

# Technology Plan

January 1, 2010-December 31, 2011

Prepared by The Poudre River Public Library District  
Systems Administration Department,  
January 2010

Adopted by Board of Trustees on March 8, 2010



**POUDRE RIVER**  
**PUBLIC LIBRARY**  
DISTRICT





**POUDRE RIVER**  
**PUBLIC LIBRARY**  
DISTRICT

## Technology Plan

## I. INTRODUCTION

### Mission Statement for the Poudre River Public Library District:

To provide public library services to the District's constituents on behalf of its taxpayers.

#### Technology Vision Statement:

The Library District chooses, designs, implements and supports technology that gives each user the information, knowledge and enrichment they need to change their lives for the better.

The Poudre River Public Library District's vision is to be a dynamic and responsive institution, integral to the fabric of the community. Technology services, including public access computers, the Internet, online services, and staff technical training, play an expanded role in fulfilling the Library District's mission and vision.

Across the country, rapid changes in the information technology and publishing fields are driving major opportunities and challenges for libraries, requiring significant and continued budgetary support and staff resources. This technology plan aims to strike a balance between the bleeding and leading edges in a manner that returns the most value to taxpayers in the district by focusing on the upgrading, updating, training for and expansion of technologies to support exceptional delivery of rapidly developing library and information services. It is equally important for the Poudre River Public Library District to consistently and constantly review the overall technological infrastructure to continually modify and improve efficiency in service delivery, management and maintenance of all technology systems.

Though this plan covers only the remaining two years of the Planning For Results (PFR) Strategic Plan (2008-2011), it ensures that the Library District maintains a culture of short-term and long-term comprehensive technology planning and support. The plan sets the Library District's broad goals for meeting the increasing demand for library services, and outlines specific related objectives and activities to provide measurable outcomes for the present and an evaluative framework for the future.

The Poudre River Public Library District comprises three libraries: Main Library in downtown Fort Collins; Harmony Library, a joint-use public/academic library with Front Range Community College Larimer County Campus; and the Council Tree Library in the Front Range Village retail center in southeast Fort Collins.

The chart below provides numbers to help give some dimension to localized computing resources as compared to volume of circulation at each location, and electronic use including renewals and downloadable library materials (including eBooks and audio books).

Library Site	Sq Ft.	Catalog PCs	Public Internet PCs	Other Public PCs	Staff PCs	Items owned FY2009	Circulation FY2009	Remote Renewals	eMedia (e-books and audio)
Main	34,000	22	30	5	58	233,896	979,021	578,031	8,226
Harmony	31,000	18	40	4	29	145,301	836,501		
Council Tree	16,600	13	13	4	24	79,280	640,669		
Tech Services	2,270	n/a	n/a	n/a	5	n/a	n/a		
Totals	83,870	53	83	13	116	458,477	2,456,191 *		

\*Total circulation for 2009 includes this number plus remote renewals and downloadable electronic media (e-books and audio books), giving a total of 3,042,448 items circulated in 2009.

In November 2009, the Technology Planning Committee developed a survey tool to measure the satisfaction of public and staff users regarding computer resources in the Library District and to solicit input on enhancements and changes to the systems. This technology plan is based on input from these measurement tools (see Appendix A for surveys and results). Additionally, this plan is based on the Library District's goal to be and remain at the forefront of library and information technology practices.

Goals 1-3 in the technology plan are designed to achieve two outcomes: meet the 2011 Planning For Results (PFR) targets as stated in the PFR document, and reflect the compelling patron and staff needs voiced through the research. The fourth goal, finance, addresses an existing need. All activities in the plan deadline at the end of 2011, at which time it is recommended that a new five-year technology plan be put in place.



## II. TECHNOLOGY STRATEGY

### Systems Administration (SA) Department Mission and Vision:

The Systems Administration Department provides technological vision, support, and training to sustain the larger mission and vision of the Poudre River Public Library District

Vision is provided through awareness and communication of technology issues and trends in libraries; leadership on the local, state and national levels; and pro-active and strategic planning for library technology needs.

Support is provided through outstanding customer service; active participation in all library departments and divisions; and availability and responsiveness to the technological needs of library patrons and staff.

Training is reactive and proactive; and based on current and future needs.

The Library District has committed to maintain and upgrade existing technology according to industry standards. It is the role of the Systems Administration (SA) Department to continuously survey the evolving technology landscape for appropriate applications and pilot new technology that holds promise for library patrons and library operations. The Library District as a whole must work toward meeting a growing user demand, and SA must consistently provide the information technology tools and framework that will continue to meet this demand.

The SA Department champions a perspective that demonstrates an understanding of what technology can do well in terms of delivering library services. SA does this by working closely with library staff, patrons, and colleagues, and by staying abreast of developments in complementary fields to synthesize solutions that efficiently address our current and future needs.

Despite the ever-changing technological landscape, we believe the mission of the public library and the role of librarians will persist – to connect people with information, ideas and enrichment at little or no direct cost to the user, funded via taxes as a public good. Today, these ideals are increasingly delivered and supported by technology via information access, retrieval, storage, preservation and organization. The following are the strategic assumptions that provide the framework for this and future technology planning:

Library technologies must promote efficiency and effectiveness in the delivery of information and library services, and must support increasing library use in the physical and electronic worlds.

Electronic access is now the primary means of locating information inside and outside of the physical library.

New technologies provide the most appropriate information delivery systems.

Technology must control cost and improve efficiency of library operations in order to be and remain effective.



New technologies must build on existing services and objectives, and must also suggest new opportunities to fulfill the mission of the library.

The Library District must maintain flexibility and provide funding priorities to adapt new and changing technology to meet the needs of users and staff.

The Library District must constantly evaluate emerging technologies for effective response to users' and staff needs.

The library's presence on the web can be used to build community.

Information literacy is a priority for staff and public training initiatives



### III. GOALS AND OBJECTIVES

#### ***GOAL I: Library patrons and staff will have access to strong, reliable and user-friendly computer resources***

Public access computers and associated services, including printing and wireless Internet access, are not only growing in demand, but users have an expectation that these services are provided without interruption or delay, and in the most user-friendly and reliable way.

When asked how they rated the Library's computer resources 53.1% of the in-library (public) users rated the resources very good or excellent; and 71.5% web respondents rated the resources very good or excellent. The PFR target is to reach 90% by 2011. Survey comments and comments during staff focus groups included the desire for more Internet computers, Internet flexibility from PACs, more software features, scanning devices, and improved speed.

Public and staff users also requested newer, faster computers and faster Internet performance. However, by the time of the survey (late 2009), all public Internet machines at all Library branches had been replaced with new, robust hardware, and the capacity of the library's already speedy fiber-optic connection had also been increased. To improve user satisfaction, therefore, SA will work more closely with users and public service departments at the library to better define the issues around speed and high performance.

Regarding public and staff use of the wireless network: the existing network is scheduled for an upgrade in early 2010 to meet the growing demand. Options for printing on the wireless network are also being explored.

The Library District will continue to evaluate the use and placement of Internet-access computers and the electrical and network infrastructure to support them. As computers and printers reach the end of their useful lives, a systematic structure will be initiated to replace hardware and software.

Task management and timelines to reach this goal are presented in Appendix C.

