



2007 GOALS and OBJECTIVES

GOAL A. Develop the effectiveness and efficiency of the B&ECPL as a Library System.

	GOALS/OBJECTIVES	STATUS/ACHIEVEMENTS
A.1	Review and revise multi-year service and technology plans that support B&ECPL mission.	Completed and submitted State Report and <i>Technology Plan 2007-2010</i> reflective of B&ECPL Five-Year Plan of Service. Both approved by Division of Library Development (May).
A.2	Expand the Centralized Human Resources Program and other HR initiatives.	Enrolled Cheektowaga and Ewell Free Library (Alden). Seventeen of 22 contracting libraries now participate.
A.3	Manage revenues and resources to control costs but achieve quality results.	Operating within budget; trustees receive monthly reports. Acquired Eco-Master Automatic 50-Disc Repair System that cleans, repairs and extends the life of CDs and DVDs and trained staff to operate it, decreasing staff processing time (May). Acquired and began roll-out of the EnvisionWare Public Access Computer reservation and print management system to streamline patron access and use of public computers and more effectively utilize existing staff resources to provide value added assistance to patrons by helping with computer-related projects instead of simply booking and managing computer signups. See A.5 and A.7.
A.4	Work collaboratively with contract library boards and the Association of Contracting Library Trustees (A.C.T.).	Conducted annual Trustee Workshop at Merriweather Library (March). Met regularly with ACT and its Board to plan future meetings, training sessions and advocacy efforts.

A.5	Work collaboratively with Buffalo Library Services Committee to ensure quality library services to the city.	Conducted annual public meeting for information exchange and planning purposes (May). Added six open hours at North Park and East Clinton branches bringing the total number of open hours per week to 24 at both locations. Adjusted schedules for all city libraries to provide two open nights per week and Saturday hours at each branch. Adjusted the Merriweather Library schedule to provide three evenings of service.
A.6	Monitor and sustain measures to ensure public and staff safety.	Conducted training program for staff. Provided all city branch guards with uniforms and badges.
A.7	Revise policies and procedures as needed.	Introduced Electronic Paperback Order submission process (January). Introduced Rapid Reply Checklists for enhanced collection development (March). Developed Electronic Order form for staff to facilitate patron requests for titles not currently owned by B&ECPL (May). Adopted Anti-Harassment Policy (June). Instituted new Checklist procedures. Revamped Central Library tier retrieval procedures.

GOAL B. Evaluate, maintain and improve services and physical plant.

	GOALS/OBJECTIVES	STATUS/ACHIEVEMENTS
B.1	Provide library materials effectively in a variety of formats.	Added classics and Summer Reading List titles to B&ECPL downloadable audio book collection (May). Provided storage cases for all new audio books on CD (January). Developing "Book Club in a Bag" kits and <i>Maus</i> educator resource kits for "Get Graphic" grant. Began implementation of the ILLiad interlibrary loan management system that will automate routine borrowing and lending activities.

B.2	Maintain and improve B&ECPL facilities.	<p>Proceeding with Tier A Rare Book Storage Project construction, with completion anticipated in early 2008. Moved more than 25,000 shelves of materials to accommodate construction. Continuing to shift tier collections as needed.</p> <p>Designated handicapped parking spaces in front of Crane Library. Submitted capital requests to Erie County and City of Buffalo.</p> <p>Developed and approved proposals for New York State construction funds, including projects at the Central Library, Buffalo branches and contracting libraries.</p>
B.3	Develop programs/exhibits/publications that highlight library collections and services.	<p>Presented the following programs: "Barking Up Your Family Tree" (genealogy program at the 20th Century Club), "Genealogy Sources in the Grosvenor Room" (Family History Center's 2007 annual Seminar), multiple SCORE workshops and classes, "Get Graphic" workshops for public and school librarians and educators, "Power Up: Unleash Your Inner Super Hero," "From Superman to Sandman: Comics Grow Up" panel discussion, "How to Take Better Digital Photographs," multiple "Literally Speaking" book discussions.</p> <p>Developed and conducted the following Special Events: Potter Fest 2007, Buffalo Book Fair (featuring 16 unique programs in the Central Library), visits by author Michael Wallis and author/photographer David Plowden. Created a Patent/Trademark flyer for the Investors Seminar in New York City (requested by Patent Trademark Depository Library).</p>

