

Brooklyn
Public
Library

Brooklyn Public Library

Plan of Service

January 1, 2007-December 31, 2011

SECTION 1 - GENERAL INFORMATION

Name of System: Brooklyn Public Library
Street Address: Grand Army Plaza
City: Brooklyn
Zip Code: 11238
Four Digit Zip Code Extension: 5698
Telephone Number: (718) 230-2403
Fax Number: (718) 398-3947
E-Mail Address of the System Director: d.mack@brooklynpubliclibrary.org
System Home Page URL: www.brooklynpubliclibrary.org
Date of Establishment: 1896
Date of Absolute Charter: 1896
Name(s) of Central Library/Co-Central: Libraries Brooklyn Public Library
Square Mileage of System Service Area 71
Population of System Service Area: 2,465,326
Type of System: PLS

SECTION 2 - SYSTEM GOVERNANCE BYLAWS

2.1 URL of Current Governing Bylaws attached

APPOINTMENT/ELECTION OF BOARD/COUNCIL

Members of the Brooklyn Public Library Board of Trustees are appointed by either the Mayor of New York City or the Brooklyn Borough President.

ADVISORY GROUPS

2.4 Advisory Groups - Indicate the groups that advise the Board/Council.

- Director's Advisory Council
- Member Advisory Council
- Outreach Advisory Committee
- Central Library Advisory Committee

SECTION 3 - MEMBER SERVICES

LIST OF MEMBERS

3.1 URL of Current List of Members
http://www.brooklynpubliclibrary.org/branch_libraries.jsp

LEVELS OF SERVICE

3.2 Does the public library system provide different levels of service to its member libraries? N/A

SECTION 4 - PLANNING

4.1 Describe the process used to assess member needs in the development of the system's Plan of Service.
Input from branch and Central staff.

Steering and Advisory Committees contributed information to Department Heads.

Users participated via customer service forms.

Plan was developed based on current service feedback from staff and users.

Demographic data used to determine appropriate services.

Usage statistics used to determine underperforming service areas.

Departments' development of its plan and submission to Plan of Service.

4.2 Identify the groups involved in development of the Plan of Service and each group's role.

Several groups are involved in development of the Plan of Service:

1. Board of Trustees - the Board is responsible for plan development and approval. Through the Library Operations Committee (a subcommittee of the Board of Trustees) the plan is discussed and approved. Once approved by this subcommittee, the Plan is presented to the full Board for final approval.
2. Executive Management Team/Senior Management Team -both of these groups, comprised of executive and middle management staff, work with Advisory and Steering committees of staff to identify and determine appropriate areas of focus. In order to ensure our viability as an organization in the future, we focus on library trends as well as demographic information in development of the Plan of Service.
3. Cluster Leaders - 14 cluster leaders who are responsible for doing outreach into communities, identify services based on their contacts with community organizations, elected officials and grass roots groups.
4. Public - through surveys and customer service forms, the public is able to inform the Plan of Service by identifying services they expect us to provide.

4.3 Describe the planning process for the 2007-2011 Central Library Plan.

N/A

4.4 Identify the groups involved in development of the Central Library Plan and each group's role.

N/A

4.5 Describe the integration of the 2007-2011 Central Library Plan with the system's Plan of Service.

The Central Library does not have a discrete Plan of Service, separate from the overall Plan of Service. It is fully integrated.

4.7 Briefly describe the process for approval of the Plan of Service. School library systems must include the Council's role in the approval.

The Plan of Service was developed through a planning process that involved the Executive Management Team, Senior Management Team, and input from staff Steering Committees. The Plan of Service was presented to the Executive Management Team for first approval. It was then presented to a

subcommittee of BPL's Board of Trustees called the "Library Operations Committee." The Chair of the Library Operations Committee then presented the Plan of Service to the full Board of Trustees for approval.

4.8 Briefly describe the information that will be collected to evaluate whether or not the system achieved the intended results of the plan.

We will collect statistics and track trends based on the areas we have included in the Plan of Service. Brooklyn Public Library recently hired a full time data analyst who will focus on tracking this information for the organization. We will collect:

- Library Card registrations
- Programming statistics (number and attendance)
- Circulation - first circulations, holds, renewals, turnover rate
- Expenditures - per capita expenditures for collections
- Security Incidents
- Customer satisfaction through Customer Service forms submitted
- Website hits
- Electronic database usage
- Summer reading statistics
- Virtual reference statistics
- Attendance at Central Library and all neighborhood libraries
- Number of work orders for building issues

4.9 Briefly describe the methods that will be used to determine whether the system's customers were satisfied with the system's services.

