

AUSTIN PUBLIC LIBRARY

Strategic Plan through 2017



AUSTIN
PUBLIC
LIBRARY

VISION

The Austin Public Library is key to making Austin a dynamic creative center and the most livable city in the country.

AUSTIN PUBLIC LIBRARY COMMITMENT

We are committed to providing easy access to books and information for all ages, through responsive professionals, engaging programs and state-of-the-art technology in a safe and friendly environment.

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GOAL I:
Focus on the Library Customer

GOAL I

Focus on the Library Customer

A. Provide premier Library services systemwide.

STRATEGY

1. Ensure policies support customer service.
 - a. Review existing policies for customer impact and focus.
 - b. Evaluate all new policies for customer impact and focus.
2. Remove barriers to encourage more citizens to apply for Library Cards.
3. Gather data from customers and potential customers.
 - a. Survey Library customers and non-customers to evaluate effectiveness of current Library services and demand for new services.
 - b. Adjust services based on input.
4. Build collections to meet customer needs.
5. Ensure all materials are cataloged so that collections can be searched and reports produced (including language materials).
6. Make items more available to customers through a more accurate and accessible catalog.
7. Plan for the New Central Library collection.
 - a. Develop collections.
 - b. Develop programs and services.
 - c. Plan transition to new building.
8. Improve access to AHC Collections.
9. Develop a regional Youth Services model to ensure adequate services and programming for children and teens systemwide.
10. Improve and enhance circulation services.

11. Partner with outside organizations, Library Support Groups and COA departments to provide quality, cost-effective programs systemwide.
12. Create and implement APL's Development Plan. (See APL Development Plan)
13. Provide an excellent volunteer program through continuous improvement and innovation to best meet the needs of the community. (see Volunteer Services Plan)

B. Develop a premier Virtual Library experience.

STRATEGY

1. Highlight and promote APL digital products and services through the Virtual Library website, library.austintexas.gov/virtual.
2. Continually adapt to meet changing information delivery services.



 **GOAL II:**
Focus on the Library Team

GOAL II

Focus on the Library Team

A. Streamline existing procedures.

STRATEGY

1. Implement *Lean Library Management Techniques*.
2. Utilize appropriate technology to improve efficiency in operational processes and procedures.

B. Provide staff training that addresses dealing with challenging situations with respect, assertiveness and in a safe manner.

STRATEGY

1. Identify Library staff skill needs in order to provide relevant and specialized training opportunities for all APL staff.
2. Identify available resources to provide applicable training.

C. Evaluate utilization of staff and volunteers to better meet the changing needs of the Library environment.

STRATEGY

1. Continue to expand regionalization of divisions and services.
2. Strive to increase the ratio of staff to Library service hours to be comparable to average peer libraries.
3. Provide an excellent volunteer program that best supports the needs of APL staff.
(See Volunteer Services Plan)

D. Determine staff needs and identify resources to help increase staff knowledge and success on the job, enhance communication and serve internal and external customers in a respectful, responsive and confident manner.

STRATEGY

1. Revise the Library Employee Orientation course to better prepare new employees to perform their job responsibilities and interact with customers and co-workers.
2. Continuously update worksite orientation checklists to prepare employees for maximum effectiveness.
3. Support programs that offer opportunities for cross-training or professional development.

E. Implement the APL Diversity Plan.
(See APL Diversity Plan)

STRATEGY

1. Provide additional diversity training.
2. Continue to offer opportunities for APL employees to celebrate diversity.

F. Educate and guide staff in performing records management functions.

STRATEGY

1. Transfer paper records to electronic where appropriate.

G. Provide an innovative technology infrastructure.

(See APL Technology Plan)

STRATEGY

1. Maintain all public staff workstations at or above minimum standard for City computers.
2. Provide self check-out at all locations.

H. Provide appropriate marketing strategies to ensure community awareness about Library programs and services. (See APL Marketing Plan)

I. Assure validity of statistical data.

STRATEGY

1. Improve document data collection processes and procedures.
2. Train APL staff on appropriate data collection processes and procedures.

FY 2013-2014

Physical Items checked out 4,884,083

Virtual Items checked out 508,363



We LOVE having a local neighborhood library! Before the Twin Oaks Branch was built we never went to the Library. We didn't even have a card. As my boys were just starting to read we would end up at book stores a lot. It was an expensive habit. Then the Austin Twin Oaks branch was built and not only was it a Library but a beautifully crafted, bright and modern, green building that felt great being in. We are a family of designers that cares a lot about aesthetics so the Twin Oaks building is perfect. It is an asset to the neighborhood as you pass by the outside and a comfortable space to spend time inside.

So, we began going and going. We are addicted to the Library! We go every week or two and my boys get a huge stack of books each. They devour them. They love reading and enjoy many of the series offered. My husband is a big reader too and he regularly checks out books. I find it difficult to find time to read – but even I have begun putting books on hold when I hear about a good fiction novel that is out. We are so grateful to have the Twin Oaks Branch just minutes from our house and celebrate what your Geek campaign is doing to raise awareness about getting to your local Library and reading!!

— Audrey Lehmann Richard



 **GOAL III:**
Focus on Library Facilities

GOAL III

Focus on Library Facilities

A. Provide facilities for customers, staff and volunteers that are safe, secure, comfortable, clean, inviting and in good repair. (See APL Technology Plan and APL Facilities Master Plan.)

STRATEGY

1. Create flexible Library spaces that are responsive to changing technologies as well as customer needs.
2. Maintain and renovate Library facilities as needed and as feasible within the Operating and Capital Budget resources available to the department.
3. Complete the systemwide Security Camera Installation Project and utilize the resulting, comprehensive security camera surveillance system to better protect the customers, personnel and property of the Austin Public Library. (See APL Technology Plan)

B. Provide facilities that are sufficiently sized and appropriately structured to allow delivery of excellent Library services to APL customers.

STRATEGY

1. Prepare for the Faulk Central Library building to be repurposed as an archival repository annex and museum display space for the Austin History Center following the opening of the New Central Library in 2016.
2. Develop building programs and budgets for four new resource libraries in preparation for future City of Austin General Obligation Bond Election ballots.

3. Offer second Recycled Reads used bookstore to serve South Austin.

C. Complete construction and open the New Central Library for the Austin community.

STRATEGY

1. Oversee the construction of the New Central Library within budget and on schedule.
2. Support the Austin Public Library Friends Foundation in its efforts to raise private donations to enhance the New Central Library.

D. Implement Sustainability Initiatives.

STRATEGY

1. Automate functions as appropriate.
2. Transfer paper records to electronic where appropriate.
3. Implement Virtual Library Card registration.



DIVERSITY PLAN

The Austin Public Library values diversity and is dedicated to celebrating an organizational culture that respects, understands, honors and welcomes all members of the staff and community.