<p>B.3 Contd.</p>	<p>Develop programs/exhibits/ publications that highlight library collections and services.</p>	<p>Children’s Department staff began conducting children’s programs for branch libraries. Developed curriculum for “Database Direct” program. Conducted tours of the Central Library and Rare Book Room for many groups, including New York Library Association conference attendees (October). Mounted various exhibits and displays, including Rare Book Room displays “One Hundred Years Ago in Buffalo” and “Diagon Alley” (A <i>Harry Potter</i> theme display), various Ring of Knowledge displays, including “Be Inspired: Discover a New Hobby” (January to March), “Teen Life” (March to June), “Get a Clue” to promote summer reading (June to September), Hispanic Heritage Month (September to November), celebrating the art of J. J. Lankes and Robert Frost (December). Coordinated two scavenger hunts throughout the Central Library as part of the summer reading program series. Conducted Spanish language pre- school story hours at Niagara Branch Library. Partnering with “Good Schools For All” at East Delavan Branch (Success Center in a Success Zone). Conducted various teen-oriented programs at the Central Library and Buffalo Branches, including a poetry jam, computer gaming and “Guitar Hero.” Partnering with Just Buffalo Literary Center to focus attention on “The Big Read” in February 2008 (<i>To Kill a Mockingbird</i>). Partnered with U.B.’s Humanities Institute and Jewish Repertory Theatre to present “Kindertransport” panel discussion.</p>
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<p>B.3 Contd.</p>	<p>Develop programs/exhibits/ publications that highlight library collections and services.</p>	<p>Developing intranet section to allow libraries to book games and gaming equipment for program purposes. Reinstated technology training for adults and children.</p>
<p>B.4</p>	<p>Develop new models for outreach.</p>	<p>Partnering with “Good Schools for All” to develop programs that improve literacy in the 14215 zip code area served by the East Delavan Library. Conducted Spanish Language Outreach Program. Partnering with the Buffalo Museum of Science in developing/implementing programming in B&ECPL facilities (Science in the City). Conducted training programs and worked with the Hispanic community at the Niagara Branch Library to meet ongoing needs. Updated collection of BiFolkal Kits used in nursing homes and adult day care facilities. Making contact with various agencies and associations through Institutions department. Reinstated <i>Lock and Key</i> publication at the Correctional Facility (May). Appealing to teen audience through the “Get Graphic” grant with partners UB, Albright-Knox, Erie1 BOCES School Library System, Buffalo Public Schools, Nioga Library System, WBFO, The Buffalo News <i>Next</i> and Wm S. Hein Co. Teen Programming team in development. Developed Language Café. Partnering with Literacy Volunteers for Drop-in Centers.</p>
<p>B.5</p>	<p>Establish/evaluate new priorities for services and service populations.</p>	<p>Instituted teen programs based on Teen Advisory Group requests (computer gaming, poetry jam, etc.). Developed/scheduled/conducted program series through Children’s Programming Team.</p>

<p>B.5 Contd.</p>		<p>Revitalizing Spanish language material holdings. Conducting Hispanic-oriented programs: El Dia de los Ninos/El Dia de los Libros, Cinco De Mayo Celebration, etc. Niagara Library working with Journey's End Refuge Center.</p>
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GOAL C. Develop a diverse and skilled staff.

	<p>GOALS/OBJECTIVES</p>	<p>STATUS/ACHIEVEMENTS</p>
<p>C.1</p>	<p>Provide appropriate training and access to training programs for all staff.</p>	<p>Provided Reference USA, Mergent Online and Ebsco database training sessions. Provided WebJunction and TechAtlas training through Bill & Melinda Gates Foundation (April). Began staff EnvisionWare training (September). Conducting Graphic Novels workshop for librarians. Initiated second annual Staff Development Day, with a focus on customer service. Staff attended various conferences: Computers in Libraries, American Library Association, Western New York Library Resources Council, New York Library Association, Poetry in Libraries, Public Library System Directors Association of New York State, Patent & Trademark Depository Library, Web 2.0, Federal Depository Library Program, Maximizing the ILLiad System, Serving Persons with Disabilities, Approaching Reading with Appreciation, asbestos and HVAC training.</p>
<p>C.2</p>	<p>Work to develop and sustain a workforce that reflects the diversity of the community within confines of civil service law and outstanding recall/preferred lists. Reinstate employees wherever possible.</p>	<p>Recruiting Spanish-speaking staff. Participated at Job Fairs and Career Days.</p>

C.3	Implement an orientation program for employees.	Incomplete.
C.4	Recognize the valuable contributions of library staff.	Employee recognition program "Cheers for Peers" instituted. Presented awards at Staff Development Day program.

GOAL D. Secure funds to augment the operating and capital budgets.