Customer satisfaction was determined by examination of statistical data as well as through customer feedback reports.

4.10 Briefly 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 will be examined by Central Library Director and Director of Neighborhood Service for areas of improvement. Once identified, information will be presented to the Executive Management Team for awareness and input of lack of success in target areas. Feasibility for service improvement for following years will be examined relative to funding availability and Library's overarching goals.

4.11 Briefly describe the process for revising the system's Plan of Service for submission to the New York Education Department/New York State Library.

Each Department will perform an Annual Review of the Plan of Service relative to their areas of responsibility. The Executive Management Team will provide recommended revisions to the Plan based on departmental revisions. The revised Plan of Service will be examined by the Board of Trustees for approval.

SECTION 5 - GOALS/RESULTS

The Library System's Mission Statement

It is the mission of the Brooklyn Public Library to ensure the preservation and transmission of society's knowledge, history and culture, and to provide the people of Brooklyn with free and open access to information for education, recreation and reference.

Element I—RESOURCE SHARING: Cooperative Collection Development

Goal Statement: Brooklyn Public Library will have an excellent, shared, system-wide collection of customer focused content in multiple languages and formats accessible to all Brooklyn residents via our Online Public Access Catalog (OPAC) and through the library's web page

Intended Result(s)

- Increase library circulation by 5% per year
- Increase percentage of library materials dollars as percentage of total library budget by an average of .5% a year (or by a minimum of 2.5% by Year 5 of this plan)
- Increase numbers and percentage of World Language titles cataloged original and copy) by a minimum of 1% each year.
- Increase use of and access to licensed electronic content
- Increase number of titles added or deleted from BPL data base and OCLC WorldCat as a result of physical inventory
- Increase number of titles, copies, and resources selected and acquired for Visual and Performing Arts Library (VPA)
- Increase access to and use of Brooklyn Collection images and digital files

Evaluation Method(s)

Quantitative

Element I - RESOURCE SHARING: Delivery

Goal Statement: To ensure timely and secure delivery of materials throughout Brooklyn Public Library's 59 locations.

Intended Result(s)

- High performance levels with delivery of materials, reduction of turnaround time for patron holds.

Evaluation Method(s)

- Evaluate retaining outside provider to perform deliveries currently done in-house.
- Provide a cost analysis comparison.
- Implement and evaluate impact of floating collections which will reduce number of items needing to travel through delivery system. Track number of items sent through interchange on daily basis once floating collections implemented.
- Measure time average item is in delivery from sending point to destination point.

Element 1 - RESOURCE SHARING: Interlibrary Loan

Goal Statement: Brooklyn Public Library's Interlibrary Loan Service (ILL) will provide Brooklyn residents greater access to library resources and assure active participation in an international resource sharing consortia via OCLC

Intended Result(s)

BPL patrons will have increased access to more content. BPL will be a more efficient and reliable ILL partner.

Evaluation Method(s)

Number and percentage of items successfully borrowed or loaned annually
Ratio of borrowing to lending

Element 2 - TECHNOLOGY SERVICES: Integrated Library System

Goal Statement: Brooklyn Public Library will continue to upgrade its Integrated Library System in order to provide added service enhancements to Brooklyn's communities.

Intended Result(s)

Users will be able to manage transactions with Brooklyn Public Library such as self-registration, payment of fines and fees, self-check when in our facilities and self-placed holds.

Evaluation Method(s)

Track data for patron self registration, online holds, online payment of fines and fees to track usage.

Element 2 - TECHNOLOGY SERVICES: Virtual Reference

Goal Statement: Brooklyn Public Library will provide access to information through its website and telephone contact in order to support inquiries during regular service and non-service hours.

Intended Result(s)

Online users will be able to easily use database(s) and maneuver our electronic resources.
Enhanced electronic resources for children and teens via Kidzone, Infozone, Live Online Homework Help and email reference.

Evaluation Method(s)

Field and customer service concerns regarding format and interface of our electronic resources.
Use tutor.com's usage surveys to determine efficacy of Live Online Homework Help.
Provide data for usage of databases, number of hits/database to determine need.

Element 3 - SPECIAL CLIENT GROUPS: Adult Literacy

- Goal Statement: Brooklyn Public Library Literacy Program will create a learning environment where adults develop a foundation of basic skills needed to

maneuver through a print oriented, technology rich society, in order to position them to achieve their personal, family and work goals. These skills include reading, writing, information literacy, problem solving and technology.

Intended Result(s)

750 adults will improve their reading and writing skills.

Computer Basics instruction will be held 8 times a year in each of the five learning centers for a total of 40 workshops a year.