GOAL I Focus on the Library Customer

A. Acknowledge, respect and reasonably accommodate all members of the community.

STRATEGY

1. Provide services that respond to the needs of all members of the community.
 - a. Provide appropriate signage so the Library is welcoming and easy to navigate by all visitors.
 - b. Offer outreach programs such as AHC Community Archivist events, APL's Literature LIVE! and APL Unbound to reach unserved and underserved populations.
 - c. Provide and maintain adaptive technologies and assistive equipment.
 - d. Identify funding, including grant opportunities from City of Austin ADA Office, State, Federal, private and corporate foundations for acquiring appropriate resources for customers with special needs.
 - e. Ensure that APL staff is properly trained to deal with customers who need special attention (i.e., mental health issues).
2. Build and improve accessible collections to reflect our community's social and cultural diversity.
 - a. Use effective collection development tools and community input to analyze needs and trends.
 - b. Offer materials in languages that are most representative of Austin's population.
 - c. Provide appropriate signage to identify world language materials at each location.

B. Develop engaging youth and adult educational and cultural programming that reflects the diversity of the Austin community.

STRATEGY

1. Survey the community regularly to determine programming that would best meet the needs of a diverse community.
2. Develop partnerships to become information conduits into the community.
3. Multicultural programs and displays should emphasize APL's commitment to celebrating Austin's diverse population.

GOAL II Focus on the Library Team

A. Acknowledge, respect and reasonably accommodate members of the APL Team.

STRATEGY

1. Continue to support a culture of inclusiveness at the Austin Public Library.
2. Provide engaging events to celebrate the diversity of the APL workforce.

B. Hire and retain a diverse workforce.

STRATEGY

1. Implement APL Recruitment Plan (see P.15).
2. Develop a Career Development/Succession Plan.

3. Encourage appropriate staff to apply for COA Professional Development training opportunities (Supervisor, Management and Executive Academies).

GOAL III Focus on Library Facilities

A. Ensure Library buildings are safe, comfortable, welcoming and accessible to all staff and customers.

STRATEGY

1. Ensure that buildings and sites meet OSHA's standards for safety.
2. Adhere to ADA requirements for accessibility.
3. Signage should be able to be understood by non-English speakers (bilingual signage and use of pictographs where possible and when appropriate).



3,188,506 people visited the Library and **157,924** attended programs in the fiscal year 2013-2014

“ At the moment that we persuade a child, any child, to cross that threshold, that magic threshold into a library, we change their lives forever, for the better. ”

— Barack Obama





RECRUITMENT PLAN

RECRUITMENT PLAN

A. To recruit and attract a diverse pool of candidates for all Library positions.

B. To hire and retain a diverse staff reflecting the population distribution of our community.

C. To increase diversity in every level of the organization (especially in librarian, management and supervisory librarian positions).

OBJECTIVE

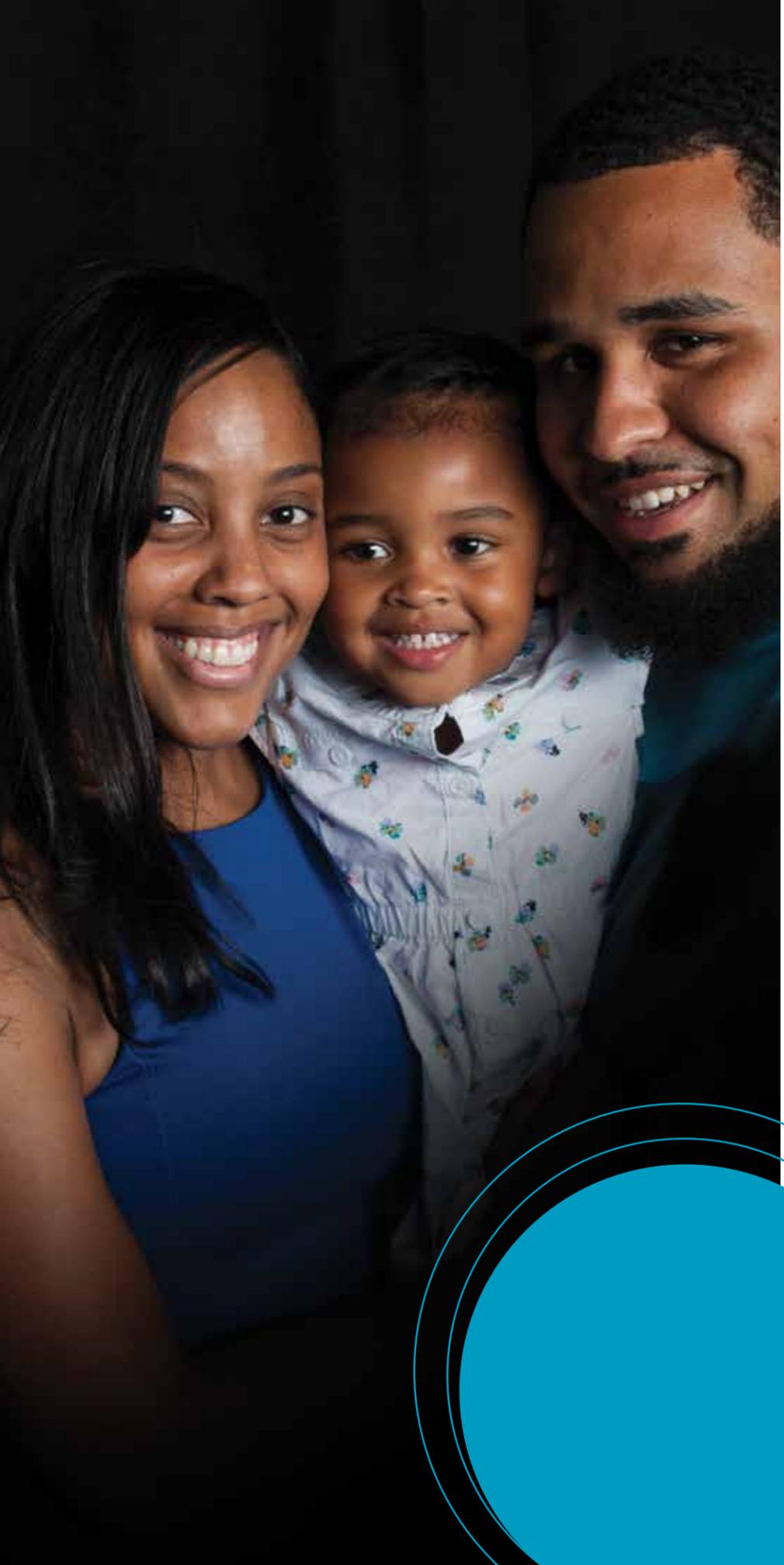
1. Work with the American Library Association Diversity Office to gain access to diversity recruitment programs and work with professional organizations such as:
 - a. The National Association to Promote Library & Information Services to Latinos and the Spanish Speaking (REFORMA).
 - b. Black Caucus of the American Library Association (BCALA).
 - c. Asian Pacific American Librarians Association (APALA).
 - d. City-related organizations such as Texas Municipal League, Network of Asian-American Organizations, Careers in Government and National Association of Black Professionals.
 - e. Huston-Tillotson University Career Center, Austin Community College Career Center and Texas Workforce Commission (for non-professional positions).
2. Continue to develop and promote Library internship programs by posting job openings in at least three universities with diverse populations; promote Library internship programs at universities by attending at least two in-state universities for recruitment visits before posting job openings; prepare literature, brochures and packets to send to in-state and out-of-state college library career centers to promote our internship and entry-level job openings. Out-of-state schools may be visited

