

STRATEGIC PLAN 2014-2018



INTRODUCTION

Long-range planning does not deal with future decisions, but with the future of present decisions.

--- Peter Drucker

Westbank Libraries were formed at the hands of community members and have always very much belonged to the community. Our statistics are evidence of how much we are embraced by the community and how hard we try to meet community needs. Our collection of 100,000 items has a circulation rate over 600,000, our thousand programs a year are attended by 25,000 people, and we have over 300,000 visitors per year at our two locations. Our libraries and resources are well-used, and we are gratified by the involvement of a community that donates 15,000 volunteer hours and 75,000 books each year.

We have a history of excellence, but excellence is a moving target. The world is changing, and the community and its needs are changing with it. Creating a strategic plan helps us keep focused on what matters most to the community. It helps us find ways to use our resources more effectively, and it makes us consider what measurements will let us know we are successful. The plan gives us a framework for managing change and helps shape future decisions. A good plan is fluid, allowing for modifications over time as needs and resources change.

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MISSION STATEMENT

westbanklibraries
Expand your world

To inform, enlighten, entertain, enrich, empower, inspire, and engage the community

Specifically, the Westbank Libraries will

- Provide every visitor with exemplary, friendly, professional service
- Empower library users with access to a diverse, balanced, current, well-organized collection in a variety of formats, both physical and digital
- Delight visitors of all ages with programming and activities that will enrich their lives
- Promote community involvement and pride through partnership with our outstanding volunteers
- Establish the library as the heart of our community by nurturing community conversations and connections
- Provide access to innovative technology and knowledgeable assistance in its use
- Create a welcoming and appealing environment with minimal rules
- Empower users with around-the-clock access to electronic resources and services
- Anticipate and respond to changing community needs
- Engage area schools, community groups, and businesses in partnerships
- Demonstrate exceptional stewardship of community funds and assets
- Inspire staff and volunteers with a dynamic, rewarding, and cooperative atmosphere

VISION

How do we make people's lives better? In a world where so much information is freely available on the Internet and people have immediate access to so many books online with the click of a few buttons, what value does a library hold as provider of information? In a world where busy people move from activity to activity, what value does a library hold as a program provider? In a world where people are interconnected around the clock through social media, what value does a library hold as a community center? How does a library add value to a community that is economically and educationally advantaged to such a large degree?

LIBRARY AS PLATFORM

The late 20th century saw libraries sharing with their communities following a retail model – the community provided the funding and libraries provided the materials and services. The focus in the 21st century is shifting back to a platform model – the library serves as a platform for community sharing and learning. It is an interactive model where the community is more involved in how we do business. This philosophy will see more staff on the floor helping people, more resources on our website in a format that is easier to access, more member-directed programs, and more spaces and opportunities for people to meet and collaborate in person and online.

LIBRARY AS PARTNER

Our relationship with the community drives everything we do at Westbank Libraries. As we move forward, we will be focused on getting input from the community through surveys, interviews, and data sharing with community groups and schools. We will be seeking out partnerships with community groups as a way to not only serve those groups but to learn from them. And we will be finding ways to reach people who don't come into the library – people who may not be able to travel, may not think we have anything to offer, or may just be too busy to visit. Our efforts will include a new outreach initiative focusing on businesses, schools and preschools, retirement facilities, veterans, and other community groups.

LIBRARY AS CURATOR

Information may be readily available outside of the library, but the volume of it is overwhelming for most people to sort through effectively. Our collection and our digital resources will represent a wide range of views, topics, and interests with a focus on quality, timeliness, and popularity. Our collections, both physical and digital, will be organized for easy access. Our staff will be trained to help people identify what resources might be helpful, both in-house and on the Web.

LIBRARY AS SANCTUARY

The people who live in our community are very busy, with worries about work, family, education, finances, and health. Our libraries will be sanctuaries from a competitive world, with welcoming spaces and comfortable seating. We will aim for convenience and efficiency in the services we offer, and we will provide the very best in friendly customer service.

LIBRARY AS INNOVATOR

The community we serve lives on the cutting edge. We are geographically aligned with the Eanes Independent School District, and many families move here because of the academic excellence and technological progressiveness of the schools. We are a community where many people have advanced education and entrepreneurial or professional employment. The community deserves a library that helps them push the boundaries in different areas of their lives. We will seek innovative solutions, particularly with technology, to address community needs.

