

Buffalo and Erie County Public Library
FIVE YEAR LIBRARY SYSTEM PLAN OF SERVICE
(Public Library Systems) 2017-2021

SECTION 1 - GENERAL INFORMATION

January 1, 2017 - December 31, 2021

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

Members

- 1. Date of Establishment 1947
- 2 ent
- 1. Date of Absolute Charter 1953
- 3 Charter
- 1. Name(s) of Central Library/Co- Buffalo and Erie County Public Library Central Libraries
- 4 Library/Co- Buffalo and Erie County Public Library Central Libraries
- 1. Square Mileage of System Service Area 1,043
- 5 System Service Area 1,043
- 1. Population of System Service Area 919,040
- 6 Service Area 919,040
- 1. Type of System PLS
- 7

SECTION 2 - SYSTEM GOVERNANCE

BYLAWS

- 2. URL of Current Governing Bylaws goo.gl/goJjHR
- 1 Current Governing Bylaws goo.gl/goJjHR

APPOINTMENT/ELECTION OF SYSTEM BOARD/SYSTEM COUNCIL

- 2. System Board / System Council Appointment/Election - Indicate whether the System Board / System Council
 - 2 Board / System Council Appointment/Election - Indicate whether the System Board / System Council
 - 1 System Board / System Council
- A - System Board / System Council Members are appointed

Members
are
appointed
or elected
(select
one).

- 2. Indicate by
- 3 whom the
System
Board /
System
Council
Members

are 10 Board members are appointed by the Erie County Executive. 5 board
appointed/elected. For example, county board, member libraries, etc.

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
- i. Other (specify using the State note) No

SECTION 3 - PLANNING

NEEDS ASSESSMENT AND DEVELOPMENT OF THE PLAN

3. Provide a summary describing the processes used to assess needs in the development of the Plan of Service.
- The B&ECPL conducted an exhaustive process over a several month period 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 which included member library directors and managers, Buffalo branch managers and Central Library supervisors and department managers. 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 B&ECPL administrators and staff along with member library directors and staff was tasked with researching library trends, reviewing operational data, formulating/administering surveys and community input sessions, evaluating results and compiling a preliminary draft plan. 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 an internal 2015 B&ECPL Value Assessment Team Report were reviewed. Three public input sessions were conducted at community libraries. Two staff and 2 trustee (B&ECPL System and member library trustees) input sessions, specific to the needs assessment, were conducted. Feedback was recorded for all sessions and the information was posted on B&ECPL's Trustee website. Feedback was encouraged. Following, the information was made available to the working group and Administrative Team. Surveys were developed to solicit information from the staff, trustees, partners, stakeholders, library users, and library non-users. 237 responses were recorded from an online staff survey. A public survey was made available at all B&ECPL libraries (hard copy) as well as electronically on the Library's website, on the desktop of all in-library computers, and via an e-mail solicitation to library cardholders who had opted in to receive promotional notifications from the Library (3,726 responses). Finally, 325 responses were recorded from a non-user survey available online and at some outreach locations. The Staff Working Group reviewed the survey results and all collected data. They then collaboratively developed a draft plan targeting programs and service transformations to meet technology demands and ever-changing community needs.
3. 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, 2 Deputy Directors and 4 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 of Trustees Executive Committee and 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 Staff Working Group consisting of System administrators and staff, along with member library directors and staff, reviewed library trends and all data collected specifically as part of the

formal evaluation process. This Staff Working Group was responsible for collaboratively developing the draft plan. The 2015 B&ECPL Value Assessment Team consisting of System administrators and staff, along with member library directors and staff reviewed and analyzed traditional library statistical tracking measures, assessed library market trends and formulated a report outlining assessment, conclusions and future recommendations. B&ECPL Managers and Directors participated in planning and discussion sessions which contributed to the data collection process. The B&ECPL conducted staff, trustee, public user and public non-user surveys which resulted in 4,288 responses specifically related to this Five Year Plan development process. Results were analyzed for new service interests, needs and concerns. In addition, year-round surveys and in-house tools were regularly used to evaluate customer response and evaluation of specific programs and services. Input from the community was also obtained through operational data such as customer suggestions, requests and complaints.

