

CITY OF SAN ANTONIO PUBLIC LIBRARY
Interdepartmental Memo

TO: Sheryl Sculley, City Manager
FROM: Ramiro S. Salazar, Library Director
COPY TO: Lori Houston, Assistant City Manager;
Craig Hopkins, Chief Information Officer;
Kathy Donellan, Assistant Library Director
SUBJECT: Library IT Roadmap
DATE: February 7, 2019

This memo provides an overview of the purpose and outcomes of the San Antonio Public Library's IT Roadmap. This plan is a Library technology strategic roadmap for the next three to five years. The need for an IT Roadmap was jointly identified by the Library Department and the Information Technology Services Department (ITSD) due to the importance of technology in providing excellent public library services to the community.

The plan is a proactive approach to the current and future needs of a diverse service population and supports the City's key technology initiatives, including Smart Cities and digital inclusion. It will also ensure that City investments in Library technology are effective and efficient. The three primary outcomes of the IT Roadmap are: community engagement, excellent customer experience and talent modernization to ensure that library staff has the skills to deliver exemplary technology services to the public.

The resulting proposed project portfolio was used in the FY 19 budget and IT governance processes and the following projects are funded and underway:

1. **Customer Analytics:** A software system to harvest usage/other data to aid in customer engagement tactics. For example, if a customer has not checked out a material in quite some time, a "we miss you message" could be sent to the customer to invite them back.
2. **Staff Scheduling Software:** A software system to aid in the scheduling of library staff to more effectively cover staffing for the 84 unique service hours across seven days a week at 30 library locations.
3. **Digital Signage Phase 1:** A software system to manage and deploy content to public facing digital signs at library locations to market high interest programs and resources.
4. **Laptop Carts:** Secure carts to store laptops for check-out to the public at the circulation desks and remotely push out updates to the laptops, while stored, thus increasing efficiency in management of those devices.
5. **Talent Modernization Assessment:** An analysis of direct public service staffing to identify actionable insights in meeting community needs generally, but specifically related to digital inclusion and support of customers in using technology.


6. **Online Chat Support:** A contract service on the library's website to answer customer questions via live chat. When customers visit mysapl.org (the Library's website) a widget will appear to offer them additional assistance via live chat.
7. **Integrated Library System (multi-year):** Replacement of the library's end-of-life core business system that manages circulation, customer accounts, collection development, cataloging and many other library functions.
8. **Pharos Public Business Services (multi-year):** The final phases of a system of hardware and software to deliver fax, scan, copy and print/wireless print to the public and provide self-service payment kiosks. These services are very important to digital inclusion, bridging the homework gap and allowing customers to have access to services critical to daily life to apply for jobs, access government benefits and fully leverage internet access.

At the conclusion of these funded 2019 projects, a significant proportion of the IT Roadmap will be implemented. An exhaustive list of current projects funded for FY2019 and a list of future, desired unfunded projects, as well as more detailed information about the IT Roadmap, is attached (Executive Summary and Project Portfolio List FY2019-2023).

There are two upcoming Council Committee briefings related to IT Roadmap. The Integrated Library System Project will go to the Audit and Accountability Committee for post-solicitation review on February 19, 2019. A briefing regarding the entire IT Roadmap will be presented jointly by the Library and ITSD team to the Innovation and Technology Committee on February 26, 2019.

We appreciate the support by Assistant City Manager, Lori Houston, on this effort. Please do not hesitate to contact me at 207-2626, if I may answer any questions about the progress on deployment of the IT Roadmap and associated outcomes. I am also available to give you a more complete briefing, including information about the funded projects for FY 2019 or desired, unfunded projects for FY 2020 to 2023, if you wish.

Sincerely,



Ramiro S. Salazar
Library Director

San Antonio Public Library IT Roadmap Executive Summary

Why Develop a Library IT Roadmap? Technology is ever-changing and the San Antonio Public Library must harness these new technologies to more efficiently perform and transform how it does business, while also adopting industry best practices for the use of the technology in support of City initiatives and community outcomes that include: convenience, personalization, ease of use, digital inclusion, and innovation. For these reasons, investment in a diverse platform of library technology has been and will continue to be a priority for many years. Effective and efficient use of invested resources and the pursuit of a strategic technology vision moving forward are critical to continued success.

The IT Roadmap team included the Library Department, the Information and Technology Services Department (ITSD) and the Gartner consulting group. The team approach used to develop the Library IT Roadmap blended **traditional** input and data collection mechanisms such as customer, non-user and staff surveys, demographic information, and industry research, with **customer-centered design** tactics like proto-personas and journey maps. By combining traditional and customer-centered methodologies, the resulting roadmap is focused on the individual customer experience, as well as the needs of the San Antonio community as a whole. The work to produce the roadmap also included an IT assessment conducted under the guidance of ITSD to evaluate existing library technology infrastructure.



Key Findings

- Better inform the public about services and events
- Improve the ease-of-use of technology
- Offer a more personalized experience
- Help residents overcome barriers to access
- Play a leading role in community and in local business
- Re-define responsibilities of librarians and other customer-facing staff
- Build SAPL's "Digital DNA" including talent development, recruitment and organizational structure

San Antonio Public Library Technology Mission

To help library patrons realize the transformative value of information, imagination and ideas by connecting them with information sources, with community services, and with each other

Resulting Library IT Roadmap (2018 to 2023)

The resulting IT Roadmap categorizes and prioritizes projects and initiatives over the course of five years with a focus on outcomes that will support the technology mission. The outcome categories are: **CE: Community Engagement**, **CX: Customer Experience**, and **TM: Talent Modernization**. By focusing on outcomes, the Roadmap will be results-focused and strategic. This plan can be used to make project requests, with commensurate resources, and to track progress against the three outcome areas to ensure the efficacy and efficiency of library technology efforts.

