

Buffalo and Erie County Public Library
*****FIVE YEAR LIBRARY SYSTEM PLAN OF SERVICE**
(Public Library Systems) 2012-2016

SECTION 1 - GENERAL INFORMATION

January 1, 2012 - December 31, 2016

1. Name of System Buffalo and Erie County Public Library
1. Street Address 1 Lafayette Square
- 2
1. City Buffalo
- 3
1. Zip Code 14203
- 4
1. Four Digit Zip Code Extension 1887
(enter N/A if unknown)
- 5
1. Telephone Number (enter (716) 858-8900
10 digits only)
- 6
1. Fax Number (enter 10 (716) 858-6544
digits only)
- 7
1. Name of System Director Mary Jean Jakubowski
- 8
1. E-Mail Address of the System Director jakubowskim@buffalolib.org
- 9
1. System Home Page URL www.buffalolib.org
- 10
1. URL of Current List of Members <http://www.buffalolib.org/content/library-locations>
- 11
1. Date of Establishment 1947
- 12
1. Date of 1953

- 13 Absolute Charter
1. Name(s) of
- 14 Central Library/Co- Buffalo and Erie County Public Library
Central Libraries
1. Square
- 15 Mileage of System 1,045
Service Area
1. Population of
- 16 System 950,265
Service Area
1. Type of
- 17 System PLS

SECTION 2 - SYSTEM GOVERNANCE

BYLAWS

2. URL of <http://www.buffalolib.org/sites/default/files/pdf/board/BYLAWS%20-%20Amended%204-21-16%20APPROVED%20-%20For%20Website%20Posting%20and%20Graphics%20Dept%20Printing.pdf>
- 1 Current Governing Bylaws

APPOINTMENT/ELECTION OF SYSTEM BOARD/SYSTEM COUNCIL

2. System Board
- 2 / System Council Appointment/Election - Indicate whether the System Board / System Council Members are appointed or elected (select one).
- A - System Board / System Council Members are appointed
2. Indicate by
- 3 whom the System Board / System Council Members are
- Appointed by the County Executive, confirmed by the Erie County Legislature

appointed/elected.

ADVISORY GROUPS

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

- a. Member Directors' Organization / Council Yes
- b. Outreach Advisory Committee Yes
- c. Central Library Advisory Committee Yes
- j. Other (specify using the State No note)

SECTION 3 - PLANNING

NEEDS ASSESSMENT AND DEVELOPMENT OF THE PLAN

- 3.1 Provide a summary describing the processes used to assess needs in the development of the Plan of Service. The Buffalo and Erie County Public Library (B&ECPL) is currently undergoing the development of a strategic plan. As a part of this plan development and the development of the System's Five-Year Plan of Service, the B&ECPL is continually assessing the needs of our public service units. The B&ECPL has engaged the public through a series of meetings, it conducts regular meetings with member library directors/managers, holds regular meetings of its System Administrative Team, reviews area demographic changes and reviews various operational data including, but not limited to, circulation, program attendance, door counts, collection development activities, public access computer use, etc.
- 3.2 Identify the groups involved in development of the Plan of Service and each group's role. The process is carried out by the Library's Administrative Team including: the Library Director, 2 Deputy Directors, and 4 Assistant Deputy Directors. Components of the Plan were reviewed by the Administrative Team with review and approval from the Team and Director prior to submission to the Board of Trustees for final approval. **GROUP ROLES:**
Residents of Erie County: The B&ECPL conducted several focus groups for the development of its strategic plan. The information obtained from these sessions has been used in the development of the Plan of Service.
B&ECPL Trustees and System Administration: Focus groups were held for the development of the strategic plan. The information obtained from these sessions has been used in the development of the Plan of Service. Member

Library Directors/Managers: Regularly held meetings and e-mail surveys provided input into the development of the Plan of Service. Staff Forums: Monthly staff forms are held where all B&ECPL and member library staff is welcome and encouraged to attend. Input from these open communication sessions has been used in the development of the Plan of Service.

3. Describe the planning process for the 2012-2016 Central Library Plan. The B&ECPL is currently undergoing the development of a strategic plan. As a part of this plan development and the development of the System's Five-Year Plan of Service, the B&ECPL continually assesses the needs of the Central Library. The B&ECPL has engaged the public through a series of meetings, conducts regular meetings with Central Library Department Heads, holds regular meetings of its System Administrative Team, conducts monthly Staff Forums and reviews operational data including, but not limited to, circulation, program attendance, door counts, collection development activities, public access computer use, etc. A series of Goals and Objectives, along with Organizational Competencies and Initiatives, have resulted from this process.
3. Identify the groups involved in development of the 2012-2016 Central Library Plan and each group's role. The process is carried out by the System Administrative Team, which has administrative authority over the Central Library. The Team includes: the Library Director, 2 Deputy Directors, and 4 Assistant Deputy Directors. Components of the Plan were reviewed by the Administrative Team with review and approval from the Team and Director prior to submission for approval by the Board of Trustees. GROUP ROLES: Residents of Erie County: The B&ECPL conducted several focus groups for the development of its starategic plan and to re-imagine the Central Library. The information obtained from these sessions was used in the development of the Plan of Service. Central Library Department Heads: Regular meetings are held with the Department Heads of the Central Library. Information obtained from these meetings provided input into the development of the Plan of Service. Staff Forums: Monthly staff forms are held where all B&ECPL and member library staff is welcome and encouraged to attend. Input from these open communication sessions was used in the development of the Plan of Service.
3. Describe the integration of the 2012-2016 Central Library Plan with the system's Plan of Service. Both the Central Library Plan and the System's Plan of Service stem from the strategic planning process. The Library Director and the Administrative Team, with input from Central Library Department Heads, particiapted in the development of the Library's Plan of Service as well as the Central Library Plan. Dual responsibility supports strong integration of the two plans.

