

## SECTION 5: SWOT ANALYSIS REPORT

The Consultants were charged with these primary tasks in analyzing the current conditions at the Round Rock Public Library:

- Conduct a complete Strengths, Weaknesses, Opportunities, and Threats (SWOT) Analysis for the Library to include but not be limited to resources, collections, programs, technology, facilities, staffing, budget, and funding; and
- Articulate the SWOT Analysis as it pertains to each area's recommendations for Library service delivery improvements.

In order to address these tasks, the Consultant team gathered data and prepared analysis for the eight specific areas of evaluation defined by the Texas Public Library Standards (TPLS), as accepted by the Texas State Library and Archives Commission in cooperation with the Texas Library Association. These eight categories have been slightly modified to align TPLS with City of Round Rock requirements to include:

1. Administration;
2. Resources/Collections for;
  - Children's Services
  - Teen Services; and
  - Adult Services;
3. Facilities;
4. Finance, including:
  - Budget; and
  - Funding;
5. Marketing/Public Relations/Advocacy;
6. Personnel/Staffing;
7. Services & Programs, including:
  - Children's Services
  - Teen Services; and
  - Adult Services;
  - Accessibility; and
  - Information Services;
8. Technology.

Subsections for each of these categories are included in this Section of the Report.

## Administration

The conclusions at the end of each subsection are organized under the four headings, re-ordered as Strengths, Weaknesses, Threats, and Opportunities.

### 1. ADMINISTRATION

The Round Rock Public Library meets the definition of a public library as stated in the Texas Library Systems Act. RRPL currently has a Library Director, a Friends of the Library group, but no governing or advisory Library Board. The Library Director is the immediate supervisor of six positions according to the organization chart provided the Consultants (see Appendix 5.1). There is no Assistant Library Director on staff.

**Strengths.** RRPL meets 9 of the 11 Texas Public Library Standards for Administration.

**Weaknesses.** RRPL has no Library Board and does not publish an annual report, per Texas Public Library Standards.

The administrative structure is too flat, as the Director has too many direct reports. The number of reports for the Library Director should be no more than five – and four would be best. There is no Assistant Director. The administration also lacks a professional position to oversee marketing and public relations (see 5. Marketing/Public Relations/Advocacy below).

**Threats.** The lack of a Library Board to perform oversight as dictated by TPL Standards, could be construed as a threat to the long-term viability of RRPL.

**Opportunities.** As the service area population increases, usage of the RRPL will also increase. More usage will require more staff. A larger population to be served should dictate an expanded effort to reach newcomers, along with current customers, and appraise all of the services and resources of the Library. And given the current marketing and public relations responsibilities of the Director's position, a modification is in order. This will all mean an expansion of administrative personnel and a revised organization chart.

## 2. RESOURCES/COLLECTIONS

It has always been the case that what distinguishes a very good public library from others is the quality and quantity of its collection of library materials. In years past, the collection was almost exclusively defined by books. Along came non-print materials, such as video and audiocassettes, followed by CDs and DVDs, and now electronics and downloadables.



*View of yellow and blue shelving units in the Children's area.*

### Children's Collection

The Children's Services Department of the Round Rock Public Library offers customers a large collection of children's materials. The collection is divided into yellow and blue shelving units, with some items shelved on units along the walls. The collection was weeded in 2012, but it is still a large collection of titles.

The de-selection of library materials project (weeding) has lead RRPL to explore how other libraries separate or store holiday books that are not used until a particular time of year, and how other libraries use display areas that have titles facing out.

The Children's Services area is, for all practical purposes, out of space. Nonetheless, there is a plan to buy more Playaways and start purchasing Playaway viewers for the collection in addition to e-books for children.

## Resources/Collections

### Teen Collection

The Teen program is growing, so there is a need for a larger amount of space. The Teen book club is very active and vocal. There is a need for more shelving for the collection.

