

2009 GOALS and PRIORITIES - ALL (SpecColl, PubServ, InfoTech)			
GOAL 1	Ensure that every Library in the System is a key destination for exciting and enriching programs and events		
	OBJECTIVES	Activities	Accomplishments
	Create model programs for replication throughout System for adults and children	Create collection related programs and displays, and display materials from throughout the System	<b>RBR Exhibits:</b> 'Ar'n't I a Woman?: Documentary Testament to the Female African American Slave Experience, Alexander Hamilton: The Man Who Made Modern America, Double Stars: Men & Women of Astronomy, Darwin: The Origin of Influence. All but the first exhibit had related programming. <b>Grosvenor Room Exhibits:</b> Presidential Songs, Colonial And Revolutionary Era Music, Star Gazing: Sounds of the Cosmos, Origins. <b>Twain Room Exhibits:</b> Life on the Mississippi, The Veriest Trash: Huck Finn in Popular Opinion, Huck Finn Abroad. <b>Gluck Archive Exhibits:</b> Polar World: Explorers on Ice, The Modern World of Charles Dickens, Japanese Print Making, Thanks to God. Reproductions of the Rare Book Room's Trouvelot astronomy prints and Edward Curtis' <i>The North American Indian</i> have been displayed in some System libraries.
			RBR exhibit schedule set for 2010 and 2011.
		Provide children's series programs for Buffalo Branches and System children's services support; CR coordinates Battle of the Books	Ongoing
		Children/family programs: i.e., Family Place, summer reading program, program partnerships (i.e. Museum of Science, Explore and More)	Ongoing – WNED Raising Readers is expanding from Dudley to other libraries. We are working on Family Place Grant, Battle, Summer Block Party, etc.
		Develop multi-year adult and children's programming plan	Have taken beginning steps with the hiring of the Lib. 4 and the formation of a programming team.
		Create collection related programs and displays, and display materials from throughout the System	Meg's team is working on this in collaboration with Development and Special Collections.
		Provide additional technology training for the public	
		Enhance teen use and participation through programming and outreach opportunities; continue Get Graphic after grant expires - programs, classroom kit additions, organize Teen Advisory Group and Board for feedback/assistance in developing ongoing facility use and outreach guidelines	Britt White has continued to speak at conferences and workshops. We have not done much with the Advisory Group or anything on a System level. Claudia Yates did do a Guitar Hero Tournament and was involved with Story Tubes.

	Create model programs for replication		Technology Training: 124 Cyber Train classes were conducted in branch and contract libraries and 34 classes were held in the Central Library Training Lab
			Resume Maker v.15 made available at all public workstations
			Installed DimensionM Math game to all public computers at Central Library and Buffalo Branches
<b>GOAL 2</b>	<b>Build and maintain quality collections, both print and electronic, based on user needs and long-term vision for library collections</b>		
	<b>OBJECTIVES</b>		
	Coordinate system-wide collection development plan and introduce a maintenance initiative	Complete the creation of collection development guidelines	Included as part of Special Collections Strategic Plan; not formalized
		Complete the creation of collection development guidelines	Done for branches and contract libraries not for Central
		Establish a system-wide committee for acquisition of foreign language materials	2010
		Begin dialogue with UB Libraries about collaborative collection development opportunities and ILL possibilities	Very preliminary steps. Central staff met with UB librarians.
	Prepare for RFID (Radio Frequency ID) project through weeding and recon preparation	Investigate a subscription to JSTOR as prelude to RECON of serials	2010
		Plan process for weeding open and closed stacks at Central, Buffalo Branches and Amherst Libraries in preparation for RFID tag recon	Done for Children's Room, POP, large print, Buffalo Branches.
		Plan timeline for retrospective conversion of closed stacks multi-volume sets, serials, remaining monographs and microform holdings	2010
	Provide dynamic, easy to use and useful electronic databases	Evaluate current databases, add and drop as needed	Reduced the number of databases and continue to evaluate current holdings.
	Improved public access to and promotion of databases	Migrate to WebFeat Express; rename databases; create an intermediate data base page; archive links to database handouts on blog; introduce database training and podcast on Intranet/Internet	Migrated to WebFeat Express, and named databases to Research. Created an intermediate page.
		Work with Communications Office to develop a public awareness/PR plan for database availability and offerings	2010
	Create better measure of outcomes and outputs of library services	Develop more creative, innovative and useful means of generating, assessing and evaluating usage statistics	2010

