



**2011-2013 TECHNOLOGY PLANNING CHECKLIST FOR  
SCHOOL DISTRICTS, CHARTER SCHOOLS, NONPUBLIC  
SCHOOLS AND PUBLIC LIBRARIES**

**Please complete the contact information on this page and the checklist on the following pages and include them with your technology plan.**

Name of Public Library: **Hennepin County Library**

Contact Person Name: Bill Rodgers,  
Information and Collection Services Division Manager  
Contact Person Mailing Address: 12601 Ridgedale Drive, Minnetonka, MN 55305  
Contact Person Phone Number: 612-543-8508  
Contact Person E-mail: wrodgers@hclib.org

URL for this Technology Plan (if applicable):

Please complete the following checklist by indicating on which page each of the criteria is addressed.

## CHECKLIST

CRITERIA	PAGE(S) WHERE CRITERIA IS ADDRESSED
<p><b>I. Planning and Needs Assessment</b></p> <p>Organization Leadership and Technology Planning Committee</p> <p>Demographics of Public Library</p> <p>Needs Assessment Method and Results</p>	4-6
<p><b>II. Vision, Goals, Objectives, and Strategies for Technology</b>  <b>Per FCC Title 47 C.F.R 54.508(c)(1)(x)</b>  <b>Element a)</b> "a clear statement of <b>goals</b> and a realistic strategy for using telecommunications and information technology to improve education or library services"</p> <p>Delivery of Services            Increase/Improve Technology Access            Administration            Professional Development</p>	7
<p><b>III. Policies and Procedures</b></p> <p>Equitable Access for Library Patrons with Exceptional Needs            Data and Network Security            Internet Safety and CIPA Compliance</p>	8-10
<p><b>IV. Technology Infrastructure, Management, and Support (use template provided by MDE).</b>  <b>Per FCC Title 47 C.F.R 54.508(c)(1)(x)</b>  <b>Element c)</b> "An assessment of the telecommunication services, hardware, software and other services that will be needed to improve education or library service"</p> <p>Telecommunications Capacity            Assistive Technology            Equipment Access for Delivery of Public Library Services            Average Age of Equipment for Instruction or Public Library Services            Handhelds, Tablet PCs, Interactive Whiteboards and other devices            Replacement Schedule            Technology Platform</p>	11-12

CRITERIA	PAGE(S) WHERE CRITERIA IS ADDRESSED
Technology Staff Support	
<b>V. Staff Development and Training</b> <b>Per 47 C.F.R 54.508(c)(1)(x)</b> <b>Element b)</b> "a professional development strategy to ensure that the staff understands how to use these new technologies to improve education or library service"	13
<b>VI. Budget for Technology</b> <b>Per FCC Title 47 C.F.R 54.508(c)(1)(x)</b> <b>Element d:</b> "A budget sufficient to acquire and support the non-discounted elements of the plan: the hardware, software, professional development and other services that will be needed to implement the strategy"	14
<b>VII. Implementation Plan</b> <b>Per FCC Title 47 C.F.R 54.508(c)(1)(x)</b> <b>Element a)</b> "a clear statement of goals and a realistic strategy for using telecommunications and information technology to improve education or library services"	15-21
<b>VIII. Evaluation Plan</b> <b>Per FCC Title 47 C.F.R 54.508(c)(1)(x)</b> <b>Element e)</b> "an evaluation process that enables the Beneficiary to monitor progress toward the specified goals and make mid-course corrections in response to new developments and opportunities as they arise.	22-25

**OFFICIAL SUBMISSION CERTIFICATION**

This June 2011 update to the 2011-2013 Technology Plan, is the official submission of the

**Hennepin County Library**

\_\_\_\_\_  
(name of public library).

  
\_\_\_\_\_  
Signature of Public Library Director

6.30.11  
\_\_\_\_\_  
DATE

# 2011-2013 TECHNOLOGY PLANNING CRITERIA FOR PUBLIC LIBRARIES

From

**The Hennepin County Library**

**March 2007**

**Updated May 2009**

**Updated June 2011**

In 2010, the Hennepin County Library and Hennepin County's Information Technology Department went through a process of federation which included the transfer of management of network services to the county. This update describes the revised plans related to this now consolidated organization.

## **CRITERIA I: PLANNING AND NEEDS ASSESSMENT**

- **Organization Leadership and Technology Planning Committee**

Refer to Sections VII and VIII for details regarding Planning Groups and Process

Hennepin County Library technology planning began with the drafting of *Framework for the Future: Hennepin County Library's Planning Principles; Phase I Discussion Document* in 2005 and has continued with the Library's 2011-2025 strategic plan. After discussion and input by staff, patrons, and the Library Board it was revised.

*Framework for the Future: Hennepin County Library's Planning Principles 2006* and the proposed HCL Strategic Plan 2011-2015 is accessible from the Hennepin County Library website "About the Library" webpage <http://www.hclib.org/pub/info/AboutHCL.cfm> as a quick link to the PDF file of the document. These documents will be referred to or quoted from in answering many of the questions below.

Planning and needs assessment for technology is seen as an instrumental part to successfully accomplish the mission, goals and objectives of the Library. The following committees and governance boards have been put into place to ensure the Library's technology needs are not only being met but also are accomplished.

