

# **Buffalo and Erie County Public Library**

## **FIVE YEAR LIBRARY SYSTEM PLAN OF SERVICE (Public Library Systems) 2022-2026**

### **SECTION 1 - GENERAL INFORMATION**

January 1, 2022 - December 31, 2026

- |      |  |   |
|------|--|---|
| 1.1  | Name of System                                       | Buffalo and Erie County Public Library  |
| 1.2  | Street Address                                       | 1 Lafayette Square  |
| 1.3  | City   | Buffalo   |
| 1.4  | Zip Code   | 14203   |
| 1.5  | Four Digit Zip Code Extension (enter N/A if unknown) | 1887  |
| 1.6  | Telephone Number (enter 10 digits only)              | (716) 858-8900  |
| 1.7  | Fax Number (enter 10 digits only)                    | (716) 845-9053  |
| 1.8  | Name of System Director                              | Jeannine Doyle  |
| 1.9  | E-Mail Address of the System Director                | doylejm@buffalolib.org  |
| 1.10 | System Home Page URL                                 | www.buffalolib.org  |
| 1.11 | URL of Current Membership List                       | <a href="https://www.buffalolib.org/locations-and-hours">https://www.buffalolib.org/locations-and-hours</a> |
| 1.12 | Date of Establishment                                | 1947  |
| 1.13 | Date of Absolute Charter                             | 1953  |
| 1.14 | Name(s) of Central Library/Co-Central Libraries      | Buffalo and Erie County Public Library  |
| 1.15 | Square Mileage of System Service Area                | 1,043   |
| 1.16 | Population of System Service Area                    | 919,040   |
| 1.17 | Type of System                                       | PLS   |

### **SECTION 2 - SYSTEM GOVERNANCE AND MEMBERSHIP**

#### **BYLAWS**

- |     |                                 |   |
|-----|---------------------------------|---|
| 2.1 | URL of Current Governing Bylaws | <a href="https://www.buffalolib.org/board-trustees/bylaws">https://www.buffalolib.org/board-trustees/bylaws</a> |
|-----|---------------------------------|---|

#### **APPOINTMENT/ELECTION OF SYSTEM BOARD/SYSTEM COUNCIL**

- |     |                               |   |
|-----|-------------------------------|---|
| 2.2 | System Board / System Council | A - System Board / System Council Members are appointed |
|-----|-------------------------------|---|

Appointment/Election  
 - Indicate whether the  
 System Board /  
 System Council  
 Members are  
 appointed or elected  
 (select one).

- 2.3 Indicate by whom the  
 System Board /  
 System Council  
 Members are  
 appointed/elected.
- 10 Board members are appointed by the Erie County Executive. 5  
 Board members are appointed by the Mayor of Buffalo.

**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 Yes
- b. Outreach Advisory Committee Yes
- c. Central Library Advisory Committee Yes
- j. Other (specify using the note) No

**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.
- The Buffalo & Erie County Public Library (B&ECPL) conducted an exhaustive process to ensure comprehensive input and data evaluation to assist in needs assessment regarding library services, programs and technology. The System Administrative Team held regularly scheduled meetings and conducted ongoing meetings with Central Library Department Managers. The B&ECPL conducted monthly Manager Director Meetings. Quarterly Staff Forums, hosted by B&ECPL Administrators, were held at libraries throughout the System. Specific to Five Year Plan Development, a Working Group consisting of a B&ECPL administrator, member library directors, member library trustees, system trustees, and B&ECPL staff was tasked with researching library trends, reviewing operational data and surveys, evaluating results, and compiling a preliminary draft plan. The Working Group also focused on identifying how the needs and demands of both the public and staff has changed over the last couple years and the impact of electronic resources and the COVID-19 pandemic. Operational data including, but not limited to, circulation, program attendance, door counts, collection development activities, public access computer use, and year-round public, staff and member library surveys were reviewed. The Working Group reviewed 21 surveys developed to solicit information from staff, trustees, partners, stakeholders, library users, and library non-users. The Working Group reviewed the survey results and all collected data. Subgroups were created, composed of individuals representing each area, which then