APPROVAL OF THE PLAN

3. Describe the process for approval of The Plan was created by the B&ECPL System Director and the Administrative Team and approved by the Board of Trustees.

the Plan of Service. School library systems must include the Council's role in the approval.

EVALUATION

3. Describe the information to be collected in order to evaluate and determine members' satisfaction with the system's services.
7
 3. OPTIONAL - Provide the URL of the related evaluation form(s).
8
 3. OPTIONAL - Provide the URL of the results of the evaluation by members.
9
 3. 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.
10
- The Library will survey its member libraries using a scale of 1 to 5 (1= not satisfied and 5= completely satisfied) on System services including but not limited to: System policies (circulation, Internet, etc), delivery services, remote reference services, technology training, staff development, communication, etc. Member libraries will have the opportunity to comment on services, participate in system-wide committees and recommend change.
- Customer satisfaction is very important to the B&ECPL. Input will be reviewed by various committees, along with both mid and Sr. level management, from throughout the System, along with the System Administrative Team. Comments will be reviewed and addressed. Operational data analysis will be conducted to evolve programs, services and facilities to better meet patron expectations, current and anticipated needs and interests. Change will be made whenever possible to increase customer satisfaction.

REVISION PROCESS

3. Describe the
11 process for
revising the
system's Plan of Service for
submission to the New York State
Education Department/New York State
Library.
- The Library will review its Plan of Service on a regular basis. As patron/consumer need changes, so must the Plan of Service. Necessary change will be submitted to the NYS Education Department/New York State Library - Division of Library Development via written request and electronic input avenues. The B&ECPL Board of Trustees will approve all changes prior to submission.

SECTION 4 - GOALS/RESULTS

4. The Library
1 System's
Mission
Statement
(Refer to the
Introduction,
page 1, of the
instructions
for the
definition of
the Mission
statement.)
- Mission Statement: Connecting our diverse community with library resources that enrich, enlighten and entertain. 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, recreational and educational needs of the community. 3. Promote lifelong learning by encouraging all children and adults in their 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

Minimum Requirement for questions 4.2 through 4.18 - complete one repeating group for each topic of every element.

4.2 Element I - RESOURCE SHARING

Cooperative Collection Development

1. Goal Statement The Buffalo & Erie County Public Library will develop and maintain collections that reflect and support established service priorities.
- 2a Year 1 Yes
- .
- 2b Year 2 Yes
- .
- 2c Year 3 Yes
- .
- 2d Year 4 Yes

.		
2e	Year 5	Yes
.		
3.	Intended Result(s)	System-wide collection development standards/guidelines to insure all B&ECPL libraries provide materials appropriate to its constituents with timely and convenient access. System-wide collection development (centralized selection) process. Coordinated weeding and replacement order schedule.
4.	Evaluation Method(s)	Circulation, door counts and other operational data will be analyzed. Surveys will be conducted for children, teens and adults on an annual basis among library users with a goal of 95% satisfaction by 2014. Thereafter, survey results will be maintained.
1.	Goal Statement	The Buffalo and Erie County Public Library will provide adults with convenient, timely access to a variety of new and popular materials.
2a	Year 1	Yes
.		
2b	Year 2	Yes
.		
2c	Year 3	Yes
.		
2d	Year 4	Yes
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2e	Year 5	Yes
.		
3.	Intended Result(s)	Circulation of adult print fiction will increase. Circulation of adult media will increase. Circulation of downloadable material (e-books, e-audio, music, etc.) will increase. A minimum of 90% of adults surveyed will indicate that they found something good to read, listen to or view at the library by December 2014. Thereafter surveys will be conducted with a goal to maintain 90% or higher satisfaction rate.
4.	Evaluation Method(s)	Operations data including circulation will be analyzed. Surveys will be conducted amongst adult users on an annual basis.
1.	Goal Statement	The Buffalo and Erie County Public Library will provide adults and teens with the resources they need to explore topics of personal interest and continue to learn throughout their lives.
2a	Year 1	Yes
.		
2b	Year 2	Yes
.		
2c	Year 3	Yes
.		
2d	Year 4	Yes
.		