AREAS OF FOCUS

Recognizing that we cannot be everything to everyone, we will focus primarily on five areas of community need. As we get new input from the community, modification is always a possibility.

EARLY LITERACY

Our youngest community members often get their first introduction to books and reading at the library. We will offer them programs, services, and collections designed to ensure they will enter school ready to learn to read, write, and listen. We will also offer programs for parents and caretakers, sometimes integrated into the children's programs, to demonstrate effective methods of encouraging reading readiness and enjoyment.

ENJOYMENT & LIFELONG LEARNING

This community has long depended on the library for literary enjoyment and pastime pursuit. We will continue to offer a collection of fiction, nonfiction, and video materials as well as programs and groups that appeal to a wide variety of interests.

INFORMED DECISION-MAKING

Life brings many challenges, and one of a library's most important functions is in helping people navigate those challenges. Westbank community members will have the resources and help they need to identify risks, benefits, and alternatives before making decisions that will affect their lives.

SCHOOL SUCCESS

Our local schools are preparing students to be well-rounded members of society who are engaged, self-motivated, and ready for college. We will support students by providing resources to reinforce the school curricula and by assisting with research. We will give them space to interact with each other and meet with tutors. We will offer programs that help them and their parents make decisions about and prepare for their futures.

SUCCESS IN BUSINESS

There are a lot of business people in our community. Additionally, we have a lot of local businesses located within the district which contribute to the vibrancy of the area. We will support businesses and business people by seeing that they have resources to help them develop and maintain strong, viable organizations.

ADDITIONAL AREAS OF SUPPORT

Other areas that will receive resource support include creative expression, cultural awareness and diversity, democratic participation, genealogy research, and job search assistance.

FULFILLING OUR MISSION: THE STRATEGIC PLAN

Italics indicate a new service or program.

THE WESTBANK LIBRARIES WILL PROVIDE EVERY VISITOR WITH EXEMPLARY, FRIENDLY, PROFESSIONAL SERVICE.

- We will welcome all visitors with a smile and willing, knowledgeable assistance.
 - Account assistance
 - Research assistance
 - Personalized reading suggestions
 - Assistance through text, email, phone, and a *Q&A site*
 - *Single service desk at Westbank in 2014*
 - *Roving reference*
 - Multiple library card options – full membership (resident, paid, volunteer), neighbor card, Texshare membership, *digital card (middle and high school students and area workers), teacher card*
- We will offer hours and services for the convenience of the community.
 - Open 7 days per week with several late closings each week
 - *Possible addition of an early morning opening*
 - Drive-thru pickup and drop off at Laura's
 - Material reserves and Reserve Express
 - Materials requests: purchase or interlibrary loan
 - Texshare cards so members can borrow from other libraries
 - Voter registration cards, voters' guides, tax forms, and other government documents deemed useful to the community
 - Community bulletin board
- We will make it easy for people to find what they need.
 - Displays: new books, topical displays and faceouts
 - Online selection assistance: New Book Alerts, Novelist, reviews
 - Appropriate signage and helpful flyers
 - Well-organized *floor layout* and collection

THE WESTBANK LIBRARIES WILL EMPOWER LIBRARY USERS WITH ACCESS TO A DIVERSE, BALANCED, CURRENT, WELL-ORGANIZED COLLECTION IN A VARIETY OF FORMATS, BOTH PHYSICAL AND DIGITAL.

- We will offer materials in a variety of formats.
 - Print: books, large print, board books, magazines, newspapers, graphic novels
 - Media: book/media kits, audio books, DVDs
 - Digital: Ebooks and downloadable audio books (Overdrive), emagazines (Zinio)
 - Databases
- We will offer a timely collection of materials that appeal to community interests.
 - Gradual reduction of collections where materials are not circulating
 - Increased digital collection as popularity increases