- met to develop a draft plan for assigned elements. The entire Working Group then met two more times to ensure that the proposed plan fulfilled the goals of targeting programs and service transformations to meet technology demands and ever-changing community needs.
- 3.2 Identify the groups involved in development of the Plan of Service and each group's role
- The B&ECPL Administrative Team consisting of the Library Director, two Deputy Directors and four Assistant Deputy Directors has the overall responsibility for System programs and services and ongoing review of library needs. The Team regularly met with Department Managers, staff, and staff committees to solicit their input. The Administrative Team participated in the development of the Plan and reviewed/updated the Draft Plan. The B&ECPL's Board Executive Committee and Board Planning Committee reviewed the Final Draft before it was presented to the System Board of Trustees for final approval. The B&ECPL Five Year Plan Working Group, consisting of a System administrator, member library directors, staff, and member library and system trustees, reviewed library trends and all data collected specifically as part of the formal evaluation process. B&ECPL Managers and Directors participated in planning and discussion sessions which contributed to the data collection process. The results from 21 staff, trustee, public user and public non-user surveys were analyzed for new and current service interests, needs and concerns. In addition, input from the community was also obtained through operational data such as customer suggestions, requests and complaints.
- 3.3 Describe the planning process for the 2022-2026 Central Library Plan.
- As a part of the planning process and the development of the System's Five-Year Plan of Service, the B&ECPL also assessed the needs of the Central Library. The B&ECPL conducted regular meetings with Central Library Department Managers, held regularly scheduled meetings of the System Administrative Team, and conducted monthly system-wide Manager Director meetings and conducted Staff Forums held at libraries throughout the System. Operational data including, but not limited to, circulation, program attendance, door counts, collection development activities, public access computer use, year-round public survey results, and staff, member library director, and member library trustee survey results were reviewed. Review and evaluation of all reports and data would result in a Central Library Plan that will ensure strong integration with the Five Year Plan of Service.
- 3.4 Identify the groups involved in development of the 2022-2026 Central Library Plan and each group's role.
- A subcommittee of the Working Group consisting of staff representing the Central Library, Buffalo Branches, member libraries and Library administration worked collaboratively to draft the Central Library Plan along with the System's Five-Year Plan of Service. The subcommittee was responsible for research, assessment of organizational data, and review of the survey results which ultimately helped to identify the programs and services targeted to meet the ever-changing needs of the community. Components of the draft Central Library Plan were reviewed and edited by the Library Director and System Administrative Team. The B&ECPL's Board Executive Committee and Board Planning Committee reviewed the Final Draft before it was presented to the System Board of Trustees (who have the ultimate authority over the Central Library) for final approval.
- 3.5 Describe the
- The Central Library Plan was developed in conjunction with the

integration of the 2022-2026 Central Library Plan with the system's Plan of Service.

B&ECPL's Five-Year Plan of Service. A subcommittee of the Working Group (representing all areas of the System) evaluated identical data and reached consensus regarding the programs and services that would be targeted as B&ECPL System priorities. As such, many of these core initiatives will be made available through Central Library coordination or service delivery. Initiatives described in the Five Year Plan of Service include collaborative programming, technology training, programs for special client groups, collections that support service priorities and target-populations (including immigrants and new learners of the English language), access to Central Library reference services, database access, and access to special and rare collections. The Central Library Plan will ensure that Central Library Development Aid (CLDA) funds provide collaborative outreach and programming opportunities; technology support; access to Central Library reference services (in person or via telephone, email and chat); and access to current special and rare collections. Central Book Aid (CBA) funds will support collection development and access to electronic resources.

3.6 Provide the URL of the 2022-2026 Central Library Plan.

[https://www.buffalolib.org/sites/default/files/library-system/annual-reports/2022-2026\\_Central\\_Library\\_Plan\\_APPROVED.pdf](https://www.buffalolib.org/sites/default/files/library-system/annual-reports/2022-2026_Central_Library_Plan_APPROVED.pdf)