by librarians vacationing out of state. Staff will visit Library schools nearby to recruit and promote the City of Austin Library department and jobs. Time used to recruit will be paid.

3. Attend the Biannual Public Library Association Conference to recruit and interview potential candidates to broaden the applicant pool.
4. Attend the Texas Library Association Annual Conference for recruitment and on-site interviewing of potential candidates to broaden the applicant pool.
5. Attend the American Library Association Annual Conference to actively recruit and interview diverse candidates.
6. Find diverse candidates for professional and management-level job openings.
7. Ensure that applicant pools and interview panels are diverse.
8. Train Library staff in acquiring talent and in the advertising, recruitment and resume review application process to ensure that diversity and inclusion are part of the overall hiring process.

STRATEGY

1. Library HR and staff will develop an annual recruitment plan to include dates of trips and maintain statistics to show results of progress.
2. Library HR will review the Equal Employment Opportunity reports for open recruitment to ensure that APL is attracting and interviewing a diverse pool of candidates.
3. Library HR will work with Library staff and seek assistance from HRD to ensure that the recruitment plan is followed.



 **MARKETING PLAN**

MARKETING PLAN

GOAL I

Focus on the Library Customer

A. Survey customers regularly to determine their needs. Increase awareness about resources, services and programs.

STRATEGY

1. Use online surveys to gather customer feedback via the Library website.
2. Survey customers in the Library and hold focus groups every three years as part of strategic planning process.
3. Encourage customers to submit customer comment cards. Encourage frontline staff to capture feedback from customers and submit customer comment cards when appropriate.
4. Use the website and social media to invite customer communication, partnerships and continued engagement with the Library.
 - a. Work with Library Information Systems to focus on a Responsive Web Design that will work across a wide range of devices.
 - b. Provide a comprehensive ongoing online calendar of Library programs and events each month.
 - c. Create video PSAs and compelling ads for use on the APL website and broadcast TV illustrating service delivery and opportunities to partner with the Library.
 - d. Collaborate with City Departments to cross-promote services on each other's sites.
 - e. Use social media to promote APL collections and services.

B. Promote Library services, programs and resources.

STRATEGY

1. Send out a monthly email blast highlighting upcoming programs, events, volunteer opportunities and ways to support the Library.
2. Share the Library's message and promote our programs and services via an email newsletter.
3. Partner with Austin organizations and City departments to distribute information about Library services, especially how to get a Library card and gain access to the APL Virtual Library.
4. Utilize the APL Unbound Bibliobike and Adult outreach kits for pop-up libraries and/or Recycled Reads stores for use at festivals, fairs, ABIA, Farmers' Markets, Cap Metro, the Asian-American Cultural Center, the Thinkery and other venues where potential customers gather.
5. Budget for oversized outdoor advertising, such as billboards, bus wraps and APL vehicle wraps.
6. Implement phases 1, 2 & 3 of Geek the Library, a major campaign sponsored by OCLC, a nonprofit library cooperative, and supported by a grant from the Bill & Melinda Gates Foundation.
7. Incorporate Infographics into the Library website and publications, creating pictorial representations of facts and info for quick and easy digestion of ideas and numbers.
8. Provide Spanish translations of APL marketing materials when appropriate to the audience.
9. Develop marketing materials targeting youth and teens.

GOAL II

Focus on the Library team

A. Implement the Marketing Plan.

STRATEGY

1. Integrate the staff marketing request system with the Library website event calendar.
2. Create pre-approved templates to be filled in by program planners for rush jobs. Final approval would come through the staff marketing request system.

B. Promote forward planning.

STRATEGY

1. Work with branches and divisions to develop event schedules upfront for recurring programs and major annual events.
2. Coordinate Library-wide program series that may coincide with or build off of large events like SXSW, Fusebox Festival and Austin City Limits.
3. Devise strategies in consultation with the Public Services Divisions to ensure programs are well attended.

C. Strengthen APL staff's knowledge of APL's marketing department.

STRATEGY

1. Use the staff newsletter as the primary source for internal communication, promoting successful programs and outreach and highlighting changes in policy, additions of new databases, news from committees and staff accomplishments.
2. Provide appropriate APL stories to CitySource, CityView, AustinNotes and ChannelAustin.
3. Educate staff about local, national and international awards to acknowledge Library staff work and promote the Library in the community. Encourage staff to submit applications.

GOAL III

Focus on Library Facilities

A. Provide a cohesive and consistent merchandising strategy.

STRATEGY

1. Develop signage system standards for all Library locations.
2. Work toward the City's Zero Waste 2040 initiative.
3. Encourage the public to donate materials to Recycled Reads. Emphasize the Carbon benefits prepared by the Office of Sustainability to show APL's positive impact.

B. Promote the New Central Library and Branch Renovations.

STRATEGY

1. Provide public updates on construction projects.
2. Coordinate New Central Library (NCL) marketing with Library Friends Foundation NCL marketing.
3. Partner with COA PIO for the New Central Library construction video.

“We really have enjoyed taking our daughter to get books and the craze that takes over her when we leave with a bagful! No matter which location the staff is always welcoming, helpful and the activities are spot on!”

— Micaela Dominique



VOLUNTEER PLAN

Invest in our community by providing a dynamic volunteer program with engaging and enriching experiences to strengthen and support the commitment of the Austin Public Library.

GOAL I Focus on the Library Customer

A. Provide an excellent volunteer program that best meets the needs of the community.

STRATEGY

1. Conduct a community survey to evaluate the current volunteer program and determine future volunteer needs.
2. Review and revise the volunteer placement process to better provide an experience that is simple and easy to understand.
3. Improve the youth volunteer program to better address the unique training and supervisory needs, as well as the learning level of youth volunteers.
4. Encourage diversity and enhance access to the volunteer program by addressing barriers and targeting underutilized populations.
5. Identify service groups that can assist in one-time, unique and on-going projects.
6. Promote and enable "Best Practices" standards.