	GOALS/OBJECTIVES	STATUS/ACHIEVEMENTS
D.1	Solidify the internal development function to enhance capacity for fundraising from private sources (individuals, foundations and corporations) and explore new options for additional revenue.	Established new Office of Development and Communications. Recruited administrators to pursue these efforts. Developing 2008 Development/ Communications Plan. Initiated 2007 Annual Fund Appeal. Meeting with internal constituencies and potential external partners to develop possible funding projects/ proposals.
D.2	Secure e-rate funding to extend the Library's technology services.	Submitted applications for funding year 2007-2008 on schedule after issuing a major RFP to solicit proposals for the B&ECPL Wide Area Network (WAN). Requests were approved, providing up to \$156,143.22 in discounts on the Library's data, telecommunications and Internet access expense for the 7/1/2007 through 6/30/2008 funding year.
D.3	Develop capital project requests as needed or requested.	Completed for Central Library, Buffalo branches and contracting libraries.
D.4	Prepare applications for State, Federal and other grants as appropriate.	Applied for and received LSTA Grant, "DataBase Direct" for \$15,000. Applied for and received NYS Family Literacy Library Services Grant, "Get Graphic" for \$92,419. Developed and applied for \$488,347 in NYS construction grants benefiting the Central Library and Buffalo Branches. Advised and supported \$92,802 in construction grants requested by contracting libraries. NYS Division of

D.4 Contd.	Prepare applications for State, Federal and other grants as appropriate.	Library Development has recommended full funding, and receipt of awards is anticipated in early 2008.
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GOAL E. Create, coordinate, implement and evaluate awareness and promotional efforts to support the B&ECPL's service mission.

	GOALS/OBJECTIVES	STATUS/ACHIEVEMENTS
E.1	Undertake advocacy initiatives that engender support for the B&ECPL.	<p>Met with members of WNY delegation of New York State Legislature to promote support for libraries (March). Created library educational information for 2008 budget cycle (print and web materials). Updated Return on Investment flyer with 2006 statistics.</p> <p>Participated in New York Library Association Legislative Day in Albany (March).</p> <p>Staff met with Senators and Assembly Members (or representatives) to thank and discuss the need for continued/expanded financial support to public libraries.</p> <p>Presented advocacy "how-to" session with representatives of A.C.T.</p> <p>Generated an informational campaign on need for library services targeting adult library patrons who have opted to receive B&ECPL information.</p>

<p>E.2</p>	<p>Develop and implement marketing/promotional campaigns designed to address identified customer needs and promote the image of the B&ECPL as well as specific services, programs and events.</p>	<p>Introduced key tag library cards. Developed promotional campaigns for William A. Miles Center for African and African American Studies, downloadable audio book service, Michael Wallis author visit, 2007 Buffalo Book Fair, "Books, Blues and Barbecue" event, James Earl Jones inspirational message and breakfast, summer reading program, Battle of the Books and Potter Fest 2007. Installed new message boards and signage at Central Library for more professional looking promotion of news and events.</p>
<p>E.3</p>	<p>Facilitate and support improved staff communications and information exchange.</p>	<p>Engaged in System-wide town hall meetings at all locations. Redesigning staff intranet. Instituted Message of the Week to staff (January).</p>
<p>E.4</p>	<p>Evaluate and enhance current external communication methods, including the B&ECPL website and other printed materials.</p>	<p>Updating System-wide Library brochure, "Expand Your Horizons." Posted special collections resource guides on the website's reference desk. Posted online survey regarding graphic novels. Utilized buffalo.com/yourhub for promotion. Added "In Other News" section to homepage to feature library events. Redesigning website homepage and events page. Designed and developed Buffalo Book Fair website. Created new look for Kids Corner for spring and summer seasons. Completed a signage redo for the Dudley and Kenilworth libraries.</p>

GOAL F. Refine and enhance B&ECPL automation and technology-based services.

	GOALS/OBJECTIVES	STATUS/ACHIEVEMENTS
F.1	Improve online services.	Redirected search box on Kids Corner to children's databases. Developing new readers' advisory section called "Page Turners." Developed a new design for "Multisearch," the Library's database search section of the website. Developing a "Get Graphic" website.
F.2	Improve communications infrastructure.	Upgraded web servers with new more powerful hardware and improved redundancy features. Replaced equipment used to provide the B&ECPL with a secure network. Established internal DNS server to improve network performance and redundancy. Upgraded bandwidth by 3 MB to 12 MB in February and to 15 MB in July. Introduced wireless access at the Ewell Free Library (Alden), Lancaster Public Library, Williamsville Branch Library and West Seneca Public Library. Upgraded filtering software.
F.3	Replace/add computers and other technology in accordance with replacement schedule, new initiatives and available funds.	Upgraded Sirsi Unicorn, the Library's automated system, to the newest GL3.1 version (May). EnvisionWare (patron public PC self-authentication) implemented at Central, Crane, Dudley, East Aurora and West Seneca (fourth quarter).