	Improved public access and promotion of databases		Migrated and introduces new WebFeat federated search
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<b>GOAL 3</b>	<b>Create a warm and welcoming approach in all aspects of library service through renovated and expanded facilities and streamlined services that guarantee quality user experiences</b>		
	<b>OBJECTIVES: SERVICES</b>		
	Ensure public has ready and clear access to all services		
	<b>OBJECTIVES: FACILITIES</b>		
	Plan for short-term Central Library facility upgrades/updates		
	Issue RFP for Central Library facility study with goal of transforming the Central Library as a premium downtown destination		
		Begin space planning for Special Collections area	The Library applied for and received an NEH preservation study grant for Special Collections through CCAHA in Philadelphia. The study will take place in 2010. It will assist in articulating space and environmental needs for SPC.
		Institute roving reference and approachable, easily identifiable staff, modeling the Mississauga model	Roving Reference is being done
		Evaluate all circulation and borrowing procedures to encourage ease of use, self service and equitable access to collections throughout the System	2010
		Enable new features as feasible and available through SIRSI Java update	
		Enable online, patron-placed ILL requests and online document delivery	Done
		Standardize procedures to improve efficiencies: online card applications, storage of library card application data	
	Turn non-library patrons who eat at Fables into Central Library users	Provide additional display cases/shelving in Fables area	Done
		Begin collaborative lunch bag service with Fables	
	Approachable and easily identified staff members	t-shirts, buttons, identification badges	2010
	Create regular and ongoing means of soliciting public feedback	Annual/ongoing survey of public about current services at System Libraries (online and/or written feedback)	2010
	Ensure online catalog is user friendly and accurate	Add patron reviews	2010
	Develop services that highlight collections, reference services and databases	Readers advisory services, highlight new books on Page Turners, 24/7 reference service	24/7 reference is up and running.

	Plan for short-term Central Library facility upgrades/updates	Begin space planning for Special Collections area	
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		Expand and reconfigure Central Library Children's Room	Partially – The Children's Room is painted and new furniture is in place.
	Plan for short-term system facility upgrades/updates	Apply for State construction and / or stimulus funds as available	
	Position the Central Library, and other library facilities if qualified, as emergency shelters		
	Public Service needs	Technology and information content	All public PCs upgraded to Internet Explorer7 and Microsoft Office 2007
			Podcasts of notable Library programs and events created and posted on Library website
			Combining of the reference desks into one service point at the Central Library; moving the employment and small business collections to the first floor.
	Create regular and ongoing means of soliciting public feedback		Conducted public Technology Survey
	Assess need for facilities	North Park Branch Library	North Park Branch storefront library opened in 2010
<b>GOAL 4</b>	<b>Identify key public project initiatives for 2008-2009</b>		
	Special Collections	Convene a Special Collections Internal Task Force	Special Collections Committee formed; wider group on hold until after Rare Books Commission reports completed
		Work with County Executive and community stakeholders regarding Library as focus of cultural tourism	Director and two Board members appointed to the Rare Books Commission.
		<b>Develop strategic plan for special collections</b>	Completed. Also, developed job titles and descriptions for SPC staff. Developed forms for exhibition loan, user registration and deed of gift. Established terms of access for Grosvenor Room and Rare Book Room. Posted the Richardson Complex section of the Local History File on Flickr. Developed specifications for new rare book exhibit cases and educational panels. Completed the digitization of the George Nathan Newman photographs of Vanished and Vanishing Buffalo and the War of 1812 letters and posted both to WNYLegacy.org. Applied for RBDB grant from WNYLRC to digitize the Pan Am Scrapbooks; started scanning via Hein. Received NEH Preservation Study grant from CCAHA. Conducted tours as requested by Development Office. Set exhibition schedule for 2010 and 2011. Developed general exhibition budget. Visited rare book libraries at Cornell, Harvard, Boston Public Library and the Peabody Essex Museum Library in Salem, MA. Visited special collections libraries at the Buffalo & Erie County Historical Society and Buffalo State College. Visited Digitization Lab and Local History Department at the Rochester Public Library. Provided assistance to the Erie County Rare Books Commission.