### Adult Collection

The Adult Services collection is spread over both levels of the current facility. The first level has most of the non-print media, with a few books on display-type shelving. The book collection – including Genealogy – is on the second level. The reference book collection is much larger than it should be, given the online databases now available. The Consultants noted many reference sets in the reference collection.<sup>1</sup> We do not believe that these sets have much value for RRPL.

**Strengths.** Round Rock Public Library meets all 8 of the 8 Texas Public Library Standards for Collections. RRPL has a large collection of children's materials, with plans to add more.

**Weaknesses.** RRPL has too few items in its aggregate collection – less than two items per capita. It has too many reference titles that are dated and/or of little value. RRPL lacks a collection development policy. Sixty percent of the collection is over five years old, and one-third is over 10 years old. (see Appendix 5.2, Collection Age Report).

**Threats.** There is much work to do regarding the Library's collection resources, and much of what needs to be done is not possible, given the present constraints on funding.

**Opportunities.** Regardless of the format(s) a library must have good collections if it is to service the population adequately. For a public library, this is of extreme importance. The reference sets should be marketed to customers or, perhaps, withdrawn and offered to academic institutions and/or larger public libraries.

<sup>1</sup> A "set" consists of 2 or more volumes dealing with the same broad topic – often anywhere from 6 or 7 to 20 to 40. Examples at RRPL included (at the time of our initial site visit) the 2006 edition of the 16-volume *Thomas Register of Manufacturers*, the 21-volume *Illustrated Encyclopedia of Mankind*, and *The Dictionary of Art*, 34 volumes.

### 3. FACILITIES

The Round Rock Public Library occupies one building, located in downtown Round Rock, across East Main Street from City Hall. Construction of the original two-story building was completed in 1980, with a major two-story addition in 1999. The building interior was remodeled in 2008 and the majority of the HVAC equipment was replaced in 2011.

**Strengths.** Round Rock Public Library meets 16 of the 18 Texas Public Library Facility Standards. The current library building appears to be well built and in good condition for its age. The downtown facility is used a great deal. Statistics support that assertion.

**Weaknesses.** High usage, however, does not mean that the building does not have its shortcomings, including:

- The facility is too small for the service area population, having only 0.39 square feet per capita,<sup>2</sup> and does not have adequate amount of space per Texas Public Library Standards;
- The shape of the building – very long and narrow from front to back – hinders public service; and
- There is an inadequate amount of parking, per Texas Public Library Standards.

Being on two levels somewhat hinders public service and efficient staff deployment, compared to what could be achieved if all of services were on the same level.

In order to upgrade the existing building to modern library standards, several deficiencies, mostly minor, should be corrected, as outlined in Appendix 5.3 with cost estimates for each. A list of expenditures for building improvements include:

- Budget for roof repairs;

<sup>2</sup> The long held minimum is 0.60 SF per capita and hundreds of libraries now have around 1.00 square feet of space for every person in the service area.

### Facilities

- Add TAS/ADA compliant hardware at select interior doors;
- Replace old toilet partitions;
- Make all restrooms fully TAS/ADA compliant;
- Install permanent steel ladders to both crawl space entrances;
- Repair minor wall damage;
- Replace all carpet in the building with carpet tile;
- Repair damaged acoustical ceiling tiles;
- Add a second elevator for redundancy and staff efficiency;
- Replace all remaining original air conditioning equipment;
- Add a fire protection system to the interior book drop room, similar to the existing system at the drive-up book drop;
- Replace all remaining magnetic ballasts in fluorescent lights;
- Substitute LED lamps at select light fixtures;
- Add additional interior electrical outlets;
- Add weather-proof covers at exterior electrical outlets;
- Modify sink cabinets for wheelchair access where needed;
- Refinish select wood chairs;
- Replace task lights at select reader tables;
- Add signage for merchandising library collections;
- Restripe both existing parking lots;
- Make all routes into the building TAS/ADA compliant; and
- Add site lights at signage on the building façades.

**Threats.** The current RRPL facility has no apparent immediate threats to its structure or the operation of its infrastructure.