Library staff also participates in County IT planning in these standing County groups:

IT Governance Board--Director represents the Library

IT Steering Committee--Resource Services Division Manager represents the Library

IT Advisory Council--System and Network Services Section Manger represents the Library

IT Architecture Review Board --System and Network Services Section Manager represents the Library

In January of 2008 the Hennepin County Library and the Minneapolis Public Library were consolidated resulting in a Library System with 41 rather than 26 libraries. From that time forward projects to merge the technologies of the two large libraries were the highest priority with many merger planning teams.

Three of the Library IT Merger Teams were responsible for leading and accomplishing the merger IT projects:

1. Integrated Library System
2. Web Services and Applications Training
3. IT Architecture, Work Stations, Data Network

### • **Demographics of Public Library**

Hennepin County Library (HCL) has been in the forefront of change the last decade or so—new patrons from all over the world, population growth, and an increasing demand for library services and materials. In 1995, HCL had two Web computer workstations for the public—the Internet was a sleeping giant.

Today, forty one libraries offer over two thousand public workstations and wireless internet access. The core collection of books has expanded to include e-books, e-audio books, DVDs, compact discs, materials in several languages and subscription databases. Services for people of all ages have expanded and outreach has intensified to bring library resources to an ever-growing audience.

The next ten years promise to be a decade of transition as baby boomers become seniors and a new generation of adults will have used computers since kindergarten. Libraries will be called on to navigate the sea change in how people access information. Increasingly, patrons rely on libraries as community gathering spots, expect an ever-expanding collection of materials, and depend on libraries for services ranging from early literacy initiatives to senior resources.

As citizens use Hennepin County's libraries today in record-breaking numbers, it is time to build on our strengths and plan for tomorrow. This report outlines Hennepin County Library's strategic plan and overall direction for ongoing success in light of new audiences, population growth, changing formats, expanded technology, and evolving patron expectations for services, collections, computers and buildings. The strategic plan, developed with Library Board and County Commissioner direction, inform library services in turn shaping building programs, sites and designs for Hennepin County Library.

### **County's Demographics**

The HCL strategic plan is based on the premise that this is a patron-driven institution. Hennepin County is increasingly diverse: The number of public school students with limited English proficiency continues to grow throughout Hennepin County, according to the Minnesota Department of Education. County residents are aging: The percentage of people 65 years and older continues to climb.

## **Libraries in Transition**

Future services spring from how people use libraries today, and the identification of trends and emerging needs. Technology has transformed people's lives—libraries are retooling their services to respond to patron needs within an ever-changing technological environment. The library collection is expanding to encompass a wide array of new formats and databases—along with continuing to offer traditional resources of books, magazines, encyclopedias, atlases, etc. Patron-driven collections, services, outreach, and lifelong learning opportunities respond to changing demographics. Children and teens are turning to the library for popular services as early literacy initiatives and youth services introduce young patrons to an exciting world of opportunities. People are flocking to libraries for many reasons such as to research and apply for jobs, study in groups, get wireless internet access on their laptops, conduct business meetings, practice conversational English skills and to socialize with their neighbors.

- **Needs Assessment**

Identification of need is an ongoing process that continually informs and transforms technology plans and initiatives. The extensive assessment of need that went into the drafting of the Framework for the Future and HCL Strategic Plan 2011-2025 are described above in the *Organizational Leadership and Technology Planning* section of this document.

In addition, planning is a daily event. Comments from customers in libraries and from feedback on the website along with customer surveys guide the development of new services daily.

The Library also uses an IT Request Process which invites any staff member to request IT services or projects after supervisory approval. About 575 of these requests are submitted and responded to each year resulting in a direct line to changing IT needs of staff and customers. Please see Section VIII for additional information regarding ongoing needs assessment

## **CRITERIA II: VISION, GOALS, OBJECTIVES AND STRATEGIES FOR TECHNOLOGY**

**Per 47 C.F.R 54.508(c)(1)(x)**

**Element: a) "a clear statement of goals and a realistic strategy for using telecommunications and information technology to improve education or library services"**

The Hennepin County Library's overarching goal is to be a national leader of library service, innovation and excellence for the citizens of Hennepin County. To that end, the Library's business system, used in 41 libraries and on [www.hclib.org](http://www.hclib.org), manages the selection, acquisition, cataloging, reservation, loaning and inventory of over 5 million books, movies, music and subscription services in all formats. The public borrowed over 17 million items in 2010.

Annual visits to Hennepin County Library's public website [www.hclib.org](http://www.hclib.org) exceeded 20 million in 2010. Over 85% of website visits were from offices, homes, schools. Over 100 librarians contribute their expertise to the database driven library website, extending professional librarian assistance to more patrons. The Library's business system is designed to integrate the Library's public catalog data into all areas of the website. Conversely, digital content from the Internet is integrated into the library's catalog. Email alerts allow patrons to stay current. Adding comments in the catalog and creating booklists to share with each other allows the public be participants and contributors. Chatting online with a librarian or applying for a library card online removes barriers of place and time.

In order to assure equal access, almost 3000 Library computers are used by the people who come in to the libraries or used by staff working with and for the public. In addition, wireless Internet access is available for the public in 41 libraries to encourage the people to bring their own equipment and keep Library computer equipment costs as low as possible.