3. Describe the planning process for the 2017-2021 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, 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 an internal 2015 B&ECPL Value Assessment Team Report were reviewed. Specific to the Five Year Plan of Service development, 3 public community, 2 staff and 2 Board trustee (System and contract member library) input sessions were conducted. In addition, an online staff survey (237 responses), a non-user survey available online and at some outreach locations (325 responses), and a public user survey (3,726 responses) were administered. The public survey was made available at all B&ECPL libraries (hard copy), on the Library's website, electronically on the desktop of all in-library computers, and via an e-mail solicitation to library cardholders who had opted in to receive promotional notifications from the Library. 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. Identify the groups involved in development of the 2017-2021 Central Library Plan and each A Staff Working Group consisting of staff representing the Central Library, City branches, member libraries and Library administration worked collaboratively to draft the Central Library Plan along with the System's Five Year Plan of Service. Designated members of the Staff Working Group were responsible for research, assessment of organizational data, review of in-person input sessions, and survey results to help identify the programs and services targeted to meet the ever-changing needs of the community which were incorporated into the Central Library Plan. Community members, trustees, stakeholders, partners, and staff provided valuable information through a series of meetings and surveys. Components of the draft Central

- group's role. Library Plan were reviewed and edited by the Library Director and System Administrative Team. The B&ECPL's Board of Trustees Executive Committee and 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. Describe the integration of the 2017-2021 Central Library Plan with the system's Plan of Service. The Central Library Plan was developed in conjunction with the B&ECPL's Five Year Plan of Service. The Staff Working Group, evaluated the 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, e-mail and chat); and access to current special and rare collections. Central Library Book Aid (CLBA) funds will support collection development and access to electronic resources.
3. Provide the URL of the 2017-2021 Central Library Plan. <http://www.buffalolib.org/sites/default/files/pdf/featured/2017-2021%20Central%20Library%20Plan%20FINAL-a.pdf>
3. Describe the planning process for the 2017-2021 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 to ensure accurate and timely policies, and adherence to NYS Commissioner Regulations, in 2014 the B&ECPL conducted a review of the "Free Direct Access Plan" adopted December 16, 1999 (per Board Resolution 99-73). The process included Plan review by the Library Director and Administrative Team. It was identified that the Plan included a statement pertaining to service to the Erie County Home and Infirmary and noted that library services ceased when the Erie County Home and Infirmary located in Alden, NY closed. The resultant change recommendations to remove the language pertaining to services to the Erie County Home and Infirmary were vetted by B&ECPL legal counsel. The Free Direct Access Plan was reviewed by the B&ECPL Board of Trustees Policy Committee on September 11, 2014 where it was noted that only System Board approval was required because the change did not affect service in any of the 22 contract member libraries. 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 September 18, 2014 per Resolution 2014-28. As part of the B&ECPL's systematic ongoing policy review schedule, formal review of the current Free Direct Access Plan is targeted for 2018. It will be reviewed sooner as needed or required by law or regulation.

3. Provide the
8 URL of the
2017-2021
proposed <http://www.buffalolib.org/content/policies/free-direct-access-plan>
Direct
Access
Plan.

EVALUATION

3. Describe
9 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. 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 member library trustees and member library staff 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. Provide the
1 URL for
0 the
evaluation
form(s)
used by
members. http://www.buffalolib.org/sites/default/files/pdf/featured/System%20Services%20Survey%20Library%20Directors%20FINAL%209_10_2015.pdf

3. Provide the
1 URL for
1 the results
of the
member
evaluation. <http://www.buffalolib.org/sites/default/files/pdf/featured/system%20survey.pdf>

3. Describe
1 how the
2 information
on
customer
satisfaction 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,

will be 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.

used to
shape the
system's
plan in the
next year or
in the
following
planning
cycle.

REVISION PROCESS

3. Describe
 - 1 the process
 - 3 for revising the system's Plan of Service for submission to the New York State Education Department /New York State Library.

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

SECTION 4 - GOALS/RESULTS

4. The
 - 1 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 reviewed on 6/16/2016 and reaffirmed through Resolution 2016-23 Approve 2017-2021 Five Year Library System Plan of Service.