2e	Year 5	Yes
.		
3.	Intended Result(s)	Circulation of adult non-fiction will increase. By December 2014, 95% of adult users will indicate the library's collection is very good or excellent. Thereafter, 95% satisfaction will be maintained. By December 2014, 90% of teen users will indicate the library's collection is very good or excellent. Thereafter, 90% satisfaction will be maintained. Use of licensed electronic databases will increase.
4.	Evaluation Method(s)	Operations data including circulation, database usage, etc. will be reviewed and analyzed. Surveys of adult users will be conducted on an annual basis. Surveys of teen users will be conducted on an annual basis.
1.	Goal Statement	The Buffalo and Erie County Public Library will provide teens (young adults age 13 and older) with materials and programs that respond to their current interests and provide pleasurable reading, viewing and learning experiences.
2a	Year 1	Yes
.		
2b	Year 2	Yes
.		
2c	Year 3	Yes
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2d	Year 4	Yes
.		
2e	Year 5	Yes
.		
3.	Intended Result(s)	Young adult print fiction circulation will increase. Young adult audio books circulation will increase. By December 2014, 90% of teen (young adult) users will indicate the library's collection is very good or excellent. Thereafter, 90% satisfaction will be maintained.
4.	Evaluation Method(s)	Operations data including circulation, database usage, etc. will be reviewed and analyzed. Surveys of young adults will be conducted annually to insure satisfaction of material available for circulation.
1.	Goal Statement	The Buffalo and Erie County Public Library will provide children (ages 6-12) with materials and programs that engage their imaginations and provide pleasurable reading, viewing and listening experiences.
2a	Year 1	Yes
.		
2b	Year 2	Yes
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2c	Year 3	Yes
.		
2d	Year 4	Yes
.		

2e	Year 5	Yes
.		
3.	Intended Result(s)	Circulation of juvenile fiction will increase. Circulation of juvenile media (CDs, videos, DVDs, etc) will increase. Children participating in the in-Library Summer Reading Program will increase.
4.	Evaluation Method(s)	Operational data including circulation, door counts, summer reading participation statistics, etc. will be reviewed and analyzed.
1.	Goal Statement	The Buffalo and Erie County Public Library will provide children (ages 6-12) with the resources they need to satisfy their curiosity and explore topics of personal interest.
2a	Year 1	Yes
.		
2b	Year 2	Yes
.		
2c	Year 3	Yes
.		
2d	Year 4	Yes
.		
2e	Year 5	Yes
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3.	Intended Result(s)	Circulation of juvenile print non-fiction will increase. Annual hits to juvenile databases will increase. By December 2014, 95% of children surveyed who were looking for information or materials to explore a topic of personal interest will indicate that they found something of interest to them. Thereafter, survey results will remain or increase above 95%.
4.	Evaluation Method(s)	Operational data including circulation, door counts, database usage etc. will be reviewed and analyzed. User surveys will be conducted on an annual basis.
1.	Goal Statement	The Buffalo and Erie County Public Library will provide young children (age 5 and under) with materials, services and programs designed to ensure that they will enter school ready to learn.
2a	Year 1	Yes
.		
2b	Year 2	Yes
.		
2c	Year 3	Yes
.		
2d	Year 4	Yes
.		
2e	Year 5	Yes
.		
3.	Intended Result(s)	Circulation of juvenile print fiction will increase. By December 2014, 95% of the parents and caregivers surveyed will indicate that the Librarys'

collections and services for young children are very good or excellent. Thereafter survey results will be maintained or increase above 95%.

- 4. Evaluation Method(s) Operational data such as circulation and door counts will be reviewed and analyzed. Surveys will be conducted with parents and caregivers on an annual basis.

4.3 Element 1 - RESOURCE SHARING

Integrated Library System

- 1. Goal Statement The Buffalo and Erie County Public Library will provide a state-of-the-art Integrated Library Information System.

2a Year 1 Yes

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2b Year 2 Yes

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2c Year 3 Yes

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2d Year 4 Yes

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2e Year 5 Yes

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- 3. Intended Result(s) Patrons will have access to more online services and RFID based self service. Automation system will provide features needed for access to changing information needs with minimal disruptions.

- 4. Evaluation Method(s) Review and analyze operational data. Monitor performance of ILS.

- 1. Goal Statement The Buffalo and Erie County Public Library will provide workstations with appropriate software and optimal performance platforms for patrons.

2a Year 1 Yes

.

2b Year 2 Yes

.

2c Year 3 Yes

.

2d Year 4 Yes

.

2e Year 5 Yes

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- 3. Intended Result(s) Equal access to the Internet and critical applications to bridge the digital divide. 95% of patrons surveyed will indicate the Library's Internet service is very good or excellent.

- 4. Evaluation Method(s) Review and access operational data. Survey patrons annually.