B. Provide training, development and support to enhance the volunteer experience.

STRATEGY

1. Improve the volunteer placement process to ensure volunteers are properly matched with a volunteer opportunity that best meets their skills and interests.
2. Develop a volunteer handbook that provides volunteers with information on policies, procedures and tips about volunteering with the Library.
3. Identify and develop training opportunities to help volunteers enhance communication and other skills needed for volunteer assignments.
4. Enhance our connection with volunteers by improving and expanding the current volunteer recognition system.

C. Educate the community about the volunteer program.

STRATEGY

1. Inform and market volunteering to the general public to increase awareness of the benefits of volunteering at the Library.
2. Develop and implement a comprehensive marketing and promotional plan, including an expanded online and social media presence, to better communicate volunteer opportunities and news.
3. Ensure an accountable and transparent volunteer program.



GOAL II Focus on the Library Team

A. Provide an excellent volunteer program that best meets the needs of Library staff.

STRATEGY

1. Conduct a system-wide assessment to evaluate the current volunteer program and determine future library needs.
2. Review, revise and/or develop volunteer job descriptions to reflect current and future needs.
3. Improve volunteer placement, training and evaluation to ensure volunteers are meeting staff expectations.
4. Identify and incorporate technology and volunteer management software that supports innovative and strategic delivery of the volunteer program objectives.
5. Promote and enable "Best Practices" standards.

B. Provide training, development, and support to enhance the staff experience when working with volunteers.

STRATEGY

1. Develop a Volunteer Supervisor Handbook to provide staff with guidance on how to work with volunteers.
2. Identify and develop training opportunities to help staff enhance communication and successfully manage volunteers with diverse backgrounds.
3. Ensure staff are knowledgeable about the duties and responsibilities of working with volunteers.
4. Educate and guide staff in records management procedures for the volunteer program.

C. Educate Library staff about the volunteer program and the benefits of volunteers.

STRATEGY

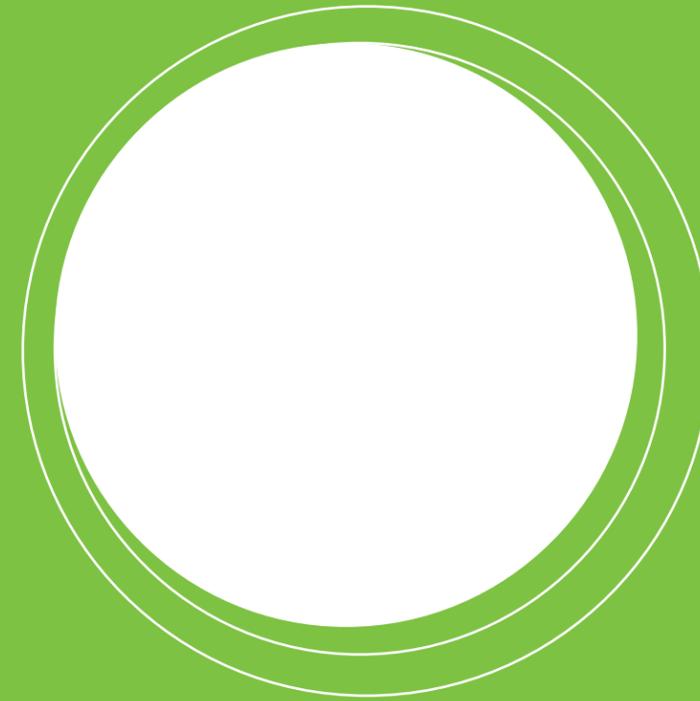
1. Inform and market volunteering to staff to increase awareness of the benefits of volunteering and potential ways volunteers can be utilized.
2. Improve communication with staff regarding the volunteer program, including making information readily accessible on Libro intranet and regular check-ins with volunteer supervisors.
3. Ensure an accountable and transparent volunteer program.

GOAL III Focus on Library Facilities

A. Provide facilities that are safe, welcoming and accessible for all volunteers.

STRATEGY

1. Review, revise and/or develop volunteer safety policies and procedures that are consistent with APL and City of Austin policies and procedures.
2. Identify and develop a variety of volunteer safety training modules that reflect the diverse schedules and skill levels of volunteers.
3. Ensure facilities and equipment used by volunteers in their job duties are easily accessible and usable.
4. Ensure facilities and equipment are readily accessible and usable by volunteers with disabilities through compliance.



Recycled Reads has kept
250 Tons of Material
out of the landfills through resale,
reuse and recycling, made possible by
our amazing volunteers since 2009.



 **TECHNOLOGY
PLAN**

TECHNOLOGY PLAN

GOAL I

Focus on the Library Customer

A. Provide reputable access to production IT infrastructure systems that are used to deliver digital materials and services to Library customers and end users.

STRATEGY

1. Utilize production acceptance methodologies to consistently and successfully deploy applications systems in a production environment.
2. Use processes to predict types, quantities and timing of capacities to identify critical needs within infrastructure to accurately forecast workloads.
3. Follow procedures designed to safeguard the availability, integrity and confidentiality of designated data and programs against unauthorized access, modification or destruction.
4. Utilize performance and tuning methodologies to maximize throughput and minimize response times of systems, transactions and internet activities.
5. Follow procedures and processes for optimizing the availability of production systems by accurately measuring and analyzing systems to obtain information that will allow for continuous quality improvement and thus reduce outages.
6. Follow procedures and processes to categorize, coordinate, approve and communicate all changes to production IT systems.

B. Provide easy to use and reliable self-service hardware, software and circulation services.

STRATEGY

1. Follow procedures designed to safeguard the availability, integrity and confidentiality of customer data and self-service programs against unauthorized access, modification or destruction.
2. Utilize performance and tuning methodologies to maximize throughput and minimize response times of self-service systems.
3. Follow procedures and processes for optimizing the availability of self-service systems by accurately measuring and analyzing the systems to obtain information that will allow for continuous quality improvement and thus reduce outages.
4. Follow procedures and processes to categorize, coordinate, approve and communicate all changes to self-service IT systems.

C. Ensure Library customers and end users have access to current models of desktop, laptop and tablet computer systems.

STRATEGY

1. Utilize production acceptance methodologies to consistently and successfully deploy public access computer systems.
2. Utilize a technology helpdesk to identify, capture, log, track, resolve and analyze problems impacting public access computer systems.
3. Manage operational requirements for all software applications loaded on public access computer systems.

4. Utilize "Library Groups" and "Committees" to keep attuned to public access computer needs.
5. Adopt ITIL standards for best practice information technology support service management.
6. Leverage Gartner Inc. as a source for technology research and best practices.

D. Provide a stable responsive IT networked environment for Library customers and end users to connect to hardware, software and services.