3.7 Describe the planning process for the 2022-2026 Direct Access Plan.

The B&ECPL System is subject to New York Codes, Rules and Regulations - Title 8 Education. Commissioner's Regulation 90.3 requires public library systems to have a Free Direct Access Plan. "Free direct access" requires all public libraries within a system to loan their materials to a library card holder from any other library within that system. Noting the need ensure accurate and timely policies, and adherence to NYS Commissioner Regulations, the B&ECPL regularly reviews the "Free Direct Access Plan" adopted December 16, 1999 (per Board Resolution 99-73). The review process includes Plan review by the Library Director and Administrative Team. The Plan was reviewed and amended in 2016 and twice in 2019. The B&ECPL's plan for free direct access is included in the annual agreement between the System and the contracting libraries. Each year by entering into the agreement all the member libraries have approved and agreed to abide by the Free Direct Access Plan. The annual agreement incorporates language of the "Free Direct Access Plan" which provides that the contract libraries must allow borrowers to use their collection, even if they are outside of the service area. In 2019, upon review it was recommended that the Plan be amended to set forth the provisions of the Division of Library Development's Outline and Guidelines for ease of reference of readers. The resultant changes were vetted by B&ECPL legal counsel. The Free Direct Access Plan was reviewed by the B&ECPL Board Policy Committee on April 18, 2019. The amended Free Direct Access Plan was approved unanimously at a meeting of the Board of Trustees of the Buffalo & Erie County Public Library on May 16, 2019 per Resolution 2019-17. The Plan was amended again in December 2019 to remove the Ewell Free (Alden) Library from Section 5 of the Plan as they are now chartered to serve the Town of Alden (inclusive of the Village of Alden), thus eliminating this area as an underserved population, and rewording the sentence concerning the Angola Public Library accordingly. The resultant change was vetted by B&ECPL legal counsel. The Free Direct Access Plan was

reviewed by the B&ECPL Board Policy Committee on November 21, 2019. The amended Free Direct Access Plan was approved unanimously at a meeting of the Board of Trustees of the Buffalo & Erie County Public Library on December 19, 2019 per Resolution 2019-50. In 2020, all contract libraries approved and agreed to abide by the Free Direct Access Plan, as amended in 2019, by entering into the 2020 annual agreement with the System. The plan title (title only) was also amended July 15, 2021 per Resolution 2021-25 "For the Period 2022-2026 in Association with the B&ECPL System 5 Year Plan of Service." In 2021, all contract libraries approved and agreed to abide by the Free Direct Access Plan by entering into the annual agreement with the System between June 23, 2021 and September 28, 2021, with a majority of libraries approving after July 15, 2021. As part of the B&ECPL's systematic ongoing policy review schedule, formal review of the current Free Direct Access Plan is targeted for 2024. It will be reviewed sooner as needed or required by law or regulation.

- 3.8 Provide the URL of the 2022-2026 proposed Direct Access Plan.

[https://www.buffalolib.org/sites/default/files/library-system/policies/Free\\_Direct\\_Access\\_Plan\\_Amended\\_7-15-2021\\_Final\\_for\\_Website.pdf](https://www.buffalolib.org/sites/default/files/library-system/policies/Free_Direct_Access_Plan_Amended_7-15-2021_Final_for_Website.pdf)

## EVALUATION

- 3.12 Describe the information to be collected in order to evaluate and determine members' satisfaction with the system's services.

An annual System Service Survey will be issued to member library directors and trustees. This general survey, modeled on a survey begun in 2015, will gauge satisfaction with Communication, Coordinated Services, Consulting Services, and Development Services provided by the B&ECPL. In addition, supplemental surveys will be issued periodically to trustees and member libraries as evaluation methods to assess satisfaction and functionality associated with the intended results targeted in several elements of the Five Year Plan of Service.

- 3.13 Provide the URL for the evaluation form(s) used by members.

<https://www.buffalolib.org/stafftrustee-surveys-2020>

- 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.

Customer satisfaction ratings and suggestions will help prioritize System programs and services on an ongoing basis. Surveys will be reviewed by staff committees and the Administrative Team. Anecdotal comments and/or complaints will be addressed by appropriate staff. Periodic assessment will be made to ensure that programs and services are meeting expectations. Changes will be implemented to address any deficiencies. Goals will be reviewed, modified or suspended as needed or determined by the System Administrative Team. Input will be used in the subsequent planning cycle to ensure continuous improvement and maximize member library and end-user satisfaction.