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 | Develop and maintain relevant traditional, electronic, and digital collections that reflect and support all B&ECPL libraries and their diverse communities. |
| 2 | Year 1 | Yes |
| a. | | |
| 2 | Year 2 | Yes |
| b. | | |
| 2 | Year 3 | Yes |
| c. | | |
| 2 | Year 4 | Yes |
| d. | | |
| 2 | Year 5 | Yes |
| e. | | |
| 3. | Intended Result(s) | Appropriate allocation of all centrally selected materials; ability to meet patron demand for traditional materials and downloadable content through optimal platforms; funding to supplement centralized selection and address additional local community needs; assistance for member libraries in collection development and management; access to selection lists that supplement discretionary ordering; access to materials that support System programming goals; alternatives and enhancements to the current downloadable products and services; ability to provide materials in a variety of languages and formats to meet the demands of diverse local communities; timely access to collections that reflect the B&ECPL's mission, fulfill user demands, respond to evolving formats, and address shifts in circulation trends. |
| 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 | Implement, maintain, and enhance a next-generation Integrated Library System (ILS). |
| 2 | Year 1 | Yes |
| a. | | |

- | | | |
|----|----------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 2 | Year 2 | Yes |
| b. | | |
| 2 | Year 3 | Yes |
| c. | | |
| 2 | Year 4 | Yes |
| d. | | |
| 2 | Year 5 | Yes |
| e. | | |
| 3. | Intended Result(s) | Stable, responsive ILS that meets the needs of staff and the public; user-friendly interface; access to web-based cataloging, circulation, and acquisitions modules that can be used on multiple devices; similar search functionality for public and staff products; improved reporting capabilities; ability to communicate ILS concerns through a question and answer mechanism; discover catalog, database, and digital download titles from one search interface; enhancements to the "My Account" feature; additional enhancements as new products are implemented. |
| 4. | Evaluation Method(s) | Monitor ContactUs feedback; conduct surveys; track number and type of ILS-generated reports; review number of ILS module training sessions; monitor implementation plan schedule; track new features implemented; track staff questions/answers. |

4.4 Element I - RESOURCE SHARING

Delivery

- | | | |
|----|----------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1. | Goal Statement | Provide timely and efficient delivery services via System vehicles. |
| 2 | Year 1 | Yes |
| a. | | |
| 2 | Year 2 | Yes |
| b. | | |
| 2 | Year 3 | Yes |
| c. | | |
| 2 | Year 4 | Yes |
| d. | | |
| 2 | Year 5 | Yes |
| e. | | |
| 3. | Intended Result(s) | Convenient access to items from all B&ECPL locations; new materials received 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. |
| 4. | Evaluation Method(s) | Monitor delivery statistics. |

4.5 Element I - RESOURCE SHARING

Interlibrary Loan

- | | | |
|----|------|------------------------------------------------------------|
| 1. | Goal | Maintain efficiency and improve awareness of ILL services. |
|----|------|------------------------------------------------------------|

	Statement	
2	Year 1	Yes
a.		
2	Year 2	Yes
b.		
2	Year 3	Yes
c.		
2	Year 4	Yes
d.		
2	Year 5	Yes
e.		
3.	Intended Result(s)	Timely access to materials; streamlined ILL process with full integration of ILL materials into ILS; procedures established to return borrowed ILL material to any library; process developed to view ILL material in "My Account"; enhanced understanding of ILL services through promotion and training.
4.	Evaluation Method(s)	Review numbers for total items provided (loaned), total items received (borrowed), total requests received (loaned) unfilled, and total request received (borrowed) unfilled; review number of active users; monitor ILS reports; conduct surveys; review number of new users (increased number of borrowers); report training statistics.

4.6 Element I - RESOURCE SHARING

Digital Collections Access

1.	Goal Statement	Develop and maintain a digital collections website and enhance digital discoverability.
2	Year 1	Yes
a.		
2	Year 2	Yes
b.		
2	Year 3	Yes
c.		
2	Year 4	Yes
d.		
2	Year 5	Yes
e.		
3.	Intended Result(s)	Increased awareness and availability of special collections to a wide virtual audience; users will more easily discover special collections and incorporate digital content in search results.
4.	Evaluation Method(s)	Report digital collections statistics; conduct surveys.