#### **Objective 1: Meet the 2011 PFR goal of users rating the public computing resources as very good or excellent by improving computer capacity.**

**Task 1: Form SA and Management team to study existing spaces at each branch and determine desired ratio of space for technology, space for collections, and space for people. Target Completion Date: June 30, 2010.**

**Task 2: Make formal recommendations for public computing additions or re-configurations as suggested by Task 1 study. Target Completion Date: March 30, 2011.**

**Task 3: Add public-use Internet computers in each library as determined by study, site teams and available budget. Add all recommended computing stations by the early 2011.**

**Task 4: Create formula for public computer replacement schedule. Target Completion Date: July 30, 2011.**



**Objective 2: Meet the 2011 PFR goal of users rating the public computing resources as very good or excellent by improving user interface for public computers.**

**Task 1: Create evaluation tool to measure user experience at public Internet PCs, 20-minute stations, and Public Access Computers. Target Completion Date: May 30, 2010.**

**Task 2: Identify upgrades and improvements, such as newer versions of MS Office software, alternative web browsers, changes to interface, evaluation of PC reservation system, evaluation of public printing system, etc. Target Completion Date: July 30, 2010.**

**Task 3: Implement upgrades and improvements. Target Completion Date: ongoing through December. 31, 2011.**

**Objective 3: Library users will have friendly and efficient points of access to self-service technologies.**

**Task 1: Install new points of de-centralized RFID self-check units at Main (1) and Harmony (2) Libraries. Target Completion Date: April 30, 2010.**

**Task 2: Survey users and circulation staff to refine functionality of current self-service units. Target Completion Date: December 31, 2010**

**Task 3: Investigate options for wireless patron printing. Target Completion Date: December 31, 2010.**

**Objective 4: Improve staff computing resources to support staff efforts.**

**Task 1: Implement software improvements to staff workstations, including current version of MS Office and other applications. Target Completion Date: immediately and through March 30, 2011.**

**Task 2: Upgrade EMS (room scheduling) software to current version. Target Completion Date: September 2010; re-evaluate: March 2011.**

**Task 3: Choose, design and implement scalable technology platform for staff Intranet. Target Completion Date: May 30, 2010.**

**Task 4: Identify and implement technologies to provide easy collection of and access to library statistics. Target Completion Date: December. 31, 2010.**

**Task 5: Identify and recommend options for staff scheduling software. Target Completion Date: June 30, 2010.**

**Task 6: Re-assess help desk software (currently Bugzilla). Target Completion Date: July 2011.**



**Task 7: Design project to expand TV Billboard system to all library branches. Target Completion Date: July 31, 2010.**

**Task 8: Evaluate audio-visual support and programming infrastructure each library. Target Completion Date: August 2010.**

**Task 9: Study the feasibility of recording lectures and workshops and provide streaming digital content to staff and public over the web. Target Completion Date: July 30, 2010.**

### **Objective 5: Ensure continued stability, scalability and high performance of library technology infrastructure**

**Task 1: Evaluate desktop computer, server and infrastructure resources and create replacement metrics and schedule for staff computing, network hardware, network connectivity, operating systems, etc. Target Completion Date: July 30, 2010.**

**Task 2: Investigate architecture changes that would allow users a single sign-on to access all electronic library services. Target Completion Date: June 2010**

**Task 3: Investigate and design remote access options for library staff. Target Completion Date: December 31, 2010.**

**Task 4: Assess current ILS hardware and create a road map and budget for replacement. Target Completion Date: July 31, 2011.**

**Task 5: Evaluate backup systems and design any needed changes. Target Completion Date: July 30, 2010.**

### ***GOAL II: Electronic library services via the web will serve the informational needs of library users now and in the future.***

Library users, whether in-person or online, should be able to easily locate and use information and materials relevant to their needs. The library website, digital library collection, and online public access catalog (PAC) must allow online users to find information and materials such as databases, downloadable audio, video and e-books, digitized images and born-digital content, and have access to virtual reference in an easy and intuitive manner. As well, the Library District must foster a virtual community through its website. To do this, we must launch a strategic effort that both satisfies current demand, and creates a scalable technological framework to meet foreseeable future needs.

The existing Library District website serves up more than 2.5 million uses per year. In 2009, the look of the site was overhauled reflecting the new District name, logo, and branding style. As part of the change in look, minor adjustments were made to the underlying technology, but the core structure needs to be re-evaluated as part of the process to improve service delivery via the web.



According to in-library and web survey comments, library users are generally satisfied with the new Library District website, i.e., holds and renewals work well, catalog searching is convenient and easy, and the site is considered user-friendly and efficient. Comments also included adding more e-books, more and easier downloadable media.

In addition to off-site electronic library services, in-library users must be able to easily locate materials in buildings and be able to check out material in an efficient and effective manner, with little or no intervention by library staff. State-of-the-art self-check stations and RFID were implemented in 2008-2009. These have expansion potential to make the in-library user experience better. To complete the technology planning process, self-check stations will be placed throughout the library buildings, and self-direction links and electronic signage on the PACs will further ease in-library experience.

### **Objective 1: Offer web-based electronic library services that match, mirror and sometimes influence physical library services.**

**Task 1: Investigate and implement a Web discovery tool, platform or service to enable users to more powerfully find library materials, and that incorporates community-building interactive opportunities. Target Completion Date: September 2010**

**Task 2: Define the role of the website within the Library District's mix of services, communications efforts and materials, as well as the optimum ways the web can be used to deliver all three. Target Completion Date: December 31, 2010**

**Task 4: Identify the specific technologies, infrastructure and budget needed to deliver those services. Target Completion Date: March 30, 2011.**

### **Objective 2: Reflect industry trend regarding all forms of e-media.**

**Task 1: Implement new e-media material services. Target Completion Date: May 2010.**

**Task 2: Study current developments in the delivery of e-books, MP3, streaming video and other digital formats to inform and make recommendations to Library Collection Management group and web strategy group. Target Completion Date: July 31, 2010**

**Task 3: Expand current and explore new digital partnerships (such as the Fort Collins History Connection) that contribute unique content to the Internet community: Target Completion Date: Immediate and Ongoing through December. 31, 2010.**

### **Objective 3: Serve the emerging needs of mobile users.**

**Task 1: Study current developments in mobile computing devices (including cell phones, e-readers, and e-media players) and create a road map to serve library users through their mobile devices. Target Completion Date: July 31, 2010**

**Task 2: Budget for and implement services as feasible. Target Completion Date: December. 31, 2010.**



#### **Objective 4: Build community through the Library District website.**

**Task 1: Study the feasibility of naming the Library District's web-presence—"virtual Branch" "E-Library?" Target Completion Date: December 31, 2010.**

**Task 2: Work within the Library District's Communication Plan to develop a public information campaign that promotes the Library District's technology capabilities, i.e., e-library, databases, etc. Target Completion Date: March 31, 2011**

**Task 3: Provide public users with interactive web experience, such as the ability to see and add reviews, comments, etc. Target Completion Date: June 30, 2011**

#### ***GOAL III: Technology and other training in a variety of forms will enable staff to serve the growing information needs of users, and patrons the skills they need to use library technology.***

The Library District must provide consistent continuing education so that staff skills will remain up-to-date, thus ensuring service delivery which reflects the best current knowledge in the information science and library profession. On the user side, the Library District seeks to provide opportunities for user (public) training from simple information literacy skills like e-mail to more complex information fluency training, such as helping users understand, navigate and effectively use the digital information landscape and digital resources.

To address these training needs, there were two components in the survey measurement: Users who took an in-library computer training class, and staff comments on the service and training they receive from the SA division.