- 1. Goal The Buffalo and Erie County Public Library will provide high-speed

	Statement	access to the resources and services available through the Internet.
2a	Year 1	Yes
.		
2b	Year 2	Yes
.		
2c	Year 3	Yes
.		
2d	Year 4	Yes
.		
2e	Year 5	Yes
.		
3.	Intended Result(s)	Connections to the Internet via the Library's Wi-Fi access will increase. 95% of residents surveyed will indicate the Library's Internet services are very good or excellent.
4.	Evaluation Method(s)	Review and analyze operational data. Surveys will be conducted annually.
1.	Goal Statement	The Buffalo and Erie County Public library will utilize technology to enhance customer service and maximize staff efficiency.
2a	Year 1	Yes
.		
2b	Year 2	Yes
.		
2c	Year 3	Yes
.		
2d	Year 4	Yes
.		
2e	Year 5	Yes
.		
3.	Intended Result(s)	Provide accurate and timely information through a user-friendly interface. Insure ADA compliance with both the Library's Website and Staff Intranet.
4.	Evaluation Method(s)	Complete a comprehensive review of the B&ECPL's website.
1.	Goal Statement	The Buffalo and Erie County Public Library will maintain and enhance state-of-the-art computers and technology resources for staff.
2a	Year 1	Yes
.		
2b	Year 2	Yes
.		
2c	Year 3	Yes
.		
2d	Year 4	Yes
.		

- | | | |
|----|----------------------|--|
| 2e | Year 5 | Yes |
| . | | |
| 3. | Intended Result(s) | Staff will be enabled to provide effective and timely customer service, collection development, communication, etc. 95% of staff will indicate technology needs are being met in a timely fashion. |
| 4. | Evaluation Method(s) | Survey staff annually. |
| 1. | Goal Statement | The Buffalo and Erie County Public Library will maintain a secure network and infrastructure to support all Library technology goals. |
| 2a | Year 1 | Yes |
| . | | |
| 2b | Year 2 | Yes |
| . | | |
| 2c | Year 3 | Yes |
| . | | |
| 2d | Year 4 | Yes |
| . | | |
| 2e | Year 5 | Yes |
| . | | |
| 3. | Intended Result(s) | Ensure integrity and relevancy of user and bibliographic data. |
| 4. | Evaluation Method(s) | Review and analyze security reports. |

4.4 Element I - RESOURCE SHARING

Delivery

- | | | |
|----|--------------------|---|
| 1. | Goal Statement | The Buffalo and Erie County Public Library will provide prompt delivery services to insure timely and convenient access to information and materials. |
| 2a | Year 1 | Yes |
| . | | |
| 2b | Year 2 | Yes |
| . | | |
| 2c | Year 3 | Yes |
| . | | |
| 2d | Year 4 | Yes |
| . | | |
| 2e | Year 5 | Yes |
| . | | |
| 3. | Intended Result(s) | Materials move from supplying library to receiving library within a 48-72 hour timeframe (excluding weekends) in years 2012 and 2013. Materials move from supplying library to receiving library within a 36-48 hour timeframe (excluding weekends) in 2014 and beyond. |

4. Evaluation Method(s) Reassess delivery methods and monitor delivery statistics.

4.5 Element I - RESOURCE SHARING

Interlibrary Loan

1. Goal Statement The Buffalo and Erie County Public Library will provide prompt access to needed information and materials.
- 2a Year 1 Yes
- .
- 2b Year 2 Yes
- .
- 2c Year 3 Yes
- .
- 2d Year 4 Yes
- .
- 2e Year 5 Yes
- .
3. Intended Result(s) Patron initiated Interlibrary Loan requests. ILL requests for electronic tranference of materials (journal/magazine articles) will be processed and delivered to patron within 24-48 hours. Book requests will be shipped within 72 hours. Customer satisfaction will be 90%.
4. Evaluation Method(s) Surveys will be conducted with ILL patrons on an annual basis. Operational data will be reviewed and analyzed.

4.6 Element I - RESOURCE SHARING

Other (Optional)

1. Topic N/A
2. Goal Statement N/A
- 3a Year 1 No
- .
- 3b Year 2 No
- .
- 3c Year 3 No
- .
- 3d Year 4 No
- .
- 3e Year 5 No
- .
4. Intended Result(s) N/A
5. Evaluation Method(s) N/A

4.7 Element 2 - SPECIAL CLIENT GROUPS

Adult Literacy

- | | |
|-------------------------|--|
| 1. Goal Statement | The Buffalo and Erie County Public will improve and expand services offered to adult learners. |
| 2a Year 1 | Yes |
| . | |
| 2b Year 2 | Yes |
| . | |
| 2c Year 3 | Yes |
| . | |
| 2d Year 4 | Yes |
| . | |
| 2e Year 5 | Yes |
| . | |
| 3. Intended Result(s) | Working with various literacy partners, develop a better informed citizenry. Expand literacy based partnerships. |
| 4. Evaluation Method(s) | Monitor number of agency contacts, partnerships, programs and sessions. |