	Literacy	Introduce Literacy Master Plan detailing components of services and timelines including Family Place, Project Flight partnership, After School Services, Buffalo Adult Ed. partnership and programs	Done
	Business and Economic Development and Workforce Assistance	Promote current training and workshops and schedule sessions at Central, branch and suburban libraries as well as by request to business and trade groups	Much more needs to be done, we have not done much with this.
	Special Collections	Convene a Special Collections Internal Task Force	
		Work with County Executive and community stakeholders regarding Library as focus of cultural tourism	
		Develop strategic plan for special collections	
<b>GOAL 5</b>	<b>Ensure long-term financial sustainability through public and private investments and create a culture of philanthropy within, and on behalf of, the Library System while enhancing the System's image and visibility throughout the County</b>		
	<b>OBJECTIVES</b>		
	Develop new and exiting ways to promote, market and profit from library assets	Fables, facility use (Central, other sites) bags and other promotional items; larger value art prints and reproductions	Have images that can be sold to public and marketed as posters, notecards, framed prints, etc.
	Build and enhance collaborative relationships with educational, cultural, arts and government agencies and identify key collaborators over next two years and related projects and initiatives		The Darwin exhibit was joint exhibit with UB. Worked closely with William S. Hein & Company throughout the year. Borrowed materials for exhibits from the Buffalo & Erie County Historical Society, the Buffalo Museum of Science, Hamilton College, UB and JP Morgan Chase Bank. Working with the Buffalo Philharmonic Orchestra on its 75th Anniversary Committee.
	Create a more effective and efficient means of maintaining donor and potential donor contact information	Work with Foundation to acquire mutually acceptable development software	In process
	Develop new and exciting ways to promote, market and profit from library assets	Fables, facility use (Central, other sites) bags and other promotional items; larger value art prints and reproductions	2010
		Review operations of Novel Ideas / Encore Editions	2010
	Work with Library Foundation on development initiatives	Coordinate means of sharing staff and organizational resources for mutual benefit	Completed; resolution approved by the Board to share staffing services between the Library and Foundation
	Develop a comprehensive communications and advocacy plan	Creative services, news services, government/community relations	Ongoing and 2010

	Develop a comprehensive marketing and branding plan and timeline for RFP issue		2010/2011
	Work with branch and suburban libraries to create and implement development and advocacy plans	Friends groups, advocacy, media relations	Some of the branches attempted to start Friends groups. Additional assistance needed.
	Build and enhance collaborative relationships with educational, cultural, arts and government agencies and identify key collaborators over next two years and related projects and initiatives	Coordinate community meetings through Communication Department	Done
		Establish guidelines for creating and maintaining levels of partnerships	Postponed
	Develop a comprehensive communications and advocacy plan		Increased emphasis on using Library's web and social networking (Facebook, Twitter) sites to promote Library events and services

<b>GOAL 6</b>	<b>Streamline workflows and promote system-wide opportunities for improving internal operations</b>		
	<b>OBJECTIVES</b>		
	Create staffing structure that will allow for greater flexibility throughout System	Complete system-wide staffing plan and begin implementation of recommendations as made possible through retirement, attrition, restructuring	Developed staffing model, titles and job descriptions for Grosvenor Room.
	Enhance staff development opportunities	Provide additional opportunities for staff training and continuing education for all levels of staff	Sent Amy Pickard to Rare Book School at the University of Illinois; Suzanne Colligan attended the WNYLRC Digitization Book Camp; Amy Vilz and Amy Pickard completed the WNYLRC Preservation Institute; Susan Cutrona, Rhonda Konig, and Carol Pijacki an online genealogy course offered through the American Library Association. Peggy Skotnicki, Rob Alessi and Amy Vilz attended the Connecting to Collections Conference sponsored by the Institute for Museum and Library Services at the Albright-Knox Art Gallery.
	Improve efficiency of security, circulation and materials	Implement RFID plan	7 City Branches are complete.
	Streamline building access, employee ID and payroll functions	Explore use of swipe cards	2010
	Create staffing structure that will allow for greater flexibility throughout System	Complete system-wide staffing plan and begin implementation of recommendations as made possible through retirement, attrition, restructuring	Partially addressed; will continue in 2010
	Enhance staff development opportunities		
		Provide additional opportunities for staff training and continuing education for all levels of staff	Considerably more staff training and workshop attendance and opportunities offered in 2009. Additional opportunities to be offered in 2010. In conjunction with Erie County: Slips, Trips and Falls; Back Injury Prevention; Fall Protection; Blood Borne Pathogens; Hazard Recognition; Cold and Heat Stress; Cultural Change; Stride Through Stress; Document Retention and Destruction; Shared Work Program; Administrative Assistants Conference; Effective Communication; Anger Management in the Workplace; Personal Awareness; Understanding, Managing and Embracing Change; Team Training; Large Scale Change Online: Living and Learning Together; American Library Association Annual Conference; New York Library Association Annual Conference; Get Motivated Leadership Annual Conference; Get Motivated Leadership Training; Staff Development Day.