**Opportunities.** Round Rock needs bigger, better public library facilities. The city is now large enough – and has been for at least the past 10 years – to have and support one or more branch libraries, in addition to a centrally located Main Library. If the latter is placed away from downtown Round Rock (and it is likely downtown will expand beyond its current boundaries) then one of the branch libraries could be downtown. Ideally, a downtown Branch Library would be in the present space, all on the street level, with the balance of the building used for City services or rentable space for one or more private sector concerns.

#### 4. FINANCE

The City of Round Rock's operating budget rose 5.7 percent in the five years spanning FY2009 and FY2013. During that same time period, the RRPL's operating budget increased 4.8 percent. In FY2009 the Library's share of the total City budget was 2.82 percent. In FY2013 the share is 2.80 percent.<sup>3</sup>

For the period of FY2010 through FY2013, RRPL's operating budget actually decreased by \$3,252, or 0.14 percent.

For FY2013, the per capita support for the RRPL will be \$22.16. By comparison nationally, the average per capita support for public libraries that served an average of 161,612 persons was \$40.61 in 2011, the most recent statistics available at the time of the drafting of this Report.

Refer to Appendix 5.4 for additional information concerning historic budget figures and analysis of RRPL financial data.

**Strengths.** Round Rock Public Library meets 4 of the 5 Texas Public Library Standards for Finance.

**Weaknesses.** RRPL does not provide the minimum starting salary for Librarians per Texas Public Library Standards.

With RRPL's per capita funding ranking next to last in the peer comparison – at 76 percent of the peer average – Round Rock is not funding the Library nearly as well as it should. What should be needless to stress is the fact that a stagnant budget is not the correct trend to address this shortcoming.

**Threats.** Without an increase in the salaries for both professional and para-professional staff (those with an undergraduate degree), RRPL will find it increasing difficult to attract and retain quality staff. The overall operational budget is too low now. Without steady increases in support it will not be able to provide the services the public will expect.

<sup>3</sup> The FY2013 figures for the City and the Library are for the "approved" budget. The final figures and percentages will not be known until August or September of 2013.

#### Finance

**Opportunities.** The affluence of the Round Rock community, and being home to large corporate offices, offers opportunities to RRPL in the private fund-raising arena. While the Friends of the Round Rock Public Library do a very credible job of contributing regularly to RRPL, a full-fledged, well organized and influential Library Foundation could raise significant funds.

The low per capita support demonstrates how much room for improvement exists in the budget of the Library. Certainly as new facilities come on line, the budget will need to increase, potential outpacing the growth in population and closing the gap with Round Rock's peers.



## 5. MARKETING/PUBLIC RELATIONS/ADVOCACY

The Texas Public Library Standards define an effective marketing program as the utilization of “Public Relations and Marketing for continuous effort to communicate a positive image of the Library.” Conveying a strong identity and positive experience is key to building and retaining a core group of library customers, as well as retaining them. Effective message creation and dissemination is critical to capturing the attention of desired audiences and setting RRPL apart from other institutions. A first-class Website is an integral part of a modern day marketing program.

Much of RRPL’s current public relations (PR) efforts are spearheaded by the Library Director. Each division of the Library is responsible for doing some marketing/public relations, so the efforts are not centralized, or as well organized as they could be. The result is duplication of effort in many areas, and a failure to optimize the yield for the time and dollars expended. Still, RRPL does a credible job of marketing itself, given the shortcomings outlined here.

**Strengths.** Round Rock Public Library meets 9 of the 10 Texas Public Library Standards for Marketing/Public Relations/Advocacy.

**Weaknesses.** RRPL does not evaluate its policies and procedures effects on public relations, per Texas Public Library Standards.

RRPL lacks a designated employee responsible for promoting the organization.

According to the non-user survey, one in four of the individuals who are currently not customers of the Round Rock Public Library have not utilized the Library’s resources in the past 12 months because they lacked information about the Library programs and materials.

**Threats.** For RRPL to not establish a first-rate marketing arm could result in a now vibrant organization losing its place as a major driver of economic development and quality of life in Round Rock.

According to the non-user survey, one in six individuals surveyed indicated they used another public library.