- *Purchase on demand, including downloadables, except for out-of-print, expensive, or specialized titles (ILL)*
- Our collection will focus on priority areas.
 - Early literacy: leveled reading materials, Tumblebooks
 - Enjoyment and lifelong learning: popular fiction and nonfiction materials and databases
 - Informed decision-making: materials related to parenting, education, self-help, health, finance, aging, job search, the law
 - School support: materials to support curricula, testing materials and databases, required reading, research databases
 - Success in business: business topics, investment newspapers and databases, A to Z Reference
 - Other areas: genealogy databases, cultural and language collections
- Our collection will include curated links to valuable resources.
 - *Q&A site for the community to ask and answer each other's questions, moderated and tagged by the library*
 - *DIY pages to assist the community in finding credible online information: government, health, education, reader's advisory, etc.*

THE WESTBANK LIBRARIES WILL DELIGHT VISITORS OF ALL AGES WITH PROGRAMMING AND ACTIVITIES THAT WILL ENRICH THEIR LIVES.

- We will offer programs focused on our priority areas.
 - Early literacy: story times with interactive and educational components (including Spanish, music, and *baby sign language* story times), family programming (yoga, films, crafts, discovery)
 - Enjoyment and lifelong learning: community garden, trail programs, interest programs (chess, art exhibits, discovery, author talks, live music, astronomy, meditation, yoga, French film club, genealogy, etc.)
 - Informed decision-making: technology classes and tutorials, speakers (finance, health, aging, self-help, etc.)
 - School support: college prep, college finance, *college alternatives*, test prep, *soft skills*, *finding a first job*, STEM, *special needs education*, discovery, *parent-focused program*, *home school support*
 - Success in business: business and investment topics, networking opportunities, A to Z Reference and business software training, *business fair*
- We will offer the community space to share their interests and expertise with the community.
 - Book clubs, writing groups, craft groups, genealogy, finance, education, etc.
 - Space for community groups to meet
 - *Collaboration room that can be booked for small group work*
- We will offer programming with convenience in mind.
 - Summer reading and spring break signature event during school off-periods
 - Larger programs at Laura's for parking ease
 - Programs at both locations at a variety of times to meet varied schedules
 - *Quick learning demonstrations*

THE WESTBANK LIBRARIES WILL PROMOTE COMMUNITY INVOLVEMENT AND PRIDE THROUGH PARTNERSHIP WITH OUR OUTSTANDING VOLUNTEERS.

- We will partner with the Friends of the Library.
 - Trails and Madrone Preserve, chess program, scholarships for teens, and volunteer appreciation
 - Library advocacy

- Board election support
- We will partner with book sale room volunteers and the community.
 - Accept book donations from the community
 - Sell donated books to the community at a low cost
 - Share donated and weeded materials with groups outside our community that are in need
- We will offer volunteer opportunities to foster a strong relationship with the community.
 - Teens (checkout, shelving, iTeens, etc.) in support of local schools volunteer requirements and to provide a first work experience for teens 13 and older
 - Adult volunteer opportunities in circulation, technical processing, and programs
- *We will identify new ways to involve members of the community in library activities for our mutual benefit.*
 - *to give them ownership of their library and a place to be involved with the community*
 - *to avail ourselves of their amazing energy, expertise, commitment, and caring*

THE WESTBANK LIBRARIES WILL ESTABLISH THE LIBRARY AS THE HEART OF OUR COMMUNITY BY NURTURING COMMUNITY CONVERSATIONS AND CONNECTIONS.

- We will help keep the community informed.
 - Website, newsletters, Facebook, library blog, Q&A site
 - Other social and traditional media outlets
- We will offer meeting rooms and a *collaboration room* for community members to meet and share ideas.
- *We will reach out to community groups and schools to discover what needs they may have and to facilitate communication between them and other groups in the community.*
- *We will partner with members of the community to bring new programs to the library: financial planners, AARP, school counselors, business people, etc.*
- *We will reach out to newcomers to the community.*

THE WESTBANK LIBRARIES WILL PROVIDE ACCESS TO INNOVATIVE TECHNOLOGY AND KNOWLEDGEABLE ASSISTANCE IN ITS USE.

- We will offer free computing in the library.
 - Public computers (*Windows-based* and configured for speed, graphics and integrity), printers, scanning, and copiers
 - High-speed Internet and wifi
 - Current software: Office, photo, Adobe, resume writing, genealogy, etc.
 - eReaders, tablets, laptops (for confidential access)
 - *Video conferencing*
 - Annual technology review (hardware and software)
- We will offer assistance to people with questions on devices or software.
 - Classes, tutorials, help desk
 - *Mobile computer lab consisting of 6 matching laptops*
 - Links to technology education resources
 - Device demonstration *and lending*
 - Resources and programs on topics related to technology: apps for education, Internet security, using social media, etc.