During the next two years the Hennepin County Library will

- Integrate the separate Library network into the Hennepin County enterprise network to consolidate duplicate services and network infrastructure.
- Redesign HCL's website with new visuals, improved functionality, new services including pages enhanced for mobile users, and integration of search tools that encompass all HCL electronic resources.
- Select, acquire, develop, and implement a common search platform for all Hennepin County Library web resources and all collection materials with electronic records.
- Create a new "Website Infrastructure" with the selection of a web content management system, development of standard tools and practices, and an update to the physical environment (hardware, software, and network).
- Continue to migrate collection identification and inventory control to RFID, including the eventual integration of RFID capabilities into automated materials handling and self check-out systems.
- Replace the Library's main business system, the Integrated Library System.
- Investigate, pilot, and introduce into production a set of technology tools to enable staff to become much more mobile in the execution of their daily tasks and in providing excellent and enhanced service to Library patrons.
- Pilot the County's move into cloud computing for office productivity tools.

## CRITERIA III: POLICIES AND PROCEDURES

### • Internet:

The Hennepin County Library Internet Policy along with Internet safety information can be found on the Library's Internet Safety Web page at the Library's website/Internet/safety:

[http://www.hclib.org/pub/search/internet\\_search.cfm?div=is](http://www.hclib.org/pub/search/internet_search.cfm?div=is)

The Hennepin County Library Board's Internet Policy states:

*"Hennepin County Library provides public access to the Internet to fulfill, in part, the Library's mission of promoting full and equal access to information and ideas, the love of reading, the joy of learning, and engagement with the arts, sciences and humanities.*

*Hennepin County Library supports the right to privacy and confidentiality of Library patrons in accordance with the Minnesota Data Practices Act. The content of the Internet is not managed or governed by any entity; therefore patrons may encounter materials they consider offensive.*

*Parents and guardians are responsible for monitoring Internet access for their children ages 17 and under.*

*Hennepin County, Hennepin County Library, Hennepin County Library Board and its employees assume no responsibility for damages of any type arising from the use of Internet workstations.*

*Illegal use of the Internet is prohibited.*

*It is illegal for library patrons to use the Library's Internet access to view, print, distribute, display, send or receive images, or graphics of material that violates laws relating to child pornography.*

*Library patrons may not knowingly exhibit or display any material which is harmful to minors in its content or material that is obscene in any place of public accommodation where minors are or may be present and where minors are able to view the material.*

*Workstations are equipped with software that filters out pornography.*

*Minnesota Statutes 13.40 (Minnesota Data Practices Act); 134.50 (Internet access, libraries) 617.241 (Obscene material); 617.246 (Child Pornography); 617.292 (Materials harmful to minors)"*

- **Security:**

The Library is very diligent regarding security. Intrusion prevention systems, firewalls, virtual private networking and remote access allow HCL to protect, authenticate and provide services to users and workstations via the network. Employees are authenticated to the network using Microsoft Active Directory.

The Library's current Public Computing model is the "locked down" or "closed" model. Under this model and for security reasons, a customer can only use a predetermined subset of the computer's functions and capabilities. This model is difficult to set up and difficult to maintain because a balance must always be struck between security and functionality. Too much security prevents customers from using the computers' capabilities but too much functionality opens the door to customers modifying the computers' setup to the point of non-functionality, creating extra work for IT staff who must then either spend time fixing the computer or replacing it. To achieve the locked down state we use Active Directory policies, custom policies, scripts, custom tools, as well as various other features of Windows XP.

Symantec Antivirus is run on all PCs. Both Staff PCs and Public PCs run regular virus scans. The server on which we run this service contacts Symantec on a regular basis. If there are new definitions available they are downloaded to the server and are sent to the clients within a short amount of time. We also have real time file protection enabled. This means that all files accessed are scanned for viruses before being used. Incoming mail is also scanned for viruses multiple times by different tools on different servers and at the workstation level.

- **Equitable Access for customers with exceptional needs.**

### **Adaptive Technology at the Hennepin County Library:**

#### **Screen Reading, Magnification and other software**

- JAWS is software that reads computer screens out loud, MAGic Pro is a screen magnifier that increases the size of text on the screen.
- The library has network licenses for JAWS and MAGic Pro. That means that any customer in any location can use the software.
- There are 15 licenses for JAWS and 55 for MAGic Pro which means that up to 15 (or 55) people at one time can use the software.
- JAWS and MAGic Pro are available on all adult public workstations. The software is not available on KidLinks, LittleLinks and TeenLinks workstations.
- Minneapolis Central Library's Adaptive Technology Lab has five workstations with additional licenses to JAWS and MAGic Pro as well as licenses for ZoomText (screen enlarger with speech) and Kurzweill 3000 (for those with learning disabilities)

### **Scanners and Software:**

- OpenBook software allows scanners to translate scanned text into digital documents that can be read and edited on computers with screen reading software.
- Brookdale, Brooklyn Park, Eden Prairie, Edina, Minneapolis Central, Plymouth, Ridgedale, Rockford Road, St. Louis Park, Southdale and Westonka Libraries all have scanners and OpenBook software available for users with disabilities

### **Other Technology:**

- All library locations have hand held magnifiers, and many have long reach grabbers and adjustable height tables.
- A selection of libraries have PocketTalkers® and assistive listening systems.
- The Adaptive Technology Lab at Central also has a MyReader Close Caption Device that magnifies and modifies print and a SARA (Stand Alone Reading Adapter) that translates print materials into digital audio format.
- View a [summary](#) of available equipment.