Of those in the survey who took public training classes offered by the Library (basic computer skills, email, Powerpoint, Word, Excel), 76.9% rated the training as very good or excellent (PFR target is 90% by 2011). They appreciated the level of instruction, and the materials were considered good-to-excellent. However, the public training librarian position has been vacant since fall 2008, and though the public user may not have noticed the lack of a training structure, this long-term vacant position needs to be part of the overall study of the training, information literacy and information fluency goals. However this training looks, hardware and software purchases may be made to support the effort.

Staff comments in the survey include PC and network support, better electronic scheduling systems, a staff intranet, more technical education and set competencies, and an online system to record and report library statistical data. Staff also voiced an eagerness to learn more about technology in regular, informal sessions.

Again, the targeted outcome for this goal is 90% very good to excellent by the end of 2011.

#### **Objective 1: Library District users, including patrons and staff, will have up-to-date and on-going training for information literacy and information fluency.**

**Task 1: Form a District-wide training committee to develop a programming strategy for staff and public user training. Target Completion Date: April 30, 2010.**



**Task 2: Study options for a physical training space at each library. Target Completion Date: June 30, 2010.**

**Task 3: Inventory, make recommendations and budget for improved current technology training resources at all library locations. Target Completion Date: July 30, 2010.**

**Task 4: Provide for immediate (2010) public training needs. Target Completion Date: February 28, 2010.**

**Objective 2: Library staff will be aware of the latest information technologies affecting library services.**

**Activity: Begin quarterly brown-bag lunch visits to branch libraries to informally share exciting developments in library technology, receive feedback, discuss trends, and demonstrate hardware and software (such as a “Technology Petting Zoo”)**

## ***GOAL IV: Financial resources to support technology will be secure, systematic and ongoing.***

In order to maintain a strategic technology system, financial resources must be integrated into the Library District budget, both for ongoing planning and for emergency funding. The current technology financial development strategy relies on a special City tax approved by voters prior to the creation of the Library District. A portion of the City of Fort Collins’ Building on Basics (BOB) tax, about \$750,000 annually through 2015, is earmarked to fund library technology. This goal is to recognize the end of that special technology fund and to systemize future technology funding as part of the Library District’s budget process.

**Objective: Secure ongoing budgetary support for technology development.**

**Task 1: Provide a white paper explaining technology funding-to-date and the sunset of BOB monies. Target Completion Date: June 30, 2010.**

**Task 2: Build a technology funding model to reflect and understand current technology-related costs, including the role of technology in a library budget and metrics to determine resources (including dollars and staff) needed for district technology support. Target Completion Date: December 31, 2010**

**Task 3: Identify appropriate reserves for catastrophic failure of major systems. Target Completion Date: June 31, 2010**

**Task 4: Work with Executive Director, Finance Officer and others to define and implement strategies to meet District technology resource needs. Target Completion Date: December 31, 2011**



## EVALUATION PROCESS

The technology plan will be formally evaluated at three-month intervals to determine progress with each of the broad goals, individual objectives and activities. This schedule will also provide the opportunity to evaluate goals, objectives and tasks in a dynamic fashion. Due to the rate of technological change, it's possible that some efforts would require modification, re-direction, or a re-assessment of current relevance.

The Library District will capture and evaluate usage statistics from various targeted computer activities. To accomplish this, various data sources will be collected and measured. Comments will be solicited from library users through online and in-library surveys. Bugzilla (our staff technology help-desk system) tickets and Reference Desk reports will be reviewed to identify any individual or ongoing service adjustment requirements. We'll consider other indirect data such as door counts at each library. Alternative technologies that could enhance services or be more cost effective will continue to be investigated and applied.

Because of the tight timeline for this technology plan and for consistency, the same survey tools used for this plan will be used for the ongoing evaluation process. In addition, to monitor use of online content and resources, and analog content and resources, some of the metrics we will use are Google Analytics for the web site, e-media download statistics, vendor reports for databases and circulation statistics.

The goals and objectives for technology infrastructure, communication services and infrastructure will be measured by staff who regularly monitor storage and network performance, and who record purchases and implementation of services, hardware and software.

This technology plan is ambitious by design; the Library District is fortunate to have enthusiastic patrons who look to the Library to provide for their current needs and grow and adapt as the technology landscape changes. As well, the District is served by staff members who demonstrate a deep investment in serving their communities – and staff need robust technology tools to support their endeavors.

Resources to provide for patron and staff needs – in terms of both dollars and staff hours – are finite, and this plan expresses the technology priorities for the next two years. As the new areas detailed in this plan are explored and accomplished, SA staff will consistently evaluate existing efforts and services. It's likely that when prioritizing efforts, the SA department (with appropriate transition planning) will “stop doing” things that no longer support the library's top priorities.



## Appendix A: Survey document

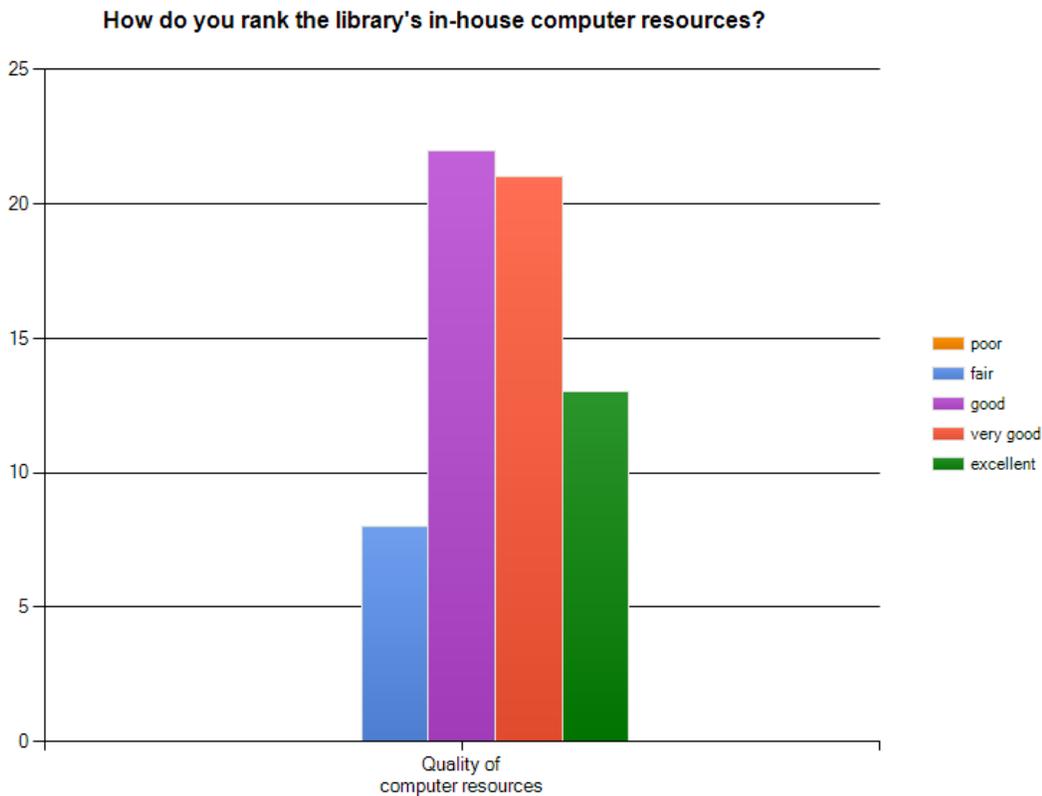
### Technology Planning Input – Surveys, Analysis and Proposed Goals DRAFT

Surveys –the numbers

PFR: How do you rank the library's in-house computer resources?

