

**RESOLUTION NO. 56-2024**

**A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF ABILENE, TEXAS  
APPROVING THE STRATEGIC PLAN FOR THE ABILENE PUBLIC LIBRARY.**

**WHEREAS,** The Library Advisory Board serves in an advisory capacity to the City Council and the Abilene Public Library Administration; and

**WHEREAS,** On February 22, 2024, the Library Advisory Board approved the Strategic Plan for the Abilene Public Library; and

**WHEREAS,** The Abilene Public Library Advisory Board recommends that the City Council approve the Strategic Plan of the Abilene Public Library.

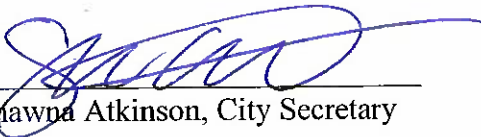
**NOW THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF ABILENE, TEXAS:**

**Part 1:** That the Strategic Plan of the Abilene Public Library, which is attached hereto as Exhibit A, is hereby approved.

**Part 2:** That this Resolution shall take effect immediately from and after passage.

**ADOPTED this 14th day of March 2024.**

ATTEST:

  
Shawna Atkinson, City Secretary

  
Weldon Hurt, Mayor

APPROVED:

  
Stanley Smith, City Attorney

**City of Abilene**  
**ABILENE PUBLIC LIBRARY**

**STRATEGIC PLAN**

2024



## THE STRATEGIC PLANNING PROCESS

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The Abilene Public Library (APL) management team and two members of the Library Advisory Board gathered on September 15, 2023, for strategic discussions facilitated by Eddy Smith of the Abilene Library Consortium.

The process included the team's Working Genius assessment to connect and constructively frame the strategic discussions. The team then reviewed the City of Abilene's purpose, mission, vision, core values, and strategic priorities of the City Council. The team reviewed library goals and objectives from FY2023, determining which were to continue and identifying new objectives.

The team reviewed the Library's mission statement and worked on potential language for revisions to the mission, finalizing it in subsequent drafts to: **"We inspire and connect our community today and into the future."** This concise and impactful statement communicates the library's commitment to inspiring individuals and fostering connections within the community, both presently and for generations to come.

The day ended with vision conversations about the future of library services in Abilene as the library prepares for relocation into Abilene Heritage Square in several years.

In the intervening months since the session, the APL Management Team has added scope to the outlined goals, ensured alignment with City and Council priorities, and identified measurable objectives for tracking progress, detailed in the following pages.

### Strategic Planning Session Participants:

Eddy Smith	Abilene Library Consortium (Facilitator)
Clint Buck	APL Advisory Board
Elizabeth Norman	APL Advisory Board
Janet Bailey	Abilene Public Library
Alyssa Crow	Abilene Public Library
Julee Hammer	Abilene Public Library
Tremain Jackson	Abilene Public Library
Marie Noe	Abilene Public Library

# City of Abilene, Texas COMMUNITY PROFILE

## POPULATION


 **127,385**  
Population

 **32 years**  
Median Age

### Population by Age

< 5	6.5%	40-49	11.0%
5-19	21.4%	50-59	9.0%
20-29	18.8%	60-64	6.0%
30-39	13.6%	65+	13.7%

## EDUCATION

 **87.2%**  
Population Age 25+  
with High School  
Degree or Higher

 **26.0%**  
Population Age 25+  
with Bachelors  
Degree or Higher

### Institution Enrollment

<b>5,731</b>	Abilene Christian University
<b>1,765</b>	Hardin-Simmons University
<b>2,556</b>	McMurry University
<b>268</b>	Texas Tech Health Science Center
<b>3,016</b>	Cisco College
<b>1,250</b>	Texas State Technical College
<b>14,586</b>	<b>Students Enrolled</b>

## HOUSING & INCOME

 **\$196,314**  
Average Home Market Value

 **\$73,825**  
Average Household Income


 **\$54,493**  
Median Household Income


 **45,504**  
Total Households

### Households by Income

< \$25k	20.1%
\$25k - \$49k	24.4%
\$50k - \$99k	31.6%
\$100k+	23.9%

## WORK FORCE

 **4.0%**  
Abilene  
Unemployment Rate

 **4.5%**  
Texas  
Unemployment Rate

### Top Employers

<b>8,864</b>	Dyess Air Force Base, <i>Air Force Base</i>
<b>4,032</b>	Hendrick Health System, <i>Hospital</i>
<b>2,450</b>	Abilene Independent School District, <i>Public School</i>
<b>1,900</b>	Abilene Christian University, <i>Private University</i>
<b>1,299</b>	City of Abilene, <i>City</i>
<b>1,225</b>	Abilene State Supported Living Center, <i>Mental Health</i>
<b>1,187</b>	Texas Department of Criminal Justice, <i>Prisons</i>
<b>1,061</b>	Blue Cross Blue Shield of Texas, <i>Call Center</i>
<b>560</b>	Taylor County, <i>County</i>
<b>540</b>	First Financial Bank, <i>Bank</i>