THE WESTBANK LIBRARIES WILL CREATE A WELCOMING AND APPEALING ENVIRONMENT WITH MINIMAL RULES.

- Our facilities will be comfortable and welcoming.
 - Comfortable seating throughout the library
 - Coffee service and snack vending
 - Comfortable, safe, appropriate, and engaging children’s areas
 - Family-friendly restrooms
 - Garden spaces with outdoor seating, play equipment, and fencing
 - Natural lighting and views
 - Trails through the Madrone Preserve and a community garden
- Our facilities will be designed for the user’s convenience.
 - Logical layout with plenty of open space and clear signage
 - *Multi-use reconfigurable spaces*
 - Single service desk (Westbank initially) to reduce visitor confusion or wait-time at an empty desk
 - Study and tutor space
 - Quiet rooms
 - *Demonstration station*
 - *Meeting and collaboration spaces*
 - Well-maintained equipment, including *plenty of outlets for people to plug in their devices*
 - Exhibit and performance space
 - Community bulletin board
- Our rules will encourage wide usage of the library.
 - Code of Conduct sets minimal standards, maintains safe and hospitable environment
 - Avoidance of negatives in signage
 - Allowance of reasonable personal use of space: food and drink, quiet talking and cell phone use, movement of furniture

THE WESTBANK LIBRARIES WILL EMPOWER USERS WITH AROUND-THE-CLOCK ACCESS TO ELECTRONIC RESOURCES AND SERVICES.

- We will offer an inviting, easy-to-use, searchable website and catalog.
 - online calendar and events pages
 - *Ebsco Discovery for easy database searching*
 - Downloadable ebooks and audios, Zinio for emagazines
 - *ADA-compliant mobile website and app*
 - *DIY pages:*

| | | |
|--------------------------|--------------------------|-----------------------------|
| <i>homework help</i> | <i>homeschooling</i> | <i>parenting</i> |
| <i>what to read next</i> | <i>digital resources</i> | <i>gardening</i> |
| <i>chess</i> | <i>trails</i> | <i>finance</i> |
| <i>health and aging</i> | <i>legal resources</i> | <i>government resources</i> |
| <i>business</i> | <i>newcomers</i> | <i>genealogy</i> |
| <i>fast facts</i> | <i>local resources</i> | <i>jobs help</i> |
- We will offer video and written instruction for use of specialized technology (Overdrive, Zinio, databases).
- *We will offer a Digital library card for access to digital resources (teens with school ID, area businesses and teachers).*

THE WESTBANK LIBRARIES WILL ANTICIPATE AND RESPOND TO CHANGING COMMUNITY NEEDS.

- We will get input from the community.
 - Interviews, surveys, and data sharing with individuals and groups: schools, local governments, PTAs, HOAs, Chamber of Commerce, our volunteers, etc.
 - *Q&A site*
 - Local newspapers
 - Outreach recipients
 - *Increased visibility of comment box*
- *We will continually evaluate and adjust this plan as we learn new things.*
- We will offer new programs and services on a trial basis, keeping what works and eliminating what doesn't (historically an effective way of finding out what the community needs or wants).

THE WESTBANK LIBRARIES WILL ENGAGE AREA SCHOOLS, COMMUNITY GROUPS, AND BUSINESSES IN PARTNERSHIPS.

- *We will partner with outreach targets to provide services.*
 - *Schools: PTAs, homeschool groups, tutor, school boards, principals, librarians and teachers*
 - *Preschools and daycares*
 - *Retirement homes*
 - *Veterans*
 - *Local businesses and business people*
 - *Local governments*
- *We will create programming partnerships.*
 - *Area resource providers: AARP, SCORE, book stores, festivals, theaters, community groups, etc.*
 - *Chamber of Commerce and area service organizations*
- We will partner with scouts on their Eagle Scout Badges and Gold Awards.