### **Classes, Workshops and Volunteers:**

- Central Library Adaptive Technology Lab offers classes twice a month on using adaptive software; these classes are listed in [Library Events](#).
- Volunteers are available on a regular basis.

## CRITERIA IV: TECHNOLOGY INFRASTRUCTURE, MANAGEMENT, AND SUPPORT

Per FCC Title 47 C.F.R 54.508(c)(1)(x)

**Element c)** "An assessment of the telecommunication services, hardware, software and other services that will be needed to improve education or library service

### TECHNOLOGY INFRASTRUCTURE, MANAGEMENT AND SUPPORT QUESTIONS FOR PUBLIC LIBRARIES

Please describe plans for technology implementation based on responses to the following questions. Think about these questions in terms of a planning context. For example, where are you now in terms of telecommunications/Internet connectivity and where do you need or want to be at the end of the planning cycle? The table can be expanded as needed to provide complete information.

QUESTION	RESPONSE
What is your telecommunications/Internet connectivity capacity in your regional public library system or public library for Internet access and video connectivity?	Hennepin County Library has a 500 mbps connection from its data center to the internet. The 40 branch libraries are connected to the data center by a WAN with connection speeds varying from 5 to 30 mbps.
Do you have plans to expand this capacity within the next three to four years?	yes
If you plan to expand telecommunications capacity, what will be your anticipated capacity by the end of this planning period (July 1, 2011)?	The ability to expand internet and WAN capacity will depend on available funding. Assuming funding is in place, Internet bandwidth could easily double in the next three years. WAN bandwidth will be increased as much as possible, with most 5-10 mpbs connections increasing to 20 mbps at a minimum.

What is your capacity to provide Internet-accessible computers to public library patrons? What will this capacity be at the end of the planning cycle?	Currently 1810 Internet accessible computers are provided to public library customers. All Library buildings also provide wireless access for the public. At least 200 Internet accessible public workstations will be added in the next few years related to new and refurbished buildings.
What is your capacity to provide Internet-accessible computers for staff? What will this capacity be at the end of the planning cycle?	Currently 1,007 Internet-accessible computers are provided for staff including training rooms. Future capacity will depend on number of staff and need.
What is the average age of computer equipment used for information resource access in your regional public library system or public library?	The Library uses the County Leaseback program. No computers are older than 48 months.
What is schedule/timeline for your computer equipment replacement cycle?	Equipment is on lease for 42 months and is replaced between 42-48 months.
What is your computer platform? PC-based, Macintosh-based or both?	PC
How many technology support staff do you have to manage your technology infrastructure and network?	17 Library Specific systems staff with infrastructure and network support provided by centralized County IT staff.
Is the technology support staff sufficient to the task of effectively managing your technology infrastructure and network? If not, what staff capacity do you think you need?	yes
Is assistive technology for patrons with special needs provided and supported in your public library?	yes, see Criteria III section for details
Are technology support staff provided with the necessary training they need, including training associated with assistive technology?	Yes
How and when are technology support staff provided with training?	As training needs are identified robust training programs are initiated. There is a dedicated in house staff of trainers to meet this need.
What particular challenges does your regional public library system or public library face in providing sufficient access and technology resources to your patrons and staff?	Due to the continually enriched digital content used by our patrons there is need for greater and greater bandwidth capacity.

## **CRITERIA V: STAFF DEVELOPMENT AND TRAINING**

Per FCC Title 47 C.F.R 54.508(c)(1)(x)

**Element b)** “a professional development strategy to ensure that the staff understands how to use these new technologies to improve education or library service”

Regular training is provided to all staff. Staff registers for classes from the county APEX-ELM (Enterprise Learning Management) system.

For example, For Reference Librarians, the following classes are available:

**Classes:**

Anytime, Anywhere: Integrating Arts into Library Programming  
Reference Standing Orders Focus Group  
Youth Services Summer Book Club Refresher

**Resources:**

ERUG  
Horizon Reference Manual

**Classes:**

Basic Horizon Circulation  
Basic Horizon Circulation Part 2  
Basic Millennium Circulation

**Resources:**

Data Privacy Tutorial  
Horizon Circulation Tutorial  
Horizon F Key Review  
PC Reliance 2.0 Tutorial

Support Staff within the classification of Library Technical Assistants (LTAs) are also offered Bi-monthly training sessions especially for LTAs, conducted by IT staff. Focus is on practical knowledge and skills useful for LTA job duties.

### **Office Applications Training**

Training for Office Applications is undergoing a major reorganization which will be completed during 2011.