4.7 Element I - RESOURCE SHARING

Other (Optional)

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

4.8 Element 2 - SPECIAL CLIENT GROUPS
Adult Literacy

1. Goal Statement Create a lifelong learning environment where adults can reach a level of literacy allowing them to achieve their personal, family, and work goals through education, empowerment, and engagement.
- 2 Year 1 Yes
 - a.
- 2 Year 2 Yes
 - b.
- 2 Year 3 Yes
 - c.
- 2 Year 4 Yes
 - d.
- 2 Year 5 Yes
 - e.
3. Intended Result(s) Updated and increased resources for adult learners; increased networking and partnerships with community groups and organizations that support adult and family literacy; service transformations to meet technology demands; improved and updated technology training classes; more adult users will use the libraries as an educational resource to improve their literacy and information skills; increased programming for high school equivalency; increased opportunities for patrons to participate in career/job fairs, entrepreneurship and small business development workshops, and health/wellness fairs; continued provision of government information services; increased workshops regarding readers advisory for participants in summer and winter reading programs and financial literacy programs.

4. Evaluation Method(s) Report program and meeting statistics; review 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, Â§273 (1) (h) (1). |
| 2 | Year 1 | Yes |
| a. | | |
| 2 | Year 2 | Yes |
| b. | | |
| 2 | Year 3 | Yes |
| c. | | |
| 2 | Year 4 | Yes |
| d. | | |
| 2 | Year 5 | Yes |
| e. | | |
| 3. | Intended Result(s) | Engaging programs for seniors, individuals with disabilities, educationally disadvantaged, the unemployed, geographically isolated, and those confined to institutions; increased and/or enhanced programs to caregivers and agencies working directly with these targeted populations; continued provision of effective referral services associated with these populations; increased disability awareness; integration of new accessibility technologies with electronic resources. |
| 4. | Evaluation Method(s) | Review and analyze assistive technology use; report program and meeting statistics; partner feedback. |
| 1. | Goal Statement | Deliver library services to underserved populations with the bookmobile and associated mobile outreach efforts. |
| 2 | Year 1 | Yes |
| a. | | |
| 2 | Year 2 | Yes |
| b. | | |
| 2 | Year 3 | Yes |
| c. | | |
| 2 | Year 4 | Yes |
| d. | | |
| 2 | Year 5 | Yes |
| e. | | |
| 3. | Intended Result(s) | Greater access to library resources to the underserved areas throughout Erie County; greater access to traditional and electronic collections; higher circulation of library material and greater use of library technologies; heightened awareness of library programs and services. |
| 4. | Evaluation | Report statistics; report partnerships and venues. |

- Method(s)
1. Goal Statement Partner with member libraries, government agencies, and community organizations to provide services to the unemployed/underemployed.
 - 2 Year 1 a. Yes
 - 2 Year 2 b. Yes
 - 2 Year 3 c. Yes
 - 2 Year 4 d. Yes
 - 2 Year 5 e. Yes
 3. Intended Result(s) Improved programming and outreach; greater awareness of B&ECPL resources useful to the unemployed/underemployed.
 4. Evaluation Method(s) Report program statistics; review program attendee and partner feedback.
 1. Goal Statement Ensure library accessibility and appropriate resources for immigrants, refugees, and new learners of the English language.
 - 2 Year 1 a. Yes
 - 2 Year 2 b. Yes
 - 2 Year 3 c. Yes
 - 2 Year 4 d. Yes
 - 2 Year 5 e. Yes
 3. Intended Result(s) Improved awareness of library resources; increased responsiveness to basic needs of the population that can be filled through library resources and partners; increase in the number of immigrant users attending programs; more programs providing opportunities to qualify for citizenship; access to technologies that facilitate communication; increased accessibility to foreign language materials; staff better-equipped to work with immigrant and refugee populations; increased partnering opportunities to better serve target population.
 4. Evaluation Method(s) Report program statistics; report number of partnerships; conduct surveys; review anecdotal comments.