(Source: Public – In-house patrons) 65 Responses

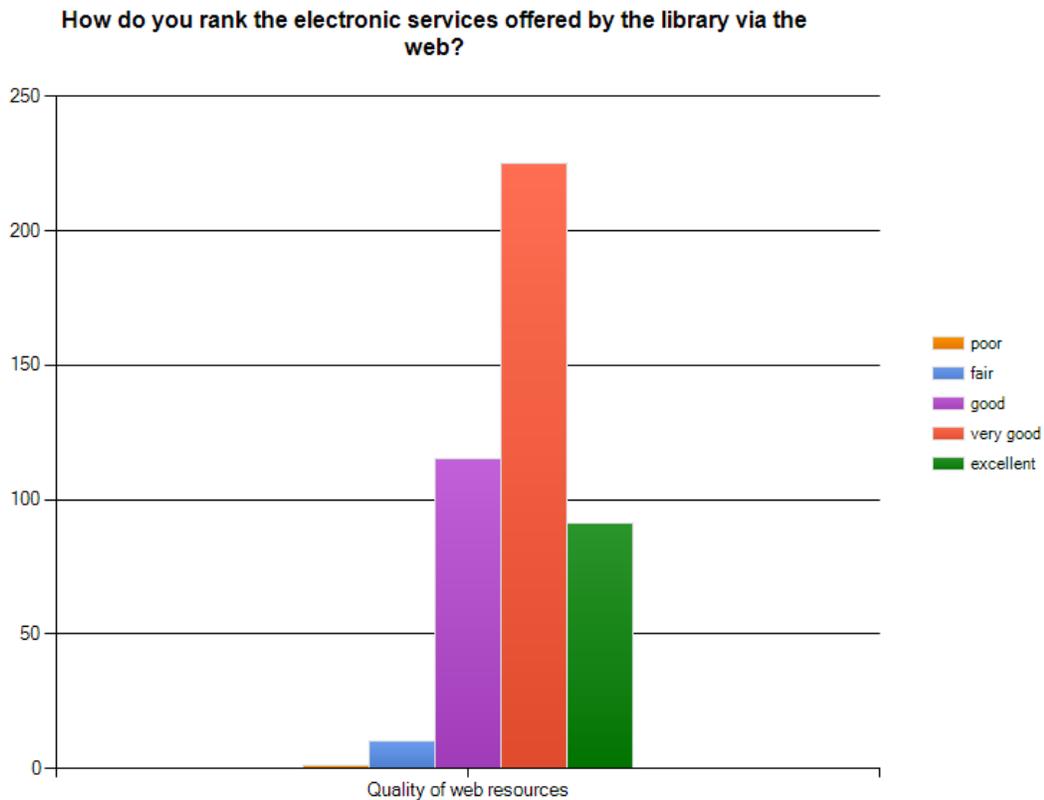
Very Good/Excellent: 53.1% (PFR Target: 90% by 2011)



## Appendix A: Survey document

PFR: How do you rank the electronic services offered by the library?  
(Source: Public – via web) 447 responses

Very Good/Excellent: 71.5% (PFR Target: 90% by 2011)



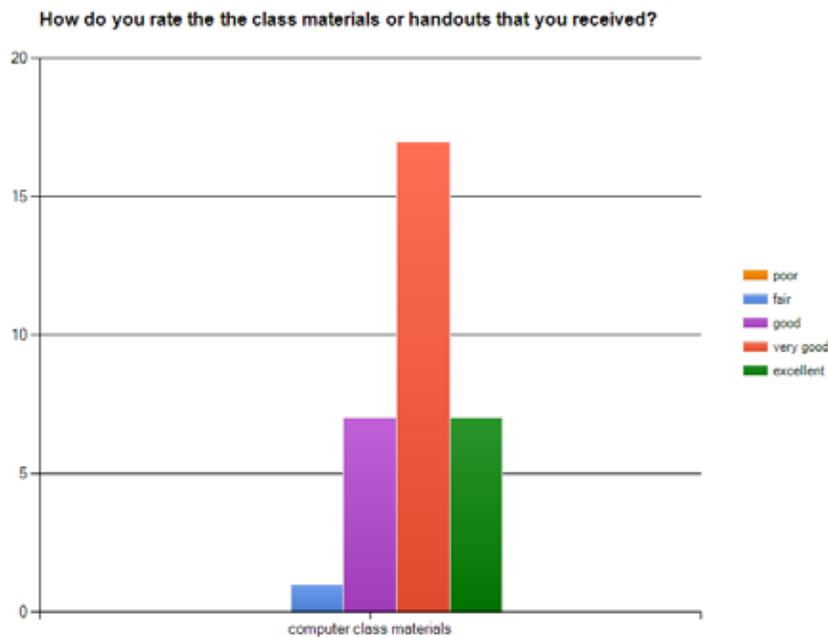
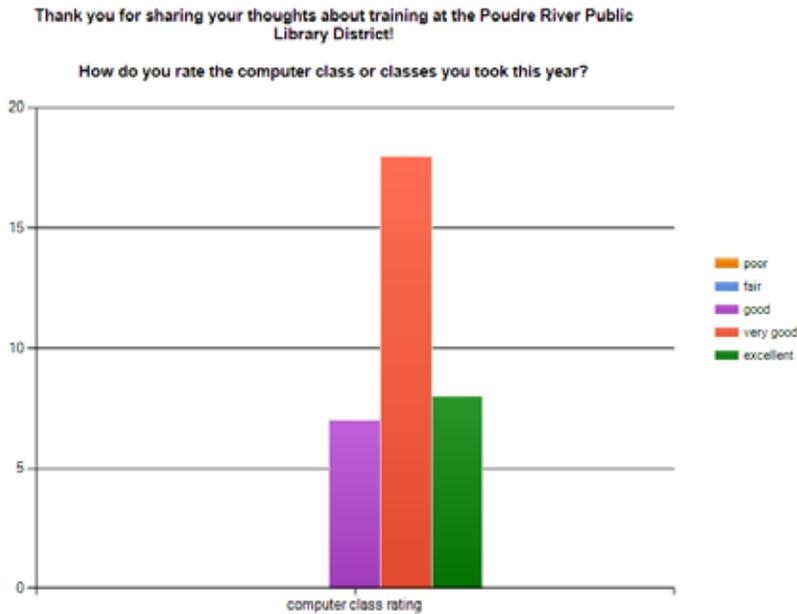
## Appendix A: Survey document

PFR: How do you rank the training classes and materials offered by the library?