THE WESTBANK LIBRARIES WILL DEMONSTRATE EXCEPTIONAL STEWARDSHIP OF COMMUNITY FUNDS AND ASSETS.

- We will use funds as provided by the community to give the best service we possibly can.
 - *Establishment of new measurement baselines for evaluation of services and programs: matches stated goal, reaches a significant audience, is cost-effective*
 - *Staff expenditure approximately 65% of operating budget*
- *We will work to keep all library districts strong through the sharing of essential information on a district website.*
- *We will continue to simplify and document systems.*
 - *outsourcing services that require a lot of maintenance or expertise*
 - *expensive, complicated equipment replaced with simpler, less expensive hardware*
 - *computers standardized to one operating system*
 - *cloud services where appropriate*
- We will continue to make sure we are getting taxes due to us.
- *We will re-establish a capital budget for building improvements at Westbank in 2014.*

THE WESTBANK LIBRARIES WILL INSPIRE STAFF AND VOLUNTEERS WITH A DYNAMIC, REWARDING, AND COOPERATIVE ATMOSPHERE.

- We will maintain an environment of open communication.
 - Open door policy in administration
 - Mistakes viewed as opportunities
 - Communication through forum, email, listservs, updates, and regular meetings
 - Staff work at both locations
- We will maintain a culture of teamwork.
 - Staff on teams with easy mobility as needs and strengths change
 - Supportive bottom-up management
 - Staff and volunteers encouraged to step in whenever there is a need and to speak up when they have a need
 - Whole staff works with volunteers
- We will encourage personal growth.
 - Opportunities for staff professional development
 - Opportunities for staff and volunteers to increase their responsibilities and learn new things
- We will provide competitive benefits.

ORGANIZATIONAL INITIATIVES: PREPARING FOR CHANGE

STAFF TRAINING

To meet the goals set forth in this plan, we expect to train different individuals in the following areas:

- Local school curricula, learning theory, search strategies for homework help, effective information interviewing, teaching skills
- Early child development and early literacy, materials for young readers, effective program delivery for young children, how to teach parents skills to support early literacy
- Reader's advisory
- Planning and presenting programs
- Roving reference, using a tablet to find information on the floor
- Use of portable storage devices, library Internet use policies, basic trouble-shooting and technology training, helping people feel comfortable with library technology
- Understanding business structures, requirements to start a new business, local ordinances affecting businesses
- Drupal, Git
- Databases
- Stackexchange
- Library trends (social networking, customer service, the future of collections, website trends, innovation)

STAFF ALLOCATION

The library staff organization will continue to evolve to make best use of staff skills.

- The collection team will be rolled together with a new floor management team and a future virtual resources team to coordinate the functioning of interrelated departments and to dedicate staff resources to how the floor of the library looks. Westbank is the current focus for floor changes ahead of renovations.
- The new outreach team is in formation and has already begun working on new partnerships.
- Staff members working on multiple teams will see their job descriptions simplified to fewer teams.
- A new technology manager will streamline technology maintenance and pursue new technology initiatives and a data collection plan.
- PR will now focus on reaching outside the library to the wider community, including the library community, and will spend less time on brochures and flyers for people who come into the library.

POLICIES

Our policies over time have become intermixed with procedures, and we are in the process of extracting policies from the larger documents. All policies will be reviewed and approved by the Board of Trustees. Certain policies may be affected by shifts in direction we are taking.

- Circulation - family vs. individual card, institutional cards (for outreach), digital library card, teacher card
- Programs - outside groups holding programs, meeting room limits (number and frequency of programs, number of attendees, how early to reserve, cost)
- PR - limits for promoting outside programs
- Collections - YANF, JNF, purchase on demand, weeding
- Internet usage - printing fees, filtering, confidentiality, time limits, guest use, downloading, wifi
- Website and social networking - criteria for participation, editorial control, linking to businesses
- Code of Conduct - food and drink, appropriate behavior in quiet rooms and collaboration rooms

MEASUREMENT

We have always gathered statistics on basic services and collection use. As we add new programs, measurement is the determinant of success. We will be focusing on data gathering in new ways as we move forward.