San Antonio Public Library IT Roadmap

Funded Project Portfolio FY 2019

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San Antonio Public Library IT Roadmap

Unfunded Project Portfolio FY 2020 to FY 2023

FY2020 Unfunded Desired Projects

- **Incident and Accident Management Resource:** A software solution that manages in-library security incidents and safety accidents involving customers. The solution provides a comprehensive database of reports; analyzes data to aid in identifying trends and assessing need; provides a communication platform to alert staff of critical issues.
- **Gap Analysis of Public Technology Accessibility:** An assessment of library public technology systems against the objectives of accessibility to customers with disabilities, as well as our digital inclusion goals globally. If gaps are identified, this information would be used to update the IT Roadmap to improve accessibility to customers with disabilities.
- **Social Media Campaign (CE):** A reassessment of social media efforts that focuses on a key channels and leverages other interaction methods (e.g. Facebook groups, YouTube videos) to build a more engaging presence and more broadly communicate the services of SAPL.
- **Digital Content Marketing Campaign (CE):** Increase awareness of the services offered by SAPL in the San Antonio community by developing a content strategy that tells the "SAPL story." Use digital and offline channels to reach customers and non-users and educate them on library services that may be of interest to them and enrich their lives.
- **Hotspot Lending Expansion (CE):** Implement additional Wi-Fi hotspots to increase network/infrastructure access to promote digital inclusion and augment learning opportunities.
- **Digital Signage Phase 2 (CE):** Continue deployment and retrofit of hardware to fully implement a digital signage solution across all library locations.
- **Library Self-Service Device Expansion (CX):** Implement laptop self-service dispensing stations at all libraries to increase access to computers without the need to increased physical (space) or infrastructure capacity. This is a highly cost effective approach to increasing the number of public computers across the library system.
- **Develop Digital Literacy Coaching Service (TM):** An outreach program of highly skilled staff to consistently and effectively provide technical support services and learning-based programs across all locations to the public.

FY2021 Unfunded Desired Projects

- **Develop iPaaS Strategy (CE):** A cloud based software solution that connects data from siloed, on-premises software applications like SAP with cloud hosted applications, improving workflows and processes through an unification of SAPL/COSA data. This would allow the library to participate in the technology strategy developed by ITSD.
- **Digital Experience Overhaul (CX):** Conduct a series of projects to assess the MySAPL website/app for its ability to meet IT Vision within the existing technical architecture, and recommend future solution options. This assessment would also allow changes to better leverage the new Integrated Library System.
- **Public Print and PC Management System (CX):** Assess the need to replace the software based solution to manage access to public pc's and associated services including printing/wireless printing, faxing and scanning, as well as self-service payment kiosks.
- **Inventory Management System (CX):** A hardware/software system to replace existing end of life RFID technology. This system manages and tracks all key resources and physical materials and is used for item check out/check in, theft deterrence and inventory.
- **Skills and Roles Modernization Initiative (TM):** A continuous process designed to re-think job roles performed in branches along with the resources needed by those roles. Assess gaps in current talent and resources while developing updated job descriptions as needed.

FY2022/23 Unfunded Desired Projects

- **Pilot Big Data/GIS/Analytics Community Lab (CE):** A data lab for community groups, students, and other organizations to access large amounts of public and open data sets (e.g. CoSA/SAPD ODIs), and powerful analytical tools used for analysis, projects, hack-a-thons, etc. This initiative builds on SAPL's mission as a provider of information and enables users to directly engage in solving pressing social and civic issues. This lab could also serve the City of San Antonio organization as an innovation hub with materials for City leaders and staff to educate them on community initiatives, key data sets, best practices, policy trends, etc. Finally, this lab could be a resource for the public for community engagement and education on key City issues, projects and processes.
- **Initiate VDI/DaaS Planning for All Library Branches and Develop TCO/Roadmap (CE):** Evaluate solution options/total cost of ownership for providing customers with personalized desktop environments. Objectives are to provide a foundation and detailed plan for a more personalized desktop experience, simpler desktop management, less hardware, less costs, and increased flexibility and mobility.
- **Pilot Badge/Gamification & Rewards/Loyalty Program (CE):** Define a gamification strategy for SAPL customers, using concepts such as badges, "likes," and/or scoreboards. The element of gamification has been shown to encourage regular participation in retail and education settings, and may be combined with other loyalty based initiatives in order to gauge and measure customer engagement.
- **Multi-Function Virtual Library Card (CX):** Identify and evaluate necessary tools to build, manage, and deploy a new form of library card that provides access in many forums and channels. Integrations and data interfaces will be designed to provide access to a wide range of civic services.
- **Creation of Senior Customer-Oriented Role (TM):** Define the role for a customer-oriented SAPL leadership role. Role should include digital experience for customers as well as evaluate processes customers go through to utilize services.
- **Collection Maintenance Tool (TM):** Integrated software solution that aids in analysis of all recent customer activity around loaned resources and materials; assists with identifying patterns and other key trends; provides reports and outputs to identify required and recommended actions.