**Opportunities.** RRPL can significantly increase its efforts to market its services to the greater Round Rock community. A PR and marketing program can increase library usage, community endorsement, and financial support. This can be achieved with an investment in personnel – an administrative position for marketing and public relations – a greatly improved Website, and more use of social media.

Introducing modern tools and technology would not only enhance RRPL’s image as an up-to-date public resource, but would encourage the local demographic to take full advantage of library commodities. This includes creating a stronger online presence through incorporation of social media interaction, updating RRPL’s website and developing a mobile phone app. All of the above would assist in rebranding efforts, which are essential to engaging the public’s interest in RRPL.

Per Texas Public Library Standards, RRPL could also make improvements in the following areas:

- Research of RRPL’s target audience, to connect with the general community as a whole, to better meet their needs, and to create a successful marketing plan; and
- Creation of a fresh, new and cohesive image through rebranding.

To create a fresh, new, cohesive image, re-branding is an integral component which could bring new life and interest to RRPL.

## 6. PERSONNEL/STAFFING

All service organizations are dependent upon educated and trained personnel, in the proper positions and at adequate levels. Without a staff that is right-sized in terms of quantity, and educated, trained, and experienced (quality), no service organization – and especially a public library – can expect to provide and deliver a level of service that the taxpaying public needs, wants, and expects. Proper staffing is at the heart of any service organization.

Statistics reveal that the RRPL staff level was 29.50 FTE in 2011 (see Section 2). By comparison, the RRPL peer library average was 38.28 FTE, or almost 30 percent more staff than RRPL. The peer median was roughly in line with the average, at 37.75. Therefore, there is no statistical aberration to explain the significant difference between RRPL and its peers.

**Strengths.** Round Rock Public Library meets 4 of the 5 Texas Public Library Standards for Personnel. RRPL has an educated and trained staff – there are simply not enough of them!

**Weaknesses.** RRPL does not provide part-time staff with annual training, per Texas Public Library Standards.

By every measure, the public library of Round Rock is understaffed. Comparing RRPL nationally, the staffing shortfall is more pronounced. For libraries serving 100,000 to 199,999 (average population served: 161,612) the average staff size is 81.00 FTE.<sup>4</sup> This includes:

- Librarians with Master's Degree in Librarianship (MLS) = 18.00 FTE;
- Non-MLS Librarians = 4.00 FTE; and
- Other Staff = 59.00 FTE.

It should be noted that many public libraries outside of Texas provide their communities with more and larger libraries, hence the need for more staff. In other words, Texas lags behind other states in providing public library facilities and the staffing need to operate them – and Round Rock lags behind its Texas peers in these categories.

**Threats.** There is always the threat of losing talented staff members that are over-worked, even if they love their job.

**Opportunities.** As the RRPL expands in usage and size – population served, number of customers, and number of facilities – there will be a need to increase administrative, front-line professional, and system support personnel. The RRPL, over the next two to three years:

- One or two additional administrative level staff;
- Three or four more professional staff; and
- Six to eight more support staff (assistants, clerks, shelvers).

The additional staff will aid service desk coverage and improve services for Tweens and older elementary school aged children.

RRPL will also need staff for any and all proposed branch libraries.

Even though it enjoys and greatly benefits from the City of Round Rock's IT department, the Library needs its own staff focused on the field of library information technology – not to do what City IT now does – but for research, development, and in-house troubleshooting and maintenance.

Round Rock's location adjacent to Austin is a grand opportunity not available to many other libraries. Austin attracts persons from throughout the world, bringing an energy and vitality that can only benefit Round Rock and the RRPL in terms of the potential employee pool.

<sup>4</sup> 2011 Public Library Data Service Statistical Report, compiled and published by the Public Library Association, page 172.

## 7. SERVICES & PROGRAMS

As stated above, collections are still a primary reasons persons use a public library. But services and programs are taking on increased importance as technology expands – as does what a person is able to do technologically.