## ABILENE FAST FACTS

 **113 Square  
Miles of Area**

 **1,719 Feet  
Elevation**

 **29 Parks on  
1,247 acres**

 **Established in  
1881**

 **County Seat of  
Taylor County**

 **8 Fire Stations**

\* From City of Abilene Budget Book Fiscal Year 2023-2024



# City of Abilene, Texas COMMUNITY PROFILE

## TRANSPORTATION



### Highways

I-20 Interstate Highway  
US Hwy 80, 83, 84, 277  
State Hwy 351, 36



### Air Travel

Envoy Air via the  
Abilene Regional Airport

### Distance from Other Cities (in Miles)

<b>184</b>	Dallas, Texas
<b>218</b>	Austin, Texas
<b>351</b>	Houston, Texas
<b>453</b>	El Paso, Texas
<b>707</b>	Denver, Colorado
<b>844</b>	Nashville, Tennessee
<b>855</b>	Phoenix, Arizona
<b>963</b>	Atlanta, Georgia
<b>1,080</b>	Chicago, Illinois
<b>1,255</b>	Los Angeles, California

## LOCATION



## TAXES

### Property Tax (Abilene ISD)

Taylor County	<b>0.5397</b>
City of Abilene	<b>0.7328</b>
Abilene ISD	<b>1.0326</b>
<b>Total Tax Rate</b>	<b>2.3051</b>

### Sales Tax

State of Texas	<b>6.25%</b>
City of Abilene	<b>1.50%</b>
Economic Development	<b>0.50%</b>
<b>Total Sales Tax Rate</b>	<b>8.25%</b>

### Property Tax (Wylie ISD)

Taylor County	<b>0.5397</b>
City of Abilene	<b>0.7328</b>
Wylie ISD	<b>0.8900</b>
<b>Total Tax Rate</b>	<b>2.1625</b>

### Hotel Occupancy Tax

State of Texas	<b>6%</b>
City of Abilene	<b>7%</b>
Venue District	<b>2%</b>
<b>Total Hotel Occupancy Tax Rate</b>	<b>15%</b>



**Tallest Building  
at 283 Feet**  
The Enterprise Building



**2 Major School  
Districts**  
Abilene ISD & Wylie ISD



**1 Military Base**  
Dyess Air Force Base

\* From City of Abilene Budget Book Fiscal Year 2023-2024

# COMMUNITY PROFILE

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## About the City

The City of Abilene, Texas is located approximately 180 miles west of the Dallas/Fort Worth Metroplex, near the geographic center of the state. Conveniently connected east-west by Interstate Highway 20, and north-south by U.S. highways 83, 84, and 277. Abilene is the center of a 22-county area commonly referred to as the Big Country.

## Abilene: Past, Present & Future

In the 1800s, nomadic Native Americans, U.S. soldiers, buffalo hunters, and ranchers roamed what is now the Abilene landscape. By the time the 1870s arrived, the Native Americans had been driven out and their lands had been overrun by hungry cattle and ambitious cowboys. However, the introduction of the railroad system started a great industry progression, calling Abilene the Future Great City of West Texas. Abilene was established in March 1881 and shortly thereafter in January of 1883, local residents voted to incorporate. That fall, Abilene became the county seat of Taylor County, and after only seven years, the city grew to 3,194 people.

Today, more than 120,000 friendly people call Abilene home, and the city represents an eclectic mix of Old West heritage, contemporary culture, and traditional values. As a Top Texas Destination, there is something for everyone in Abilene. For instance, visitors can feed giraffes at the Abilene Zoo or relive rugged Western lore through cutting-edge technology at Frontier Texas! Art enthusiasts can find inspiration at various museums and cultural events held in Downtown Abilene such as ArtWalk, City Sidewalks, and the annual Children's Arts and Literacy Festival. Abilene is home to the largest collection of public storybook sculptures of its kind in America, and in 2016, the 84th Legislature of the State of Texas designated Abilene as the official Storybook Capital of Texas for its efforts to celebrate literary works for children. Since then, the Storybook Capital's draw has expanded across America. To recognize the growing appeal of the Storybook Capital, the Abilene Cultural Affair Council, in partnership with the Abilene Convention and Visitors Bureau, decided in 2018 to trademark the term "Storybook Capital of America" with the U.S. Patent and Trademark Office.