(Source – patrons taking classes; % is a average of the two questions below)

35 responses

Very Good/Excellent: 76.85% (PFR Target: 90% by 2011)

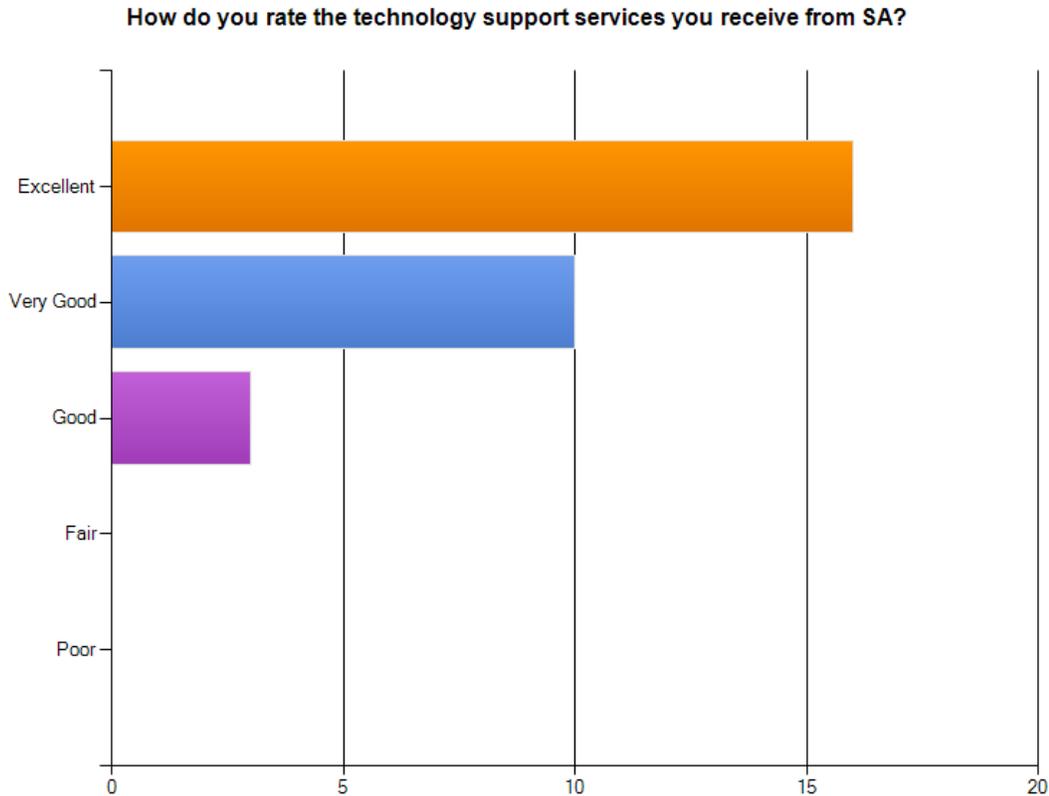


## Appendix A: Survey document

How do you rank the technology support services you receive from SA?

(Source – staff taking electronic survey) 30 responses

Very Good/Excellent: 90% (No PFR Target)



### Analysis of all PFR Surveys:

- Baseline year for PFR Surveys – first surveys ever in this area.
- Most rank resources and services well, but one is well below PFR target.
- Are PFR targets realistic?
- In-house computing satisfaction ratings low despite all-new public PCs and an increase in bandwidth. Next level of improvements would come from interface design – public service/desk implications.
- The closer SA is to the end customer (in terms of a direct relationship), the higher the satisfaction rating.

## Appendix A: Survey document

### PFR Surveys – Comments

In-House Computing (please note – some results were pulled in from the survey of web customers)

Doing Well	Could Improve
<ul style="list-style-type: none"> <li>• <b>Easy to use</b></li> <li>• <b>Good resource</b></li> <li>• Inexpensive printing</li> <li>• Databases</li> <li>• Prospector</li> <li>• <b>Wireless Internet</b></li> <li>• <b>Reliable and fast</b></li> <li>• Support for young readers</li> <li>• Lots of computers</li> <li>• Already leaps and bounds ahead of other libraries in the country</li> </ul>	<ul style="list-style-type: none"> <li>• <b>More Internet computers</b></li> <li>• <b>More Internet flexibility from PACs</b></li> <li>• Have fewer PACS (in ratio to Internet computers)</li> <li>• Improve printing</li> <li>• <b>Slow computers and connections (including new bank of computers at Main)</b></li> <li>• <b>More software features (java, quicktime, flash, alternate web browsers, open-source applications) and less workstation restrictions for better Internet experience</b></li> <li>• <b>Enhancements to ILS</b></li> <li>• Aesthetics (like cable management) at Main and Harmony</li> <li>• Information on website hard to find.</li> <li>• Add Macintosh computers</li> <li>• <b>Add scanning</b></li> <li>• Add fax services</li> <li>• Computers for multi-media production</li> <li>• More Children’s game computers</li> <li>• Better mice</li> <li>• More electrical outlets</li> <li>• <b>Newer and faster computers</b></li> <li>• Review filtering restrictions</li> <li>• More separation between Children’s and Adult computing</li> <li>• Some patrons stopped at gate after using self-checks</li> <li>• Add Zoom Text for low-vision users</li> <li>• More tables</li> <li>• Staff not knowledgeable about self-checks</li> </ul>

#### Analysis:

- Items in bold are frequently cited by survey respondents and should be given priority consideration in the technology plan.
- In-house computing is our lowest in terms of patron satisfaction, despite current refresh of all computers and an increase in Internet bandwidth. Next level of improvements would likely come from interface design or software offerings – public service/desk support implications.



## Appendix A: Survey document

### Electronic Services

Doing Well	Could Improve
<ul style="list-style-type: none"> <li>• <b>Holds and renewals</b></li> <li>• <b>Catalog search works well</b></li> <li>• <b>Prospector</b></li> <li>• <b>My Account (due dates, c/o history, etc)</b></li> <li>• <b>Web site is user-friendly and efficient</b></li> <li>• Book lists</li> <li>• “Appropriate Level” reading</li> <li>• <b>Self-check are great</b></li> <li>• <b>Great, Knowledgeable staff</b></li> <li>• PSD can search our holdings</li> <li>• <b>Email updates (programs and events)</b></li> <li>• Online book stories (children’s)</li> <li>• Local History site</li> <li>• <b>Databases</b></li> <li>• <b>E-commerce</b></li> <li>• New website is good</li> <li>• Internet is fast</li> <li>• Internet is slow</li> </ul>	<ul style="list-style-type: none"> <li>• Place holds on new (unprocessed) books</li> <li>• “What’s New” seems old</li> <li>• <b>Improve account login</b></li> <li>• <b>Improve “account” services</b></li> <li>• <b>General ILS improvements – searching and results, etc</b></li> <li>• Can’t find “read along” books on web site</li> <li>• More software training (classes and electronic)</li> <li>• Better electronic formats for audio books</li> <li>• Website is average</li> <li>• <b>Website navigation could improve</b></li> <li>• Emulate PPLD’s “web picks”</li> <li>• <b>Improve interaction with Prospector</b></li> <li>• <b>Add eBooks (more)</b></li> <li>• Better vehicle Repair database</li> <li>• Website slightly out of date</li> <li>• Add patron book reviews</li> <li>• Service for mobile devices</li> <li>• More online resources for kids</li> <li>• Add ancestry.com via the web</li> <li>• Emulate Kent Library District web site</li> <li>• Improve “suggest a book” function</li> <li>• Improve netlibrary searching)</li> <li>• Prospector searches are slow</li> <li>• <b>More downloadables</b></li> <li>• More book summary info and suggestions for other books</li> <li>• <b>Improve access to e-audiobooks</b></li> <li>• More kids audio on CD or electronic formats</li> <li>• Improve fonts and colors on website</li> <li>• Kids e-learning resources</li> <li>• More timely BOT info</li> <li>• More genealogy databases</li> <li>• <b>Website improvement suggestions (see “ease of website use” question on survey – many good suggestions)</b></li> <li>• <b>Technology Improvement Suggestions – see “what web technologies would you like” question on survey</b></li> </ul>

#### Analysis:

- Items in bold are frequently cited by survey respondents and should be given priority consideration in the technology plan.
- Last two survey questions contain many excellent suggestions for web site improvements – too many to list in this format, but I recommend they be used among others for the basis of defining the elements of a “Virtual Branch Library” in the Technology Plan.