### Children's Services

The Children's Services Department offers customers many high quality programs for infants, toddlers, and preschoolers. The Department Manager noted that the attendance at all programs totaled 30,000 in 2011. In 2012, the Children's Department typically presented 13 programs per week, including:

- Bilingual story time, once a week;
- Three "Baby Times," presented each week;
- Four story times, four times per week; and
- Four toddler times per week.

The family story time is a combination of ages, with books read based on the ages of the children in attendance. On average, 15 to 20 attend the family story time, a smaller audience than for most of the programs.

There is a set format for "Baby Time" that makes use of song sheets, a parachute, a bubble machine, and toys for the babies to play. Staff presents this program in an "Every Child Ready to Read" format with handouts. The "Every Child Ready to Read" format is increasingly being incorporated into "Toddler Time." A goal of Children's Services is to present more literacy training workshops to parents, child care providers, and local Head Start programs. Currently, there is no way for customers to register for programs online.

Staff noted there is a high demand for the "Baby Time" program, but the audience for the "Toddler Time" programs is at about the right number. Staff wants to see more programming for Tweens and elementary aged children. Each Children's Services staff

## Services & Programs

person makes four presentations per week, with staff alternating Saturdays as a day off.

Children's Services is moving toward incorporating the five practices from "Every Child Ready to Read" into programs, and trying to present a craft at the beginning of story time, as participants get ready for the stories.

Children's staff is planning on streamlining the Summer Reading Club. In the summer of 2012, 4,000 children registered and about half that number completed the Club. Consideration is being given to reducing the number of goals required, as treats and prizes are given at four different levels of books read: 5, 10, 15, and 20. Streamlining would result in the use of one log per level for all children. The first level of the Summer Reading Club is open to everyone, but to continue on to the various levels, participants must be residents of Round Rock. However, inasmuch as there is no county library in Williamson County, this presents a problem for children who live outside of the city limits of Round Rock.

The staff conducts tours for school or scouting groups. Many tours are scheduled at the beginning and end of the school year. Groups are scheduled for repeat performances of the puppet shows, including nighttime shows on holidays. During the downtown Christmas celebration, the streets are closed to cars, therefore the Library and local businesses can set up displays on the sidewalk. For Halloween, there are three parties that require registration. Many parents bring treats to share at each party.

The Meeting Room is used daily for Children's Services programs. Some of the more popular presenters are scheduled twice in the same day to accommodate the demand.

The service desk is relatively small – and not prominent. Sightlines from the desk to the majority of the floor in the Children's area are obstructed by the taller shelving.

### Teen Services

The Teen program, which began as an outreach effort, is growing. There are plans for more gaming and for the Anime Club. There is a need for furniture specifically for the teens. The Library has a strong network with groups such as the Round Rock Serving Center, Goodwill, and the Literacy Council. There is no technology provided in the Teen room other than computers, and there is no service desk.

### Public Services

The Public Services Division occupies space on both levels of the current library facility. The first level has the primary Circulation Desk, most of the non-print media, and an art gallery. Customer seating, public use computers, and the bulk of the book collection is on the second level.

There is an abundance of small individual study carrels that do not offer the customer a significant amount of work surface area. There are two or three small group study rooms that are only practically large enough for two persons.

Service desks on both floors are prominently located, but non-descript. The desks are generally well constructed and maintained, but do not convey an inviting image for customers.



View of the Ground Floor service/circulation desk.

### Accessibility

Accessibility has different meanings depending upon the circumstance. If one has a visual impairment, inadequate signage, or the absence of large print books and computers with the ability to increase print size can limit accessibility. For someone without access to a computer at their home, school, or place of work, a trip to the Round Rock Public Library might be in order. If one were to come at a time when there were a lot of people downtown, then parking – or the parking shortage – would limit accessibility.

For the physically challenged who may be wheelchair-bound or require crutches, the current RRPL building is reasonably accessible. RRPL has large print books, a “low vision” computer that has a touch screen and printer, but nothing in Braille according to the online catalog, so the visually impaired are minimally served. Staff says the “low vision” computer is used infrequently. RRPL has hearing assistance devices in the Meeting Room.