Abilene is a centerpiece for employment, retail, and medical services in West Texas. While the city continues to expand, both the manufacturing and wind energy industries have likewise increased to meet growing demand and opportunities. Interstate and state highways, Union Pacific Railroad cargo service, and air travel via Abilene Regional Airport provide citizens and industry easy access to transportation services. Charter air and ground travel services are available as well. For those pursuing higher education, students may choose between three universities, a college, a technical college, a pharmacy school, and schools of nursing. The city boasts attractive and affordable housing, excellent schools, a revitalized historic downtown, an assortment of tourist attractions, recreational possibilities, top-notch medical facilities, a regional industrial hub, Dyess Air Force Base, and a philanthropic community.

## City Governance

The City of Abilene is a municipal corporation incorporated under Article XI, Section 5, of the Constitution of the State of Texas (Home Rule Amendment). The City operates under a Council-Manager form of government and provides such services as are authorized by its charter to advance the welfare, health, morals, comfort, safety, and convenience of the City and its citizens.

The City Council is the legislative and policy-making body of the City of Abilene. Six City Councilors represent each of the six places in the City (three north of South 1st Street and three south of South 1st) but are elected and serve at large representing all citizens of Abilene. Councilors serve staggered three-year terms with two members up for reelection each year. The Mayor is also elected at-large and also serves a three-year term.

The Council enacts legislation, adopts the budget, sets tax rates, determines policies, and approves the Mayor's appointment of the City Manager, City Secretary, City Attorney, Municipal Court Judge, and all Boards and Commission members.

*\* From City of Abilene Budget Book Fiscal Year 2023-2024*



# City of Abilene, Texas

## OUR MISSION & VALUES

The Abilene Public Library serves as the Department of Library Services of the City of Abilene. As City employees, Library employees are expected to follow the RISE Core Values at all times: **Respect, Integrity, Service Above Self, and Excellence in All We Do.**

### *Our Mission*

We work together to build and maintain a community of the highest quality for present and future generations.



### RISE CORE VALUES

#### **RESPECT**

Demonstrating through our actions that we hold ourselves and our citizens in high enough regard to do what we say we will do, in the timeframe we commit to.

#### **INTEGRITY**

Possessing an unwavering commitment to doing the right things right, and keeping commitments to our citizens, co-workers and others.

#### **SERVICE ABOVE SELF**

Fostering a servant's heart in ourselves and each other by conscientiously doing what is best for the community in all cases.

#### **EXCELLENCE IN ALL WE DO**

Recognizing the importance of working together to meet everyone's needs, and treating everyone with dignity, courtesy, and respect.

# ABOUT THE ABILENE PUBLIC LIBRARY

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## OUR MISSION

*We inspire and connect our community today and into the future.*










- Above is the new mission statement for the Abilene Public Library, crafted from discussions during the strategic planning session in September 2023.
- Abilene has operated a lending library since 1899.
- The Abilene Public Library Advisory Board is a City board with members appointed by the Mayor and approved by the Abilene City Council. The APL Advisory Board consists of seven members. APL Advisory Board terms are for three years, with the option to apply for renewal for a second term.
- APL has a staff of 38 FTE (31 full-time and 14 part-time employees).
- The Abilene Public Library operates three facilities in Abilene. The Main Library, located at 202 Cedar Street, will be relocated to the Abilene Heritage Square campus, with an anticipated opening date in late 2025. The Library will have approximately 23,000 square feet of additional space in the new building.
  - **Main Library:**  
202 Cedar Street, Abilene, TX 79601  
42,000 square feet  
Opened Jan 18, 1960
  - **Mockingbird Branch Library:**  
1326 N Mockingbird Lane, Abilene, TX 79603  
11,880 square feet  
Opened January 10, 2009  
*Leased space in the Edgewood Shopping Center*
  - **South Branch Library:**  
4310 Buffalo Gap Road #1246, Abilene, TX 79606  
20,432 square feet  
November 19, 2016.  
*Leased space in the Mall of Abilene*
  - **Future Main Library located at Abilene Heritage Square:**  
1699 S 1st St, Abilene, TX 79602  
approximately 65,000 square feet