## REVISION PROCESS

- 3.15 Describe the process for revising the system's Plan of Service for submission to the New York State

Efforts will be made to achieve the Goals included in the Five Year Plan of Service as well as any supplemental System Goals and Objectives. The Five Year Plan of Service will be reviewed on a regular basis to ensure the Goals are addressing Library needs and responsive to ever-changing community needs. Any changes to the Five Year Plan of Service Goals will be vetted and supported by the

Education  
Department/New  
York State Library.

B&ECPL Library Director and Administrative Team prior to submission to the B&ECPL Board for approval. And Board-approved changes will be submitted to the NYS Education Department/NYS Library - Division of Library Development for final review and approval.

## SECTION 4 - GOALS/RESULTS

- 4.1 The Library System's Mission Statement (The Instructions include the definition of the mission statement.)
- Mission: Connecting our diverse community with library resources that enrich, enlighten and entertain. Vision: The vision of the Buffalo & Erie County Public Library is to be deeply rooted in the community: promoting partnerships, fostering the development of a literate and informed citizenry through free and equal access to cultural, intellectual, recreational and information resources, planning for the future, and making the most effective use of taxpayer funding. Principles: The Buffalo and Erie County Public Library will: 1. Provide open, equal and free access to information in accordance with the American Library Association's "Library Bill of Rights." 2. Deliver timely, confidential and customer-oriented service to meet the informational and educational needs of the community. 3. Promote lifelong learning by encouraging all children and adults in the enjoyment of reading and discovery. 4. Contribute to the region's economic vitality by assisting individuals, businesses and government as they pursue better jobs and economic growth. 5. Create and maintain an environment that attracts, develops and encourages a diverse and skilled staff. 6. Listen to the entire community in pursuit of the Library's Mission. 7. Manage resources effectively and be accountable to its funding sources. 8. Pursue the private and public funding necessary to fulfill the Library's Mission. Adopted December 17, 1998. The B&ECPL's Mission Statement was reaffirmed November 21, 2019 per Resolution 2019-46.

Minimum Requirement for questions 4.2 through 4.6, 4.8 through 4.12, 4.14 through 4.17, 4.19 through 4.21, and 4.23 - complete one repeating group for each topic of every element.

### 4.2 Element I - RESOURCE SHARING Cooperative Collection Development

1. Goal Statement Develop and maintain collections that reflect and support all B&ECPL libraries and their diverse communities.
- 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) Allocation of centrally selected materials; ability to meet patron demand for traditional materials and downloadable/streaming content; increased access to object collections/themed "kits;" designated

funding to supplement centralized selection and address local community needs; assistance for member libraries in collection development and management; access to selection lists that supplement centralized selection; access to materials that support System programming goals; enhancements to downloadable products and services; ability to provide materials in a variety of languages and formats to meet the demands of local communities.

4. Evaluation Method(s) Conduct surveys; conduct site visits; analyze circulation statistics and collection use data; review and analyze budget allocations; monitor weeding reports; monitor hold lists and purchase alerts; monitor patron and staff suggestions; review checklists.

**4.3 Element 1 - RESOURCE SHARING**

**Integrated Library System**

1. Goal Statement Support, maintain and enhance an Integrated Library System (ILS) that responds to user needs.
- 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) Stable, responsive ILS that meets the needs of the public and staff; access to user-friendly online catalog with mobile options; updated circulation, acquisition and cataloging modules; similar search functionality for public and staff products; enhanced discoverability and display capabilities; improved reporting capabilities; enhanced "My Account" features; streamlined eCard registration; additional enhancements as new products are implemented; staff training.
4. Evaluation Method(s) Conduct surveys; monitor ILS-generated reports; monitor number and type of training sessions; track new features implemented; track upgrades.

**4.4 Element I - RESOURCE SHARING**

**Delivery**

1. Goal Statement Provide timely and efficient delivery services via System vehicles and by mail.
- 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) Convenient access to items from all B&ECPL locations; receipt of new materials in a timely manner; ability to check out request items from all B&ECPL locations; ability to return items at all B&ECPL locations; convenient access to materials obtained via Interlibrary Loan; expanded home delivery service to those geographically and physically isolated; promotion of services to appropriate audiences.
- 4. Evaluation Method(s) Monitor delivery statistics; conduct surveys to evaluate satisfaction with materials delivered.