Adults in Brooklyn will use the Library as an educational resource to improve their literacy and information skills.

Create up to date accessible health collections in pilot sites (Coney Island, Brighton Beach, Gravesend and Ulmer Park)

Evaluation Method(s)

Track progress of students enrolled in pre-GED, Literacy and ESL classes.

Via interviews, track success of students in above programs in positioning them for jobs or GED enrollment.

- **Goal Statement:** BPL will continue to provide Pre GED classes throughout borough. Form new partnerships with Community Colleges to smooth transition to post secondary school for pre GED students.

Intended Result(s)

Students will move on to GED classes.

Some students will move on to post secondary education.

Students will improve employment situation.

Evaluation Method(s)

Track progress of students enrolled in pre-GED, Literacy and ESL classes.

Via interviews, track success of students in above programs in positioning them for jobs or GED enrollment.

- **Goal Statement:** Provide instruction to non-English speakers through classes throughout borough.

Intended Result(s)

Non English speaking residents will acquire skills

Immigrants will use library as a personal

Immigrant parents will use library and encourage family usage.

Immigrants will impact collection and program development.

Evaluation Method(s)

Statistical data will be used to evaluate results.

- **Goal Statement:** Brooklyn Public Library will collaborate with government, private organizations, community based organizations to enhance its services to immigrant communities through programs that address unique cultural and educational needs.

Intended Result(s)

Non English speaking residents will acquire skills
Immigrants will use library as a personal resource
Immigrant parents will use library and encourage family usage.
Immigrants will impact collection and program development.

Evaluation Method(s)

Statistical data will be used to evaluate results.

- Goal Statement: Brooklyn Public Library will collaborate with government, private organizations, community based organizations to enhance its services to immigrant communities through programs that address unique cultural and educational needs.

Intended Result(s)

As a result of collaboration and partnerships BPL will build a strong information network that is culturally sensitive and effective in meeting the needs of the immigrant populations.
BPL staff will receive staff development around the specific cultural needs of the people in their communities.
Programs and Exhibitions will work with immigrant communities to create exhibits and programs that respond to needs and enhance library usage.

Evaluation Method(s)

Statistical data will be used to evaluate results.

Element 3 - SPECIAL CLIENT GROUPS: Coordinated Outreach

Goal Statement: Provide Brooklyn Seniors and homebound with equality of access to library materials, familiarize more people with BPL's Services, increase and enhance programs, reach out to grandparents/great grandparents raising grandchildren, reach out to caregivers, work with ALA to provide librarians across the country the necessary information to serve seniors, work with the Borough President's commission on services to people with disabilities.

Intended Result(s)

A senior community, including new immigrant seniors, that is more educated about the services of the library.
Continued funding for services targeted toward seniors.
Continued work/partnerships with organizations.
Continue to host and attend health fairs.

Evaluation Method(s)

Statistical data on circulation, number of people reached, number of people in attendance, and feedback from sites, borrowers and participants will be used to evaluate results.

Element 3 - SPECIAL CLIENT GROUPS: Youth Services

Goal Statement: Brooklyn Public Library will build upon past successes to enhance and increase our services, programming, and resources for children and

teens. We will provide staff development opportunities to support the professional growth of branch staff in reaching new service goals.

Intended Result(s)

Children in Brooklyn will participate in greater numbers in educational and recreational programs in the library and will be better prepared for school. Parents will be better informed about ways they can support their children's learning.

Library staff will have enhanced skills in presenting programs in the branch and the community. The number of programs and program attendance will increase at least 50%. Summer Reading registration will increase 150% over

Evaluation Method(s)

Quantitative where noted – see Intended Result(s). Some qualitative data will be available through anecdotal information and surveys.

Element 3 - SPECIAL CLIENT GROUPS: Children with Special Needs

Goal Statement: The Child's Place for Children with Special Needs/Kidsmobile will continue to provide and expand library service to Brooklyn's approximately 70,000 children with disabilities in neighborhood libraries and off site. We will continue to partner with the Department of Education and individual schools and programs, with Brooklyn's hospitals, clinics, and psychiatric facilities, with various agencies that work in the disability community, with other literacy agencies, and with other cultural institutions. Seeking to serve more children in more ways, we plan to expand the volunteer Reading Troubadour component of Hospital Storytelling where we can and to develop new partnerships. We will also continue to develop our outreach to children who are homeless and their families, develop new venues for Kidsmobile and explore more partnerships such as the one with New York City Housing Authority. We will continue to integrate services for children with special needs into the overall BPL services, through staff trainings and collections.