- Service effectiveness:
 - Number of times reference or readers' advisory questions are asked through various outlets
 - Comparison of roving reference responses to passive reference responses
 - Number of library cards issued by type
 - Hours open per week, usage per hour
 - Drive-thru usage
 - Reserve and Reserve Express Usage
 - Comment card responses, complaint tracking
 - Display interactions, circulations in relation to displays
- Collection effectiveness:
 - Circulation and turnover rates across material formats and types
 - Circulation and turnover rates across service priority areas: school support, specific interests, specific information areas, early literacy, business materials
 - Circulation rates as collection size changes
 - Number of days between placing a reserve or request and its fulfillment
 - Age of collections by material type and topical area
 - Database usage
 - Overdrive and Zinio usage
 - DIY page and Q&A site usage
- Program effectiveness:
 - Number of programs and attendance, including virtual programs, analyzed by service priority and audience
 - Number of outreach (off-site) programs and attendance
 - Number of community programs offered
 - Number and attendance at quick demonstrations
 - Satisfaction survey results
- Volunteer program effectiveness:
 - Number of adult and teen volunteers
 - Number of volunteer hours
 - Friends' chess group attendance
 - Book donations, book sales, book sharing
 - New volunteer opportunities identified
- Community connection and partnership effectiveness:
 - Website, newsletter, Facebook, blog, and Q&A site access
 - Meeting room use by community groups
 - Number of community groups we connect with
 - Number of new library members
 - Number of new partners
 - Number of programs for and from new partners
 - Number of scout projects
- Online and technology effectiveness:
 - Computer and wifi use
 - Wait time to use computers
 - Website hits, page analytics, and click patterns
 - DIY page access

- Database, Overdrive, Zinio use
- Website use versus mobile website and app use
- Number of times Novelist, New book alerts, and the catalog are accessed; how the catalog is accessed (search patterns)
- Activity levels on Q&A site, Facebook, blog, newsletters
- Class and tutorial attendance
- Facilities effectiveness:
 - Visitation totals and patterns
 - Number of students using the library after school, meeting with tutors
 - Number of public service hours per week
 - Number of participatory displays
 - Satisfaction surveys
- Resource allocation effectiveness:
 - Analysis of budgets and expenditures
 - Cost effectiveness of programs and services
- Work environment effectiveness:
 - Input from staff at annual review
 - Number of professional development opportunities taken
 - Staff turnover rates
 - Benefits comparison

RENOVATIONS AT WESTBANK

The Westbank facility was originally built in 1989 with an addition in 2000. It currently sees over 200,000 visitors per year. About 400,000 items cross the checkout counters in this branch alone every year. Our front door has probably been opened 2 million times. That's a lot of use!

In addition to the use, we have shifts in service priorities that suggest changes in facilities layout. As the list has grown, it has become evident that it will make more sense to do a big project in early 2014 instead of multiple smaller projects spanning several years with inconvenient library closings each time.

The project will be funded out of reserves and a portion of 2013 and 2014 income. Our goal is to create a space that is largely reconfigurable, sophisticated but homey, welcoming, and fresh. It should function in new ways, emphasizing user experience – spaces are easily identified, help is easy to find, and there are lots of places to sit and enjoy the environment.

CHANGES TO ACCOMMODATE PUBLIC NEEDS

- Creation of a collaboration room in the current quiet room space (white board wall, videoconferencing possibility, improved lighting, movable tables)
- Redesign of checkout and information desks into one larger help desk (current reference desk goes away)
- Redesign of book sale room
- Creation of a quieter quiet reading room in the current librarians' office
- Creation of a larger story time space (through moving of collections and some reduction in JNF)
- Purchase of new tables and chairs for meeting room upstairs
- Purchase of child-size tables and chairs for the children's area
- Replacement of some of the casual furniture and art
- Replacement of endpanels with matching endpanels that include display options (partial slatwall); perhaps a reduction in the amount of oak
- Additional outlets
- Better lobby lighting
- New stair treads
- Coffee area with improved coffee service
- Snack vending machine (upstairs)
- New picnic tables and playscape for backyard
- Outdoor café tables for arbor
- Improved computer station furniture (ergonomic, comfortable)
- Installation of charging station(s)
- Movable demonstration station
- Movable shelf units for new books and DVDs
- Improve self-checkout to increase usage
- Replacement of door to the garden to make the garden more inviting and increase usage