## Appendix A: Survey document

### Public Training

Doing Well	Could Improve
<ul style="list-style-type: none"><li>• <b>Excellent Instructor</b></li><li>• <b>Generally Like classes</b></li><li>• Good facility (Harmony)</li><li>• <b>Good/excellent materials</b></li></ul>	<ul style="list-style-type: none"><li>• More time for questions</li><li>• More MS Office classes (esp. Excel)</li><li>• More in-depth</li><li>• <b>Pace a little fast</b></li><li>• Enforce on-time student arrival</li></ul>

#### Analysis:

- Items in bold are frequently cited by survey respondents and should be given priority consideration in the technology plan.
- Public classes are currently in a gray area – Technology Training Librarian position has been vacant since fall 2008, and another staffer has been providing a basic public training schedule.
- Locations for classes have December since “lab” move at Main during Winter 2009.



## Appendix A: Survey document

### Staff Focus Groups

LMT

Improve	New
<ul style="list-style-type: none"> <li>Continued enhancements to self-service – friendly and intuitive</li> <li><b>Continue to allow staff to directly access tech, reports, stats, etc.</b></li> <li><b>Improve/duplicate TV billboard system at Main – include smaller, tabletop monitors too</b></li> <li>“Locked Record” frustration</li> <li>TS: review billing flow</li> <li>Website: Make budget info easier to find</li> <li><b>Improve electronic room scheduling – options to EMS?</b></li> <li>More laptops available to staff – Decentralize distribution further?</li> <li>Review Ben D coverage/responsibilities</li> <li><b>Public Printing (and copiers) – migrate to a better system?</b></li> <li><b>Access to new/multiple versions of MS Office?</b></li> <li>Better patron request system for materials selectors</li> </ul>	<ul style="list-style-type: none"> <li><b>Patron convenience – incl. login to use services (single login?). Maybe not require library card?</b></li> <li><b>Improve communications – staff intranet</b></li> <li><b>Website – better searching/discovery tools/interface across data sources</b></li> <li>Outsource assist for TS – cataloging</li> <li>Patrons reserve items in catalog queue</li> <li><b>Expand books by Mail</b></li> <li><b>Texting service for patron communication</b></li> <li><b>More tech education for staff – including training, competencies, learning culture, etc.</b></li> <li>Support new formats</li> <li><b>System to assist staff scheduling</b></li> <li><b>System to record and report library statistical data</b></li> <li><b>Remote access for staff to library computer systems</b></li> <li>Support for mobile devices</li> <li>Intranet: staff directory</li> <li><b>Put “how’d we do” online</b></li> <li>Review satisfaction with ILS</li> <li>TS: Impact of AACR2</li> <li><b>Intranet: Incident Reports</b></li> <li>Investigate expanded “off hours” support from SA</li> <li>Electronic program registration</li> <li><b>Remote access to staff end of ILS</b></li> <li>Wireless printing</li> <li>Add accessible workstations?</li> <li>Build out a better “lab” environment at Main?</li> <li>PACS in the stacks</li> <li>VOIP/Call center concept</li> </ul>

### Analysis:

- Items in bold are frequently cited by survey respondents and should be given priority consideration in the technology plan.
- Managers voiced need for significant growth in electronic support services.
- Staff training/learning a major request permeating much of the discussion.

## Appendix A: Survey document

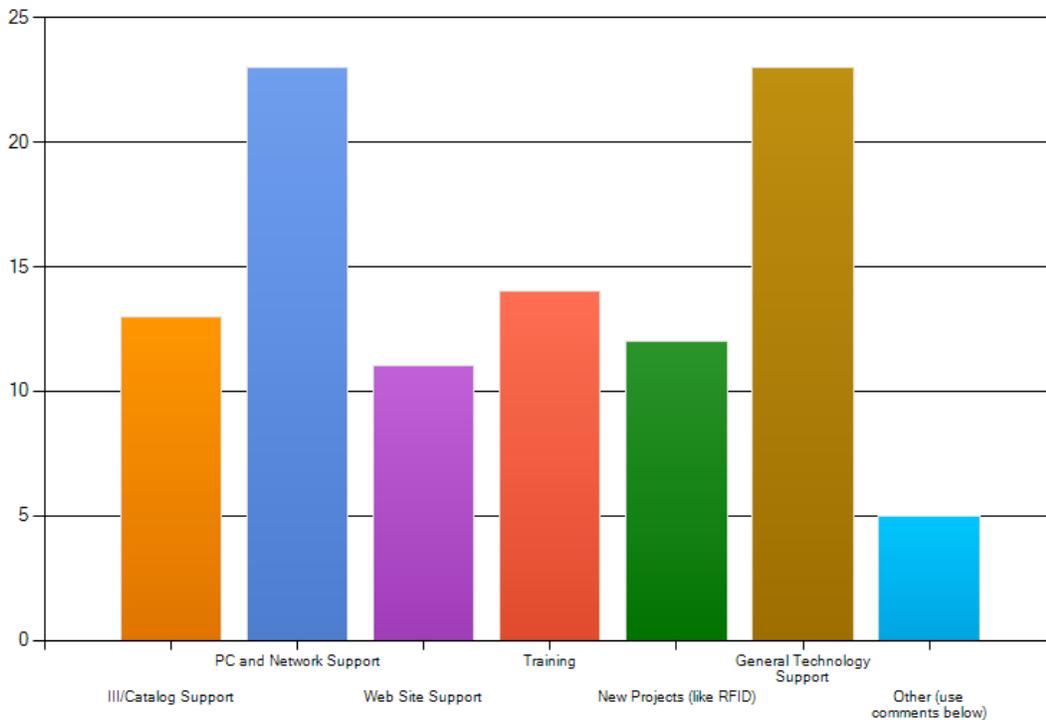
Survey and Staff Brown-Bags

Survey: 30 respondents

Staff Brown-bags: Approx 25 staff

Total staff input: Approx 55

**What are the most important services you receive from the Systems Administration department? (Check all that apply)**



From bugzilla (online staff help-desk): Top 10 ticket categories:

- |                    |     |
|--------------------|-----|
| 1) Computers       | 31% |
| 2) III/Millennium  | 21% |
| 3) Web pages       | 12% |
| 4) Applications    | 10% |
| 5) Equipment       | 5%  |
| 6) Don't Panic     | 3%  |
| 7) Projects        | 3%  |
| 8) Network/Servers | 2%  |
| 9) Beta Testing    | 2%  |
| 10) Batzilla       | 1%  |



## Appendix A: Survey document

Combined Staff Input:

Improve	New
<ul style="list-style-type: none"> <li>• <b>Staff Technology Training – more and ongoing; class, in-person and virtual; staff and volunteers</b></li> <li>• <b>Better staff scheduling system</b></li> <li>• <b>Better room scheduling system</b></li> <li>• <b>Improve self-checks even more</b></li> <li>• Prospector Item status</li> <li>• More templates</li> <li>• <b>Full Spanish website</b></li> <li>• New volunteer software</li> <li>• <b>More public computers</b></li> <li>• <b>More public computer classes</b></li> <li>• Better searching via website</li> <li>• <b>More downloadables – media and print</b></li> <li>• Streamline acquisitions process in TS</li> <li>• <b>Quarterly informal tech chats with SA staff to stay aware – web, tech, social networking, web 2.0, learn-and-play, tech petting zoo, etc.</b></li> <li>• More online forms, less paper forms</li> <li>• Improve email communications from ILS</li> <li>• Review quality of media</li> <li>• Add tutor.com</li> <li>• General website improvements ( please see raw data)</li> <li>• General improvements to check-in processes and other circ functions</li> <li>• New pay-for-print system? Something less frustrating. Accept CC for payment.</li> <li>• Better multimedia on public computers</li> <li>• Touch screen options for more staff computers</li> <li>• Touch screens for patron computers</li> <li>• Better staff marketing of databases to patrons</li> <li>• <b>More user-friendly “bugzilla”</b></li> <li>• <b>Faster network (Harmony especially)</b></li> <li>• <b>Email and calendaring system (Groupwise)</b></li> <li>• Review ILS</li> <li>• Better training for staff assisting self-check</li> <li>• <b>More bandwidth for Harmony?</b></li> <li>• Dedicated terminals for databases? Overdrive?</li> <li>• Refinements to holds and notes (see raw notes)</li> <li>• <b>Improve friendliness of bugzilla (different help-desk system?)</b></li> <li>• <b>Replace EMS with friendlier system (see raw notes)</b></li> <li>• <b>TS: refinements to ordering and acquisitions processes</b></li> <li>• <b>Tweak staff ref tools (see Amy H. comments)</b></li> <li>• Support increased use targets for self-check – in conjunction with circ.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Intranet (see raw data for specific ideas)</b></li> <li>• Website that integrates ILS, RFID and general web info more powerfully</li> <li>• Self check-in for patrons</li> <li>• A dedicated Spanish-language computers for patrons</li> <li>• “Red Phone” for Spanish patrons</li> <li>• <b>Remote staff access for library computing resources</b></li> <li>• More portable technology for patrons in-house use (laptops, kindles, audio-book players, etc)</li> <li>• Books by mail for all patrons</li> <li>• Add social media to website (like patron reviews)</li> <li>• “Bugzilla jr” for Rob</li> <li>• Remote access for staff</li> <li>• More power for patron laptops</li> <li>• <b>Wireless Printing for patrons</b></li> <li>• Add smartboards to meeting rooms</li> <li>• Add ability to download to SD or small media cards to patron machines (and staff?)</li> <li>• Wire management! Neaten up Main and Harmony!</li> <li>• <b>Better ILS searching – discovery tools</b></li> <li>• <b>Allow patrons interactive web experience (add reviews, comments, etc to website)</b></li> <li>• Support gaming</li> <li>• Upgrade Windows 7, MS Office</li> <li>• Greater collaboration with school district</li> <li>• Check out technology (laptops, kindle, etc)</li> <li>• <b>Patrons – self-signup for classes and programs</b></li> <li>• <b>More staff input into website changes</b></li> <li>• Podcasting/youtube/flickr/digital camera) etc for staff communication</li> </ul>

## Appendix A: Survey document

### Analysis:

- Items in bold are frequently cited by survey respondents and should be given priority consideration in the technology plan.
- Staff from all sites voiced common needs
- Technology training (including staff Technology Trainer position, classroom-type classes, electronic training resources, and regular chats with SA) a frequently-voiced request.
- Staff enthusiastic about communications and information-sharing possibilities facilitated by an Intranet. Pent-up demand.
- Staff voiced desire for friendlier tech – offered suggestions for refinement of existing and ideas for new.
- Staff seem ready for a push for higher-tech as long as they are supported by good training support in a variety of forms. Some is informal (awareness, tech “petting zoos,” SA communication from conferences and trainings, and quarterly visits) others more formal (specific database, software and tech-tool training)

### Systems Administration

Improve	New
<ul style="list-style-type: none"> <li>• <b>Stability: back-end and uptime</b></li> <li>• <b>Stability: backup</b></li> <li>• <b>Stability: Disaster Recovery Plan</b></li> <li>• <b>Staff Training</b></li> </ul>	<ul style="list-style-type: none"> <li>• <b>Serve Mobile Users</b></li> <li>• <b>Become closer to staff and patrons – leadership, design, etc</b></li> <li>• Printing for wireless users</li> <li>• Millennium server – re-assess vendor /hardware upgrade in 2012</li> <li>• SAP infrastructure?</li> </ul>

### Analysis:

- Items in bold are frequently cited by survey respondents and should be given priority consideration in the technology plan.

### Existing 2010 Projects

- Addition of Overdrive
- Floating Collections
- Staff Intranet
- Discovery Tool for Website
- Books by Mail (expanded project in 2010)
- SRP sites
- others



## Appendix A: Survey document

### Proposed Goal Categories

Our task is to create a 2-year Technology Plan with 3-4 objectives. I think we will need four – three reflecting input to the plan, and the fourth given to a significant need – financial resources via BOB funding – that will expire in several years. Our technology funding from BOB – approx \$750k annually – sunsets at the end of 2015.

Ideally, our buckets should suggest (and lead to) final objectives that can be worded in terms of desired Impacts/ Outcomes (please see “Inputs, Outputs, and Outcomes” document).

If our categories are good ones, we should be able to place the vast majority of all of our suggestions/feedback and resulting tasks in one (or more) of the designated buckets.

Based on our data and situation, here are my recommendations for categories:

#### Category #1: Enhanced e-Library services

- Expand electronic library services to serve the informational needs of library patrons
- Improve online services to meet PFR goal
- Offer web-based electronic library services that match, mirror and sometimes influence our physical library services
- Reflect industry trend to e-media (all forms)
- Build community with our web site
- Discuss name – “Virtual Branch” “e-Library” or other?

#### Category #2: Strong, Reliable and User-friendly Computing Resources

- Strengthen computing resources to serve growing needs of patrons and staff
- Improve in-house computing resources to reach PFR goal
- Enhancements and improvements to staff and public computing would go here; includes more Internet computers, distributed PACS (like at CT) and improved patron experience on in-house computers.
- Would also include back-end and infrastructure needed to support

#### Category #3: Technology (and other) Training

- Provide Technology and other Training in a variety of forms to enables staff to serve the growing information needs of patrons.
- Create a committee to discover all District training needs, identify competencies (per department or position) and propose a strategy to meet competency goals.
- Concentrate on staff training – suggest that public training move to programming/other area?
- Seek outside assistance to design response to our specific training needs, identify methods and design strategies for sustainable training systems.



## Appendix A: Survey document

### Category #4: Financial Resources

- Secure ongoing financial resources to support Technology at the Library District.
- Explanation of technology funding-to-date and sunset of BOB monies.
- Build a tech funding model to reflect and understand current technology-related costs
- Define role of technology in library budget mix.
- Identify appropriate reserves for catastrophic failure of major systems (Jeff may have already completed this)
- Work with Library Administration on strategies to fund technology.