**4.5 Element I - RESOURCE SHARING**

**Interlibrary Loan**

- 1. Goal Statement Maintain efficiency and improve awareness of Interlibrary Loan (ILL) services.
- 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) Timely access to materials; streamlined ILL process with full integration of ILL materials into ILS; ability to return borrowed ILL material to any library; ability to view ILL material in "My Account;" improved awareness of ILL services through promotion and training; in-house training and support for staff; virtual training guides for patrons.
- 4. Evaluation Method(s) Track statistics for items loaned and borrowed; conduct surveys; review number of new users/borrowers; report training statistics.

**4.6 Element I - RESOURCE SHARING**

**Digital Collections Access**

- 1. Goal Statement Maintain a digital special collections website and enhance digital discoverability.
- 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 awareness and availability of special collections to a wide virtual audience; increased ease of user ability to discover special collections through incorporation of digital content in search results.



4. Evaluation Method(s) Report digital collections statistics; conduct surveys.

#### 4.7 Element 1 - RESOURCE SHARING

##### Other (Optional)

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

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)

#### 4.8 Element 2 - SPECIAL CLIENT GROUPS

##### Adult Literacy

1. Goal Statement Provide opportunities and resources for adults to reach a level of literacy to better achieve goals associated with continued education, workforce development and community engagement.
- 2a. Indicate year(s) during which the system will be addressing this goal Yes  
(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) Intended Result(s): Increased resources for adult learners; strengthened role as a learning and enrichment community resource; increased partnerships with community groups and organizations that support adult and family literacy; improved and updated technology training; increased adult user literacy and information skills; increased digital literacy skills; increased programming for high school equivalency; access to Connected Learning programs; access to career/job fairs, entrepreneurship/small business development workshops and health/wellness fairs; continued access to government information services; increased recreational and educational programming.
4. Evaluation Method(s) Report program and meeting statistics; request feedback from partners; conduct surveys.

#### 4.9 Element 2 - SPECIAL CLIENT GROUPS

##### Coordinated Outreach (See Instructions for outreach target groups)

- |     |  |   |
|-----|--|---|
| 1.  | Goal Statement   | Partner with member libraries, government agencies and community organizations to provide services and programming to Coordinated Outreach populations as defined by New York State Education Law, §273 (1) (h) (1).  |
| 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 commitment to diversity, equity and inclusion in services to underserved populations; engaging programs for seniors, individuals with disabilities, those who are educationally disadvantaged, those who are unemployed, individuals who are geographically isolated and those confined to institutions; increased programs to caregivers and agencies working directly with these targeted populations; continued referral services associated with these populations; expanded access to accessibility technologies and electronic resources. |
| 4.  | Evaluation Method(s)   | Review and analyze assistive technology use; report program and meeting statistics.   |
- 
- |     |  |  |
|-----|--|--|
| 1.  | Goal Statement   | Deliver library services to underserved populations with the bookmobile and associated mobile outreach efforts.  |
| 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)   | Greater access to library resources for underserved areas throughout Erie County; greater access to traditional and electronic collections; home delivery of library materials through the mail; increased circulation of library material; heightened awareness of library programs and services. |
| 4.  | Evaluation Method(s)   | Report statistics; report partnerships and venues.   |
- 
- |     |  |   |
|-----|--|---|
| 1.  | Goal Statement                                   | Partner with member libraries, government agencies and community organizations to provide services to those who are unemployed/underemployed. |
| 2a. | Indicate year(s) during which the system will be | Yes   |

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) Increased programming and outreach options related to career planning, job searching, financial literacy, entrepreneurship, consumer education and other resources useful to those who are unemployed/underemployed.
4. Evaluation Method(s) Report program statistics; review program attendee feedback.
1. Goal Statement Ensure library accessibility and pertinent resources for immigrants, refugees and new learners of the English language.
- 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) Improved awareness of library resources; access to library generated content in languages other than English; increased number of immigrant users attending programs; increased programs providing opportunities to qualify for citizenship; increased access to foreign language materials; increased staff training for services to immigrant and refugee populations; increased partnerships with organizations that serve target populations.
4. Evaluation Method(s) Report program statistics; report number of partnerships; review partner and patron feedback; conduct surveys.
1. Goal Statement Expand and strengthen remote library services.
- 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 access to digital and streaming content; increased access to online programming from library staff and/or partner organizations;

seamless transition to remote operation during emergency library closures; improved capability of library staff to work remotely and meet patron needs; increased readiness to transition to curbside or walk-up services; continued expansion of services through the mail.

