Metropolitan New York Library Council
FIVE YEAR LIBRARY SYSTEM PLAN OF SERVICE (Reference and Research Library Resources System) 2021-2026

SECTION 1 - GENERAL INFORMATION

July 1, 2021 - June 30, 2026

1.1	Name of System	New York Metropolitan Reference and Research Library Agency, Inc.
1.2	Street Address	PO Box 2084
1.3	City	New York
1.4	Zip Code	10108
1.5	Four Digit Zip Code Extension (enter N/A if unknown)	N/A
1.6	Telephone Number (enter 10 digits only)	(212) 228-2320
1.7	Fax Number (enter 10 digits only)	N/A
1.8	Name of System Director	Nathaniel Hill
1.9	E-Mail Address of the System Director	NHill@metro.org
1.10	System Home Page URL	http://metro.org
1.11	URL of Current Membership List	https://metro.org/members/
1.12	Date of Establishment	1964
1.13	Date of Absolute Charter	1964
1.15	Square Mileage of System Service Area	733
1.16	Population of System Service Area	9,124,246
1.17	Type of System	3Rs

SECTION 2 - SYSTEM GOVERNANCE AND MEMBERSHIP

BYLAWS

2.1	URL of Current Governing Bylaws	https://metro.org/metrobylaws2015/

APPOINTMENT/ELECTION OF SYSTEM BOARD / SYSTEM COUNCIL

2.2	System Board / System Council Appointment/Election - Indicate whether the System Board / System Council Members are appointed or elected (select one).	E - System Board / System Council Members are elected
2.3	Indicate by whom the System Board / System Council Members are appointed/elected.	Metro Members

ADVISORY GROUPS

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

a.	Member Directors' Organization / SLS Advisory Council	No
d.	Regional Automation Committee	No
e.	Hospital Library Services Program Committee	Yes
f.	Coordinated Collection Development Committee	No
j.	Other (specify using the note)	Yes

2.5	Does the System Offer Levels of Membership?	Yes
a.	Membership Level Name	Institutional Level 1
b.	Criteria for Membership at this Level	Budget under $50,000
a.	Membership Level Name	Institutional Level 2
b.	Criteria for Membership at this Level	Budget Between $50,000 and $99,000
a.	Membership Level Name	Institutional Level 3
b.	Criteria for Membership at this Level	Budget Between $100,000 and $249,000
a.	Membership Level Name	Institutional Level 4
b.	Criteria for Membership at this Level	Budget Between $250,000 and $499,000
a.	Membership Level Name	Institutional Level 5
b.	Criteria for Membership at this Level	Budget Between $500,000 and $749,000
a.	Membership Level Name	Institutional Level 6
b.	Criteria for Membership at this Level	Budget Between $750,000 and $999,000
a.	Membership Level Name	Institutional Level 7
b.	Criteria for Membership at this	Between Between $1,000,000 and $2,000,000

Level

a.	Membership Level Name	Institutional Level 8
b.	Criteria for Membership at this Level	Budget Over $2,000,000

2.6	Provide the URL for Membership Level Descriptions	https://metro.org/membership/

SECTION 3 - PLANNING

NEEDS ASSESSMENT AND DEVELOPMENT OF THE PLAN OF SERVICE

3.1	Provide a summary describing the processes used to assess member needs in the development of the Plan of Service.	METRO used multiple methods for assessing member needs. These include: 1) An online survey assessment following every professional development event, training and describing the workshop; 2) Open community calls using Zoom; 3) An online survey of members 4) Meetings of the Board of Trustees; 5) Individual interviews with Board Members; 6) Meetings of other advisory groups.
3.2	Identify the groups involved in development of the Plan of Service and each group's role.	METRO staff and its Executive Director worked in consultation with the Board of Trustees, membership, and various advisory committees to gather input for the Plan of Service.
3.11	Provide the URL of the 2021-2026 Coordinated Collection Development for Academic Libraries Plan	https://metro.org/ccda/

