Technology Act (LSTA), a federal program for libraries administered by the Institute of Museum and Library Services (IMLS), requires a five-year plan from each state. This document outlines New York's sixth LSTA Five-Year Plan. The plan was based on the findings of a needs assessment, which synthesized data from an independent evaluation of the previous LSTA Five-Year Plan, findings from a recent Regents Advisory Council on Libraries needs assessment, a review of key New York State Library documents, and advisory input from New York State Library leaders. The priorities and projects detailed in the plan were developed with input from New York State Library staff and library system directors, which was gathered through a facilitated session and survey. The plan covers the period October 1, 2022 through September 30, 2027.

The Regents Advisory Council on Libraries is appointed by the Board of Regents of The University of the State of New York. The New York State Library and other libraries throughout the state are the responsibility of the Board of Regents. Therefore, policy on library services is part of education policy in New York State.

The State Library includes the Division of Library Development and the Research Library. The Division of Library Development provides leadership, funding, and expert assistance for all of New York's libraries and library systems. Staff experts work with librarians, trustees, public officials, and local leaders to ensure that library resources are available to all of their communities. Library Development administers more than $130 million in state and federal aid to New York's libraries, and facilitates participation in federal, state, and private funding programs.

The Research Library is the principal library for New York State government and serves New Yorkers and New York's libraries statewide. Its collection of more than 20 million items makes it the largest state library in the United States.

More than 7,000 libraries serve the people of New York. Most of these libraries are linked with others in resource-sharing library systems and networks. New York's Library Services and Technology Act program reaches libraries through their regional systems and through statewide services.

The State Library and New York State's library systems work together as partners to expand and improve statewide library services and to implement initiatives and activities such as those described in this plan. Three different types of library systems connect and serve the state's libraries as follows:

Public Libraries and Library Systems: Some 757 public libraries with over 1,070 outlets serve the people of New York State. Twenty-three regional public library systems serve public libraries in their respective regions, providing interlibrary loan, outreach services, and professional development opportunities. New York State's public libraries range in size from The New York Public Library, which serves 3.4 million people through 95 outlets, to the Thousand Island Park Library, which serves a population of 96 in northern New York. The public library systems' 27 central and co-central libraries provide reference and information services to residents throughout the systems' service areas.

Reference and Research Library Resources Systems: Nine regional consortia, encompassing all of New York State, include libraries in public and private colleges and universities, special libraries, public libraries and public library systems, and school library systems in a complex network of resource sharing. Each system serves its region and the entire state as an important link to the rich and varied resources of the special, college, and university libraries, and provides a strong program of professional development for library staff. As of 2020–2021, the state had 286 degree-granting institutions of higher education.

School Libraries and Library Systems: Forty school library systems serve 4,236 school libraries in 731 public school districts and 1,656 nonpublic schools statewide, enabling them to participate in professional development and resource sharing with all types of libraries. These systems also serve as liaisons to the State Education Department, encouraging school librarians to be co-educational partners with classroom and content-area teachers in ensuring that all students in New York State develop the information literacy skills that will help them become informed citizens who are college and career ready.

MISSION

The mission of the New York State Education Department—"To raise the knowledge, skill, and opportunity of all the people in New York"—provides direction for libraries, archives, and museums, as well as the formal educational structure of schools and colleges.

The State Library, State Museum, State Archives, Summer School of the Arts, and the Office of Educational Television and Public Broadcasting comprise the Office of Cultural Education (OCE). These institutions are responsible for increasing the knowledge and information resources of state and local government, businesses, and individuals. The office supports research, operates programs, and develops and preserves collections that serve the long-term interests of the institutions and residents of New York. The Office of Cultural Education provides services directly to individuals and government at the New York State Library, the State Archives, and the State Museum. OCE also distributes aid to libraries and library systems, local governments, and public broadcasting stations.

The mission of the New York State Library, through the Division of Library Development, the Research Library, and the Talking Book and Braille Library, is "to provide leadership and guidance for the planning and coordinated development of library services and to serve as a reference and research library for the people of the State." The State Library works in partnership with the three types of library systems to carry out planning and coordination for the development of library services throughout the state.

New York's 2023–2027 LSTA Plan supports these missions by strengthening the provision of library services that help all New Yorkers access the wealth of information in collections across the state and beyond. The State Library will augment its programs through a wide range of strategic partnerships, such as those with other state agencies, in order to achieve better reach and service to the state's residents.

NEEDS ASSESSMENT

This plan operates under priorities established by the Institute of Museum and Library Services and based in Library Services and Technology Act law. The priorities are to

1. expand services for learning and access to information and educational resources in a variety of formats (including new and emerging technology), in all types of libraries, for individuals of all ages in order to support such individuals' needs for education, lifelong learning, workforce development, economic and business development, health information, critical thinking skills, digital literacy skills, and financial literacy and other types of literacy skills;
2. establish or enhance electronic and other linkages and improved coordination among and between libraries and entities, as described in 20 U.S.C. § 9134(b)(6), for the purpose of improving the quality of and access to library and information services;
3. (a) provide training and professional development, including continuing education, to enhance the skills of the current library workforce and leadership, and advance the delivery of library and information services and (b) enhance efforts to recruit future professionals, including those from diverse and underrepresented backgrounds, to the field of library and information services;
4. develop public and private partnerships with other agencies, tribes, and community-based organizations;
5. target library services to individuals of diverse geographic, cultural, and socioeconomic backgrounds, to individuals with disabilities, and to individuals with limited functional literacy or information skills;
6. target library and information services to persons having difficulty using a library and to underserved urban and rural communities, including children (from birth through age 17) from families with incomes below the poverty line (as defined by the Office of Management and

Budget and revised annually in accordance with 42 U.S.C. § 9902(2)) applicable to a family of the size involved;

7. develop library services that provide all users access to information through local, State, regional, national, and international collaborations and networks; and

8. carry out other activities consistent with the purposes set forth in 20 USC Section 9121, as described in the State Library Administrative Agency's plan.

To develop the 2023–2027 LSTA Five-Year Plan in alignment with the above-referenced LSTA priorities, the New York State Library conducted a needs assessment. The needs assessment was informed by key findings from the 2017–2022 LSTA Five-Year Plan Evaluation, which was conducted by an external evaluator. The evaluation consisted of a document review, key informant interviews, and a library stakeholder survey. Additional needs assessment data sources included key documents from the New York State Library, findings from the Regents Advisory Council needs assessment, the State Library Strategic Plan, and advisory input from a committee of New York State Library leaders.

Several needs and priorities were identified based on the needs assessment; these informed the goals and projects detailed in the plan. The identified priority areas were:

- diversity, equity, and inclusion
- digital inclusion
- resilience and sustainability
- access and stewardship
- lifelong learning

These priority areas emerged consistently across the needs assessment sources, including the survey findings and key informant interviews associated with the LSTA Five-Year Plan Evaluation, facilitated discussions with library stakeholders, and New York State Library reports and documents. Specific findings from the LSTA 2017–2022 Five-Year Plan Evaluation and library stakeholder survey are described in greater detail below. These findings are applicable to the New York State Library, the library workforce, and New Yorkers as well.