Intended Result(s)

We hope to serve more children with special needs throughout Brooklyn in more locations than ever before. Using the Brooklyn Public Library should be an option for every child in Brooklyn.

Evaluation Method(s)

We will continue to refine our collection of statistics to assess the number of children and their families that we are reaching. Funding permitting, we will use focus groups to determine the needs of our projected audience and our effectiveness at reaching them.

Element 4 - CONTINUING EDUCATION AND TRAINING

- Goal Statement: BPL will provide opportunities for continued education and training to all staff. BPL will provide more technology training, continue our leadership training, and encourage staff to participate in external training. BPL will also continue to reimburse and support staff who has interest in continuing their education.

Intended Result(s)

Well informed staff
Continuation of successful training
Improved training

Evaluation Method(s)

Staff feedback/surveys

- Goal Statement: BPL will continue customer service training through such session as Everyone Serves Youth-Out of School Time (ESY-OST), and continue to build upon our PULSE (library trainee) program.

Intended Result(s)

Staff will be better able to work with the youths who use our libraries.
Staff will be better equipped to provide the best possible service to all of our users.

Evaluation Method(s)

Statistical data from feedback/surveys

Element 5 - CONSULTING AND TECHNICAL ASSISTANCE SERVICES

Goal Statement: Brooklyn Public Library will provide support to its branch libraries as necessary in order to develop programs, application for grants, manage grants and budgeting, provision of technology.

Intended Result(s)

Quality programs with appropriate content being offered for all age groups.
Technology available for all users by well-trained staff.
Quick resolution of any technology-related issues at branch level by Central Help Desk.
Grant application for programs that will enhance and improve users' participation at branch level.

Evaluation Method(s)

Few long-term technology problems; problems resolved quickly.
Grants awarded for projects that improve user satisfaction at branches.
Track expenditures at local level for operations budgets and grant budgets for overage/under spending.

Element 6 - COORDINATED SERVICES

Goal Statement: Brooklyn Public Library will have all content - both materials and electronic format, provided through its Office of Materials Selection.

Intended Result(s)

Improved process done centrally for all content provided to staff and users.
Less redundancy in tasks of local staff.
Quality collections.

Evaluation Method(s)

Track circulation and online database statistics.

Element 7 - AWARENESS AND ADVOCACY

- Goal Statement: Develop and enhance Brooklyn Public Library's relationship with elected officials at the local, state and federal level, and with community leaders and community groups throughout the borough of Brooklyn and New York City.

Intended Result(s)

By developing better relationships with elected officials and community leaders, BPL will be seen in a more positive light and benefit from increased financial support for our day -to-day activities and special initiatives.

Evaluation Method(s)

BPL will evaluate our success in this area by measuring discretionary funding for operations and capital improvements, year over year.

- Goal Statement: Develop and enhance Brooklyn Public Library's relationship with Friends groups, so they can better help Brooklyn Public Library and its neighborhoods with advocacy activities.

Intended Result(s)

By developing and enhancing Brooklyn Public Library's relationship with Friends groups, BPL will be able to provide better service the people in Brooklyn, by having on-going communication with members of the community.

Evaluation Method(s)

BPL will evaluate its success by developing various kinds of communication vehicles between BPL and the community and expansion of the groups.

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

Goal Statement: To communicate relevant information to staff in the Neighborhood Libraries and Central Library in as many ways as possible in order to ensure full disclosure and timely receipt of information.

Intended Result(s)

Better informed staff with more effective management of the system.

Evaluation Method(s)

Fewer complaints by staff regarding non-receipt of information; anecdotal information from staff regarding improved communication. More staff involved in committees that direct decision-making.

Element 9 - COOPERATIVE EFFORTS WITH OTHER LIBRARY SYSTEMS

- Goal Statement: To work with New York Public Library and Queens Library systems on library services in New York City.

Intended Result(s)

Joint projects will provide uniformity and consistency citywide, ultimately improving public service.

Better services as they relate to previous successes of Learning in Libraries which focuses on out of school time for youth.

More access as provided by coordinated Summer Reading database.

Evaluation Method(s)

Track successes gleaned when working collaboratively on citywide initiatives.

Track joint ventures.

Track data from projects related to out of school time as they related to the department of education's reading and math scores.

- Goal Statement: To work with New York City School Library System.

Intended Result(s)

BPL will improve services to the students of Brooklyn.

Evaluation Method(s)

Track reading and math scores.

Track graduation rates.

- Goal Statement: Brooklyn Public Library will work with New York Public Library and Queens Library systems on library service in New York City.

Intended Result(s)

Joint meetings will allow BPL to find the best ways to serve everyone living in New York.