4.8 Element 2 - SPECIAL CLIENT GROUPS

Coordinated Outreach

- | | |
|-------------------------|---|
| 1. Goal Statement | The Buffalo and Erie County Public Library will provide a system-wide approach to outreach. |
| 2a Year 1 | Yes |
| . | |
| 2b Year 2 | Yes |
| . | |
| 2c Year 3 | Yes |
| . | |
| 2d Year 4 | Yes |
| . | |
| 2e Year 5 | Yes |
| . | |
| 3. Intended Result(s) | The B&ECPL will provide quality programs and services to underserved areas of Erie County. The B&ECPL will coordinate and provide programs (adult, teen, children) to its member libraries. The B&ECPL will provide improved services for persons with disabilities. The B&ECPL will improve its services for older adults. The B&ECPL will work with various agencies throughout Erie County to develop partnership opportunities. |
| 4. Evaluation Method(s) | Operational data including but not limited to circulation, program attendance, etc. will be reviewed and analyzed annually. Surveys will be conducted on an annual basis with users of the Office for Persons with Disabilities. Agency contact and partnership statistics will be reviewed and analyzed. |

**4.9 Element 2 - SPECIAL CLIENT GROUPS
Correctional Facilities (State and Local)**

- | | | |
|----|----------------------|---|
| 1. | Goal Statement | The Buffalo and Erie County Public Library will provide services to incarcerated populations. |
| 2a | Year 1 | Yes |
| . | | |
| 2b | Year 2 | Yes |
| . | | |
| 2c | Year 3 | Yes |
| . | | |
| 2d | Year 4 | Yes |
| . | | |
| 2e | Year 5 | Yes |
| . | | |
| 3. | Intended Result(s) | Sustained library service at the Erie County Correctional Facility and the Erie County Holding Center. The B&ECPL will provide library service such as material delivery and assistance to library staff at the Collins, Gowanda and Wende Correctional Facilities through continued agreements with the NYS Department of Correctional Services. |
| 4. | Evaluation Method(s) | Review and analyze operational data including circulation, use statistics, meeting attendance, etc. |

**4.10 Element 2 - SPECIAL CLIENT GROUPS
Youth Services**

- | | | |
|----|--------------------|--|
| 1. | Goal Statement | The Buffalo and Erie County Public Library will provide teens (young adults) with materials and programs that respond to their current interests and provide pleasurable reading, viewing and listening experiences. |
| 2a | Year 1 | Yes |
| . | | |
| 2b | Year 2 | Yes |
| . | | |
| 2c | Year 3 | Yes |
| . | | |
| 2d | Year 4 | Yes |
| . | | |
| 2e | Year 5 | Yes |
| . | | |
| 3. | Intended Result(s) | Circulation of young adult print fiction will increase. Circulation of young adult audio books will increase. By December 2014, 90% of teens (young adults) surveyed will indicate that they found something good to read, listen to or view at the library. Thereafter 90% or more teens (young adults) surveyed will indicate they have found something good to read, listen to or view at the library. The number of teens (young adults) attending a library sponsored or co-sponsored program will increase. Annually, a minimum of |

90% of teens (young adults) attending a library sponsored or co-sponsored program will evaluate the program as very good or excellent.

- | | | |
|----|----------------------|---|
| 4. | Evaluation Method(s) | Organizational data including circulation, door counts, program attendance, etc. will be reviewed and analyzed. Surveys will be conducted annually with teens (young adults) with focus on collections and programming. |
| 1. | Goal Statement | The Buffalo and Erie County Public Library will provide everyone with a welcoming physical place to meet and interact with others or work independently on personal projects. |
| 2a | Year 1 | Yes |
| . | | |
| 2b | Year 2 | Yes |
| . | | |
| 2c | Year 3 | Yes |
| . | | |
| 2d | Year 4 | Yes |
| . | | |
| 2e | Year 5 | Yes |
| . | | |
| 3. | Intended Result(s) | Annually, a minimum of 90% of patrons surveyed will say the library is a welcoming place. |
| 4. | Evaluation Method(s) | Surveys will be conducted annually. |

4.11 Element 2 - SPECIAL CLIENT GROUPS

OTHER (Optional)

- | | | |
|----|----------------------|-----|
| 1. | Topic | N/A |
| 2. | Goal Statement | N/A |
| 3a | Year 1 | No |
| . | | |
| 3b | Year 2 | No |
| . | | |
| 3c | Year 3 | No |
| . | | |
| 3d | Year 4 | No |
| . | | |
| 3e | Year 5 | No |
| . | | |
| 4. | Intended Result(s) | N/A |
| 5. | Evaluation Method(s) | N/A |