## CRITERIA VI: BUDGET FOR TECHNOLOGY

Per FCC Title 47 C.F.R 54.508(c)(1)(x) Element d: "A budget sufficient to acquire and support the non-discounted elements of the plan: the hardware, software, professional development and other services that will be needed to implement the strategy"

Annual Operating Budget	2011	2012	2013
<b>Information, Online, Systems Mgmt</b>			
Salaries/Benefits for Technical Staff	247,940	248,891	248,891
<b>Web Services – staff and public</b>			
Salaries/Benefits for Technical Staff	308,696	309,777	309,777
Non-personnel	196,094	204,119	204,119
<b>Integrated Library System</b>			
Salaries/Benefits for Technical Staff	346,900	348,144	348,144
Non-personnel			
<b>Public/Staff Technology Support</b>			
Salaries/Benefits for Technical Staff	477,988	479,718	479,718
<b>Image/Database/other Library specific application mgmt</b>			
Salaries/Benefits for Technical Staff	292,591	293,641	293,641
Non-personnel	402,065	259,947	259,947
<b>Project Mgmt</b>			
Salaries/Benefits for Technical Staff	133,668	134,186	134,186
<b>Infrastructure Costs paid to County Central IT to support servers, network, disaster recovery, business continuity, communications, equipment replacement, level 1 &amp; 2 support/desktop support, etc.</b>	3,802,508	7,034,713	7,034,713

## CRITERIA VII: IMPLEMENTATION PLAN

Per FCC Title 47 C.F.R 54.508(c)(1)(x)

**Element a)** "a clear statement of goals and a realistic **strategy** for using telecommunications and information technology to improve education or library services"

The 2011-2013 implementation plan, "**Hennepin County Library Technology Objectives, Measures and Metrics**" specifically addresses services to improve library service. The plan includes not only the strategies but also evaluation metrics based on Balanced Score Card elements. Integration projects are supported by detailed project plans and managed by a Project Manager.

### Hennepin County Library Technology Objectives, Measures and Metrics 2008-2011

**Strategic goal/objective/criteria for measurement including BSC and other metrics**

Note: "Technology Criteria" section has bullets which list the kinds of initiatives that need to be successfully in place to indicate success. Following the bullets are BSC and other metrics.

**Goal:** The cornerstone of this technology plan rests upon supporting the successful accomplishments of the "**Key Results**" detailed in HCL's *Strategic Plan 2011-2025*. The goal of the plan is that items **highlighted** below reflect direct key results for HCL Strategies that this plan should help support and achieve.

1. HCL is a leader in delivering excellent and relevant customer service by:
  - a) *Revolutionizing customer service*
  - b) *Soliciting and acting on feedback from patrons*
  - c) *Quickly recognizing and responding to changing communities and demographics*
  - d) *Ensuring innovative services are developed and provided*
  - e) *Eliminating barriers to information and content*
  - f) *Providing services that are community-based*
  - g) *Valuing diversity and inclusion to support an environment of creativity and innovation*
  - h) *Embracing new technologies*
  - i) *Building staff confidence and commitment to innovation, creativity and diversity*
  - j) *Using research-based information when developing library service*
  
2. HCL is a leader in engaging readers and learners of all ages by:
  - a) *Building and maintaining our collections*
  - b) *Ensuring easy access to all collections*
  - c) *Preserving historical collections*
  - d) *Embracing new technologies*
  - e) *Building confident, self-reliant library users*
  
3. HCL is a leader in developing physical and virtual service points to ensure easy access for patrons by:
  - a) *Providing innovative service points including kiosks, co-locations, partnerships and virtual opportunities*
  - b) *Configuring space to reflect new and broader purposes*

- c) **Implementing the ongoing digital revolution that complements but is not bound by bricks and mortar**
- d) **Upgrading and maintaining facilities based on Hennepin County standards**
- e) **Creating library environments that are welcoming, safe and secure**

**4. HCL is a leader in building community by:**

- a) **Learning and reading together**
- b) Setting Library policy and making investments to ensure youth graduate from high school
- c) **Training patrons to effectively use library resources and services**
- d) Re-energizing our partnerships with schools, businesses, non-profits, foundations and the community
- e) Using volunteers and the commitment of each of us individually to support our community

**5. HCL is a leader in ensuring library services are optimally funded with private and public dollars by:**

- a) Showing the value of library services to residents, the County Board of Commissioners and other stakeholders
- b) Collaborating with the Library Foundation of Hennepin County and Friends of the Library groups
- c) Partnering with businesses and other foundations

**6. HCL is a leader in telling Hennepin County Library's story so all residents know and support the value of HCL by:**

- a) Creating a strong brand
- b) **Creatively marketing library services**

**7. HCL is a leader in leveraging the leadership of the Library's governing and advisory Boards by:**

- a) Strengthening the relationship between the County Board, Library Board and staff
- b) **Supporting the Library Board as they fulfill the roles and expectations of the County Board of Commissioners**

**Technology Requirements (Objectives) to reach the Goal:**

**1. Participatory Online Library Services**

An array of tools and applications are critical in Library Web site design so that staff with patrons and community can personalize, participate, contribute and link content. This includes tools to assure an HCL online presence where patrons are spending time such as Amazon and iTunes. Technology to support the creation of staffing models and tools to help patrons become more self reliant

**2. Tools for the public for content creation.**

Many and varied computing devices such as game consoles and controllers, tablets, smartphones, digital cameras, MP3 players, graphics tablets, web cams, image scanners, microphones, flashdrives, projectors, along with ever changing software in libraries will be required for the public to create digital content and share it with others anywhere.

**3. Open Library Business Systems**

Patrons and staff can easily find, identify, and request quality information resources from the

Library's physical and digital collections. Delivery of resources is cost-effective and efficient. The HCL business system is designed to integrate the Library's public catalog data into all areas of the website. Conversely, digital content access from the Internet such as audio, video, and patron content is integrated easily into the library's catalog.