**4.10 Element 2 - SPECIAL CLIENT GROUPS
Correctional Facilities (State and County)**

1. Goal Provide services to incarcerated populations and reach out to agencies working

- Statement with individuals recently released from prison.
- 2 Year 1
 - a. Yes
 - 2 Year 2
 - b. Yes
 - 2 Year 3
 - c. Yes
 - 2 Year 4
 - d. Yes
 - 2 Year 5
 - e. Yes
 3. Intended Result(s) Sustained library service at the Erie County Correctional Facility and the Erie County Holding Center; provision of library services 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; increased programming and outreach to the recently paroled.
 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 Ensure innovative youth programs and services to provide diverse experiences, respond to current interests, and support local curriculum and New York State Education requirements.
- 2 Year 1
 - a. Yes
- 2 Year 2
 - b. Yes
- 2 Year 3
 - c. Yes
- 2 Year 4
 - d. Yes
- 2 Year 5
 - e. Yes
3. Intended Result(s) Quality youth programming; continued support of literacy initiatives; increased programming for youth with special needs; increased staff awareness of youth service trends and developments; increased attendance at library sponsored and co-sponsored events; increased access to age-appropriate emerging/interactive technologies.
4. Evaluation Method(s) Report program and meeting statistics; conduct surveys; report on new services and technologies.

4.12 Element 2 - SPECIAL CLIENT GROUPS

Early Literacy (Birth to School Age with Parents/Caregivers)

- | | | |
|----|----------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1. | Goal Statement | Provide birth to school-age children with diverse programs and services designed to enrich, enlighten, educate, stimulate imagination, and prepare children for the school environment. |
| 2. | Year 1 | Yes |
| a. | | |
| 2. | Year 2 | Yes |
| b. | | |
| 2. | Year 3 | Yes |
| c. | | |
| 2. | Year 4 | Yes |
| d. | | |
| 2. | Year 5 | Yes |
| e. | | |
| 3. | Intended Result(s) | Child-centric programs that stimulate creativity and allow for learning through play; programs based on foundational learning and current child development trends; access to computer applications and technology that support early literacy; parent/caregiver access to resources essential in preparing children to succeed. |
| 4. | Evaluation Method(s) | Report program and meeting statistics; conduct surveys. |

4.13 Element 2 - SPECIAL CLIENT GROUPS

OTHER (Optional)

- | | | |
|----|----------------------|----|
| 1. | Topic | |
| 2. | Goal Statement | |
| 3. | Year 1 | No |
| a. | | |
| 3. | Year 2 | No |
| b. | | |
| 3. | Year 3 | No |
| c. | | |
| 3. | Year 4 | No |
| d. | | |
| 3. | Year 5 | No |
| e. | | |
| 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 increasing opportunities for continuing education/professional development and training for all B&ECPL |
|----|----------------|--------------------------------------------------------------------------------------------------------------------------------------------------|

		staff.
2	Year 1	Yes
a.		
2	Year 2	Yes
b.		
2	Year 3	Yes
c.		
2	Year 4	Yes
d.		
2	Year 5	Yes
e.		
3.	Intended Result(s)	Increased training opportunities for all staff; increased focus on technology and customer service training; targeted training for working with special populations; increased awareness of available training opportunities; opportunities for one-on-one training and/or mentoring.
4.	Evaluation Method(s)	Report program and meeting statistics; conduct surveys; review evaluations.
1.	Goal Statement	Foster an environment to ensure informed and active library trustees system-wide.
2	Year 1	Yes
a.		
2	Year 2	Yes
b.		
2	Year 3	Yes
c.		
2	Year 4	Yes
d.		
2	Year 5	Yes
e.		
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; continued liaison representation between the System and member library boards.
4.	Evaluation Method(s)	Report program and meeting statistics; conduct surveys.

4.15 Element 4 - CONSULTING AND DEVELOPMENT SERVICES

1.	Goal Statement	Actively provide System resources designed to meet the varying needs expressed by member libraries.
2	Year 1	Yes
a.		
2	Year 2	Yes
b.		