STRATEGY

1. Follow procedures and processes to maximize the reliability and utilization of network components in order to optimize networks and thus improve availability.
2. Follow procedures and processes for optimizing the availability of networks by accurately measuring and analyzing network traffic to obtain information that will allow for continuous quality improvement and thus reduce network response times.
3. Utilize performance and tuning methodologies to maximize throughput and minimize network response times.
4. Follow procedures and processes to categorize, coordinate, approve and communicate all changes to production networked systems.

E. Provide a stable WiFi infrastructure and a reliable and responsive WiFi connection for Library customers and end users.

STRATEGY

1. Follow procedures and processes to maximize the reliability and utilization of WiFi Components in order to optimize customer connectivity and thus improve availability.

2. Follow procedures and processes for optimizing the availability of WiFi by accurately measuring and analyzing WiFi traffic to obtain information that will allow for continuous quality improvement and thus improve WiFi connectivity.
3. Utilize performance and tuning methodologies to maximize throughput and minimize poor WiFi response times.
4. Follow procedures and processes to categorize, coordinate, approve and communicate all changes to production WiFi Systems.

F. Provide a stable, comprehensive, well maintained computer reservation control and print/copy/scan services for Library customers and end users.

STRATEGY

1. Follow procedures and processes to maximize the reliability and utilization of customer reservation control and print/copy/scan services.
2. Follow procedures and processes for optimizing the availability of systems by accurately measuring and analyzing reservation control and print/copy/scan traffic to obtain information that will allow for continuous quality improvement and thus improve the service.
3. Utilize performance and tuning methodologies to maximize throughput and minimize poor connectivity response times.
4. Follow procedures and processes to categorize, coordinate, approve, and communicate all changes to production reservation control and print/copy/scan systems and services.

G. Provide efficient, innovative and reliable software development and web programming that meets Library customer and end user web application needs.

STRATEGY

1. Follow City of Austin (COA) and Library approved software development processes and methodologies.
2. Manage operational requirements for all in-house coded software applications.
3. Ensure that accessibility, as part of overall usability, is a fundamental consideration during software design, development, evaluation, integration and release.
4. Utilize "Library Groups" and "Committees" to keep attuned of Library application programming needs.
5. Adopt the "Enterprise Architecture" (EA) discipline for operational requirements gathering when the need exists.

H. Ensure purchased software is efficient, innovative, reliable and meets Library customer and end user needs.

STRATEGY

1. Follow COA and Library approved processes for selecting software to purchase.
2. Explore (SaaS) solutions where feasible and opportunity exists.
3. Manage operational requirements for all purchased software applications.
4. Ensure that accessibility, as part of overall usability, is a fundamental consideration during software product integration and evaluation.
5. Adopt the EA discipline for operational requirements gathering when the need exists.

I. Ensure IT Project Management competencies are utilized that have a positive impact on the delivery of IT projects affecting Library customers and end users.

STRATEGY

1. Adopt PMI guidelines for Project Management practices.
2. Adopt the EA discipline for operational requirements gathering when the need exists.
3. Utilize Business Analysts and Project Managers to deliver the management of projects as a key to the execution of Library goals and strategy.
4. Utilize technological tools and software to capture, track, monitor, and document project tasks, deliverables and status.
5. Provide a framework for all Library IT projects.

GOAL II

Focus on the Library Team

A. Provide Library staff or end users with technical support of technology systems and key information on technology systems, products, and services (HelpDesk).

STRATEGY

1. Problem Management: Utilize a technology helpdesk to identify, capture, log, track, resolve and analyze problems impacting IT Services.
2. Adopt ITIL standards for best practice information technology support service management.
3. Leverage Gartner Inc. as a source for technology research and best practices.
4. Utilize "Library Groups" and "Committees" to keep attuned to Library technology needs.
5. Leverage COA technology strategic organizational practices and competencies. *(See Definitions, pages 34-35)

B. Provide Library staff or end user with skilled telephone/voice/VOIP hardware, connections and services.

STRATEGY

1. Ensure telephone/voice/VOIP infrastructure and services are engineered, available and well maintained.
2. Provide help aids and/or training to staff on how to use telephone/voice/VOIP services.
3. Problem Management: Utilize a technology helpdesk to identify, capture, log, track, resolve and analyze problems impacting VOIP Services.

C. Provide Library staff with responsive IT purchasing services and information.

STRATEGY

1. Provide a framework for all Library IT purchases.
2. Utilize systems to track and monitor status of all Library IT Purchasing.
3. Allow clients to track IT purchases carried out by IT support staff.

D. Provide safety and security tools and services for enhancing staff awareness and documenting incidents.

STRATEGY

1. Follow procedures designed to safeguard customers and staff when choosing technology placement in each facility.
2. Allow staff at the lowest level to capture and document safety and security information.
3. Provide software tools to enhance the capture and documentation of safety and security information.