LSTA 2017–2022 Five-Year Plan Evaluation Recommendations

The LSTA 2017–2022 Five-Year Plan Evaluation presented several recommendations, which included continuing high-impact LSTA-funded programs and those highly endorsed by the field; continuing or introducing programs that advance digital equity, digital inclusion, and digital literacy; developing an outreach plan to inform the public about library programs and services and to promote the importance and value of the library to policy makers and the general public; supporting the goal of ensuring that every public school student in New York State has access to a school library and certified school librarian; and supporting institutions, including rural libraries, in applying for grants to support access and digital equity.

Additional recommendations from the evaluation informed the process of creating the Five-Year Plan. These recommendations included creating a focused Five-Year Plan that is strategic and measurable, drawing upon an inclusive process of stakeholder engagement, and adopting evaluation approaches that measure the outcomes and impact of high-priority projects.

Library Stakeholder Survey Findings

The library stakeholder survey, described in more detail in the 2017–2022 LSTA Five-Year Plan evaluation report, was designed to gather perspectives from the field regarding needs and priorities. A total of 494 library stakeholders completed the survey. The survey respondents endorsed the following needs and issues as high priority to the library field and/or to the residents of New York State:

- Promoting diversity, equity, and inclusion
- Supporting and promoting libraries and their services
- Planning for the future of libraries and the profession
- Building a diverse, well-trained, and sustainable workforce
- Addressing social and economic issues related to libraries and their communities
- Providing training and support regarding information and media literacy
- Ensuring access to public libraries for all New Yorkers
- Ensuring access to certified school librarians for students
- Enhancing lifelong learning
- Fostering digital inclusion
- Supporting innovative library programming through grants

Regents Advisory Council on Libraries

During 2021 and 2022, the Regents Advisory Council embarked on a series of stakeholder engagements to inform a new vision for library services. Through this process, several strategic priorities were developed, including advancing access; advancing diversity, equity, inclusion, and anti-racism; and promoting the social well-being of communities. The goals of the 2023–2027 LSTA Five-Year Plan are aligned with these strategic priorities.

STAKEHOLDER INVOLVEMENT

The crafting of New York's sixth LSTA Five-Year Plan involved many stakeholders throughout the process. During a facilitated session, New York State Library staff were asked for feedback on the priority areas that emerged from the needs assessment, including ideas for specific projects and activities to support these priorities. Feedback was also elicited from system directors through a survey (completed by 49 system directors). This input was used to update the Five-Year Plan goals and to develop and finalize the projects and activities.

Initial drafts of the plan were prepared by State Library staff and discussed with members of the Regents Advisory Council on Libraries LSTA Committee and with key leaders within the State Education Department. A first draft of the plan was posted on the State Library's website, and comments were invited through a survey disseminated through NYLINE, New York's listserv for the library community, and in direct messages to leaders of statewide library organizations and potential partner organizations.

In addition to having engaged a wide range of stakeholders during the plan development, the State Library will continue to involve these stakeholders in various aspects of its implementation. For example, to advance digital equity through expanding broadband access, the New York State Library will cooperate and collaborate with many individuals and groups as well as libraries and library systems of all types—e.g., the Executive and the New York State Legislature, New York's ConnectALL office and other government agencies, the vendor community, and statewide library organizations such as the New York Library Association.

SUMMARY OF GOALS

New York State's LSTA Five-Year Plan consists of four goals and 17 projects with associated output targets and outcome targets. The goals, projects, and activities listed in this plan were determined through the needs assessment and align to one or more Library Services and Technology Act priorities. Each of the four goals reflects strong priorities for the New York State Library. However, Goal 3 is an especially high priority, based on the needs assessment. Two specific priorities that align with Goal 3 are digital inclusion and diversity, equity, and inclusion. These topic areas emerged consistently across the needs assessment sources and stakeholder facilitation process, underscoring their importance to the field.

Goal 1. The New York State Library will champion lifelong learning.

Goal 2. The New York State Library will demonstrate excellence in public services to and through its library systems and libraries.

Goal 3. The New York State Library will strengthen community engagement and promote social well-being.

Goal 4. The New York State Library will advance collections stewardship and access.

The State Library will carry out the goals of this plan through statewide services and, as funding allows, a grants program. The grant categories and eligibility will be defined in annual grant program guidelines. All activities in this plan are intended to be carried out over the FFY 2023–2027 period unless otherwise indicated.

Goal 1. The New York State Library will champion lifelong learning.

This goal supports LSTA priorities 1, 2, 3, 4, and 6.

The following projects[1] and activities will be implemented to advance Goal 1:

Project 1: Summer Reading at New York Libraries

Overview of Summer Reading at New York Libraries:

Summer Reading at New York Libraries is designed to benefit children and youth by focusing on 1) improving literacy and academic performance by promoting reading and the use of library resources, 2) improving children's access to library materials and activities which will encourage them to become lifelong library users and learners, and 3) fostering a love of reading in young people through public library programs and services. To that end, the New York State Library will provide state-level leadership, planning, coordination, consultation, and support services for a statewide summer reading program.

Summer Reading at New York Libraries Activities:

- Maintain and expand partnerships with national, state, regional, and local organizations to foster increased collaboration and resource sharing as well as greater participation in Summer Reading at New York Libraries.
- Promote Summer Reading through program materials, websites, social media, promotional events, and presentations.
- Provide an online registration tool for libraries to allow them to customize registration, track reading progress, facilitate communication with participants, and generate reports.
- Provide an online tool for libraries to allow them to locate information about and facilitate communication with program performers and presenters.

Project 2: Ready to Read at New York Libraries

Overview of Ready to Read at New York Libraries:

Ready to Read at New York Libraries is designed to raise the level of early literacy expertise and resources that New York's public libraries provide to the young children, families, and caregivers in their communities. To that end, the New York State Library provides state-level leadership, planning, coordination, consultation, and support services for a statewide early literacy program. Through this project, the New York State Library will promote early literacy resources offered by public libraries to national, state, regional, and local organizations. The intended outcome of the project is to strengthen,

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[1] Unless otherwise indicated, each project will be implemented throughout the five-year period (FFY 2023–2027).

among public library staff, knowledge of how to foster early literacy development and, by doing so, to contribute to improved programs and services that benefit children and families in New York State.

Ready to Read at New York Libraries Activities:

- Provide library staff with ongoing access to research-based early literacy skills training, such as Supercharged Storytimes.
- Provide an online day-by-day early literacy calendar resource (for young children, families, caregivers, and library staff) that is designed to enhance early literacy skills and encourage a lifelong love of books and reading.
- Partner with the Council on Children and Families, public broadcasting stations, the New York State Reading Association, and others to promote early literacy programs.

Project 3: Transforming Teen Services

Overview of Transforming Teen Services:

The Transforming Teen Services (T3) project focuses on statewide training of and support for public library staff and school librarians to strengthen understanding of teen development and learning styles and to utilize that information to enhance library programs and connections with young adults. This project is designed to benefit both the library workforce (by strengthening skills) and children and youth (through improved programs and services). The intended outcome of the project is to increase teen involvement and teen-led activities and to improve the knowledge and skills of librarians regarding how to serve youth more effectively.