EVALUATION

3.12	Describe the information to be collected in order to evaluate and determine members' satisfaction with the system's services.	The types of information METRO will gather to determine member satisfaction include feedback from members through surveys, focus groups, site visits, and in-person discussions. Advisory groups and committees will also continue to discuss and offer feedback. Data and numerical statistics will be collected in various program areas to measure outcomes such as professional development program attendance, membership growth, delivery usage information, and numbers of items digitized and hosted in supported digital collection platforms. To this end, METRO will focus on identifying, collecting, and analyzing relevant program and performance data. Ongoing direct communication with members

		through email, social media platforms, and contributions to our websites will also help measure member satisfaction.
3.13	Provide the URL for the evaluation form(s) used by members.	https://www.surveymonkey.com/r/Preview/?sm=6s_2Bg6ozJzWnfVQZG1VVo0yTpBttEF_2BSTyPl6aiHIO7a2koyR_2FtbMxn4O_2BO8PR_2BXk
3.14	Describe how the information on customer satisfaction will be used to shape the system's plan in the next year or in the following planning cycle.	Relevant evaluation information will be shared with all groups that play active roles in the planning of METRO's ongoing services. METRO's staff, Board of Trustees, and Advisory Councils will have access to relevant data collected. Information will also be shared more broadly with the membership through METRO's communications platforms including newsletters, social media, the website, and at annual meetings.

REVISION PROCESS

3.15	Describe the process for revising the system's Plan of Service for submission to the New York State Education Department/New York State Library.	At various points throughout the plan period, revisions will be made based on feedback from relevant Advisory Committees, Board of Trustees and METRO staff. Additionally, data collection and analysis may present realities for program staff that require adjustment to the plan. METRO's staff and Executive Director will make revisions in consultation with appropriate groups and through careful examination of all available data.

SECTION 4 - GOALS/RESULTS

4.1	The Library System's Mission Statement (The Instructions include the definition of the mission statement.)	METRO advances library and knowledge-management services in New York City, Westchester County and beyond through active collaboration, resource and knowledge sharing, strategic planning and thinking, professional development and advocacy among our members and other organizations with similar interests. In this manner, we improve the public's access to and understanding of timely, high quality information and strengthen the role of libraries as important partners for solving individual problems, making sense of complex issues in the larger world and accessing cultural and recreational resources.

Minimum Requirement for questions 4.2 through 4.6, 4.8, 4.10 through 4.13, 4.15 through 4.17 - complete one repeating group for <u>each</u> topic of <u>every</u> element.

4.2 **Element 1 - RESOURCE SHARING**
Cooperative Collection Development

1.	Goal Statement	METRO will continue to assist academic libraries in the application and processing of Coordinated

Collection Development Aid (CCDA) applications. METRO administers CCDA funds to approximately seventy-six academic libraries in its membership. Participating libraries collect materials in multiple formats and subject areas. While the state funds are paid directly to members, METRO staff handle all paperwork, field all member questions, assist each library individually through the application process, and help to onboard new members should they meet the CCDA requirements.

2a.	Indicate year(s) during which the system will be addressing this goal (check all that apply)	Yes
	Year 1	
2b.	Year 2	Yes
2c.	Year 3	Yes
2d.	Year 4	Yes
2e.	Year 5	Yes
3.	Intended Result(s)	Academic Libraries will be able to supplement their institutional budgets through CCDA grants.
4.	Evaluation Method(s)	Evaluation will be based on the number of Academic Libraries receiving CCDA grants, the efficiency with which the applications are processed, and the amounts of money received.

4.3 Element 1 - RESOURCE SHARING
Catalog Services

1.	Goal Statement	We do not offer catalog services.
2a.	Indicate year(s) during which the system will be addressing this goal (check all that apply)	No
	Year 1	
2b.	Year 2	No
2c.	Year 3	No
2d.	Year 4	No
2e.	Year 5	No
3.	Intended Result(s)	N/A
4.	Evaluation Method(s)	N/A

4.4 Element I - RESOURCE SHARING
Delivery

1.	Goal Statement	Note: METRO administers a regional delivery service that moves books and other library resources around New York City and Westchester County. This delivery service coordinates with the Empire Library Delivery service to share materials statewide. In the wake of the global COVID pandemic, our delivery service has ebbed due to on-site library closures. We anticipate that demand will return in the coming years, and expect to update our goals, results, and evaluation criteria accordingly. METRO will assist our members in improving resource sharing between libraries by contracting and facilitating a library delivery system that supports up to five days per week of delivery services for member libraries. This is an enhanced, streamlined delivery service that offers libraries the ability to track their materials online.
2a.	Indicate year(s) during which the system will be addressing this goal (check all that apply)	Yes
	Year 1	
2b.	Year 2	Yes
2c.	Year 3	Yes
2d.	Year 4	Yes
2e.	Year 5	Yes
3.	Intended Result(s)	METRO members will continue to be able to send books and other library materials throughout the METRO membership through an enhanced, streamlined delivery service that offers online tracking. The delivery service allows member library patrons quick and easy access to resources from all participating member institutions.
4.	Evaluation Method(s)	METRO evaluates the delivery system using a variety of methods. Anecdotal evidence is collected via regular telephone interactions with participating institutions. METRO staff also conduct regular quarterly calls with participating institutions, bi-weekly follow-up calls, periodic web-based questionnaires for member feedback, and focus groups with library participants. New tracking technology allows METRO and member institutions access to delivery data and statistics.