### Technology Planning Team:

Carson Block – IT Director

Lynda Dickson – Head of Circulation

Ken Draves – Deputy Director

Annie Fox – FRCC/Harmony Library

Carol Gyger – Automation Systems Administrator

Anne MacDonald – Business Librarian

Currie Meyer – Lead Librarian, Council Tree Library

Advisory: Holly Carroll -- Executive Director

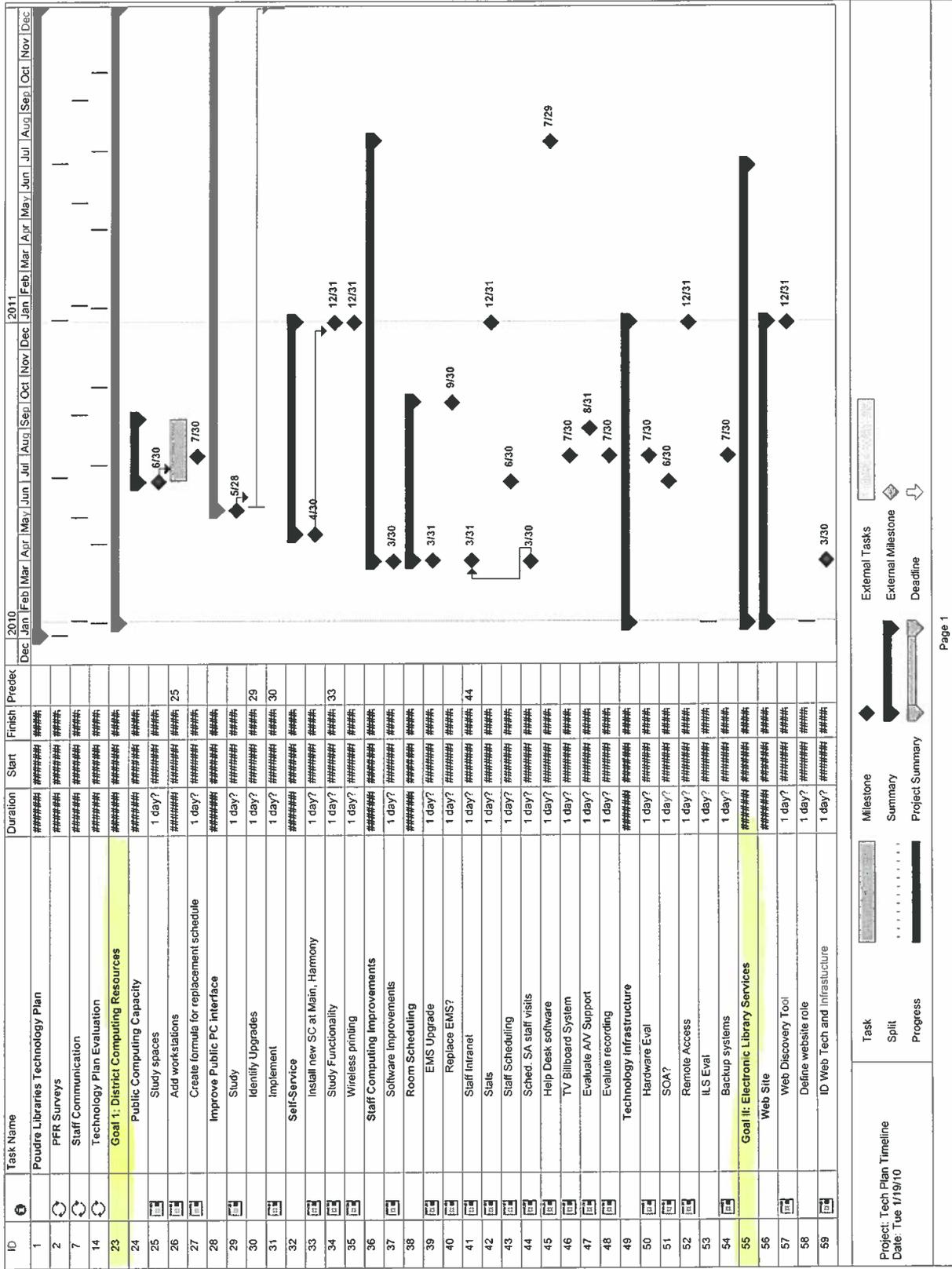


## Appendix B: Technology Inventory

	Harmony				Main Admin					Council Tree			Tech Services	
	Children's	Reference	Circ	Other	Admin	Children's	Reference	Circ	SA	Circ	Adult & Children's	TS	Total	
Staff PCs	5	6	13	2	6	13	17	11	6	8	8	6	101	
Self-Checks			3					3		8			14	
PACs	5	13				8	14				13		53	
Public Internet	2	16		20		2	22				11		73	
20-minute Internet		2				2	4				2		10	
AWE	2					2					3		7	
Signup/Pharos	1	2		1		2	3				4		13	
Staff Printers	1	1	2	2	2	2	4	2		1	2	1	20	
Public Printers		2		1		1	3				3		10	
Scanners	1			2	1	1	2					1	8	
Total	17	42	18	28	9	33	69	16	6	17	46	8		
Servers	Public VLAN 4, staff VLAN 4, Shared VLAN: 3, total 11													
Switiches	Main 5, Harmony 4, TS 1, CT 6													
Note:	1. Excluding Lab monitor's PC and Annie office's PC in FRCC network													
	2. All-in-ones are counted in both printer and scanner for just one machine													
	3. Printers are for network printer only													
	4. Switches are excluding small switches and wireless switches													



# Appendix C: Gantt Chart for Goals and Associated Tasks



Project: Tech Plan Timeline  
Date: Tue 1/19/10

Task: [Bar] Milestone: [Diamond] Summary: [Arrow] Project Summary: [Arrow]

External Task: [Bar] External Milestone: [Diamond] Deadline: [Arrow]



## Appendix D: Proposal: Modify PFR Operational Efficiency Initiative 9.3 to provide for creation of District Technology Plan.

10/2/09 - CB

Background: When this PFR initiative was originally formed, we were targeting an urgent, specific need (web site) and illuminating the steps and resources necessary to achieve the goal. Since then, we opted for a freshening of the web site (Completed Q2 2009) and provided technological support via a short-term infrastructure solution.

With the completion of the Council Tree Library on the horizon in late 2008, SA realized that our first five-year plan was nearly complete. Although that first plan was never published or shared beyond the Library Director, it has been the driver for our technological improvements since 2003, and objectives of the plan were communicated to and/or involved LMT and all staff as tasks progressed.

### The first phase of the plan involved foundational improvements:

- Our telecommunications infrastructure
- SA staffing structure
- Customer communications and accountability
- Partner communications
- Strengthening of our utilization of our III system
- Funding via renewal of BCC technology monies (a portion of the “Building on Basics” City sales tax) and ultimately the funding stability that would come with the transition to a Library District

### The second phase built upon that foundation with special projects including:

- Numerous and regular enhancements to III
- Patron wireless
- RFID
- Council Tree technology
- Many other minor projects

In January 2009, Carson began the process to create a new Technology Plan to guide IT efforts in our new District environment, first with information gathering and later informal discussions with the Interim Director, SA staff and other library staff. Progress was halted during Q2 2009 in anticipation of our new Executive Director.

In September 2009, we welcomed Holly to our top post, and she requested the completion of the Technology Plan by December 31, 2009. Holly asked that the Technology Plan be integrated with our PFR plan. Carson and Holly are currently working on the process we will use to complete the plan, and it will be shared shortly.

In reviewing our PFR document, Operational Efficiency Initiative 9.3 looks to be the most natural one to modify to incorporate the technology plan.

### Proposed new wording:

Initiative 9.3: By March 1, 2010, create a Technology Plan for the District. The plan will include the vision for technology in the District; identification of the digital priorities for the district; specific technology objectives and deliverables; the resources needed to achieve the objectives; and a timeline to complete the plan.