Transforming Teen Services Activities:

- Support and encourage public libraries and public library systems to partner with schools, school library systems, and other organizations to develop and expand teen-led activities, such as teen advisory and teen volunteer services.
- Provide library staff with ongoing access to research-based teen services training.

Project 4: New York State Library Public Programming

Overview of New York State Library Public Programming:

The New York State Library provides educational opportunities through public workshops, webinars, and presentations focused on accessing the Research Library's electronic resources and vast collections. The Library also provides informative educational programs on various scholarly topics of interest to the general public, including but not limited to genealogy, local and state history, as well as author talks and services for patrons with disabilities. The project is designed to benefit New Yorkers, with the intended outcome of increasing their skills and knowledge.

New York State Library Public Programming Activities:

- Provide educational workshops, webinars, programs, and presentations to New Yorkers on a range of topics.
- Collaborate with the New York State Library's partner institutions, the New York State Museum and the New York State Archives, to provide educational programs to the public.

Project 5. NOVELny

Overview of NOVELny:

The New York Online Virtual Electronic Library (NOVELny) provides high-quality, reliable, up-to-date information available only through database licensing/subscription and makes information available to all types of libraries in New York State as well as to all New Yorkers. This project is designed to benefit New Yorkers by facilitating equitable access to information, with the intended outcome of supporting the enhancement of their knowledge and skills.

NOVELny Activities:

- Share information with libraries, library systems, state government, private industry, the nonprofit sector, and others to expand and promote statewide access to e-resources for all New Yorkers through increased information sharing.
- Provide a collection of commercial e-resources available statewide to support lifelong learning.
- Provide training for library staff, educators, students, and other patrons in accessing and using e-resources.
- Continuously evaluate the effectiveness and the impact of the NOVELny project to ensure that the selected commercial e-resources are relevant and are used by library staff and library patrons.

Goal 2. The New York State Library will demonstrate excellence in public services to and through its library systems and libraries.

This goal supports LSTA priorities 1, 3, 4, 7, and 8.

The following projects and activities will be implemented to advance Goal 2:

Project 6: Building Strong Library Leaders

Overview of Building Strong Library Leaders:

New York's libraries, library systems and other information repositories must have strong, informed leadership now and for the future. To this end, the New York State Library partners with national, state, and local entities to offer statewide services and programs that enhance the skills and knowledge of the library workforce and library trustees. This project is designed to benefit the library workforce through the provision of education and professional development opportunities. The intended outcome is to increase the knowledge and skills of current and emerging library leaders.

Building Strong Library Leaders Activities:

- Educate library staff, library trustees, and others in information and cultural institutions about program delivery, support, sustainability, and innovative models of public library governance, such as public library districts.
- Partner with library systems and others to ensure that all library staff and trustees are highly skilled in using new technologies by supporting, promoting, and providing professional development offerings.
- Provide educational workshops, webinars, and presentations for New York State Education Department staff, and encourage staff participation in other professional development activities related to information management and delivery.
- Collaborate with the New York State Museum and New York State Archives to offer and/or support programs that increase the skill and knowledge of leaders and staff in the cultural education field, including those in libraries and other information repositories.
- Provide instruction and assistance to applicants, certificate holders, graduate schools of library and information science, and employers concerning the public librarian certification process, as well as certification and professional development requirements.

Project 7: Data for Decision Making

Overview of Data for Decision Making:

Libraries and library systems in New York State and the researchers, policy makers, and members of the general public interested in libraries must have the data and information needed to make good decisions about library services in the current electronic environment and into the future. To that end,

the New York State Library provides state-level leadership, planning, coordination, consultation, and support services for accurate and timely data collection and dissemination. This project is designed to benefit the library workforce and New Yorkers by supporting data collection and data dissemination. The intended outcome is an increase in data-driven decision making.

Data for Decision Making Activities:

- Maintain partnerships among the State Library, library systems, libraries, IMLS, and others to provide user-friendly, timely, and accurate data via the internet for the ongoing evaluation and continuous improvement of library services and programs.
- Continuously improve online planning and reporting tools for use by the New York State Library and by local libraries and systems.
- Provide training and technical assistance related to data collection and dissemination.

Project 8: Expanding Library Networking and Collaboration

Overview of Expanding Library Networking and Collaboration:

The New York State Library provides state-level leadership, planning, coordination, consultation, and support services to enable 72 library systems and 7,000 libraries of all types to create and expand networking activities, partnerships, and collaborations. This project focuses on the State Library's partnerships with the 23 public library systems, the nine regional library councils, and the 40 school library systems, and includes other repositories of information. The intended outcomes are to strengthen the capacity of local public, school, academic, and special libraries to collaborate and maximize their resources; to offer programs and services that raise the knowledge and skills of all New Yorkers; and to improve equitable access to information and library services for all New Yorkers, regardless of where they live and work. Thus, the project is designed to benefit the library workforce, as well as all New Yorkers.

Expanding Library Networking and Collaboration Activities:

- Continuously improve, enhance, and sustain programs and services of New York's library systems and public, school, academic, and special libraries through communication with system directors and through the provision of technical support by regional liaisons.
- Regularly share information about the impact of state funds and LSTA federal funds with library systems, the library community, and the general public through meetings, presentations, the NYLINE listserv, and social media.
- Provide grants to library systems and libraries of all types, as funds are available, to enable institutions to improve access, deliver innovative programs, and offer high-quality lifelong learning opportunities.
- Revise State Education Department policies, regulations, and program guidelines as needed to keep pace with change and to implement this Five-Year Plan.

- Maintain partnerships among the State Library, library systems, and others to enhance resource sharing by supporting interlibrary loan services, delivery, and collaborative collection development.
- Support the efforts of the State Education Department's Office of P–12, school library systems, and others to ensure that all New York State students have access to a school library and a certified school librarian by sharing data and best practices.
- Partner with public library systems and others to reduce the number of New Yorkers without a local public library (currently almost 1 million) through continuous improvements in library governance structures.
- Partner with public library systems and others to ensure that all public and association libraries in New York State understand and comply with minimum standards.

Goal 3. The New York State Library will strengthen community engagement and promote social well-being.

This goal supports LSTA priorities 1, 2, 3, 4, 5, and 6.

The following projects and activities will be implemented to advance Goal 3:

Project 9: Diversity, Equity, and Inclusion

Overview of Diversity, Equity, and Inclusion:

The New York State Library is providing state-level leadership, planning, coordination, consultation, and support services to advance diversity, equity, and inclusion. The State Library will create tools, conduct a needs assessment and a policy audit, and offer professional development for the workforces of all repositories to present a holistic approach to inclusiveness. The intended outcome of the project is improved diversity, equity, and inclusion among the workforces of all institutions that hold cultural and information resources, as well as progress toward the long-term goal of reducing and eliminating barriers that prevent full participation among diverse groups in the information and cultural repository workforce.

