STRATEGIC PLAN

Albany
Public
Library

OCTOBER 3, 2013

OUR PROMISE

ENGAGING OUR COMMUNITIES. MEANINGFULLY.

APL's engagement generates outcomes that make a meaningful difference in the lives of individual community members while serving Albany's broader educational and economic interests. Our communities possess separate and distinct personalities. While each stands unique, learning represents a core value to all. Our service spectrum allows community members to address their specific learning needs. We work with the very young to prepare for formal learning in schools, adults who seek to improve employability through our skills development opportunities, and readers who simply enjoy a good book.

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YOUTH

THE LIBRARY CREATES GENERATIONS OF LIFELONG LEARNERS.

We provide children and teens with materials, experiences and interactions that fuel their natural curiosity and love of learning. Children, parents and caregivers who use the library are empowered to continually build and gain knowledge.

TARGET CLUSTERS:

Brainy Bunch   Rising Stars   Bright Future

METRICS: **By 2015/16, increase by 25% the number of K-12 students in Albany who have active library cards.**

STRATEGIES:
- Increase opportunities for children/teens to establish & maintain active library cards by reducing barriers
- Increase school/library collaboration
- Standardize offering and implementation of children/teen services and programming system-wide
- Investigate the association of active library cardholders and school performance in Albany schools

By 2015/16, increase by 25% the number of children (birth to age 18) attending library-sponsored programs.

STRATEGIES:
- Create product and service model to align programming with community needs
- Develop family-centric marketing strategies
- Align budget and staffing resources

By 2015/16, increase library participation by 25% in child- and family- focused community outreach events and programs.

STRATEGIES:
- Establish procedures for identifying community organizations/outreach events
- Align budget and staffing resources

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JOBS & LITERACY

THE LIBRARY EMPOWERS COMMUNITY MEMBERS TO PARTICIPATE IN THE LOCAL AND GLOBAL ECONOMY.

The library is a leading center for employability resources, services and skills development. Programming focuses on improving digital and financial literacy.

TARGET CLUSTERS:

Staying Connected   Inquisitive Minds

METRICS: By 2015/16, 60% of Public Computing Services program attendees gain Digital Literacy and/or Workforce Development Skill.

STRATEGIES:
- Staff PCC at Main library for a minimum of 20 hours/week
- Upgrade hardware/software/network access
- Implement intake survey
- Increase communication with attendees (e-mail follow-up)
- Survey cardholders annually to assess skill development needs

By 2015/16, increase by 5% the number of individuals receiving income tax assistance at the library's assistance centers each filing season.

STRATEGIES:

- Provide staff/space/technology needed to maximize our income tax assistance services
- Place key staffers at each site trained/prepared to support all VITA volunteers

By 2015/16, 80% of participants report a high level of satisfaction with financial literacy programming.

STRATEGIES:

- Establish standards to ensure the quality of program providers
- Create an evaluation process to measure patron satisfaction

MATERIALS & PROGRAMS

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THE LIBRARY ENRICHES OUR COMMUNITY THROUGH ACCESS TO MATERIALS AND PROGRAMS.

The library connects and engages people with resources, content and experiences. Access to library materials, programs and services in current and emerging formats enriches their lives.

TARGET CLUSTERS:

Heavyweights   Transitionals   Digitarians   Occasionals

METRICS: By 2015/16, 75% of programs offered generate a positive ROI based on the cost recovery model (program cost/market recovery rate).

STRATEGIES:
- Implement marketing processes to broaden our base of program participants
- Develop and implement a product and service development model to align programming with community/neighborhood needs

By 2015/16, 80% of library users report that access to library materials meets their needs.

STRATEGIES:

- Reduce barriers to accessing materials
- Develop system-wide merchandising strategy
- Create digital strategy to enhance 24/7 access to library

MAIN LIBRARY

MAIN LIBRARY SERVES AS A CENTER OF COMMUNITY.

Main provides an environment to promote community collaboration. This dynamic facility is comfortable and efficient; it provides communal space, technology and special collections.

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TARGET CLUSTERS:

Staying Connected   Inquisitive Minds   Brainy Bunch   Rising Stars   Bright Future

METRICS: **By 2016/17, Main library building renovation concepts are developed.**

STRATEGIES:
- Create a working group to identify the functional requirements for Main library
- Retain consulting services to develop viable renovation concepts

By 2016/17, the library Board forms an exploratory committee to study options for funding Main library renovation.

STRATEGIES:
- Identify and cultivate pool of potential community leaders to serve on the exploratory committee
- Develop infrastructure to support expanded fundraising efforts

BRAND DEVELOPMENT

APL IS A MAJOR STAKEHOLDER IN COMMUNITY BUILDING.

The City of Albany and the Capital District recognize the library as a vital community partner. This places the library in the forefront whenever key community discussions take place.

METRICS:

By 2015/16, the library creates a new brand position and strategy.

STRATEGIES:
- The library launches a system-wide brand development effort
- The library rolls-out new brand internally and externally

By 2015/16, the library deploys board and management resources to leverage brand in the community and region.

STRATEGIES:
- Create position "statements" for the library to advocate
- Identify critical community forums for board and management to address

By 2015/16, the library utilizes "digital" channels (Facebook, Twitter, etc.) to manage critical clusters.

STRATEGIES:
- Create a customer relationship management implementation strategy
- Develop a "digital" channel management plan

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