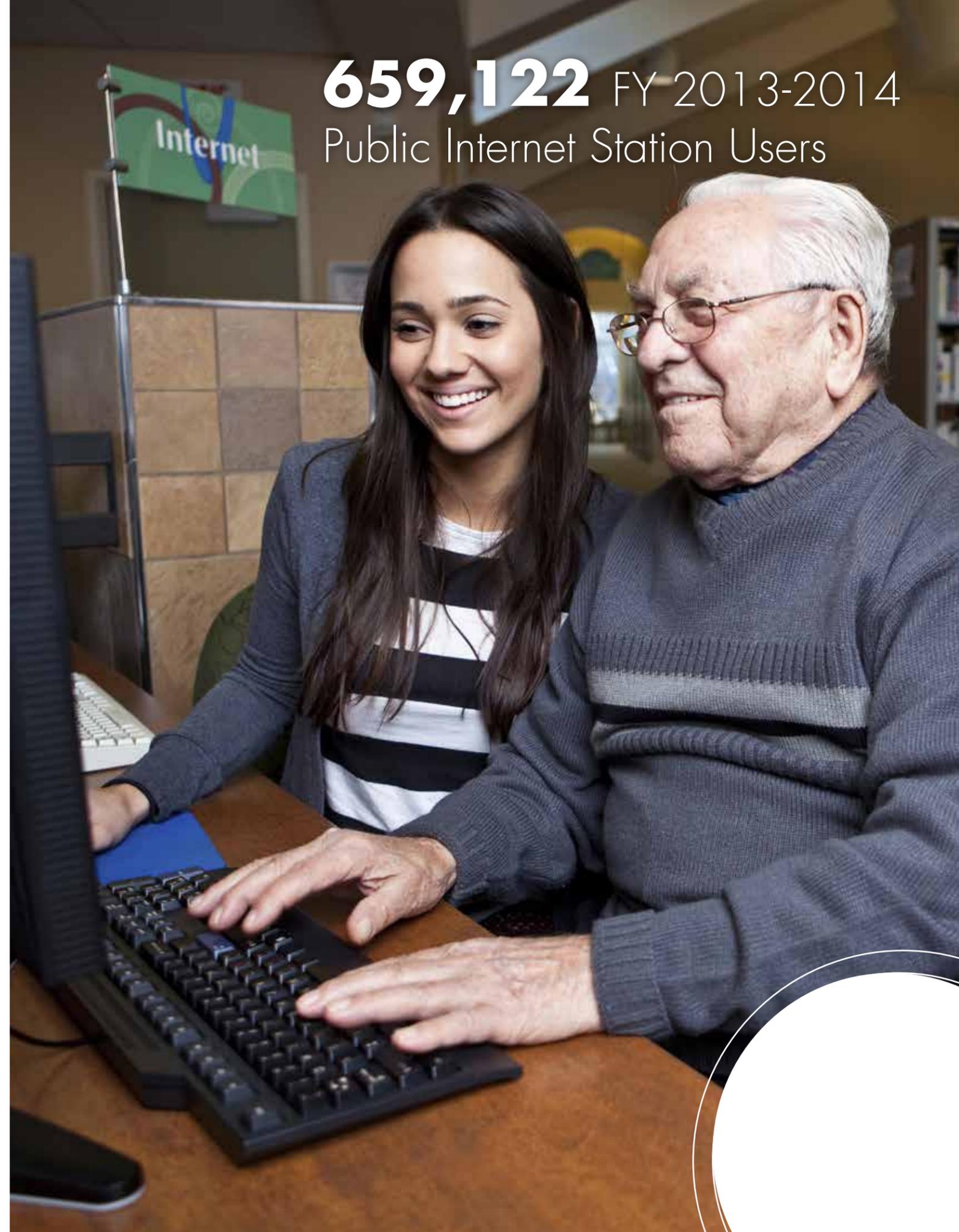
4. Utilize production acceptance methodologies to consistently and successfully deploy safety and security systems in a production environment.

E. Provide systems management; identifying and integrating processes, hardware, software and services in order to provide a stable responsive IT hardware/software systems infrastructure environment.

STRATEGY

1. Production Acceptance: Utilize production acceptance methodologies to consistently and successfully deploy applications systems in a production environment.
2. Capacity Planning: Use processes to predict types, quantities, and timing of capacities to identify critical needs within infrastructure to accurately forecast workloads.
3. Strategic Security: Follow procedures designed to safeguard the availability, integrity and confidentiality of designated data and programs against unauthorized access, modification or destruction.
4. Business Continuity: Utilize disaster recovery methodologies to ensure the continuous operation of critical business systems in the event of wide-spread or localized disasters to infrastructure environments.
5. Facilities Management: Follow procedures and processes to ensure an appropriate physical environment is consistently supplied that enables continuous operation of critical infrastructure equipment.
6. Leverage COA technology strategic organizational practices and competencies related to replacement of hardware. *(See Definitions, pages 34-35)

659,122 FY 2013-2014
Public Internet Station Users



F. Provide reliable network management and connectivity for Library staff and end users; identify and integrate processes, hardware, software and services in order to deliver a stable responsive IT networked environment.

STRATEGY

1. Network Management: Follow procedures and processes to maximize the reliability and utilization of network components in order to optimize network availability.
2. Leverage Gartner Inc. as a source for technology research and best practices.
3. Utilize IT Governance and leverage City of Austin IT resources and expertise.

G. Provide configuration and change management processes that ensure stability to production systems when changes are implemented.

STRATEGY

1. Change Management: Follow procedures and processes to categorize, coordinate, approve and communicate all changes to an IT production environment.
2. Configuration Management: Follow procedures and processes to ensure that records are accurately and efficiently updated as to what version of software currently runs on critical infrastructure equipment.
3. Adopt ITIL standards for best practice information technology support service management.

H. Provide highly available and reliable IT hardware/software systems.

STRATEGY

1. Availability: Follow procedures and processes for optimizing the availability of production systems by accurately measuring and analyzing systems to obtain information that will allow for continuous quality improvement and thus reduce outages.
2. Performance and Tuning: Utilize Performance and Tuning methodologies to maximize throughput and minimize response times of systems, transactions and internet activities.
3. Adopt ITIL standards for best practice information technology support service management.
4. Leverage Gartner Inc. as a source for technology research and best practices.
5. Adopt the "Enterprise Architecture" (EA) discipline for operational requirements gathering when the need exists.

I. Provide reliable storage for Library staff and end users.

STRATEGY

1. Storage Management: Follow procedures and processes optimizing the use of storage devices and to protect the integrity of data and information for the media on which the content resides.
2. Adopt the "Enterprise Architecture" (EA) discipline for operational requirements gathering when the need exists.
3. Adopt ITIL standards for best practice information technology support service management.
4. Leverage Gartner Inc. as a source for technology research and best practices.
5. Utilize IT Governance and leverage City of Austin IT resources and expertise.

J. Provide efficient, innovative, and reliable software development and application web programming to meet Library internet, intranet and extranet business needs; integrating with the City of Austin information technology strategy.

STRATEGY

1. Follow COA and Library approved software development processes and methodologies.
2. Manage operational requirements for all in-house coded software applications.
3. Adopt the "Enterprise Architecture" (EA) discipline for operational requirements gathering when the need exists.
4. Ensure that accessibility, as part of overall usability, is a fundamental consideration during software design, development, evaluation, integration and release.
5. Utilize a Business Analyst to coordinate business requirements gathering.
6. Explore agile application development framework where feasible and opportunity exists.
7. Adopt PMI guidelines for project management practices for developing software solutions.

K. Ensure purchased software is efficient, innovative, reliable and integrates with the City of Austin information technology strategy.

STRATEGY

1. Follow COA and Library approved processes for selecting software to purchase.
2. Explore Software as a Service (SaaS) and Platform as a Service (PaaS) solutions where feasible and opportunity exists.

3. Manage operational requirements for all purchased software applications.
4. Adopt the EA discipline for operational requirements gathering when the need exists.
5. Ensure that accessibility, as part of overall usability, is a fundamental consideration during software product integration and evaluation.
6. Utilize a Business Analyst to coordinate business requirements gathering.
7. Adopt PMI guidelines for project management practices for integrating and implementing software solutions.

L. Provide a structure for on-going staff development and IT Training that supports the Library mission and enables IT staff to be continuous learners.