4.5 Element I - RESOURCE SHARING
Interlibrary Loan

1.	Goal Statement	METRO is working to reinterpret the ILL concept in a time increasingly dominated by digital libraries and tactics like controlled digital lending. We do support a traditional ILL interest group within our community, and through the MISP program and our Referral Cards program. But in this case, our goal is more of a philosophical challenge: as more of our work helps to facilitate digital resource sharing (multi-tenancy in a digital repository environment, for example), we aim to adopt and also reframe many aspects of inter-institutional sharing of print resources.
2a.	Indicate year(s)	Yes

	during which the system will be addressing this goal (check all that apply)	
	Year 1	
2b.	Year 2	Yes
2c.	Year 3	Yes
2d.	Year 4	Yes
2e.	Year 5	Yes
3.	Intended Result(s)	An expanded and evolved definition of ILL in an increasingly post-print environment, while also supporting current needs.
4.	Evaluation Method(s)	We will prototype solutions for a changing ILL environment and iteratively evaluate their impact.

4.6 Element I - RESOURCE SHARING
Digital Collections Access

1.	Goal Statement	METRO has built an open source repository architecture called Archipelago. When we set out to do this, our goal was to make simple-yet-flexible digital collections software, and to build transparent, clear, and sustainable governance for a community of users and contributors. Our goal for the next five years is to drive adoption of this software locally, statewide, nationally, and internationally.
2a.	Indicate year(s) during which the system will be addressing this goal (check all that apply)	Yes
	Year 1	
2b.	Year 2	Yes
2c.	Year 3	Yes
2d.	Year 4	Yes
2e.	Year 5	Yes
3.	Intended Result(s)	A strong and sustainable open source software community, with multiple Archipelago configurations serving a variety of use cases in the library, archive, and museum sector.
4.	Evaluation Method(s)	Prototype solutions and iteratively evaluate their impact.

4.7 Element I - RESOURCE SHARING
Other (Optional)

1.	Topic	Referral Cards
2.	Goal Statement	METRO's Referral Card system expands onsite patron access to collections and resources throughout

New York City and Westchester County. Students and researchers can locate materials across subject areas by visiting METRO member libraries and using materials onsite.

3a.	Indicate year(s) during which the system will be addressing this goal (check all that apply)	Yes
	Year 1	
3b.	Year 2	Yes
3c.	Year 3	Yes
3d.	Year 4	Yes
3e.	Year 5	Yes
4.	Intended Result(s)	METRO's Referral Card Service facilitates resources sharing by providing members full access to library collections beyond their home institution.
5.	Evaluation Method(s)	The number of METRO members that participate in the program; numbers of requests by participating institutions for additional referral requests; and anecdotal evidence collected from member libraries. Participating host libraries also collect all referral requests at the end of each month, allowing for usage tracking.

4.8 Element 2 - SPECIAL CLIENT GROUPS
Hospital Library Services

1.	Goal Statement	METRO will assist Hospital Library Services Program member libraries in maintaining access to a broad array of electronic medical texts through research databases, e-journals, and e-book collections.
2a.	Indicate year(s) during which the system will be addressing this goal (check all that apply)	Yes
	Year 1	
2b.	Year 2	Yes
2c.	Year 3	Yes
2d.	Year 4	Yes
2e.	Year 5	Yes
3.	Intended Result(s)	HLSP libraries will have expanded access to electronic content and collections through a shared discovery platform. In addition to the platform, METRO will license new electronic texts and materials

and make those titles discoverable through a shared search platform. The discovery platform will provide search and usage statistics for licensed electronic medical resources.