# CITY COUNCIL STRATEGIC GOALS

## STRATEGIC PLANNING

City Council re-established their governing principles for the City which are outlined within City Council's policy document, "Governing Principles, Rules of Procedures, and Council Policies", amended on January 14, 2021 where they also established their strategic goals, priorities, and organizational vision for the City. City Council's long-term organizational vision is for the City of Abilene to be known as a thriving, national leader that other communities strive to be like, and where people consciously decide to live and locate their businesses. It will be a beautiful City, with quality, well maintained housing for all income levels, and well maintained municipal infrastructure. It will serve as a regional employment center and provide a rich and varied shopping experience. It will be a community that offers regionally renowned parks and recreation facilities and it will be well known for enjoying an excellent quality of life.

CITY COUNCIL STRATEGIC GOALS	
	The City of Abilene practices effective governance.
	The City of Abilene exercises sound financial discipline.
	The City of Abilene enjoys a high quality of life.
	The City of Abilene is known for well-maintained and reliable infrastructure.
	The City of Abilene consistently provides excellent service.
	The City of Abilene encourages economic growth.
	The City of Abilene actively fosters and seeks an engaged community.








The City conducts an annual strategic planning session with City Council at the start of the budget process. During this session, Council considers current strategic goals, the adoption of additional goals, the current financial condition of the City, and the impact that current and future operating and capital needs will have on the financial condition of the City for the upcoming fiscal year and four subsequent years thereafter. Also included in this planning session, is the review of Council's priorities and accomplishments for the prior year and the establishment of Council's priorities for the upcoming year. This discussion provides the framework for departments to review and adjust their priorities and objectives to align with City Council and provides the foundation for building the budget.

Departments continuously monitor and report on their priorities, objectives, and measures throughout the year. This is done through shared dashboards as well as meetings with City administration. The following pages provides an alignment of City Council's strategic goals to department priorities. Please see the Department Summaries section of the Budget Book for the presentation of departmental priorities, objectives, and measures.

*\* From City of Abilene Budget Book Fiscal Year 2023-2024*

# ABILENE PUBLIC LIBRARY STRATEGIC GOALS

The following table illustrates APL's five strategic departmental goals and how they apply to specific City Council Goals.

Library Services	 Effective Governance	 Sound Financial Discipline	 High Quality of Life	 Maintained & Reliable Infrastructure	 Excellent Service	 Economic Growth	 Engaged Community
Enrich City's desire for personal growth and learning			✓				
Increase library usage					✓		
Strengthen the City of Abilene's neighborhoods and services							✓
Acts as agents of innovation for the community			✓				✓
Maximize accessibility to the Library and its services			✓				

\* From City of Abilene Budget Book Fiscal Year 2023-2024

## APL STRATEGIC GOALS & OBJECTIVES

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The Strategic Planning team developed new objectives for the Abilene Public Library, which were added to the existing goals and objectives. These new objectives focus on priorities of literacy and accessibility, and partnerships with other City departments.

- Enrich City's desire for personal growth and learning
  - Build and maintain partnerships with workforce development agencies
  - Increase the availability of Internet services to the community
  - Increase educational programming opportunities for the community
  
- Increase Library usage
  - Increase the circulation of library materials
  - Increase Summer Reading Program participation
  - Increase patron visits to library facilities
  
- Act as agents of innovation for the community
  - Emphasize STEAM programming and services for all ages
  - **Emphasize literacy programming and services \***
  - Emphasize makerspace programming at the Main Library
  
- Maximize accessibility to the library and its services
  - Provide easy access to library cards
  - **Offer sensory programming \***
  - **Offer programming for homeschool families \***
  - Review ADA-accessible projects
  
- Strengthen the City of Abilene's neighborhoods and businesses
  - Increase library community room usage
  - Build and maintain partnerships with businesses and organizations
  - **Build and maintain partnerships with organizations that promote literacy \***
  - **Partner with other City departments on visits and events \***

NOTE: \* Indicates new objective in fiscal year 2024.