		Orientation/on-boarding presentations -	ACT new board orientation; more planned for 2010/ Two "Meet and Greet" employee on-boarding sessions designed to introduce new employees structure, administrative tem and their operational areas of responsibilities
	Create stronger ties with UB's Department of Library and Information Studies	Public Librarianship Introduction for Graduate Students	COO Mary Jean Jakubowski and Human Resources Officer Doreen Woods spoke before approximately 35 graduate students in the introduction to Library and Information Studies class at the University at Buffalo's Department of Information and Library Studies on April 13.
<b>GOAL 7</b>	<b>Enhance Technology Infrastructure</b>		
	<b>OBJECTIVES</b>		
	Create infrastructure that enables users easy access to library services and introduces innovative services		
		Redesign and enhance website, intranet and online information tools to improve and introduce additional means of internal communication and public use	Working with Information Technology Department to reformat Special Collections web pages and have GRO staff initiate updates. Posted the Richardson section of the Local History File on Flickr.
	Provide staff with technological resources to ensure peak performance	As per comprehensive Technology Plan,including:	
		*New internal e-mail system	Done
		*Update/upgrade public computing network and software	Done
		*Training	Ongoing
		*Implement E-Library (SIRSI upgrade)	Ongoing
		*RFID	Ongoing
	Create infrastructure that enables users easy access to library	Kindle -- explore library implementation	e-Books were added to the collection
		Training -- lab at Central and mobile training	2010 enhancements planned
		'Downloading kiosks	We have not done this due to bandwidth; 2010
		Redesign and enhance website, intranet and online information tools to improve and introduce additional means of internal communication and public use	Ning was added and has been successful

	Provide staff with technological resources to ensure peak performance		All staff PCs upgraded to Internet Explorer7 and Microsoft Office 2007
			Sirsi WorkFlows upgraded to Java Client
			Implemented 9xx and EDI ordering with vendor Baker & Taylor
			JavaJabber Blog introduced
			Introduced staff Ning website
			Implemented Exchange 2007 Server and migrated staff e-mail clients to Microsoft Outlook Web and/or Outlook Desktop Clients
			RFID fully implemented at 3 City Branches
			Provided Technical Services staff with larger computer screens to accommodate Sirsi Catalog and Acquisitions Module requirements
			Training classes conducted for Java Client, cart ordering with Baker & Taylor and Facebook Fan Page creation
			Library Board approved Information Technology Security Policy
			Draft 2010-2013 Technology Plan completed for e-Rate application process
	Create infrastructure that enables innovative services		Central Library Facebook and Twitter sites created and maintained
			Public wireless access available at all libraries
			Introduced secure lending of laptop computers for in-library public use
			Self check-out introduced at 3 City Branches with RFID implementation
			Successfully administered Gates Opportunity Online Hardware Grant that included the addition of 68 public access computers (desktops and laptops)
			Set up six additional T1 lines at neighborhood libraries, providing increased bandwidth
			Network configured and all PCs & peripherals installed at new North Park Library
			Provided a scanner for public use at all B&ECPL libraries
			New copy machines at all library branches