4. Evaluation Method(s) Report statistics; review policies and procedures; conduct surveys.

#### 4.10 Element 2 - SPECIAL CLIENT GROUPS

##### Correctional Facilities (State and County)

1. Goal Statement Provide services to those who are incarcerated and support to agencies working with individuals recently released from prison.
- 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) Sustained comprehensive and innovative library service at the Erie County Correctional Facility and Erie County Holding Center; continued access to engaging and educational materials and opportunities; increased opportunities for individuals who are incarcerated to access materials of their interest, in varied languages and reading levels; increased programming and outreach to individuals recently paroled, including employment readiness training.
4. Evaluation Method(s) Review and analyze operational data; report program and meeting statistics; evaluate employment readiness training.

#### 4.11 Element 2 - SPECIAL CLIENT GROUPS

##### Youth Services (Youth to age 18 exclusive of Early Literacy)

1. Goal Statement Deliver innovative youth programs designed to provide materials and services for diverse experiences, respond to current interests and support local curriculum and educators.
- 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) Expanded youth programming; continued support of literacy initiatives; inclusive programming and resources; increased staff knowledge of youth service trends and child/adolescent developments; increased awareness of library sponsored and co-

sponsored events; increased access to age-appropriate technologies and library cards; opportunities for lifelong learning and youth engagement; expanded community partnerships.

- 4. Evaluation Method(s) Report program and meeting statistics; request feedback from partners; conduct surveys.
- 1. Goal Statement Deliver innovative and diverse teen programs and services designed to respond to current interests and support success in continuing education, workforce development and lifelong learning.
- 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) Expanded teen programming; programs which promote cultural diversity and create inclusive environments; increased staff knowledge of service trends and teen/adolescent developmental benchmarks; increased awareness of library sponsored and co-sponsored events; increased awareness of and access to innovative technologies; opportunities for lifelong learning, teen engagement (partnering with teens for teen-led programming and initiatives) and fostering leadership skills; expanded community partnerships.
- 4. Evaluation Method(s) Report program and meeting statistics; conduct surveys; report on new services.

**4.12 Element 2 - SPECIAL CLIENT GROUPS**

**Early Literacy (Birth to School Age with Families/Caregivers)**

- 1. Goal Statement Provide children from birth to school age with diverse programs, services and materials designed to enrich, educate, engage imagination and prepare this age group for the school environment.
- 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 child-centric programs that stimulate creativity and allow for learning through play; inclusive programs and materials based on foundational learning and current child development trends; access to materials and technology that support early literacy; parent/caregiver access to resources essential in preparing children to succeed;

stronger partnerships with the early childhood educational community.

4. Evaluation Method(s) Report program and meeting statistics; conduct surveys; report on new services.

**4.13 Element 2 - SPECIAL CLIENT GROUPS**

**OTHER (Optional)**

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

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)

**4.14 Element 3 - PROFESSIONAL DEVELOPMENT AND TRAINING**

1. Goal Statement Inspire excellence in library services by providing and promoting opportunities for continuing education/professional development and training for all B&ECPL staff.

- 2a. Indicate year(s) during which the system will be addressing this goal Yes  
(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) Increased training opportunities for all staff; increased focus on technology and customer service training; training targeted for working with special populations; increased awareness of available training opportunities; opportunities for one-on-one training and/or mentoring; increased participation.

4. Evaluation Method(s) Report program and meeting statistics; conduct surveys; review evaluations.

1. Goal Statement Provide opportunities to increase trustee understanding of their responsibilities and knowledge of board's responsibilities and relationship with the System.