- | | | |
|----|----------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 2 | Year 3 | Yes |
| c. | | |
| 2 | Year 4 | Yes |
| d. | | |
| 2 | Year 5 | Yes |
| e. | | |
| 3. | Intended Result(s) | Member library staff will have direct access to System-expertise in library finance, sustainability, grant writing, technology services, human resources, staff development, initiating/maintaining successful relationships with elected officials and/or library stakeholders; staff will have the 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 policies and governance meet legal requirements and reflect the organization's values. |
| 2 | Year 1 | Yes |
| a. | | |
| 2 | Year 2 | Yes |
| b. | | |
| 2 | Year 3 | Yes |
| c. | | |
| 2 | Year 4 | Yes |
| d. | | |
| 2 | Year 5 | Yes |
| e. | | |
| 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. |
| 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 review; report number of policy and/or governance training and meeting statistics. |

4.16 Element 5 - COORDINATED SERVICES FOR MEMBERS

Virtual Reference

- | | | |
|----|----------------|--------------------------------------------------------------------------------------------------------------------------------------------|
| 1. | Goal Statement | Provide a variety of electronic referral points which patrons and member libraries can rely on to answer any questions in a timely manner. |
| 2 | Year 1 | Yes |
| a. | | |
| 2 | Year 2 | Yes |
| b. | | |
| 2 | Year 3 | Yes |
| c. | | |

- 2 Year 4
d. Yes
- 2 Year 5
e. Yes
- 3. Intended Result(s) Timely responses to and referrals of all questions; greater awareness of electronic services to users and member libraries; increased staff participation in virtual reference service 24/7.
- 4. Evaluation Method(s) Report eBranch statistics; report on any new or alternative virtual communication methods.

4.17 Element 5 - COORDINATED SERVICES FOR MEMBERS

Digitization Services

- 1. Goal Statement Provide local content management system and digitization services for prioritized special collections; provide guidance for outsourced digitization and off-site content management, including backup and storage for long-term sustainability.
- 2 Year 1
a. Yes
- 2 Year 2
b. Yes
- 2 Year 3
c. Yes
- 2 Year 4
d. Yes
- 2 Year 5
e. Yes
- 3. Intended Result(s) Additional digitized content; standardized, high quality archival digital collections; ability to showcase member library digital collections; increased awareness of digital collections locally and to a wide virtual audience; ensure imaging and metadata standards for maximum discoverability; 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 operation and outstanding service to the residents of Erie County.
- 3 Year 1
a. Yes
- 3 Year 2
b. Yes

- 3 Year 3
c. Yes
- 3 Year 4
d. Yes
- 3 Year 5
e. Yes
- 4. Intended Result(s) Increased efficiencies; cost savings; stable network infrastructure and technology break-fix support; website creation and maintenance; availability of Programming Teams to supplement member library events and initiatives; consolidated purchase of supplies; centralized payroll, human resources, and benefits administration; coordinated e-Rate administration and insurance procurement; centralized technical services and serials/subscription processing; centralized electronic database procurement; and 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 any new coordinated services.

4.19 Element 6 - AWARENESS AND ADVOCACY

- 1. Goal Statement Provide education and training to support Library System initiatives and services to library staff, trustees, volunteers, and the community.
- 2 Year 1
a. Yes
- 2 Year 2
b. Yes
- 2 Year 3
c. Yes
- 2 Year 4
d. Yes
- 2 Year 5
e. Yes
- 3. Intended Result(s) Increased awareness among internal and external library constituents; better understanding and communication of library priorities and the value of libraries; increased and more accurate media understanding and exposure of library initiatives and services; updated Marketing Plan, Fundraising Plan, and relevant advocacy materials; increased staff and trustee comfort level to communicate the value of libraries; updated and timely marketing messages promoting System initiatives; increased use of social media and the Intranet for advocacy updates.
- 4. Evaluation Method(s) Conduct surveys; monitor media exposure; review System needs.