Diversity, Equity, and Inclusion Activities:

- Finalize a comprehensive toolkit on diversity, equity, and inclusion and disseminate it to library systems and libraries.
- Conduct a comprehensive needs assessment on the current state of diversity, equity, and inclusion throughout the New York State Library, Museum, and Archives, culminating in recommendations and action steps.
- Conduct a policy audit to assess and document current policies and practices for promoting diversity, equity, and inclusion throughout the New York State Library, Museum, and Archives, culminating in recommendations for policy changes and updates, including a focus on protecting intellectual freedom as it relates to diversity, equity, and inclusion.
- Develop a comprehensive professional development plan and specific professional development offerings for the workforce regarding diversity, equity, and inclusion.
- Communicate with the field about new and ongoing diversity, equity, and inclusion initiatives and disseminate project findings (i.e., reports and other products).

Project 10: Digital Inclusion

Overview of Digital Inclusion:

The New York State Library provides state-level leadership, planning, coordination, consultation, and support services to advance digital equity and inclusion efforts that improve broadband adoption. The State Library and others in state government are essential partners in ensuring that New Yorkers have

both access to affordable, robust broadband internet service and the devices, training, and support they need to fully benefit from the opportunities the internet promises. *Digital inclusion* refers to the activities necessary to ensure that all individuals and communities, including the most disadvantaged, have access to and can make use of information and communications technologies. This includes five elements: affordable, robust broadband internet service; internet-enabled devices that meet the needs of users; access to digital fluency training; quality technical support; and applications and online content designed to enable and encourage self-sufficiency, participation, and collaboration.

Digital Inclusion Activities:

- Communicate and share information with national, state, and other government agency partners, such as New York State's ConnectALL office, to ensure that every library in New York State obtains and sustains robust high-speed broadband connections and internet access.
- Maintain national, state, and regional communications about the innovative and exemplary library programs and best practices of New York's libraries and library systems pertaining to digital inclusion.
- Partner with library systems and national, state, regional, and local organizations to ensure that library staff, trustees, and patrons have ongoing access to high-quality digital literacy training programs.
- Develop, maintain, and update a comprehensive clearinghouse listing information on digital inclusion funding opportunities for library systems and libraries.
- Disseminate information about funding opportunities, emerging research, and best practices in fostering digital inclusion through roundtable discussions and by sharing digital equity materials via listservs.
- Conduct and support research on digital inclusion to highlight emerging trends and best practices and formulate recommendations and action steps.
- Leverage federal e-rate telecommunication discounts to improve and sustain high-speed broadband connections for libraries and enhance public access computing services for all New Yorkers.

Project 11: Community Engagement and Outreach to Underserved Populations

Overview of Community Engagement and Outreach to Underserved Populations:

The New York State Library, in partnership with public library systems, supports access to library services for specific target groups, such as persons incarcerated in state and county correctional facilities, persons with physical and learning disabilities, the elderly, persons speaking languages other than English, the unemployed and underemployed, adults who are illiterate, persons living in geographically isolated areas, at-risk youth from birth to 21, Native Americans, and New Yorkers having difficulty using a library. The intended outcome of the project is improved knowledge, literacy, and workforce development skills among the targeted populations of library users. To this end, the State Library provides state-level leadership, planning, coordination, consultation, and support services.

Community Engagement and Outreach to Underserved Populations Activities:

- Improve, enhance, and sustain outreach programs and services of New York's public library systems and public libraries through communication with system directors and system outreach coordinators and through the provision of technical support.
- Disseminate information and best practices about library outreach, workforce development, and lifelong learning programs and services to libraries, library systems, and other organizations.
- Maintain and expand partnerships with national, state, regional, and local organizations to foster increased collaboration and information sharing about library outreach programs and services.
- Partner with state agencies such as the Department of Labor, the Department of Corrections and Community Supervision, and units of the State Education Department such as the Office of Adult Career and Continuing Education Services, in order to share timely information with libraries about state programs and services that will benefit library users and those in need of library programs and services.
- Disseminate information to library systems and local libraries to promote use of the digital talking book program offered through The New York Public Library's Andrew Heiskell Talking Book Library and the New York State Library's Talking Book and Braille Library.

Goal 4. The New York State Library will advance collections stewardship and access.

This goal supports LSTA priorities 1, 2, and 4.

The following projects and activities will be implemented to advance Goal 4:

Project 12: Digitization

Overview of Digitization:

The New York State Library provides access to publications and documents relevant to New York history and governance. Through its digitization program, the State Library harvests born-digital government publications, scans tangible documents, and hosts these items in its digital management system. The State Library also digitizes Manuscripts and Special Collections items. This project is designed to benefit New Yorkers and other library users by facilitating access to information. The intended outcome is an increased number of accessible digital items for New Yorkers.

Digitization Activities:

- Digitize fragile or rare items that require preservation or are requested by a researcher.
- The Research Library's Preservation, Manuscripts and Special Collections, and Digital Services units will work together to digitize items held by Manuscripts and Special Collections that require preservation or are requested by a researcher.
- Improve access to image files for researchers, either through internal procedures or by making the images available through online digital services for researchers to access directly.
- Partner with the nine regional library councils to advance digitization of collections and digital access and creation of appropriate standard metadata through projects such as New York Heritage and NYS Historic Newspapers.

Project 13: New York State Government Documents

Overview of New York State Government Documents:

Through its Document Distribution program, the New York State Library distributes New York State government publications to repositories across the state staffed with librarians to help put this information in the hands of New Yorkers. The intended outcome of the project is to increase access to New York State government documents for educational and research purposes.

New York State Government Documents Activities:

- Improve statewide access to full-text electronic New York State government documents by digitizing print materials and collecting born-digital publications.
- Distribute New York State government publications to repositories across the state.

- Partner with New York State agency staff to increase participation in the New York State Document Depository Program through outreach and education.
- Increase patron access to government publications through education and outreach to libraries throughout the state.

Project 14: Preservation and Discoverability

Overview of Preservation and Discoverability:

The New York State Library provides state-level leadership, planning, coordination, consultation, and support services to advance the preservation of unique research collections in libraries and other cultural organizations for future generations of New Yorkers. The State Library also engages in preservation activities. The intended outcome is increased discoverability within the State Library's vast research collections. This project is designed to benefit New Yorkers, who will be able to access and use library items that have been preserved and made discoverable.

Preservation and Discoverability Activities:

- Participate in national, state, and regional partnerships that promote preservation, collaborative collection development, access to resource sharing, disaster planning and recovery, and sustaining and preserving information in all formats.
- Expand and sustain conservation/preservation program activities in New York's libraries.
- Partner with the State Archives and others in continuously assessing and improving a statewide Documentary Heritage and Preservation Services for New York program that offers specialized training, collection assessment, and other technical assistance and support services for the staff and leaders of libraries, archives, historical societies, and other cultural institutions with unique collections.
- Improve discoverability and access for New Yorkers to the holdings of the State Library, Museum, and Archives collections.
- Strengthen partnerships with federal, state, and regional organizations to assist libraries and all cultural repositories in developing continuity of services and disaster recovery strategy plans, including supporting the development of Coalition for Response organizations across the state.
- Increase discoverability of New York State historical and genealogical materials by creating finding aids, cataloging items, and improving catalog records.