4. Responsiveness to the public

Library Help Desk technical support available all hours the library is open 7 days a week for immediate assistance with the technology of public learning and discourse including the public catalog, online databases, downloadable resources, computer signup and the continual emerging software and peripherals for learning and content development.

5. Right number of public computers

To meet public patron requests and new building project service plans over 3,000 public computers are available for patron use at HCL Libraries. HCL's public wireless access in all libraries is significant component to cost effective service and will be robust, continue to offer full *HCL Digital Library Services*, integrate with other "in building" library network services such as printing using the library's Pharos cost recovery offering and online database services authentication.

6. Public fluency in the 21<sup>st</sup> century tools of learning and Discourse. Methods and online interactive tools for the public to learn the technology itself and have expert assistance in its use.

7. Sufficient bandwidth to support content services at HCL.

8. Building designed for public collaboration, content creation, patron self service, and cost effective materials handling.

**Strategies to meet the requirements and reach the goal:**

Hennepin County Library is currently engaged in the following projects, which will help it meet these goals (key results) set forth above:

- Integrate the separate Library network into the Hennepin County enterprise network to consolidate duplicate services and network infrastructure.
- Redesign HCL's website with new visuals, improved functionality, new services including pages enhanced for mobile users, and integration of search tools that encompass all HCL electronic resources.
- Select, acquire, develop, and implement a common search platform for all Hennepin County Library web resources and all collection materials with electronic records.
- Create a new "Website Infrastructure" with the selection of a web content management system, development of standard tools and practices, and an update to the physical environment (hardware, software, and network).

**Technology Criteria (measures) of Excellent Customer Service to know when the Goal is reached:**

The cornerstone of this technology plan rests upon supporting the successful accomplishments of *HCL Framework for the Future's* Eight Core Principles for services and capital projects, evaluated by applying technology based criteria. (*Framework for the Future. Hennepin County Library's Planning Principles*, 2006. Approved by the Hennepin County Board of Commissioners. April 2006.)

**Principle One**

HCL services and facilities respond to a changing and growing population  
HCL services, collections and electronic resources are customer driven and will respond to changing county demographics such as an increased number of people who speak languages other than English and an aging population. The technology in the library support this principle through such initiatives as

- Library website services, such as *WorldLinks*, to serve customers whose first language is Spanish, Hmong, Somali and other languages.
- Sophisticated computer tools in libraries for collaborative learning and content creation designed for the needs of each customer group
- Assistive technology is offered on Library computing devices and the Library public website is designed to be accessible.

BSC Strategic metrics:

1.a [www.hclib.org](http://www.hclib.org) visits 2007: 17,063,995 Target is 15% increase annually

BSC ended in 2009 is no longer used

1.b Number of circulated books and AV both physical and digital 2010: 16,349,557 4.24 per resident Target is 2% increase annually

1.c Percentage of web received comments that are positive: 44% Target is 70%

(These metrics are used to indicate if public needs are being met.)

**Principle Two**

HCL Facilities are Gathering Places

Residents of all ages value libraries to pursue lifelong learning and as places to spend time. People are flocking to libraries to study in groups, use library computers and Internet resources, connect their laptops to the Internet using the wireless access provided by the library, conduct business meetings and practice conversational English skills. Communities are looking to libraries to fulfill their need for civic gathering places. The technology in the library support this principle through such initiatives as

- Tools that customers need in order to learn. Virtual interactive communities such as online book groups, comments on any title in the catalog, teen blogs and other web services.
- Outreach to customers in other virtual communities on the web
- Lifelong learning the way our customers expect it by fully engaging in researching and using Web features such as RSS, Weblogs, podcasting, aggregators, IM, Wikis, mash ups, tagging and other features to service customers.
- Technology designed for collaboration in libraries

BSC strategic metric:

2.a Number of Libraries in which average computer usage between 3PM-7PM is above 85%: Goal is no more than 4.

Waiting lines are often long for computer usage. This metric is used to indicate where additional computers are needed to meet the needs of the customers. The Library provided 1732 computers to the public in early 2010.

### **Principle Three**

HCL is Committed to Children, Teens and Families

HCL's tradition of quality and responsive services to youth has become even more significant as studies demonstrate the importance of early literacy and teen engagement to foster positive youth development. Schools are requiring students to have greater technology proficiency. Many Hennepin County families, however, do not have access to home computers. The library is a primary resource for teens and children, providing the technology, assistance and tools that enable them to complete homework assignments.

Virtual games and game theory are changing the rules of learning. Initiatives such as the Education Arcade, a two-year-old research and educational initiative established by leading scholars at MIT and the University of Wisconsin--Madison plan to develop new educational electronic games. Constance Steinkuehler, Faculty, University of Wisconsin, Madison reports that "Massively multiplayer videogames (MMOG) functioning as naturally occurring online learning environments .... will enable us to rethink what it means to be literate... and perhaps even give us some ideas about the kinds of teaching and learning necessary to get us there."

Library technology supports this principle through such initiatives as

- Library website services such as *Birth to Six*, *KidLinks*, and *TeenLinks*
- Children and Teens build technology skills in libraries during *Homework Hub*, after school programming that supports academic success and positions the library as a resource and gathering place for students in K-12.
- Online IM reference and information service, homework help and subject guides with key web resources help customers begin their search
- *Author Alerts*, subscriptions to new booklists, pre-overdue notification, RSS feeds everywhere on the Library's website, eNewsletters, and Podcasts by Teens offered both on the Library's website and on iTunes.