STRATEGY

1. Coordinate mandatory training with the Organizational Development & Training division.
2. Utilize IT best practices to identify skill objectives for each IT Position.
3. Follow procedures to assess current employee development situations, identify training needs, and create unique training plans for employees that achieve desired competencies, knowledge, skills and characteristics.
4. Forecast factors that might help or hinder training capabilities (i.e. funding).
5. Leverage COA technology strategic organizational practices and competencies. *(See Definitions, pages 34-35)

M. Provide a remote connectivity framework that allows staff to utilize City of Austin and Library applications and connect to internal data and information sources.

STRATEGY

1. Leverage Gartner Inc. as a source for technology research and best practices.
2. Ensure staff follow City of Austin and Library mobile device usage policies and agreements.
3. Utilize Mobile Device Management (MDM), security requirements and monitoring.
4. Leverage COA technology strategic organizational practices and competencies. *(See Definitions, pages 34-35)

N. Ensure IT project management competencies are utilized that facilitate task organization and bring a positive influence to the delivery of IT projects.

STRATEGY

1. Adopt PMI guidelines for project management practices.
2. Adopt the EA discipline for operational requirements gathering when the need exists.
3. Utilize Business Analysts and Project Managers to deliver the management of projects as a key to the execution of Library goals and strategy.
4. Utilize technological tools and software to capture, track, monitor and document project tasks, deliverables and status.
5. Provide a framework for all Library IT projects.
6. Allow clients to track IT Projects being managed by the Library.

7. Leverage COA technology strategic organizational practices and competencies. *(See Definitions, pages 34-35)

GOAL III

Focus on Library Facilities

A. Provide aesthetically and acoustically pleasing deployment of technology equipment.

STRATEGY

1. Ensure that all hardware purchased integrates well with the Library facility décor.
2. Ensure that all hardware purchased integrates well with the Library ambience.
3. Choose equipment placement in the building carefully; coordinate hardware installs with the Facilities Services division.
4. Follow policies that ensure all power and connectivity cables and cords are kept neat, organized and hidden as much as possible.
5. Follow policies that ensure all devices that make sound are appropriate for the staffing and area where the devices will be installed.

B. Consider accessibility as a fundamental consideration when choosing IT equipment and placement.

STRATEGY

1. Ensure that all hardware purchased can be integrated per accessibility procedures and processes.
2. Coordinate hardware installs with the Facilities Services division to ensure ADA compliance.

C. Provide closets, rooms, furniture or other space in all facilities to house IT systems and network equipment.

STRATEGY

1. Facilities Management: Follow procedures and processes to ensure an appropriate physical environment is consistently supplied that enables continuous operation of critical infrastructure equipment.

D. Ensure that ALIS planning and IT infrastructure building considers and supports good environmental protection practices related to the IT hardware lifecycle, commodities required and the final disposal.

STRATEGY

1. Leverage COA technology strategic organizational practices and competencies related to centralized and/or cloud hardware utilization. *(See Definitions, pages 34-35)
2. Follow COA retirement processes and procedures.
3. Research and make purchasing decisions that minimize disposable technology equipment.
4. Ensure that planning and building IT printing infrastructure contributes to sustainable and balanced production printing equipment and resources.
5. Ensure that planning and building IT Computing Infrastructure contributes to sustainable and balanced production system equipment.

Geek the Library, a community-based public awareness campaign serves to highlight the vital role of public libraries with the aim to increase local library participation and support. In the third phase of the campaign, among other things the messaging accentuates how libraries get people back to work.

Public libraries have helped people re-educate themselves, find jobs and transform their lives for centuries, but their role has never been more critical and applicable to community development. With high unemployment and many people cutting back on expenses, this dynamic resource is often the only viable option for active job seekers.

“A library is a place that is a repository of information and gives every citizen equal access to it. That includes health information. And mental health information. It's a community space. It's a place of safety, a haven from the world.”

— Neil Gaiman

Accessibility - Accessibility is a measure of a computer system's ability to be used by all people, including those with disabilities or impairments. It concerns both software and hardware and how they are configured in order to enable a disabled or impaired person to use that computer system successfully. Accessibility is also known as assistive technology.

Agile Application Development - Agile Application or Software Development (ASD) is a lightweight software engineering framework that promotes iterative development throughout the life-cycle of the project, close collaboration between the development team and business side, constant communication, and tightly-knit teams. Generally, agile methodologies promote a project management process that encourages frequent inspection and adaptation. This leadership philosophy encourages teamwork, self-organization and accountability. ASD is both a set of engineering best practices (allowing for rapid delivery of high quality software) and a business approach (aligning development with customer needs and goals). Also known as agile development.

***City of Austin, Information Technology Strategy 2014-2019** - http://austintexas.gov/sites/default/files/files/Information_Technology/City_of_Austin_IT_Strategy_2014_2019_V_2.0.pdf

Enterprise Architecture - Enterprise architecture (EA) is a conceptual blueprint that defines the structure and operation of an organization. The intent of enterprise architecture is to determine how an organization can most effectively achieve its current and future objectives.

Gartner - Gartner, Inc. is an American information technology research and advisory firm providing technology related insight headquartered in Stamford, Connecticut, United States. It was known as Gartner Group, Inc. until 2001. Research provided by Gartner is targeted at CIOs and senior IT leaders in industries that include government agencies, high-tech and telecom enterprises, professional services firms and technology investors. Gartner clients include large corporations, government agencies, technology companies and the investment community. The company consists of Research, Executive Programs, Consulting and Events. Founded in 1979, Gartner has over 5,300 employees.

Infrastructure - IT infrastructure refers to the composite hardware, software, network resources and services required for the existence, operation and management of an enterprise IT environment. It allows an organization to deliver IT solutions and services to its employees, partners and/or customers.

Internet - The internet is a globally connected network system that uses TCP/IP to transmit data via various types of media. The Internet is a network of global exchanges - including private, public, business, academic and government networks - connected by guided, wireless and fiber-optic technologies. The terms Internet and World Wide Web are often used interchangeably, but they are not exactly the same thing; the Internet refers to the global communication system, including hardware and infrastructure, while the Web is one of the services communicated over the Internet.

Intranet - An intranet is a secure and private enterprise network that shares data application resources via Internet Protocol (IP). An Intranet differs from the Internet, which is a public network. Intranet, which refers to an enterprise's internal website or partial IT infrastructure, may host more than one private website and is a critical component for internal communication and collaboration.

Extranet - An extranet is a controlled private network allowing customers, partners, vendors, suppliers and other businesses to gain information, typically about a specific company or educational institution, and do so without granting access to the organization's entire network. An extranet is often a private part of a website. It is restricted to select users through user IDs, passwords and other authentication mechanisms on a login page.

ITIL - ITIL, formerly known as the Information Technology Infrastructure Library, is a set of practices for IT service management (ITSM) that focuses on aligning IT services with the needs of business.

ITSM - IT Service Management (ITSM) is a process-based approach to aligning the delivery of information technology (IT) services with the needs of the organization that uses them.