Project 15: Research Library Services for Libraries

Overview of Research Library Services for Libraries:

The New York State Library's Research Library uses its resources and technology to make information available for scholarship and research to all types of libraries throughout New York State by providing reference, interlibrary loan, and interlibrary loan consulting services, and by facilitating access to

materials in federal depositories across the state. This project is designed to benefit libraries, with the intended outcome of increasing the number of available and accessible items.

Research Library Services for Libraries Activities:

- Provide reference and interlibrary loan services to make information available to all types of libraries throughout New York State.
- Provide consulting services to other federal depository libraries in New York State.

Project 16: Research Library Services for Researchers

Overview of Research Library Services for Researchers:

The New York State Library's Research Library uses its resources and technology to make information available for scholarship and research, interlibrary loan, and reference. The State Library serves the reference and research needs of researchers, other individuals, and organizations in New York by providing reference, informational, and technical assistance on site, by telephone, by regular mail, and by email. This project is designed to benefit researchers, with the intended outcome of supporting the advancement of research through access to information and support for obtaining this information.

Research Library Services for Researchers Activities:

- Expand use of Research Library resources on site, through email, through loaning exhibit materials, and through interlibrary loan by providing timely access to requested copies of materials and information from State Library collections.
- Promote user self-service or non-intermediated access to State Library collections.
- Expand access to information provided by the State Library both on site and online, including information about State Library collections, statewide programs and services, and e-learning initiatives.
- Disseminate content for the Personal History Initiative.
- Elicit narratives from individuals for the Personal History Initiative.
- Engage community leaders, such as library staff and local historians, to collect stories from their communities for the Personal History Initiative.

Project 17: Digital Services

Overview of Digital Services:

Through its website, the New York State Library provides equitable access to information about its Research Library collections and services, Talking Book and Braille collections and services, and Division of Library Development statewide programs and services. The State Library also connects users to collections, programming and educational opportunities, and library services through social media

engagement. This project is designed to benefit New Yorkers, with the intended outcome of disseminating information about library programs and services and advancing access to information.

Digital Services Activities:

- Maintain and update an accessible website with current information about State Library programs, services, and collections.
- Migrate the static HTML website to the Drupal Content Management System (CMS) to enhance user experience and accessibility, as well as to improve discoverability.
- Continue to provide relevant and current information for library staff, trustees, decision makers, and others about New York's libraries and library systems using the State Library website, social media, the NYLINE listservs, and other new technologies.

Coordination Efforts

IMLS guidelines require each state library agency to include in the 2023–2027 Five-Year Plan a crosswalk chart that maps each goal to one or more of six Measuring for Success focal areas and one or more of fourteen intents, which are provided in Appendix B. The crosswalk chart aligns goals, focal areas, and intents using the upcoming FFY 2023 LSTA projects. It is acknowledged that the implementation of the program activities under each of the four goals in the 2023–2027 Five-Year Plan may result in further changes in the number and types of projects funded with LSTA funds through 2027.

Communications and Public Availability

After this plan has been approved by IMLS, it will be published on the New York State Library website. The document will be available on the website throughout the term of the Five-Year Plan.

The State Library is aware of a need to communicate clearly to the library community the rationale for the content of the new Five-Year Plan and for any annual grant program guidelines.

New activities and measures may appropriately refine and advance those named in this plan. In addition, the State Library will work closely with the Regents Advisory Council on Libraries and other specific groups within the library community to discuss the LSTA Plan's implementation, to develop grant program guidelines (if needed), and to manage other important issues relating to the LSTA program.

Evaluation Plan and Monitoring Procedures

To track progress and outcomes related to the LSTA-funded projects, the New York State Library has identified specific outcome and output targets associated with key project activities (see Appendix A for a table that lists the output and outcome targets, organized by project and activity). As appropriate, projects will be evaluated using the outcome-based assessment questions that are built into the State Program Report. State Library staff will track outputs and outcomes annually.

To foster continuous quality improvement, the New York State Library will regularly review progress toward the state output and outcome targets. Based on the interim findings, the New York State Library will make data-driven decisions regarding whether implementation changes are needed for projects.

The State Library will assign staff to track implementation of the Five-Year Plan, prepare reports as required, and monitor any sub-grantee projects funded under an LSTA grants program. The State Library will conduct a mixed methods evaluation of the Five-Year Plan, including a document review, key informant interviews, and a library stakeholder survey. Library Development staff who have

consulting and liaison roles will make on-site visits, as appropriate, to monitor project results. If sub-grants are provided, reports will be required from each sub-grantee, and these reports will be a part of the monitoring procedure.

APPENDICES

Appendix A. Output and Outcome Targets by Project and Activity

Project	Activity	Proposed Output/Outcome Targets[2]
Summer Reading	Maintain and expand partnerships with national, state, regional, and local organizations to foster increased collaboration and resource sharing as well as greater participation in Summer Reading at New York Libraries.	Meet with at least two partners each year. By 2026, there will be a 10% increase in the number of public libraries partnering with collaborators as it relates to Summer Reading (over FFY 2022 levels).
Summer Reading	Promote Summer Reading through program materials, websites, social media, promotional events, and presentations.	By 2026, the project will report an annual participation level of 2.5 million children and teens. Each year, 75% of public library and library system staff will indicate through surveys that they are better equipped to provide strong summer reading programs for their communities.
Summer Reading	Provide an online registration tool for libraries to allow them to customize registration, track reading progress, facilitate communication with participants, and generate reports.	Each year, 75% of survey respondents will indicate agreement or strong agreement that the online registration tool is meeting their needs.
Summer Reading	Provide an online tool for libraries to allow them to locate information about and facilitate communication with program performers and presenters.	Each year, 75% of survey respondents will indicate agreement or strong agreement that the performers and presenters' online tool is meeting their needs.
Ready to Read	Provide library staff with ongoing access to research-based early literacy skills training, such as Supercharged Storytimes.	Each year, 100 public library staff will attend Supercharged Storytimes trainings. Each year, 75% of staff at public libraries who received Ready to Read training will report increased confidence in applying skills to improve early literacy services for families with young children and their communities. By 2026, the number of public libraries offering early literacy programs will increase by 10% (over FFY 2022 levels).

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[2] Note that where "each year" is written, the New York State Library is referring to FFY 2023-2026, years in which data will be available at the time of the next evaluation.

Project	Activity	Proposed Output/Outcome Targets[2]
		By 2026, the number of public libraries involved in local collaborations to enhance early childhood school readiness will increase by 10% (over FFY 2022 levels).

Four Supercharged Storytimes trainings will be offered each year. |
Ready to Read	Provide an online day-by-day early literacy calendar resource (for young children, families, caregivers, and library staff) that is designed to enhance early literacy skills and encourage a lifelong love of books and reading.	There will be a 5% increase in One More Story book reads each year.
Ready to Read	Partner with the Council on Children and Families, public broadcasting stations, the New York State Reading Association, and others to promote early literacy programs.	Meet with at least two partners each year.
Teen Services	Support and encourage public libraries and public library systems to partner with schools, school library systems, and other organizations to develop and expand teen-led activities, such as teen advisory and teen volunteer services.	By 2026, the number of public libraries offering teen-led activities will increase by 10% (over FFY 2022 levels).
Teen Services	Provide library staff with ongoing access to research-based teen services training.	Each year, 75% of staff attending teen services trainings will indicate through surveys that they gained confidence and are likely to apply what they learned.
Public Programming	Provide educational workshops, webinars, programs, and presentations to New Yorkers on a range of topics.	Each year, Research Library staff will provide at least 40 public classes or programs.