- 2a. Indicate year(s) during which the system will be Yes

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) Increased training opportunities; improved understanding of roles and responsibilities; increased ability for trustees to make informed decisions for their libraries and communities; increased trustee engagement; a designated liaison between the System and the Association of Contract Library Trustees (ACT).
- 4. Evaluation Method(s) Report program and meeting statistics; conduct surveys.

**4.15 Element 4 - CONSULTING AND DEVELOPMENT SERVICES**

- 1. Goal Statement Meet the varying needs of all member libraries through the provision of System services and resources.
- 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) Member library staff access to System expertise in library finance, sustainability, identifying grant opportunities, grant writing and administration, marketing, technology services, human resources, staff development, safety in the workplace and initiating/maintaining successful relationships with elected officials and/or library stakeholders; member library staff access to skills and resources necessary to provide quality library services to the residents of their communities.
- 4. Evaluation Method(s) Conduct surveys; report member library contacts.

- 1. Goal Statement Provide advice and assistance to member libraries to ensure compliance in policy and governance and to meet and reflect the System's mission and core values.
- 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) Up-to-date and responsive System policy review and development; guidance with member library policy development and governance issues; adherence to all applicable legal requirements; member library staff recognition and understanding of System mission and core values.
- 4. Evaluation Method(s) Report number and types of System policies reviewed; report newly developed and adopted System policies; report on any major governance issues or reviews; report number of policy and/or governance training and meeting statistics; review annual reports of member libraries.

**4.16 Element 5 - COORDINATED SERVICES FOR MEMBERS**

**Virtual Reference (Optional)**

- 1. Goal Statement Provide prompt answers to patron and member library questions through traditional and non-traditional forms of communication.
- 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) Timely response to and referrals of all questions; increased staff participation in virtual reference services; increased percentage of successful reference or referral interactions through telephone, email, in person and/or social media.
- 4. Evaluation Method(s) Monitor statistics; report on number of staff participating in virtual reference services.

**4.17 Element 5 - COORDINATED SERVICES FOR MEMBERS**

**Digitization Services (Optional)**

- 1. Goal Statement Provide local content management system and digitization services for select special collections; provide guidance for outsourced digitization and off-site content management, including backup and storage for long-term sustainability.
- 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) Additional digitized content; standardized, high quality archival



digital collections; increased coordination with member libraries to digitally present collections; increased awareness of digital collections locally and to a wide virtual audience; imaging and metadata standards for maximum discoverability; ADA compliance; enhanced usability of library resources.

4. Evaluation Method(s) Report digital collections statistics; conduct surveys.

**4.18 Element 5 - COORDINATED SERVICES FOR MEMBERS**

**Other (Optional)**

1. Topic General Coordinated Services for Members  
 2. Goal Statement Provide System-coordinated, centralized library services that are cost-effective and ensure efficient operations and outstanding services to the residents of Erie County.

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) Increased efficiencies; cost savings; stable network infrastructure and technology break-fix support; website creation and maintenance; consolidated purchase of supplies; centralized payroll, human resources, and benefits administration; coordinated e-Rate administration and insurance procurement; centralized collection development and technical services; centralized electronic database procurement; additional services identified as value-added or addressing economies of scale.

5. Evaluation Method(s) Examine cost savings; report number of databases offered and database use; analyze technology resources and use; report website statistics; report programs statistics as well as satisfaction results; report technical services and collection development statistics; review anecdotal information from the member libraries regarding benefits of coordinated services; report new coordinated services.

**4.19 Element 6 - AWARENESS AND ADVOCACY**

1. Goal Statement Ensure library staff, trustees and volunteers are versed in current System initiatives and services through the dissemination of information.

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) Efficient and consistent communication plan to increase staff and trustee comfort level with communicating the value of libraries to the community; dissemination of library initiatives and values to staff and trustees in order for them to communicate effectively to the community.
4. Evaluation Method(s) Conduct surveys; report on contacts with member library staff and trustees.
1. Goal Statement Ensure library initiatives, programs and services are conveyed to elected officials in an impactful manner to increase support.
- 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 awareness and transparency regarding library initiatives; greater communication between libraries and all levels of government; better articulated discussions on library initiatives.
4. Evaluation Method(s) Conduct surveys; report meeting statistics; review results of annual funding allocations; report number of contacts with elected officials.