4.	Evaluation Method(s)	Additional evaluation will be based on user statistics provided by individual electronic text publishers, anecdotal discussions with HLSP members, and discussions with the HLSP Advisory Council.

4.9 Element 2 - SPECIAL CLIENT GROUPS
Other (Optional)

1.	Topic	Diversity, Equity and Inclusion
2.	Goal Statement	While we endeavor to address issues of diversity, equity, and inclusion in everything we do at METRO, this is also a value and goal we want to state and address in and of itself. METRO will draw upon and further develop our Equity in Action grant program and our BIPOC Community Calls, and will use this success as well as lessons learned to develop new programs in pursuit of this goal. METRO will also continue work with other partner organizations (LASSA, for example). Additionally, METRO will continue our commitment to recruiting and maintaining a diverse and representative staff and board.
3a.	Indicate year(s) during which the system will be addressing this goal (check all that apply)	Yes
	Year 1	
3b.	Year 2	Yes
3c.	Year 3	Yes
3d.	Year 4	Yes
3e.	Year 5	Yes
4.	Intended Result(s)	Services that are of, by, and for the communities they are meant to serve, meaning they are valued and owned by the community.
5.	Evaluation Method(s)	We will evaluate the impact of our grants over time, observing how they lead institutional changes and become sustained efforts. We will develop additional ways of assessing and measuring our impact for new programs.

4.10 Element 3 - PROFESSIONAL DEVELOPMENT AND TRAINING

1.	Goal Statement	METRO will host and deliver training, meetings, and workshops in a variety of formats in order to meet member's learning and library service needs. We will explore additional methods of reaching our audience, including media production in the form of audio and visual content.
2a.	Indicate year(s) during which the system will be addressing this goal (check all that apply)	Yes

	Year 1	
2b.	Year 2	Yes
2c.	Year 3	Yes
2d.	Year 4	Yes
2e.	Year 5	Yes
3.	Intended Result(s)	METRO will provide online and offline space to facilitate collaborative learning initiatives that broaden impact beyond the walls of any one member organization. Member institutions will have the opportunity to learn about and explore current topics in the library, archives, and museums field in support of robust and impactful services throughout the region.
4.	Evaluation Method(s)	METRO will analyze participant data for events including attendance numbers and post-event surveys. Programming and learning needs will be driven by feedback from a team of regularly-appearing facilitators, our Professional Development Advisory Committee, METRO Interest Group organizers, and METRO staff.

4.11 Element 4 - CONSULTING AND DEVELOPMENT SERVICES

1.	Goal Statement	One goal is to assist METRO members in learning to manage and develop their experience and knowledge in the area of digitizing and sharing library collections. A second goal is to explore new service opportunities for our membership in the coming five years, especially in the wake of the COVID-19 pandemic. Finally, in service to the first two goals, METRO will remain agile and responsive, never at rest, always seeking new opportunities to bring value to our membership and field.
2a.	Indicate year(s) during which the system will be addressing this goal (check all that apply)	Yes
	Year 1	
2b.	Year 2	Yes
2c.	Year 3	Yes
2d.	Year 4	Yes
2e.	Year 5	Yes
3.	Intended Result(s)	For the first goal, we expect digital library knowledge and practices to improve within and beyond the METRO membership. For the second goal, we expect to bring new services to our membership.
4.	Evaluation Method(s)	Survey/scan, prototype, evaluate consulting services based on adoption. We currently use a ticketing system to track consultation and assistance with our repository services on an hourly basis. In addition, we use a Google Group, Github, Slack, and other trackable online forums to document the hours of consultation we provide.

4.12 Element 5 - COORDINATED SERVICES FOR MEMBERS
Virtual Reference

1.	Goal Statement	We do not offer a virtual reference service.
2a.	Indicate year(s) during which the system will be addressing this goal (check all that apply)	No
	Year 1	
2b.	Year 2	No
2c.	Year 3	No
2d.	Year 4	No
2e.	Year 5	No
3.	Intended Result(s)	N/A
4.	Evaluation Method(s)	N/A

4.13 Element 5 - COORDINATED SERVICES FOR MEMBERS
Digitization Services

1.	Goal Statement	METRO will continue to support digitization work within our region with grants and other programs. This program area is currently under reevaluation, as COVID-19 forced us to transition away from our on-site digitization studio. Our goal is to continue this work with our membership using new tactics and a new service model.
2a.	Indicate year(s) during which the system will be addressing this goal (check all that apply)	Yes
	Year 1	
2b.	Year 2	Yes
2c.	Year 3	Yes
2d.	Year 4	Yes
2e.	Year 5	Yes
3.	Intended Result(s)	A strong and revitalized digitization program.
4.	Evaluation Method(s)	TBD based on analysis and implementation.