# APL STRATEGIC GOALS/OBJECTIVES/MEASURES



## Enrich City's desire for personal growth and learning

Objectives / Measures	2022 Budget	2022 Actual	2023 Budget	2024 Budget
<b>Build and maintain partnerships with workforce development agencies</b>				
Number of workforce development programs held	New	New	4	4
Number of attendees at workforce development programs	New	New	50	200
Number of workforce development programs in designated areas	New	New	2	2
<b>Increase availability of Internet services to the community</b>				
Percentage of work station session hours out of total possible hours	New	New	15%	7%
Number of Internet workstation sessions	New	New	26,000	37,000
<b>Increase educational programming opportunities for the community</b>				
Total Number of Programs Offered	1,235	1,280	1,380	1,380
Number of Programs (early childhood)	300	417	450	450
Number of Programs (children)	500	205	250	250
Number of Programs (young adult)	160	140	150	150
Number of Programs (adult)	250	182	190	190
Number of Programs (general interest)	25	336	340	340
Total Number of Program Participants	51,750	31,131	31,270	35,200
Participants (early childhood programs)	10,000	7,610	7,620	10,100
Participants (children's programs)	35,000	7,795	7,800	12,000
Participants (young adult programs)	3,000	1,075	1,100	2,700
Participants (adult programs)	3,500	1,808	1,850	1,700
Participants (general interest programs)	250	12,843	12,900	8,700
Number of programs by designated area (infill development)	New	New	50	380
Number of participants by designated area (infill development)	New	New	New	6,100



## Increase library usage

Objectives / Measures	2022 Budget	2022 Actual	2023 Budget	2024 Budget
<b>Increase the circulation of library materials</b>				
Number of items circulated	600,000	507,000	550,000	500,000
<b>Increase Summer Reading Program participants</b>				
Number of participants per capita	New	New	0.04	0.04
<b>Increase patron visits to library facilities</b>				
Number of visits per capita	New	New	2.60	2.09

\* From City of Abilene Budget Book Fiscal Year 2023-2024

# APL STRATEGIC GOALS/OBJECTIVES/MEASURES



## Strengthen the City of Abilene's neighborhoods and services

Objectives / Measures	2022 Budget	2022 Actual	2023 Budget	2024 Budget
<b>Increase library community room usage</b>				
Percentage use of capacity (Usage hours/total possible)	New	New	20%	17%
Number of community room events	New	New	380	525
Number of community room event attendees	New	New	8,000	9,900
<b>Build and maintain partnerships with businesses and organizations</b>				
Number of meetings attended	New	New	15	30
Number of meetings and events attended in targeted area (Downtown)	New	New	10	20
Number of meetings and events attended in targeted area	New	New	7	10
<b>Build and maintain partnerships with organizations that promote literacy</b>				
Number of partnerships	New	New	New	4
<b>Partner with other City departments on visits and events</b>				
Number of City department visits and events	New	New	6	6
Number of participants at City department visits	New	New	New	200
Number of City visits/events in targeted area	New	New	New	4



## Act as agents of innovation for the community

Objectives / Measures	2022 Budget	2022 Actual	2023 Budget	2024 Budget
<b>Emphasize STEAM programming and services for all ages</b>				
Number of STEAM programs	New	New	10	130
Number of participants	New	New	200	2,700
<b>Emphasize literacy programming and services</b>				
Number of literacy programs	New	New	New	10
Number of literacy program participants	New	New	New	200
Number of participants in early literacy initiatives	New	New	New	200
<b>Emphasize makerspace programming at Main Library</b>				
Number of programs	New	New	8	20
Number of participants	New	New	80	280

\* From City of Abilene Budget Book Fiscal Year 2023-2024

# APL STRATEGIC GOALS/OBJECTIVES/MEASURES



## Maximize accessibility to the Library and its services

Objectives / Measures	2022 Budget	2022 Actual	2023 Budget	2024 Budget
<b>Provide easy access to library cards</b>				
Percentage of new library cards per capita	New	New	5%	5%
Number of library card signup events by area	New	New	4	4
New library cards issued by area (Downtown)	New	New	3,000	2,250
New library cards issued by area	New	New	500	600
<b>Offer sensory programming</b>				
Number of sensory programs	New	New	New	10
Number of participants	New	New	New	50
<b>Offer programming for homeschool families</b>				
Number of programs	New	New	New	5
number of participants	New	New	New	30
<b>Review ADA accessible projects</b>				
Compliant	New	Yes	Yes	Yes

\* From City of Abilene Budget Book Fiscal Year 2023-2024

## Recommendations for Implementation, Communication, and Assessment

### Monthly

- Review Strategic Plan progress as a regular agenda item at management team meetings.
- Review Strategic Plan progress as a part of library staff meetings.

### Annually

- Communicate and assess the progress of implementing the strategic plan.
- Review and revise goals, objectives, and measures as needed to support the City Council's Goals and Priorities.