**4.20 Element 7 - COMMUNICATIONS AMONG MEMBER LIBRARIES AND/OR BRANCHES**

1. Goal Statement Actively foster and facilitate effective communication and collaboration between and among the System, member libraries and all staff to better serve library users and the community.
- 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) Improved communication through various methods to reach largest audience; increased transparency, accountability, cooperation and efficiency; improved staff engagement, morale and understanding of B&ECPL as a System; improved awareness of System contacts for assistance or advice; more informed, efficient and effective decision making; increased collaboration to assist in problem-solving and

sharing of best practices; increased collaboration and information-sharing among member library management.

4. Evaluation Method(s) Assess current methods of communication and their effectiveness; analyze alternate communication methodologies and meeting venues; report meeting statistics; report number of intranet hits; report number of official System communications sent to member libraries; conduct surveys; assess meetings for their effectiveness; review anecdotal comments on an ongoing basis to ensure continuous improvement.

**4.21 Element 8 - COLLABORATIVE EFFORTS WITH OTHER LIBRARY SYSTEMS**

1. Goal Statement Participate in collaborative programs and activities with other libraries and library systems throughout New York State, as well as library consortia and statewide and national organizations.
- 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) Opportunities to attend local, regional, state and national conferences; opportunities for service on other organizational boards, councils and committees; enhanced training, development and networking opportunities; increased communication and problem-solving; participation in cooperative projects to help maximize cost-effectiveness and library efficiencies.
4. Evaluation Method(s) Report workshop and conference statistics; monitor staff participation on boards, councils and committees (including but not limited to the Western New York Library Resources Council-WNYLRC); review the number of collaborative projects and their benefits; review cost savings.

**4.22 Element 9 - OTHER (Optional) - If there are other elements not listed above to be included in the System's Plan of Service, complete one repeating group for each element.**

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)

**4.23 Element 10 - CONSTRUCTION**

- 1. Goal Statement Support the renovation, rehabilitation and modification of library buildings and infrastructure System-wide through the State Aid for Library Construction Program
- 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) Utilization of Aid to create and maintain efficient and accessible spaces in an economical manner; high speed Internet connections for public and staff; increased awareness of directors and trustees of the State Aid for Library Construction Program; assistance to member libraries and municipalities in assessing construction needs, determining priorities, and drafting applications within deadlines; support/assistance to member libraries during construction projects.
- 4. Evaluation Method(s) Review number of applications; review number of projects in process or completed; conduct surveys; review library bandwidth speeds and Wifi capabilities.
- 1. Goal Statement Assist member libraries with facility and maintenance planning and improvements designed to achieve a welcoming, efficient and sustainable environment.
- 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) Clean, safe, comfortable and healthy environments for public and staff; spaces that balance needs and safety; established protective measures to reduce risk of exposure to infectious diseases; established best practices in regards to cleaning and filtration; increased staff awareness of pest-related issues, including abatement control; increased emergency preparedness through implementation of security techniques and emergency plans/procedures.
- 4. Evaluation Method(s) Report on status of plans and projects; conduct surveys; review library assessment forms; review library incident/accident reports.

## **ASSURANCE**

4.24 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) 06/17/2021

### **APPROVAL - For NYSL Use Only**

4.25 The Library System's Plan of Service was reviewed and approved by the New York State Library on (date - mm/dd/yyyy) 12/6/2021

## **REVISION ASSURANCE**

4.26 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 - For NYSL Use Only**

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

**Buffalo and Erie County Public Library**  
**FIVE YEAR LIBRARY SYSTEM PLAN OF SERVICE (Public**  
**Library Systems) 2022-2026**

**SECTION 1 - GENERAL INFORMATION**

1.8	Name of System Director	<b>Note:</b> Mary Jean Jakubowski retired in June, 2021. Jeannine Doyle, Deputy Director Chief Operating Officer, is currently serving as Interim Director.
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**SECTION 2 - SYSTEM GOVERNANCE AND MEMBERSHIP**

No Notes

**SECTION 3 - PLANNING**

No Notes

**SECTION 4 - GOALS/RESULTS**

No Notes