CHANGES TO ACCOMMODATE STAFF NEEDS

- Creation of administration offices in the current conference room (tech manager, finance, work space)
- Installation of a windowed wall in front of administrative assistant desk to integrate with current architecture

- Remodel of upstairs workroom to accommodate more staff, streamlining storage and creating a tech closet in the process
- Redesign of maintenance office, including addition of mop sink

GENERAL INTERIOR UPDATES

- Carpet (areas not done in 2010)
- Replacement of wall carpet with something more appropriate
- Paint
- Signage to suit

GENERAL EXTERIOR UPDATES

- Marquee sign update
- Building signage
- Parking lot pave and re-stripe, signage
- Find a better spot for the book drop
- New home for the bubble machine

FUNCTIONAL ISSUES

- Installation of fire sprinkler system
- Backyard drainage
- Pat Lovell garden drainage

OTHER POSSIBLE UPDATES

- Bathrooms - they are getting a bit tired, and it may make sense to do them now
- Kitchen – a better layout could make it more usable for public events

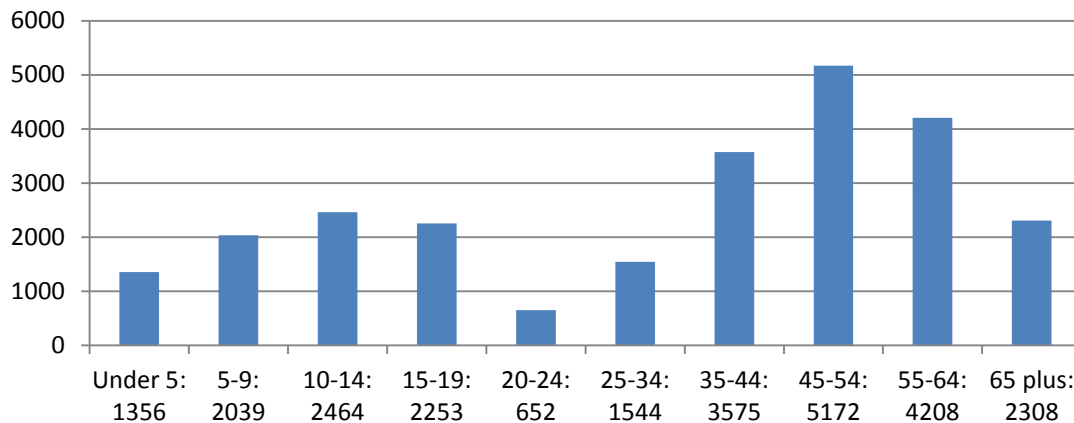
OUR COMMUNITY

The Westbank Community Library District has a legal service area that is a subset of the Eanes Independent School District. Because of our long history of collaboration with the school district, the Board of Trustees chose to extend library membership to everyone who lives within EISD. When we consider our community then, we must consider both our legal service area and the wider area enveloped by the school district.

DEMOGRAPHICS: 2010 CENSUS WESTBANK COMMUNITY LIBRARY DISTRICT

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| Population | 25,571 |
| Ethnic and Racial Makeup | African American 164 (<1%) Asian 1745 (7%) Hispanic-Latino 1865 (7%) White 21,268 (83%) Other 529 (2%) |
| Households | 9692: 7848 owner-occupied (81%), 1289 rented (13%), 555 vacant (6%) |
| Median Household Income | \$156,903 |

Age Groupings

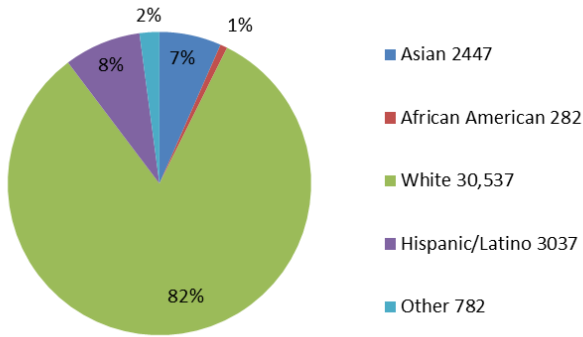


COMMUNITY DATA FROM EANES INDEPENDENT SCHOOL DISTRICT 2012

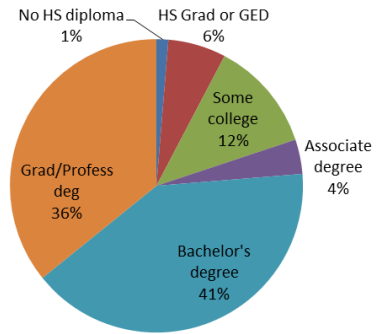
The Eanes Independent School District covers 31.2 square miles, covering part of Austin as well as Rollingwood and Westlake Hills. Data includes the whole community, not just families enrolled in Eanes, and was compiled by DeskMap Systems, Inc.