Each year, 75% of Research Library customers participating in public classes or programs and will indicate through surveys that they learned something by participating in the activity. |
| NOVELny | Share information with libraries, library systems, state government, private industry, the nonprofit sector, and others to expand and promote statewide access to e-resources for all New Yorkers through increased information sharing. | Information about e-resources will be shared among partners through meetings and convenings five times per year. |
| NOVELny | Provide a collection of commercial e-resources available statewide to support lifelong learning. | Full text retrievals will increase by 5% each year. |

Project	Activity	Proposed Output/Outcome Targets[2]
NOVELny	Provide training for library staff, educators, students, and other patrons in accessing and using e-resources.	Each year, 75% of library/library system staff who attended a training on e-resources of the statewide database program will indicate feeling confident about what they learned.
NOVELny	Continuously evaluate the effectiveness and the impact of the NOVELny project to ensure that the selected commercial e-resources are relevant and are used by library staff and library patrons.	75% of NOVELny users will indicate satisfaction or strong satisfaction with the databases through survey responses.[3]
Building Strong Library Leaders	Educate library staff, library trustees, and others in information and cultural institutions about innovative models of public library governance, such as public library districts, program delivery, support, and sustainability.	Each year, 75% of library staff, library system staff, and library trustees participating in training hosted or sponsored by the State Library will indicate through survey responses that they learned something by participating in the training activities and that they are likely to apply what they have learned.
Building Strong Library Leaders	Partner with library systems and others to ensure that all library staff and trustees are highly skilled in using new technologies by supporting, promoting, and providing professional development offerings.	Meet with at least two partners each year to enhance professional development offerings. By 2026, the number of attendees for New York State Library webinars will increase by 15% (over FFY 2022 levels).
Building Strong Library Leaders	Provide educational workshops, webinars, and presentations for New York State Education Department staff, and encourage staff participation in other professional development activities related to information management and delivery.	Each year, 75% of State Library librarians will complete at least 12 hours of work-related training.
Building Strong Library Leaders	Provide instruction and assistance to applicants, certificate holders, graduate schools of library and information science, and employers concerning the public librarian certification process, as well as certification and professional development requirements.	Each year, information about the certification process will be disseminated via emails and web postings.
Data for Decision Making	Maintain partnerships among the State Library, library systems, libraries, IMLS, and others to provide user-friendly, timely, and accurate data via the internet for the ongoing evaluation and continuous	Each year, data will be updated on the New York State Library website for use by partners.

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[3] Surveys may not be collected annually. This target will be assessed based on the total number of surveys completed by 2026.

Project	Activity	Proposed Output/Outcome Targets[2]
	improvement of library services and programs.	
Data for Decision Making	Continuously improve online planning and reporting tools for use by the New York State Library and by local libraries and systems.	Each year, 75% of users will report satisfaction with the reporting tools provided.
Data for Decision Making	Provide training and technical assistance related to data collection and dissemination.	A training on data dissemination will be developed by 2024 and offered annually thereafter. Four hundred participants will complete a training on data collection by 2026.
Expanding Library Networking & Collaboration	Continuously improve, enhance, and sustain programs and services of New York's library systems and public, school, academic, and special libraries through communication with system directors and through the provision of technical support by regional liaisons.	Thirty meetings or communications will take place each year. Regional liaisons will offer consultations as needed and visit their assigned system staff on site at least once between 2022 and 2026.
Expanding Library Networking & Collaboration	Regularly share information about the impact of state funds and LSTA federal funds with library systems, the library community, and the general public through meetings, presentations, the NYLINE listserv, and social media.	Information about state funds and LSTA funds will be shared four times each year, through meetings and emails, and by disseminating an LSTA fact sheet.
Expanding Library Networking & Collaboration	Provide grants to library systems and libraries of all types, as funds are available, to enable institutions to improve access, deliver innovative programs, and offer high-quality lifelong learning opportunities.	Funding will be reviewed each year to determine if grants are possible.[4]
Expanding Library Networking & Collaboration	Revise State Education Department policies, regulations, and program guidelines as needed to keep pace with change and to implement this Five-Year Plan.	Policies, regulations, and program guidelines will be reviewed once each year and revised as needed.
Expanding Library Networking & Collaboration	Maintain partnerships among the State Library, library systems, and others to enhance resource sharing by supporting interlibrary loan services, delivery, and collaborative collection development.	The State Library will discuss strategies for improving resource sharing programs and services with library system leaders at least once a year. All library systems in New York State will have State Library-approved five-year plans describing resource sharing activities that will benefit libraries and all New Yorkers, such as interlibrary loan,

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[4] If grants are provided, specific targets will be identified and tracked.

Project	Activity	Proposed Output/Outcome Targets[2]
		delivery and collaborative collection development.
Expanding Library Networking & Collaboration	Support the efforts of the State Education Department's Office of P–12, school library systems, and others to ensure that all New York State students have access to a school library and a certified school librarian by sharing data and best practices.	Updated information will be shared through regular meetings with P-12 staff three times each year.
Expanding Library Networking & Collaboration	Partner with public library systems and others to reduce the number of New Yorkers without a local public library (currently almost 1 million) through continuous improvements in library governance structures.	By 2026, an additional 75,000 formerly unserved New Yorkers (over FFY 2022 levels) will benefit from having a local library in their community.
Expanding Library Networking & Collaboration	Partner with public library systems and others to ensure that all public and association libraries in New York State understand and comply with minimum standards.	Each year, information about minimum standards will be provided through listservs, meetings, webinars and/or the NYSL website. By 2026, 100% of public/association libraries will report compliance with current minimum standards, which became effective January 1, 2021.
Diversity, Equity, & Inclusion	Finalize a comprehensive toolkit on diversity, equity, and inclusion and disseminate it to library systems and libraries.	By 2024, a toolkit on diversity, equity, and inclusion will be created and disseminated through the New York State Library website and the NYLINE listserv.
Diversity, Equity, & Inclusion	Conduct a comprehensive needs assessment on the current state of diversity, equity, and inclusion throughout the New York State Library, Museum, and Archive, culminating in recommendations and action steps.	By 2026, a needs assessment report will be completed and disseminated through the New York State Library website and the NYLINE listserv.
Diversity, Equity, & Inclusion	Conduct a policy audit to assess and document current policies and practices for promoting diversity, equity, and inclusion throughout the New York State Library, Museum, and Archives, culminating in recommendations for policy changes and updates, including a focus on protecting intellectual freedom as it relates to diversity, equity, and inclusion.	By 2026, a policy audit of New York State Library policies will be completed and an action plan for updating policies will be created, based on the findings.
Diversity, Equity, & Inclusion	Develop a comprehensive professional development plan and specific professional development offerings for the workforce regarding diversity, equity, and inclusion.	By 2026, a professional development plan regarding diversity, equity, and inclusion trainings will be developed.