Strategic Metric:

3.a Public use of services within [www.hclib.org](http://www.hclib.org) is regularly measured. Services are expanded, initiated or ended based on these metrics.

3.b Public surveys are periodically conducted

(3.a and 3.b metrics are also used for the other six principles.)

### **Principle Four**

HCL engages and serves seniors in accessible settings

Demographic projections indicate that the number of Hennepin County residents over the age of 65 is growing as baby boomers age. HCL serves seniors by providing the resources to be self-reliant and lifelong learners in inviting community gathering places with a wide array of collections in accessible formats, programming, assistive technology and online services. Library technology supports this principle through such initiatives as

- *55+ Age Well Live Smart* library web services in computer training, caregiving, family history, financial planning, health etc.
- Assistive technology such as JAWS, MAGic PRO and Open Book software

Strategic Metric: See Principle 3

## **Principle Five**

### **HCL Leads in Technology**

The Library collection is expanding to encompass a wide array of new formats, online services and databases. Reference materials are published as electronic databases, downloadable audiobooks music and movies are replacing books on tape and CDs. Wireless Internet expands customers' options. HCL will build on its established leadership, providing state of the art public access to, and training in, the use of continually changing information technology through knowledgeable IT and public service staff. The library will move forward in providing public computers or the future equivalent, development of web resources and internet access through such initiatives as

- Customers use desktop and laptop computers, game consoles and controllers, PDAs, digital cameras, MP3 players, graphics tablets, web cams, image scanners, microphones, flashdrives, projectors, etc. along with an array of software for creating new content, organizing complex knowledge, building social networks, and working with music, video and other cultural content.
- *The Digital Public Library* provides a state of the art network capable of providing the bandwidth for expanding digital library collections and virtual interactive learning and discourse available on the Internet from all library buildings.
- Customers use well designed, state of the art, Library web resources and services.

#### **BSC Strategic Metrics:**

5.a Number of IT requests implemented that originated from the public: Target is 12 annually. HCL is above the target. This helps to direct IT efforts to support the needs of the public.

Other Metrics: 18,987 Dec 2010

5.c In 2007 there were 12,142 calls to the Library Help Desk from staff and public. Target met was 75% resolved during call and 90% resolved within 24 hours. Minneapolis City will be added. 74.40% and 89.21% Dec 2010

Library Help Desk technical support is available 7 days a week all hours the library is open for immediate assistance with the technology of public learning and discourse including the public catalog, online databases, downloadable resources, computer signup and the continual emerging software and peripherals for learning and content development.

## **Principle Six**

HCL facilities are designed and constructed to be flexible and sustainable

The design of facilities will reflect the evolving nature of services, collections, and electronic access to serve dynamic communities. Technology will support this through such design elements as

- Library spaces are designed to foster collaborative learning and creation of digital content
- Data is available (wireless or wired network connection) and electrical resources are installed to accommodate collaborative learning anywhere within Library buildings.
- Equipment is easy to move and change.

#### **Strategic Metric:**

6.a All building and renovation projects at opening have the technology in place to meet customer needs for lifelong learning, literacy, self reliance and customers are provided equal access.

### **Principle Seven**

HCL is a judicious steward of the public's financial investment

The impact of capital improvements on operating costs will be anticipated. Libraries will reflect best practices in services delivery including customer service options that optimize efficiencies.

Technology supports this through such initiatives and processes as

- Resource rich HCL web services are designed by HCL librarians so that customers can easily locate the best information on a topic by themselves. (Increase in "one to many" service)
- Customer self service checkout of books and audiovisual improves includes more options for customers to serve themselves
- Services are designed to encourage the public to bring and use their own equipment.
- Technology is used to meet customer needs and is based on sound business case development and excellent project planning.
- Complete implementation of projects to consolidate Library suburban/Minneapolis IT operations which assure continued excellent public service by December 2011.

Strategic Metrics:

- 7.a Customer self service checkout of books and AV: 75% (has been met by both suburban and Minneapolis)
- 7.b Utilization of Customer equipment: Customer owned laptops per day log on to the Library's website in 41 suburban libraries to use the Library's Public Wireless Internet. If these customer laptops could not be used, HCL would need to have purchased, saved for replacement, installed and supported an additional 53 public computers to provide this same level of public access. Metrics regarding the Minneapolis City web wireless will be collected in 2009.
- 7.c Public use of reference staff selected and designed resources, subject guides, chat reference service and other finding services on [www.hclib.org](http://www.hclib.org) is regularly measured and then marketed, expanded, initiated or ended based on these measures. (Customer self service indicator)
- 7.d. Customer placed online requests for specific books or AV material is encouraged and measured as a customer self service indicator and adequacy of the collection indicator.
- 7.e Public Library website consolidated by January 2010.
- 7.f. Decommissioning one Integrated Library System (ILS) and integration and standardization of the Library suburban/city public data networks by January 2010. Operating costs are high and could be reduced by at least \$400,000 annually with one business system and public library network.

### **Principle Eight**

HCL values partnerships that contribute to County and Library Goals

HCL participates in many partnerships and collaborations across the board. Cooperative venues could take many shapes—joint programs, shared capital investments, and virtual collaborations with all partnerships evaluated in terms of the degree to which the mission of the County and Library are advanced. Library web resources and services are enriched with collaborations.