### Information Service

Information service is more than answering reference queries. It encompasses good signage, effective communications concerning available resources and services, and having staff present and available in the building at all times.

The signage deployed in the Library is, at best, moderately adequate. Communications are basic (see Marketing/Public Relations/Advocacy above). Staff being present is hampered by the size of the staff.

**Strengths.** Round Rock Public Library meets 17 of the 17 Texas Public Library Standards for Services and Programming. The RRPL is doing good work on both of these fronts, especially given the limitations of the current facility, staff size, and operational budget. It’s programming, especially for children and their caregivers, is exceptional.



On the information services front, RRPL stands tall. The staff, up and down the organization – receive very high marks from the public. The statistics with regard to reference questions asked and answered is further testimony to the service-mindedness of the staff. See Appendix 5.5 for more information concerning historic usage of RRPL.

**Weaknesses.** With as many service points as the building now requires, the staff is stretched very thin and sometimes there are simply not enough staff bodies to go around. Staff is concerned that they do not cover the Children’s Service Desk as often as they would like, due to program commitments. To cover for staff, volunteers are needed to assist at the Service Desk for two hours per week.

As previously stated, the Children’s Services area lacks adequate space. Materials for children’s programming are stored in closets, in offices, and in the Meeting Room.

Being on two levels somewhat hinders public service and does not allow for staff deployment to be for as efficient as would be achieved if all of Adult Services were on the same level.

**Threats.** There may be too much programming for the present staff to consistently provide the quality sought by the public and staff alike.

**Opportunities.** If we were grading RRPL, it would get a B-, or perhaps a B. If grading on staff proficiency and dedication to service alone the grade would be an A. But, until there are more staff and better marketing ...

In order to create a more user-friendly atmosphere in the Library, the existing public service desks could be replaced in favor of library staff outfitted with tablets – who can meet the customers as they enter the building and offer to assist them with whatever their needs may be – much like the Apple Store or AT&T stores. Small work areas with seating would be provided for staff members to consult with customers concerning their current library needs.

## Services & Programs

There is a need for an online registration system for programs. Improvements the Children’s Services staff has requested include:

- A more child-friendly space;
- A computer space or technology room specifically for children;
- A motorized projection screen and ceiling-mounted projector in the program space (currently, the Meeting Room);
- An exhibit space for local art in the Children’s area; and
- A theme wall with an electronic events calendar.

RPPL staff believes that the programming for Tweens and elementary school age children is not what it could, or should, be. Afterschool programs have not attracted large audiences, but, staff sees potential and will continue to try to meet this need.

There is a need for a larger amount of space for the Teen program, with a design that will be attractive to the age group. A complete Teens program should be developed, but likely elements would include:

- An audio-visual creation station;
- Modern gaming consoles and large-screen televisions;
- Enhanced audio devices; and
- Cameras, voice recorders, and other possible devices.

Teens and Tweens should be active participants in how the building space is designed and outfitted. This can and should be part of the mission of the Teen Advisory Board.

Teen and Tween services should be present in every building that will constitute the future Round Rock Public Library.

Four- and six-seat group study rooms would add value to the Library and its customers.

For the hearing impaired, there could be – should be – staff with sign language skills.

## 8. TECHNOLOGY

Round Rock Public Library provides a significant number of desktop personal computers for the public to use – and they are used extensively – by persons of all ages. The majority of the adult Internet computers are located on the Second Floor. Most are arranged in a large cluster in the center of the public area, with a bank along west wall, installed side-by-side in a high density cluster. There is not much space between computers for users or their belongings. Customers can reserve a computer using the Library’s “PC Reservation” system by Envisionware. The Library offers laptops to checkout and use within the building, but they are aging.

A Computer Lab on the First Floor is arranged in a compact manner. The number of computers in the Teen area is not adequate. The Children’s area does not have an adequate number of computer stations dedicated to children’s use. The Library also provides laptops for loan at the Circulation Desk, but like those at the Second Floor Service Desk, they are old.