Project	Activity	Proposed Output/Outcome Targets[2]
		By 2026, 8 trainings on diversity, equity, and inclusion will be offered directly by the New York State Library, or will be provided by library systems and supported by the State Library.
Diversity, Equity, & Inclusion	Communicate with the field about new and ongoing diversity, equity, and inclusion initiatives and disseminate project findings (i.e., reports and other products).	By 2026, a dedicated webpage will be created and updated on the New York State Library website regarding diversity, equity, and inclusion. Reports and products will be disseminated through the NYLINE listserv as they are completed.
Digital Inclusion	Communicate and share information with national, state, and other government agency partners, such as New York State's ConnectALL office, to ensure that every library in New York State obtains and sustains robust high-speed broadband connections and internet access.	By 2026, 100% of public library facilities will offer the public access to minimum broadband speeds of 100 mbps. Each year, New York State Library staff will meet with at least two partners to advance the goal of expanding broadband access.
Digital Inclusion	Maintain national, state, and regional communications about the innovative and exemplary library programs and best practices of New York's libraries and library systems pertaining to digital inclusion.	Each year, information and research on best practices regarding digital inclusion will be shared on the New York State Library website.
Digital Inclusion	Partner with library systems and national, state, regional, and local organizations to ensure that library staff, trustees, and patrons have ongoing access to high-quality digital literacy training programs.	Each year, information about digital inclusion training opportunities will be disseminated via email and through updates to the New York State Library website.
Digital Inclusion	Develop, maintain, and update a comprehensive clearinghouse listing information on digital inclusion funding opportunities for library systems and libraries.	By 2026, a clearinghouse listing will be developed and posted on the New York State Library website.
Digital Inclusion	Disseminate information about funding opportunities, emerging research, and best practices in fostering digital inclusion through roundtable discussions and by sharing digital equity materials via listservs.	Four roundtable discussions will be hosted each year. Each year, digital inclusion activity updates will be disseminated via the listserv.

Project	Activity	Proposed Output/Outcome Targets[2]
		Each year, 75% of roundtable participants will indicate through survey responses agreement or strong agreement that they learned something at the roundtable discussions.
Digital Inclusion	Conduct and support research on digital inclusion to highlight emerging trends and best practices and formulate recommendations and action steps.	By 2026, one new digital inclusion deliverable will be developed related to digital inclusion research and best practices and posted on the New York State Library website.
Digital Inclusion	Leverage federal e-rate telecommunication discounts to improve and sustain high-speed broadband connections for libraries and enhance public access computing services for all New Yorkers.	By 2026, 85% of libraries will participate in E-rate, either directly or through a consortium.
Community Engagement and Outreach to Underserved Populations	Improve, enhance, and sustain outreach programs and services of New York's public library systems and public libraries through communication with system directors and system outreach coordinators and through the provision of technical support.	New York State Library staff will meet and communicate with public library system outreach coordinators four times each year.

Program manager will attend ten Public Library System/State Correctional Facility librarian meetings each year.

Program manager will provide consultation and support for public library system outreach coordinators as needed. |
Community Engagement and Outreach to Underserved Populations	Disseminate information and best practices about library outreach, workforce development, and lifelong learning programs and services to libraries, library systems, and other organizations.	Program manager will share relevant information via NYLINE-O and other listservs as appropriate.
Community Engagement and Outreach to Underserved Populations	Maintain and expand partnerships with national, state, regional, and local organizations to foster increased collaboration and information sharing about library outreach programs and services.	New York State Library staff will meet with at least two partners each year.
Community Engagement and Outreach to Underserved Populations	Partner with state agencies such as the Department of Labor, the Department of Corrections and Community Supervision, and units of the State Education Department such as the Office of Adult Career and Continuing Education Services, in order to share timely information with libraries about state programs and services that will benefit	Relevant outreach information will be identified from other state agencies and disseminated to libraries and systems via NYLINE-O and other listservs as needed.

Project	Activity	Proposed Output/Outcome Targets[2]
	library users and those in need of library programs and services.	
Community Engagement and Outreach to Underserved Populations	Disseminate information to library systems and local libraries to promote use of the digital talking book program offered through The New York Public Library's Andrew Heiskell Talking Book Library and the New York State Library's Talking Book and Braille Library.	Each year, one webinar about Talking Book and Braille Library services will be offered for library and library system staff. By 2026, there will be a 10% increase in the number of public libraries and systems that are registered for Talking Book and Braille Library services (over FFY 2022 levels).
Digitization	The Research Library's Preservation, Manuscripts and Special Collections, and Digital Services units will work together to digitize items held by Manuscripts and Special Collections that require preservation or are requested by a researcher.	50 items held by Manuscripts and Special Collections will be digitized and uploaded to the digital collections each year.
Digitization	Improve access to image files for researchers, either through internal procedures or by making the images available through online digital services for researchers to access directly.	200 images will be processed and added to item records in the digital collections each year.
Digitization	Partner with the nine regional library councils to advance digitization of collections and digital access and creation of appropriate standard metadata through projects such as New York Heritage and NYS Historic Newspapers.	There will be a 5% increase in the pages loaded for NYS Historic Newspapers and pages loaded for New York Heritage each year.
New York State Government Documents	Improve statewide access to full-text electronic New York State government documents by digitizing print materials and collecting born-digital publications.	70,000 pages of print New York State government documents will be digitized each year. 1,500 born-digital publications will be acquired each year. 1,600 New York State government documents will be made available in the digital collections each year.
New York State Government Documents	Distribute New York State government publications to repositories across the state.	1,000 publications will be disseminated to repositories each year.
New York State Government Documents	Partner with New York State agency staff to increase participation in the New York State Document Depository Program through outreach and education.	By 2026, the State Library will add one new state agency partner who will contribute to the New York State Library's digital collections.

Project	Activity	Proposed Output/Outcome Targets[2]
New York State Government Documents	Increase patron access to government publications through education and outreach to libraries throughout the state.	There will be a 5% increase in the number of files accessed in the New York State government documents collection each year.
Preservation & Discoverability	Participate in national, state, and regional partnerships that promote preservation, collaborative collection development, access to resource sharing, disaster planning and recovery, and sustaining and preserving information in all formats.	New York State Library staff will meet with two partners each year to promote preservation and discoverability.
Preservation & Discoverability	Expand and sustain conservation/preservation program activities in New York's libraries.	New York State Library staff will share information about conservation/preservation workshops, strategies, techniques, and opportunities monthly via email.
Preservation & Discoverability	Partner with the State Archives and others in continuously assessing and improving a statewide Documentary Heritage and Preservation Services for New York program that offers specialized training, collection assessment, and other technical assistance and support services for the staff and leaders of libraries, archives, historical societies, and other cultural institutions with unique collections.	Documentary Heritage and Preservation Services for New York program participation will increase annually by 5%. Each year, 75% of webinar participants will indicate through surveys that they learned something by participating in the activity.
Preservation & Discoverability	Strengthen partnerships with federal, state, and regional organizations to assist libraries and all cultural repositories in developing continuity of services and disaster recovery strategy plans.	One new partnership will be added each year to support the development of disaster recovery plans. The number of public/association libraries with disaster recovery plans will increase by 10% by 2026 (over FFY 2022 levels).
Preservation & Discoverability	Increase discoverability of New York State historical and genealogical materials by creating finding aids, cataloging items, and improving catalog records.	Fifteen new or revised finding aids or collection guides will be made available online each year.
Research Library Services for Libraries	Provide reference and interlibrary loan services to make information available to all types of libraries throughout New York State.	By 2026, the State Library will demonstrate an increase of 5% in interlibrary loan (over FFY 2022 levels). Each year, 75% of ILL users will indicate satisfaction with the service.
Research Library Services for Libraries	Provide consulting services to other federal depository libraries in New York State.	The State Library will conduct outreach to ten depository libraries each year to offer support through consultation.