4.14 Element 5 - COORDINATED SERVICES FOR MEMBERS
Other (Optional)

1.	Topic	
2.	Goal Statement	
3a.	Indicate year(s) during which the system will be addressing this goal (check all that apply)	No
	Year 1	
3b.	Year 2	No
3c.	Year 3	No
3d.	Year 4	No
3e.	Year 5	No
4.	Intended Result(s)	
5.	Evaluation Method(s)	

4.15 Element 6 - AWARENESS AND ADVOCACY

1.	Goal Statement	METRO will develop and adhere to a clear communications strategy. This will be done with a focus on reaching a variety of audiences, including but not limited to members, non-members, and governmental representatives and officials in local, state, and federal government. METRO will continue to lobby for library interests in public policy matters in partnership with the New York State Library Association (NYLA), The New York Association of Library Systems (NYALS), The Empire State Library Network (ESLN), and others.
2a.	Indicate year(s) during which the system will be addressing this goal (check all that apply)	Yes
	Year 1	
2b.	Year 2	Yes
2c.	Year 3	Yes
2d.	Year 4	Yes
2e.	Year 5	Yes
3.	Intended Result(s)	Increased use of METRO services, growth in institutional membership, and a clearer presentation of what METRO does and the value that we provide locally, statewide, nationally, and internationally.
4.	Evaluation Method(s)	Growth or change in membership, attendance or participation in METRO programs.

4.16 Element 7 - COMMUNICATIONS AMONG MEMBER LIBRARIES AND/OR MEMBER LIBRARY SYSTEMS

1.	Goal Statement	METRO will continue our work supporting and facilitating community-driven special interest groups.
2a.	Indicate year(s) during which the system will be addressing this goal (check all that apply)	Yes
	Year 1	
2b.	Year 2	Yes
2c.	Year 3	Yes
2d.	Year 4	Yes
2e.	Year 5	Yes
3.	Intended Result(s)	Rich discussions and activities around emerging and traditional LAM community needs.
4.	Evaluation Method(s)	We will measure attendance, participation, and turnover.

4.17 Element 8 - COLLABORATIVE EFFORTS WITH OTHER LIBRARY SYSTEMS

1.	Goal Statement	METRO will continue to cooperate and collaborate with other libraries and library systems to explore new programs and services that benefit our respective members.
2a.	Indicate year(s) during which the system will be addressing this goal (check all that apply)	Yes
	Year 1	
2b.	Year 2	Yes
2c.	Year 3	Yes
2d.	Year 4	Yes
2e.	Year 5	Yes
3.	Intended Result(s)	Collaboration between METRO and other councils and library systems will provide leadership in the state around library services and will advance the work of providing innovative and essential services more efficiently. Library systems will benefit from the experience and expertise of the METRO staff. Librarians will gain knowledge of new topics, have access to new software and equipment, and network with library workers from all types of libraries.
4.	Evaluation Method(s)	New programs and services born out of collaboration will be evaluated through member participation and feedback.

4.18 Element 9 - OTHER (Optional)

1. Element
2. Topic
3. Goal Statement
4a. Indicate year(s) during which the system will be addressing this goal (check all that apply)   No

Year 1
4b. Year 2   No
4c. Year 3   No
4d. Year 4   No
4e. Year 5   No
5. Intended Result(s)
6. Evaluation Method(s)

ASSURANCE

4.19 The Library System's Plan of Service was developed in accordance with provisions of Education Law and the Regulations of the Commissioner and the requirements of the New York State Library, and was reviewed and approved by the Library System Board on (date - mm/dd/yyyy)   3/19/2021

APPROVAL

4.20 The Library System's Plan of Service was reviewed and approved by the New   06/03/2021

York State Library on
(date - mm/dd/yyyy)

REVISION ASSURANCE

4.21   The Library System's
Plan of Service was
revised in accordance
with provisions of
Education Law and
the Regulations of the
Commissioner and
the requirements of
the New York State
Library, and was
reviewed and
approved by the
Library System Board
on (date -
mm/dd/yyyy)

REVISION APPROVAL

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