4.12 Element 3 - PROFESSIONAL DEVELOPMENT AND CONTINUING EDUCATION

1.	Goal Statement	The Buffalo and Erie County Public Library will recruit, train and deploy staff that provide and support quality customer service for all library users.
2a	Year 1	Yes
.		
2b	Year 2	Yes
.		
2c	Year 3	Yes
.		
2d	Year 4	Yes
.		
2e	Year 5	Yes
.		
3.	Intended Result(s)	The B&ECPL will adopt a systematic new employee orientation program. The B&ECPL will adopt a staff development plan that identifies the training that will be needed by staff to implement the approved service goals and effective activities. The B&ECPL will provide in-house and online training. The B&ECPL will encourage attendance to local, regional, state and national conferences. The B&ECPL will train public service staff to provide proactive customer service that is less information desk dependent and more integrated with collection development and merchandizing.
4.	Evaluation Method(s)	Review and analyze staff training needs -- encourage and monitor attendance.
1.	Goal Statement	The Buffalo and Erie County Public Library will train staff for the ongoing implementation of RFID Technology.
2a	Year 1	Yes
.		
2b	Year 2	Yes
.		
2c	Year 3	Yes
.		
2d	Year 4	Yes
.		
2e	Year 5	No
.		
3.	Intended Result(s)	Staff will be trained and knowledgeable on RFID technologies. Staff will feel comfortable educating patrons on self-service circulation equipment. Training will be ongoing following roll-out of RFID technologies to all 37 libraries.
4.	Evaluation Method(s)	Conduct meetings with staff to discuss roll-out and RFID technologies. Review and analyze self-service statistics.

- | | | |
|----|----------------------|--|
| 1. | Goal Statement | The Buffalo and Erie County Public Library will train staff on new technologies and equipment. |
| 2a | Year 1 | Yes |
| . | | |
| 2b | Year 2 | Yes |
| . | | |
| 2c | Year 3 | Yes |
| . | | |
| 2d | Year 4 | Yes |
| . | | |
| 2e | Year 5 | Yes |
| . | | |
| 3. | Intended Result(s) | Staff will attend technology training workshops both in-house and by local/regional agencies. Patrons will receive quality service from trained and knowledgeable staff. |
| 4. | Evaluation Method(s) | Surveys will be conducted annually. Customer comments will be monitored. Attendance to training programs will be reviewed and analyzed. |

4.13 Element 5 - CONSULTING AND DEVELOPMENT SERVICES

- | | | |
|----|----------------------|---|
| 1. | Goal Statement | The Buffalo and Erie County Public Library will provide System resources for member libraries. |
| 2a | Year 1 | Yes |
| . | | |
| 2b | Year 2 | Yes |
| . | | |
| 2c | Year 3 | Yes |
| . | | |
| 2d | Year 4 | Yes |
| . | | |
| 2e | Year 5 | Yes |
| . | | |
| 3. | Intended Result(s) | The B&ECPL System will provide expertise and assistance for issues relating to finance and governance, automation and technology, network support, technology, RFID implementation, borrower services, collection development, human resources, advocacy, fundraising, correctional facilities, building construction/renovation, facility planning, grant writing, children, teen and adult programming, partnership development, grant writing and working with public officials. |
| 4. | Evaluation Method(s) | System will survey member libraries annually to insure needs are being met. System contacts will be reviewed and analyzed. |
| 1. | Goal Statement | The Buffalo and Erie County Public Library will operate within a policy framework that reflects the organization's values and promotes effective and efficient service delivery. |

2a	Year 1	Yes
.		
2b	Year 2	Yes
.		
2c	Year 3	Yes
.		
2d	Year 4	Yes
.		
2e	Year 5	Yes
.		
3.	Intended Result(s)	2012-2013 The B&ECPL will review and revise circulation policies and procedures. 2012-2013 The B&ECPL will adopt a comprehensive set of library personnel policies. 2013 The B&ECPL will provide System policy refresher training for all staff. 2012-2016 The B&ECPL System Board of Trustees will develop a schedule of periodic System Policy review.
4.	Evaluation Method(s)	Staff will be asked for input in policy development. Attendance to refresher training will be reviewed and analyzed. Staff Forums will be conducted on a monthly basis.

4.14 Element 6 - COORDINATED SERVICES

1.	Goal Statement	The Buffalo and Erie County Public Library will provide integrated System services.
2a	Year 1	Yes
.		
2b	Year 2	Yes
.		
2c	Year 3	Yes
.		
2d	Year 4	Yes
.		
2e	Year 5	Yes
.		
3.	Intended Result(s)	Consolidated utility purchases. Consolidated purchasing of supplies and electronic equipment. Timely and efficient materials delivery service. Efficient support services operations: acquisitions, cataloging, processing. Consolidated broadband and Internet provider purchases. Efficient public service support. Centralized Human Resources.
4.	Evaluation Method(s)	Review and analyze operational data statistics. Review and analyze utility cost savings. Review and analyze number of electronic resources/databases/services - monitor costs and reassess database needs. Monitor Business Office supply use statistics. Review and analyze public service support. Survey member libraries annually to insure quality coordinated services.
1.	Goal	The Buffalo and Erie County Public Library will develop and maintain

	Statement	collections that reflect and support established service priorities.
2a	Year 1	Yes
.		
2b	Year 2	Yes
.		
2c	Year 3	Yes
.		
2d	Year 4	Yes
.		
2e	Year 5	Yes
.		
3.	Intended Result(s)	Centralized collection development. Member libraries will report services of the Centralized Collection Development Team to be very good or excellent. Circulation statistics will increase. Database usage will increase.
4.	Evaluation Method(s)	Member libraries will be surveyed annually. Review and analyze operational data statistics including but not limited to circulation, database usage, and door counts.