Extended services throughout the three library systems.

Evaluation Method(s)

More collaborative work on special projects seen on citywide programs and services.

Element 10 - CONSTRUCTION

Goal Statement: Provide attractive, welcoming and safe libraries that serve the people of Brooklyn. BPL will accomplish this through the creation of new facilities, and the renovation and improvement of buildings that already exist. While some of the projects may be completed within a year, many of them will take multiple years to complete.

Intended Result(s)

Maximize the return on investment of available resources by providing the best library facilities possible. The development of a Master Plan will guide the process that will be challenging yet attainable.

Evaluation Method(s)

Completion of projects now underway. Increase in the percentage of projects that are completed on schedule and on budget.

Element 11 - CENTRAL LIBRARY SERVICES

- **Goal Statement:** The Central Library will continue to conduct outreach and develop community partnerships, as well as provide and expand library service, collections and programs to Brooklyn's diverse community by :
 - Increasing outreach to schools and day cares
 - Increasing the number of adult and youth education and job information programs (Financial aid, College bound resources and Resume workshops).
 - Increasing the number of baby, toddler, children's, tween, and young adult programs.
 - Increasing the number of registered participants in the Summer Reading Program.
 - Increasing in the number of book discussions for youth and adults.
 - Increasing the number of participants at programs for immigrant/multicultural groups.
 - Developing a new adult poetry workshop and continue the tween and teen poetry workshops.
 - Developing more partnerships with health organizations for programs and events targeting tweens, teens, and adults.
 - Promotion of electronic resources at programs and outreach events.
 - Automating the Information Desk referral list and make it available to the Central Library staff.
 - Increasing the amount of public areas dedicated to merchandizing collections.
 - Developing bibliographies and links for the website.
 - Conducting Division tours for the public.
 - Providing reference service by telephone and online via the Internet.
 - Filling reserve requests for Central Library materials from neighborhood branch customers.
 - Providing onsite access to large, comprehensive reference and circulating collections in all subject areas.

Intended Result(s)

It is intended that the increased outreach and programming for the diverse community will result in more community partnerships, more people using library services and collections, and higher attendance at library programs and events.

- **Goal Statement:** Well trained staff is key to the success of the Central Library.
BPL will:
 - Develop cross-division training.
 - Complete Everyone Serves Youth staff training.
 - Complete Creating Safer Libraries staff training.
 - Division tours for staff.

Intended Result(s)

It is intended that the Central Library have a well trained and proactive staff to support the information needs of the community.

- Goal Statement: The Central Library is the flagship facility of the Brooklyn Public Library. Brooklyn Public Library will properly house and increase access to the divisions within the Central Library including Brooklyn Collection, Adult Learning Center, and Education and Job Information Center. We will also improve the Plaza entrance and create a new, multipurpose auditorium.

Intended Result(s)

It is intended that the Central Library house and provide access to quality collections in a well-arranged, multipurpose facility.

Evaluation Method(s) for previous last three goal statements:

Quantitative Evaluation for each of the five years (2006 thru 2011):

The number of participants reached by outreach to schools will increase by 5%.

The number of participants attending adult and youth education and job information programs will increase by 5%.

The number of participants attending programs for the baby to teen years will increase by 5%.

The number of participants attending programs for immigrant/multicultural groups will increase by 5%.

The number of health organization partnerships will increase by 5%.

Electronic resources will be promoted at outreach events with an increased participation rate of 5%.

Public areas dedicated to merchandizing collections will increase by 5%.

The number of bibliographies and links for the website will increase by 5%.

Attendance at division tours for the public will increase by 5%.

Use statistics for reference service by telephone and online via the Internet will increase by 5%.

Reserve requests for Central Library materials from neighborhood branch customers will increase by 10%.

Provide onsite access to large, comprehensive reference and circulating collections in all subject areas. (Ongoing)

Develop and implement cross-division training. (Ongoing)

Division tours for staff. (Ongoing)

Year 1 and 2 (2006 – 2007)

The number of registered participants in the Summer Reading Program will increase by 25%.

The number of participants in adult and teen book discussions will increase by 25%.

An adult poetry workshop will be developed and implemented. Attendance at the teen and tween poetry workshops will increase 5%.

Information Desk referral list will be posted on the intranet and available by all central library divisions.

Complete Everyone Serves Youth staff training.

Complete Creating Safer Libraries staff training.

Improve the Plaza entrance and create a new, multipurpose auditorium.

Year 1 (2006)

Properly house and increase access to the Brooklyn Collection, Adult Learning Center, and Education and Job Information Center.

Central Library Services Plan

ASSURANCE

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 12/19/2006