View of Second Floor computer area

## Technology

The Library uses a number of older computers with cathode ray tube (CRT) monitors as public access catalogs (PACs) for access to the library catalog and subscription databases. Several of these machines have become noisy, most likely from fans that need replacement.

There is an Integrated Library System (ILS) that supports checking out of library materials, searching the catalog, and remote usage for reserving a collection item, renewing checked-out materials, searching the online catalog, etc.

There are several online databases that can be searched in the Library and remotely. The Texas State Library & Archives Commission financially supports the majority of those databases. This service is available to most, if not all, public libraries in Texas.

The Library uses radio frequency identification (RFID) technology for inventory control and customer convenience. All of the self-check machines have dual monitors – one for customer use, the other for staff to monitor and assist customers. According to staff, the dual monitors are very useful. The library accepts credit card payments at the Circulation Desk. The credit card machine appears to not be Payment Card Industry (PCI) compliant. The self-check station on the Second Floor has a pay station.

The Library’s Server Room, located in a well kept locked room on the Second Floor, is of adequate size, with proper environmental controls.

The Library offers many seating opportunities to their customers, however, few have access to power.

The library has building-wide security camera and audio paging systems. Audio-visual system in the Meeting Room includes projection screens and projector.

## Technology

**Strengths.** Round Rock Public Library meets 2 of the 2 Texas Public Library Standards for Technology. The City of Round Rock's Information Technology Department is very supportive of the Library. This is a real plus for the Library, the City, and the residents.

**Weaknesses.** RRPL is handicapped by its inability to have control over its web presence. This prevents the Library from taking full advantage of technology to serve customers and staff. And while there is a lot of useful information on the website, the amount of content can be overwhelming/confusing to viewers.

RRPL needs a new ILS, and recognizes so. To update a database of suggested reading takes many steps. The children's module of the public access catalog is difficult to use and update. A new ILS would improve these tasks.

The array of areas with public computers presents problems for staff in terms of supervision, maintenance, and repairs.

Throughout the building, there is very limited access to power the majority of public seating. Lack of power access makes the seating unwelcoming for an increasing number of users who bring personal technology to the library, such as laptop computers, tablet computers, mobile phones, and other mobile devices.

**Threats.** One of the weak links in the Library's technology is, or has been, the lack of adequate bandwidth. City IT is spearheading the effort to increase the bandwidth, but until this improvement is realized, library services will suffer considerably.

The age of the public computers in the Library is rapidly becoming a turn-off to library customers, and may soon deter usage of the Library.

**Opportunities.** There are several technology improvements that need to be considered. All of these will improve public service, staff productivity – or both:

- Improve Internet bandwidth to the Library;

- Add a RRPL staff member devoted to library technology leadership;
- A new ILS system that is more robust and offers services not now available in the current system;
- Development of an online “virtual branch library”;
- The Library's web presence has room for improvement. Successful sites have placed simple direct links with concise wording to foster quick and simple site navigation – helping viewers find information efficiently, and encouraging customers to use the site as a resource. Staff would like to improve the children's page of the Website by means of more child-friendly graphics, color, animation, etc.;
- A more rapid replacement schedule for the public computers so that the oldest computer in the Library is never more than three-years old;
- Dual and collaborative workstations (two to four persons working together) for all ages;
- Redesigned people spaces to offer more comfort with technology through easier access to power throughout the building;
- In addition to laptops, the loaning of tablets for customers to use in the Library would likely be a popular service;
- Phasing out of desktop computers (where appropriate) at public service desks, to be replaced with tablets;
- Public service staff provided with their own smart phone or tablet, so that they can begin interacting with the walk-in customer as soon as the customer enters the Library;
- An automated materials handling system (AMHS) to speed up the return of materials to the shelves, improve staff efficiency, and expand the availability of collections; and
- An infusion of PCI-compliant e-commerce technology to add to customer convenience.

Some of these improvements can be made now, or in the next year or two. Others, such as the AMHS and the collaborative workstations may need to await the development of bigger and better RRPL facilities.