4.15 Element 7 - AWARENESS AND ADVOCACY

1.	Goal Statement	The Buffalo and Erie County Public Library will increase awareness and promote library services through a variety of print, electronic, media and social networking opportunities.
2a	Year 1	Yes
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2b	Year 2	Yes
.		
2c	Year 3	Yes
.		
2d	Year 4	Yes
.		
2e	Year 5	Yes
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3.	Intended Result(s)	Adopt a comprehensive marketing(awareness) plan. Expand the use of social networks to provide information about library services, programs and financial needs. Adopt a tagline that reflects the Library's service priorities.
4.	Evaluation Method(s)	Survey Erie County residents. Review and assess organizational data statistics.
1.	Goal Statement	The Buffalo and Erie County Public Library work to secure long-term financial stability.
2a	Year 1	Yes
.		
2b	Year 2	Yes

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2c	Year 3	Yes
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2d	Year 4	Yes
.		
2e	Year 5	Yes
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3.	Intended Result(s)	The Board of Trustees and Member Library Trustees will work together with state and local officials to secure support to become a Special Legislative District Public Library. The Board of Trustees, Member Library Trustees, Library Administration and staff will provide educational training to Erie County Residents on the benefits of becoming a Special Legislative District Public Library . The Board of Trustees will submit Special Legislative District Public Library Legislation to the New York State Assembly and Senate. The Board of Trustees, working with Library Administration will have completed the necessary tasks to secure a place on the general election ballot for the voters to decide on the creation of and initial budget for a Special Legislative District Public Library. If approved by the voters, the Board of Trustees will complete the steps to establish the Buffalo and Erie County Public Library as a Special Legislative District Public Library .
4.	Evaluation Method(s)	Baseline budget will be secured. Review and analyze System needs. Survey residents on an annual basis.
1.	Goal Statement	The Buffalo and Erie County Public Library will partner with the Library Foundation of Buffalo and Erie County and other community organizations to support and enhance fundraising strategies for library services.
2a	Year 1	Yes
.		
2b	Year 2	Yes
.		
2c	Year 3	Yes
.		
2d	Year 4	Yes
.		
2e	Year 5	Yes
.		
3.	Intended Result(s)	The B&ECPL will adopt a fundraising plan. The B&ECPL will develop attractive and up-to-date fundraising materials that encourage giving. The B&ECPL will develop partnerships with local philanthropic organizations. The B&ECPL will conduct an annual fund drive. The B&ECPL will seek grant and fundraising opportunities.
4.	Evaluation Method(s)	Review and analyze partnerships. Review and analyze annual fund drive. Review and analyze fundraising strategies. Review and analyze grant

submissions and commitments. Monitor fundraising activities.

4.16 Element 8 - COMMUNICATIONS AMONG MEMBER LIBRARIES AND/OR BRANCH LIBRARIES

1. Goal Statement The Buffalo and Erie County Public Library will utilize technologies and processes that improve access to information, enhance customer service and maximize efficient service delivery.

2a Year 1 Yes

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2b Year 2 Yes

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2c Year 3 Yes

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2d Year 4 Yes

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2e Year 5 Yes

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3. Intended Result(s) The B&ECPL will reconstruct its staff Intranet to provide easy access to library policies, forms, statistics and other information needed by staff to perform their assigned duties efficiently and effectively.

4. Evaluation Method(s) Review and analyze usage of staff Intranet. Include staff in input and redesign efforts.

1. Goal Statement The Buffalo and Erie County Public Library will communicate with staff in a timely and effective manner.

2a Year 1 Yes

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2b Year 2 Yes

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2c Year 3 Yes

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2d Year 4 Yes

.

2e Year 5 Yes

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3. Intended Result(s) Improved internal communication mechanisms. Improved efficiency of operations by sharing ideas and best practices.

4. Evaluation Method(s) Conduct monthly Staff Forums at various locations throughout the Library System. Conduct monthly meetings with member library directors/managers, branch managers and department heads. Review and analyze communication methods, ie. use statistics on such communication tools as NING, e-mail, staff Intranet, etc.

4.17 Element 9 - COOPERATIVE EFFORTS WITH OTHER LIBRARY SYSTEMS

1. Goal The Buffalo and Erie County Public Library will participate in professional

	Statement	organizations within New York State.
2a	Year 1	Yes
.		
2b	Year 2	Yes
.		
2c	Year 3	Yes
.		
2d	Year 4	Yes
.		
2e	Year 5	Yes
.		
3.	Intended Result(s)	Secure mutually beneficial approaches to service delivery and problem solving.
4.	Evaluation Method(s)	Review and monitor contacts and attendance statistics.
1.	Goal Statement	The Buffalo and Erie County Public Library will maintain a close relationship with the Western New York Library Resources Council.
2a	Year 1	Yes
.		
2b	Year 2	Yes
.		
2c	Year 3	Yes
.		
2d	Year 4	Yes
.		
2e	Year 5	Yes
.		
3.	Intended Result(s)	B&ECPL administration and staff will participate on WNYLRC committees. B&ECPL will promote increased cooperation among libraries in Western New York.
4.	Evaluation Method(s)	Review and analyze the number of WNYLRC committees with B&ECPL staff as members. Review and analyze the number of WNYLRC programs and meetings attended by B&ECPL staff.
1.	Goal Statement	The Buffalo and Erie County Public Library will maintain a close association with neighboring library systems: NIOGA, CCLS, etc.
2a	Year 1	Yes
.		
2b	Year 2	Yes
.		
2c	Year 3	Yes
.		
2d	Year 4	Yes