1. Goal Statement Provide elected officials from all levels of government with information to increase awareness and promote library initiatives, programs, and services.
- 2 Year 1 Yes
 - a.
- 2 Year 2 Yes
 - b.
- 2 Year 3 Yes
 - c.
- 2 Year 4 Yes
 - d.
- 2 Year 5 Yes
 - e.
3. Intended Result(s) Increased awareness and transparency regarding library initiatives; improved funding for libraries; 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, efficient communication and collaboration between and among the Library System, member libraries, and all staff to better serve library users and the community.
- 2 Year 1 Yes
 - a.
- 2 Year 2 Yes
 - b.
- 2 Year 3 Yes
 - c.
- 2 Year 4 Yes
 - d.
- 2 Year 5 Yes
 - e.
3. Intended Result(s) Improved communication using appropriate methodologies; increased transparency, accountability, cooperation and efficiency; improved staff investment, morale and understanding of B&ECPL as a System; improved and consistent customer service; improved awareness of System contacts for assistance or advice resulting in 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 local or regional library systems and library consortia, as well as participate in statewide and national organizations. |
| 2 | Year 1 | Yes |
| a. | | |
| 2 | Year 2 | Yes |
| b. | | |
| 2 | Year 3 | Yes |
| c. | | |
| 2 | Year 4 | Yes |
| d. | | |
| 2 | Year 5 | Yes |
| e. | | |
| 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); report participation in school library consortia opportunities (including but not limited to Buffalo Public Schools, Erie I BOCES, Erie II BOCES, SUNY - University at Buffalo and Buffalo State College and CUNY - Erie Community College); 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 | |
| 4 | Year 1 | No |
| a. | | |
| 4 | Year 2 | No |
| b. | | |
| 4 | Year 3 | No |
| c. | | |
| 4 | Year 4 | No |
| d. | | |

4 Year 5 No
e.

5. Intended
Result(s)

6. Evaluation
Method(s)

4.23 Element 10 - CONSTRUCTION

1. Goal Statement Support the replacement, renovation, rehabilitation, and addition of library buildings and infrastructure through the system-wide coordination of the State Aid for Libraries Construction Program.

2 Year 1 Yes
a.

2 Year 2 Yes
b.

2 Year 3 Yes
c.

2 Year 4 Yes
d.

2 Year 5 Yes
e.

3. Intended Result(s) Awareness of the State Aid for Libraries Construction Program; assistance in assessing construction needs, determining priorities, and drafting applications; assistance during construction projects; efficient, economical, and accessible spaces; improved services to patrons and communities; high speed Internet connections for public and staff.

4. Evaluation Method(s) Review number of NYS Grant Applications; review number of projects in process or completed; conduct surveys; monitor changes in building square footage; review library bandwidth speeds.

1. Goal Statement Assist member libraries with facility planning in an effort to achieve welcoming environments and efficient, sustainable library buildings and grounds.

2 Year 1 Yes
a.

2 Year 2 Yes
b.

2 Year 3 Yes
c.

2 Year 4 Yes
d.

2 Year 5 Yes
e.

3. Intended Active Green Team; clean, safe, comfortable, and healthy environments for

- Result(s) public and staff; increased staff awareness of preventative maintenance; increased staff awareness of hazardous waste generation, recycling, and documentation; increased staff awareness of pest-related issues, including abatement control; increased staff awareness of security techniques and emergency procedures; development of library assessment forms.
4. Evaluation Method(s) Report on Green Team meetings and productivity; conduct surveys; review library assessment forms; report workshop statistics.

ASSURANCE

4. The
 2 Library
 4 System's
 Plan of
 Service
 was
 developed
 in
 accordance
 with
 provisions
 of
 Education
 Law and
 the
 Regulations
 of the
 Commission 06/16/2016
 and the
 requirements
 of the
 New York
 State
 Library,
 and was
 reviewed
 and
 approved
 by the
 Library
 System
 Board on
 (date -
 mm/dd/yyyy).

APPROVAL - For NYSL Use Only

4. The 11/16/16

2 Library
5 System's
Plan of
Service
was
reviewed
and
approved
by the New
York State
Library on
(date -
mm/dd/yyy
y)

REVISION ASSURANCE

4. The
2 Library
6 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
Council on

(date -
mm/dd/yyyy
y).

REVISION APPROVAL - For NYSL Use Only

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