- Many community organizations and institutions such as the Center for Adolescent Health and Development at the University of Minnesota, SCORE, HIRED, the Science Museum of Minnesota, etc collaborate in content development.
- The Library collaborates with other County departments on County initiatives
- The Library works collaboratively with County Information Technology staff
- The Library has various customer advisory groups such as Teens Online
- The Library works closely with Friends, the Foundation and relies on community volunteers

## **CRITERIA VIII: EVALUATION PLAN**

**SEE SECTION VII FOR BSC METRICS WITHIN THE "MEASURES" SECTION OF THE STRATEGIC PLAN.**

**Per FCC Title 47 C.F.R 54.508(c)(1)(x)**

**Element e)** "an evaluation process that enables the Beneficiary to monitor progress toward the specified goals and make mid-course corrections in response to new developments and opportunities as they arise.

**Process for IT investment decisions and for prioritizing and managing information technology projects.**

**(See chart on the next page)**

**1. High Level flow chart:**

IT Projects identified by public and staff are submitted using formal IT request process

Library IT Managers review project requests in light of criteria from Library Strategic Plan, overall County direction and resources available

Needs assessment, research, develop business requirements

HCL IT Project Portfolio— approved by Library Executive Team, County and Library Boards

↓ Projects which do not fit the <i>Library IT Project Portfolio</i> selection criteria	↓ Projects which 1. Meet <i>Project Portfolio</i> selection criteria <b>and</b> 2. Maintain, fix or alter existing systems—no new resource needed	↓ Projects which 1. Meet <i>Project Portfolio</i> selection criteria <b>and</b> 2. Are new development or call for new resources	↓ Projects which 1. Meet <i>Project Portfolio</i> selection criteria <b>and</b> 2. Are new development or call for new resources <b>and</b> 3. Meet criteria for presentation to the HC Executive IT Priority Board
↓ Cancelled and requestor notified	↓ Assigned to IT staff	↓ Approved (or not) by Library Executive Team and funding source/path identified if approved	↓ Project sponsor develops proposal with business case
	↓ Project Plan developed with requestor	↓ Assigned to IT staff	↓ Project proposal approved (or not) by Library Executive Team and funding source identified if approved
	↓ Project added to Work Plan	↓ Project Plan developed with requestor	↓ HC Executive IT Priority Board confirmation and inclusion in HC IT project portfolio and TSC informed
	↓ IT staff scheduled and complete project	↓ Project added to Work Plan.	↓ County Board approves (or not) funding
		↓ Aspects reviewed by Architectural Review Board where appropriate	↓ If project approved, Project is assigned and a detailed project plan developed. Aspects reviewed by Architectural Review Board where appropriate
		↓ IT staff scheduled and complete project	↓ Project added to Work Plan
			↓ IT staff scheduled and complete project

## 2. Narrative Summary (Excerpts from *HCL Strategic Plan 2011-2025*)

### HCL's Service Commitment:

*"Hennepin County Library is a leader in delivering excellent and relevant customer service by: Revolutionizing customer service; soliciting and acting on feedback from patrons, quickly recognizing and responding to changing communities and demographics; ensuring innovative services are developed and provided; eliminating barriers to information content; providing services that are community based; valuing diversity and inclusion to support an environment of creativity and innovation; embracing new technologies; building staff confidence and commitment to innovation, creativity and diversity; using research-based information when developing library service."*

The technology plan is a patron centric document that sees technology as means for the patron to *"ensure patrons access to the collection; be self-reliant library users; has a community that can learn and read together; which provides community-based services"*. Community partnership is core to the success of the plan..

*"Library Trends and Emerging Needs"* regarding technology from *Framework For The Future: Hennepin County Library's Planning Principles* sets the stage for the plan:

*"Technology has transformed people's lives. Libraries are retooling their services to respond to patrons' needs to be lifelong learners, self-reliant and computer literate within an ever changing technological environment."*

The *HCL Strategic Information Technology Plan* has also taken into account the changing demographics of Hennepin County and the changing role of Libraries as described in the *Framework for the Future: Hennepin County Library's Planning Principles 2006*.

State and National research is an important part of needs assessment. Findings of selected key State and National Publications are summarized in the *HCL Strategic Information Technology Plan*. National research and discussion reflect and enlarge the call for library leaders to move more briskly into the new paradigm for the lifelong learning network. With such reports as *When Everything Connects to Everything: The Internet's Impact on People's Relationship to Each Other and to Information*, by Lee Rainie, Director Pew Internet and American Life Project, 2005 and *The MIT Design Lab with the Americans for Libraries Council and the Louisville Free Public Library*

Identification of need is an ongoing process that continually informs and transforms Library technology projects and initiatives. This assessment of need that went into the drafting of the *HCL Strategic Plan 2011-2025* as described above.

In addition, planning is a daily event. Comments from patrons in libraries and from feedback on the website along with frequent and regular patron surveys guide the development of new services daily.

The Library also uses an IT Request Process which invites any staff member to request IT services or projects to better meet public patron need. About 300 of these requests are submitted in a formal process, reviewed within the context of the process and criteria above, and responded to each year resulting in a direct line to changing IT needs of staff and patrons. Requests take four different paths depending upon the nature of the request. These four paths are detailed in the flow chart above.