Project	Activity	Proposed Output/Outcome Targets[2]
Research Library Services for Researchers	Expand use of Research Library resources on site, through email, through loaning exhibit materials, and through interlibrary loan by providing timely access to requested copies of materials and information from State Library collections.	By 2026, reference transactions (on site and by email) will increase by 10% (over FFY 2022 levels). Each year, circulation will increase by 10%.
Research Library Services for Researchers	Promote user self-service or non-intermediated access to State Library collections.	Information will be disseminated about patron self-service options via social media, emails, and the New York State Library website twice a year. By 2026, 10 podcasts and online tutorials will be created and posted to inform and promote patron self-service.
Research Library Services for Researchers	Expand access to information provided by the State Library both on site and online, including information about State Library collections, statewide programs and services, and e-learning initiatives.	Information will be disseminated about library collections, public programs and on-site exhibits via social media, emails, and community calendars once a month. Two subject-specific curriculum guides for teachers and students highlighting New York State Library collections will be created and posted each year.
Research Library Services for Researchers	Disseminate content for the Personal History Initiative.	Content from the Personal History Initiative will be published on the website monthly.
Research Library Services for Researchers	Elicit narratives from individuals for the Personal History Initiative.	Narratives from at least five community leaders and individuals will be collected each year for the Personal History Initiative.
Research Library Services for Researchers	Engage community leaders, such as library staff and local historians, to collect stories from their communities for the Personal History Initiative.	Outreach will be conducted to at least five community leaders each year to request participation from community members regarding the Personal History Initiative.
Digital Services	Maintain and update an accessible website with current information about State Library programs, services, and collections.	The website will be reviewed, updated, and checked for accessibility each year.
Digital Services	Migrate the static HTML website to the Drupal Content Management System (CMS) to enhance user experience and accessibility, as well as to improve discoverability.	By 2026, the website will be migrated to CMS.
Digital Services	Continue to provide relevant and current information for library staff, trustees, decision makers, and others about New York's libraries and library systems using the State Library website, social media, the	Information will be disseminated through social media posts weekly, and through listservs and the New York State Library website as needed.

Project	Activity	Proposed Output/Outcome Targets[2]
	NYLINE listservs, and other new technologies.	

Appendix B.   IMLS Focal Areas and Crosswalk Chart

Overview of the LSTA Grants to States Program Reporting System (SPR)

LSTA Grants to States is a population-based formula grant that provides funds to each state to improve library services. It is the largest federal grant program administered by IMLS.

The SPR is a mandated report submitted annually to IMLS by each state library agency. The structure of the SPR online reporting software is project-based. The SPR identifies six focal areas (see below) with fourteen corresponding intents that states are asked by IMLS to use to categorize various activities, outputs, and outcomes for projects supported fully or in part by LSTA and mandated state matching funds.

Focal areas and intents are broad conceptual categories used to show how projects are aligned with priorities and purposes of the IMLS Grants to States (and LSTA) program. Focal areas and intents use controlled vocabulary to allow for more meaningful reporting, evaluation, comparison, and assessment of state initiatives across all 50 states. The six focal areas listed below were identified by state library agencies, and they represent the foundation by which the SPR reporting structure is organized. The fourteen specific intents are the intended outcomes of an action or set of activities. Intent reporting helps define the "why" of the Grants to States program.

Listed below are the six *Measuring Success* focal areas and the fourteen corresponding intents:

Lifelong Learning
- Improve users' formal education
- Improve users' general knowledge and skills

Information Access
- Improve users' ability to discover information resources
- Improve users' ability to obtain and/or use information resources

Institutional Capacity
- Improve the library workforce
- Improve the library's physical and technological infrastructure
- Improve library operations

Economic & Employment Development
- Improve users' ability to use resources and apply information for employment support
- Improve users' ability to use and apply business resources

Human Services

- Improve users' ability to apply information that furthers their personal, family, or household finances
- Improve users' ability to apply information that furthers their personal or family health & wellness
- Improve users' ability to apply information that furthers their parenting and family skills

Civic Engagement

- Improve users' ability to participate in their community
- Improve users' ability to participate in community conversations around topics of concern

The following crosswalk chart aligns FFY 2023–2027 Five-Year Plan Goals, LSTA priorities, focal areas, and intents using the upcoming tentative FFY 2023 LSTA projects. It is acknowledged that the implementation of the program activities under each of the four goals in the 2023–2027 Five-Year Plan may result in further changes in the number and types of projects funded with LSTA funds through 2027.

Crosswalk Chart

New York State Library Goal	IMLS Focal Area	Associated Project	IMLS Intent
Goal 1: The New York State Library will champion lifelong learning.	Lifelong Learning	Summer Reading at New York Libraries	Improve users' general knowledge and skills
	Institutional Capacity	Ready to Read at New York Libraries	Improve the library workforce
	Institutional Capacity	Transforming Teen Services	Improve the library workforce
	Lifelong Learning	New York State Library Public Programming	Improve users' general knowledge and skills
	Information Access	NOVELny	Improve users' ability to obtain and/or use information resources
Goal 2: The New York State Library will demonstrate excellence in public services to and through its library systems and libraries.	Institutional Capacity	Building Strong Library Leaders	Improve the library workforce
	Information Access	Data for Decision Making	Improve users' ability to obtain and/or use information resources
	Institutional Capacity	Expanding Library Networking and Collaboration	Improve library operations
Goal 3: The New York State Library will strengthen community engagement and promote social well-being.	Institutional Capacity	Diversity, Equity, and Inclusion	Improve the library workforce
	Information Access	Digital Inclusion	Improve users' ability to obtain and/or use information resources
	Information Access	Community Engagement and Outreach to Underserved Populations	Improver users' ability to obtain or use information resources
Goal 4: The New York State Library will advance collections stewardship and access.	Information Access	Digitization	Improve users' ability to obtain and/or use information resources
	Information Access	New York State Government Documents	Improver users' ability to obtain and/or use information resources

New York State Library Goal	IMLS Focal Area	Associated Project	IMLS Intent
	Information Access	Preservation and Discoverability	Improve users' ability to discover information resources
	Information Access	Research Library Services for Libraries	Improver users' ability to obtain and/or use information resources
	Information Access	Research Library Services for Researchers	Improver users' ability to obtain and/or use information resources
	Information Access	Digital Services	Improve users' ability to discover information resources