| | |
|----------------------------|---|
| Population | 37,084 in 2012; expected to be 37,906 in 2017 (an increase of 2.2% compared to an expected state increase of 10.6%) |
| Households | 14,574 in 2012 (expected to increase 1.8% to 14,836 by 2017) |
| Families | 10,028 |
| Age trends | Average age in 2010 was 37.33 and 2012 was 38.40 Average age estimated for 2017 is 39.90 and 2022 is 41.22 |
| School age children | Overall children are aging but there is some evidence of a resurgence of children in the younger years |
| Income trends | Average household income in 2012 is \$179,744, and expected to increase to \$191,007 by 2017 |

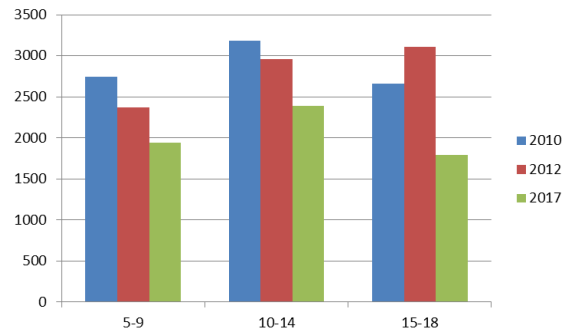
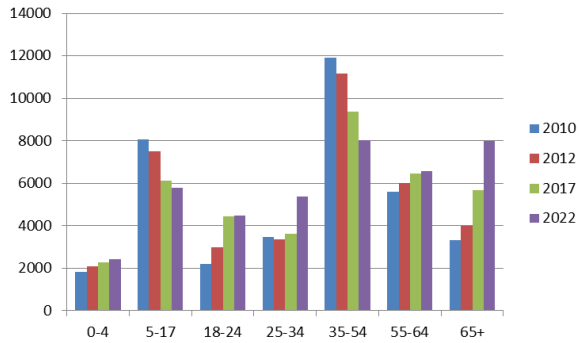
Ethnic and Racial Makeup Total Population 37,085



Educational Attainment (age 25+)



Age Distribution

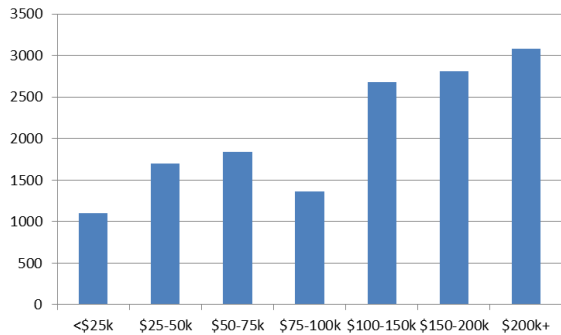


5222 households (36%) have children under 18:

Married couple 4557 (87.3%)

Single parent 861 (12.7%)

Household Income Distribution



Occupational Breakdown (age 16+)

| Occupation | Local | State |
|---------------------------------|-------|-------|
| Building Maintenance & Cleaning | 0.5% | 4.0% |
| Construction | 2.9% | 10.8% |
| Farming, Fishing & Forestry | 0.0% | 0.6% |
| Food Preparation Serving | 2.4% | 5.2% |
| Healthcare Support | 0.5% | 2.1% |
| Managerial Executive | 30.9% | 14.2% |
| Office Admin | 6.5% | 14.1% |
| Personal Care | 1.8% | 3.0% |
| Production Transportation | 2.0% | 12.0% |
| Professional Specialty | 36.0% | 20.1% |
| Protective | 0.3% | 2.3% |
| Sales | 16.3% | 11.5% |