MDM - Mobile device management (MDM) refers to the control of one or more mobile devices through various types of access control and monitoring technologies. This term is commonly related to enterprise use of mobile devices, where it is important for businesses to both allow for effective mobile device use, and protect sensitive data from unauthorized access.

PaaS - Platform as a Service (PaaS) is a concept that describes a computing platform that is rented or delivered as an integrated solution, solution stack or service through an Internet connection. The solution stack may be a set of components or software subsystems used to develop a fully functional product or service, such as a Web application that uses an OS, Web server, database and programming language. More generically, the solution stack may deliver an OS, middleware, database or application.

PMI - The Project Management Institute (PMI) is a leader in credentialing project management professionals and advancing the field of project management. The PMI has a global footprint in nearly 200 countries around the world. From its global headquarters in Newton Square outside of Philadelphia, the Project Management Institute provides certifications for project management professionals, as well as career training and educational resources. The group also maintains research programs to advance scientific and practical abilities within the industry.

Production Environment - Production environment is a term used mostly by developers to describe the setting where software and other products are actually put into operation for their intended uses by end users. A production environment can be thought of as a real-time setting where programs are run and hardware setups are installed and relied on for organization or commercial daily operations.

SaaS - Software-as-a-Service (SaaS) is a delivery model in which applications are implemented outside of a company and usually employed at a hosted location accessed by an end user via protected Internet access. SaaS generally implies a pay-as-you-go or subscription model, versus the conventional software licensing model with annual maintenance or license fees.

Wi-Fi - Wi-Fi is a local area wireless technology that allows an electronic device to participate in computer networking using 2.4 GHz UHF and 5 GHz SHF ISM radio bands.

DEVELOPMENT PLAN

Engage the community with the Austin Public Library in ways that provide resources to build and expand easy access to information, engaging programs, state of the art technologies and access to responsive professionals.

Goal I Focus on the Library Customer

A. Improve and enhance Library services for the Austin community through grant revenue and collaborative partnership activities.

STRATEGY

1. Identify and apply for grants that support the Library Strategic Plan and the goals of Library Divisions and Committees.
 - a. Partner with City departments and external organizations to provide quality, cost effective grant programs congruent with City-wide planning.
2. Partner with Library Support Groups, Austin History Center Association and APL Friends Foundation, for grant proposal development.
 - a. Maintain up-to-date working agreements with support groups.
 - b. Maintain regular meetings encouraging opportunities for joint grant proposals that will meet Library staff's vision for meeting community needs as expressed in the Library Strategic Plan.
 - c. Support endowment creation planning and implementation for the New Central Library features and funding of History Center expansion implementation ideas.
3. Encourage individuals (including staff) to contribute to Library initiatives and become engaged Library supporters.
 - a. Develop Planned Giving revenue generating strategies.
 - b. Establish an online memorial digital bookplate program with giving opportunities at various levels.
 - c. Establish a pet dedication program.
 - d. Investigate Crowd-funding opportunities for the Library.
 - e. Establish a financial contribution program for Library volunteers, building on the base of existing Library support through donation of time.
4. Cultivate public, corporate and private foundation donors as potential revenue resources and partners in Library initiatives.
5. Build capacity for the grant program.
 - a. Use volunteers for grant editing, donor management system data input, grant closeout reporting and assisting with grant inventories and audits.
 - b. Use interns for grant research and posting on Libro, conducting literature reviews, assisting with proposal preparation, assistance at meetings and performing tracking of grant deadlines.
 - c. Create outcome measures and training to be used with grants.
 - d. Build credibility file for grant proposals.



B. Improve communication with and cultivation of potential donors.

STRATEGY

1. Develop appropriate social media and website messaging to communicate ways to support the Library.
 - a. Fulfill City requirements for messaging.
 - b. Refresh "Support The Library" web pages.
2. Develop printed materials for "Support The Library" messaging.
3. Thank and acknowledge donors.
 - a. Develop procedure for thanking, acknowledging, and tracking donors.
 - b. Implement process for thanking and acknowledging donors.

GOAL II Focus on the Library Team

A. Improve and enhance Library services through grant revenue and collaborative partnership activities.

STRATEGY

1. Work with Library Divisions and Committees to develop funding strategies and grant proposals.
2. Submit proposals for grant funding using the annual City budgeting process.
3. Cultivate Library staff as partners in recruiting community support.
 - a. Provide staff with information needed to cultivate support.
 - b. Create Library-wide awareness of new grants, grant activities and outcomes.
4. Create positive visibility for the Library in the community and Council Districts.
 - a. Use positive stories to illustrate positive outcomes.
 - b. Seek awards.

- c. Provide story segments to Library Support Groups (AHCA and APLFF) for use in their newsletters to create visibility for the Library.

5. Develop grant management skills within the organization.
 - a. Coach grant program managers on responsibilities for reporting, records management and other contractual obligations.
 - b. Recognize grant staff and partners for their success implementing programs that enhance service to customers in the community.
 - c. Encourage staff to become engaged Library supporters who attend programs and take advantage of giving opportunities.

B. Use appropriate technology necessary for the Library Team to form an efficient and effective Library Development Program.

STRATEGY

1. Procure an online donation management system that will accept city-approved payment systems like PayPal and credit cards and support automatic customer donation payments using mobile technology within the parameters of the city financial system.
 - a. Identify needs and write specifications.
 - b. Procure systems.
 - c. Implement systems.
 - d. Measure and report results.
2. Procure a donor, partner, and volunteer management system.
 - a. Conduct research into available systems.
 - b. Procure and implement the system.
3. Develop milestones for giving opportunities.
 - a. Establish tracks on system: planned giving; special project fundraising; corporate, family; private foundation giving; award opportunities; and grant opportunities.
4. Expand reach and capacity to fully implement technology-assisted fundraising.
 - a. Develop volunteer and intern opportunities to assist with development activities.

GOAL III Focus on Library Facilities

A. Provide facilities that invite the community to provide support to the Austin Public Library via volunteers and financial giving.

STRATEGY

1. Assist Library Support Groups in fulfilling their goals with naming opportunities at the New Central Library.
2. Assist Library Support Groups in fulfilling their goals with endowment creation for the New Central Library.
3. Coordinate with the AHCA on plans for the AHC expansion.

B. Work with the Austin Community Foundation to encourage giving to the Austin Public Library.

STRATEGY

1. Build relationship with Board of Directors and staff of the Austin Community Foundation.

Why buy
when you
can borrow?

The average book
is checked out

57 Times 
making the Library
a sustainable
alternative that
saves space and
saves you money.



“The health of our civilization, the depth of our awareness about the underpinnings of our culture and our concern for the future can all be tested by how well we support our libraries.”

— Carl Sagan



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