- .
 - 2e Year 5 Yes
 - .
 - 3. Intended Result(s) Increased cooperation and collaboration among neighboring library systems.
 - 4. Evaluation Method(s) Review and analyze the number of contacts/meetings with neighboring library systems. Review and analyze the number of cooperative programs conducted/attended with neighboring library systems.

4.18 Element 10 - CONSTRUCTION

- 1. Goal Statement The Buffalo and Erie County Public Library will provide everyone with a welcoming physical place to meet and interact with others or work independently on personal projects.

- 2a Year 1 Yes

- .
 - 2b Year 2 Yes

- .
 - 2c Year 3 Yes

- .
 - 2d Year 4 Yes

- .
 - 2e Year 5 Yes

- .
 - 3. Intended Result(s) 2012-2013 the B&ECPL will conduct a comprehensive facility study which will identify areas of concern. The study will include a series of recommendations for facility improvement. Improvements will take place as funding allows.

- 4. Evaluation Method(s) Patrons will be surveyed annually. At a minimum, 90% of people surveyed will say the library is a welcoming place.

- 1. Goal Statement By the end of 2015, the Buffalo and Erie County Public Library will have functioning RFID equipment at all 37 locations.

- 2a Year 1 Yes

- .
 - 2b Year 2 Yes

- .
 - 2c Year 3 Yes

- .
 - 2d Year 4 Yes

- .
 - 2e Year 5 No

- .
 - 3. Intended Result(s) The B&ECPL will promote a new Customer Service Model which will include increased patron self service.

- | | | |
|----|----------------------|---|
| 4. | Evaluation Method(s) | Review and analyze self service statistics. |
| 1. | Goal Statement | The Buffalo and Erie County Public Library will encourage building infrastructure upgrades, improvements and replacements. |
| 2a | Year 1 | Yes |
| . | | |
| 2b | Year 2 | Yes |
| . | | |
| 2c | Year 3 | Yes |
| . | | |
| 2d | Year 4 | Yes |
| . | | |
| 2e | Year 5 | Yes |
| . | | |
| 3. | Intended Result(s) | Improved physical plant. The B&ECPL will provide assistance in application for New York State Construction Grants. The B&ECPL will provide assistance in renovation and new building projects. The B&ECPL will provide assistance in renovation and reorganization processes. |
| 4. | Evaluation Method(s) | 90% of patrons surveyed will say the library is a welcoming place. Review and analyze NYS Grant applications. Review and analyze number and type of projects under way or completed. |

4.19 Element 11 - CENTRAL LIBRARY SERVICES

- | | | |
|----|--|---|
| 4. | Provide the | |
| 19 | URL of the 2012-2016 Central Library Plan. | http://www.buffalolib.org/sites/default/files/pdf/AboutTheLibrary/Five%20Year%20Plan%20of%20Service%20-%20Central%20Library%202012_2016%20%209_18_12.pdf |

4.20 Element 12 - DIRECT ACCESS

- | | | |
|----|---|---|
| 4. | Provide the | |
| 20 | URL of the 2012-2016 Direct Access Plan approved by the New York State Library. | http://www.buffalolib.org/content/policies/free-direct-access-plan |

4.21 Element 13 - OTHER (Optional) - If there are other elements in the System's Plan of Service not listed above, complete one repeating group for each element.

- | | | |
|----|----------------|--|
| 1. | Element | 4.19 Element 11 Central Library Services |
| 2. | Topic | Central Library as a part of the System Community. |
| 3. | Goal Statement | The Central Library will become the cultural hub of the City of Buffalo's downtown corridor. |
| 4a | Year 1 | Yes |

- .
- 4b Year 2 Yes
- .
- 4c Year 3 Yes
- .
- 4d Year 4 Yes
- .
- 4e Year 5 Yes
- .
5. Intended Result(s) 2012-2013 final report of ReImagine (the Central Library) will be submitted to the Board of Trustees. The B&ECPL will maximize the use of the Central Library's space through co-tenancies with other cultural agencies. The B&ECPL will increase awareness of the Central Library's unique collections, resources and partnerships. Increased use of the Central Library. Increased cooperative partnerships. Increased co-tenancies.
6. Evaluation Method(s) Review and analyze operational data including but not limited to door counts, cooperative programs, program attendance, etc. Review and report co-tenancies. Survey co-tenancies needs on an annual basis.

ASSURANCE

4. The Library
22 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).
- 09/20/2012

APPROVAL

4. The Library
23 System's Plan
of Service was
reviewed and
approved by 12/03/2012
the New York
State Library
on (date -
mm/dd/yyyy)