

SECTION 6: CORE LIBRARY BUSINESS PLAN

The Consultant was charged with focusing on these primary variables related to defining the core business of the Round Rock Public Library and its role and responsibilities in meeting the needs of the community:

- City demographics and growth trends as they pertain to library services;
- Customer analytics based upon psychographics and market segmentation;
- SWOT Analysis recommendations for pertinent areas of improvement;
- Alternative facility scenarios to meet service delivery needs; and
- Locations of future service outlets.

In order to address these tasks, the Consultant team used previously gathered data for analysis in these distinct areas:

- **Library Service Delivery.** The core business plan for the Library based on its role and responsibilities in meeting the needs of the community; and
- **Library Facilities.** The number, types, sizes, and locations of library service outlets needed to meet long-term needs.

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

LIBRARY SERVICE DELIVERY

Public libraries are service businesses. The persons who staff the public libraries are, as a general rule, service-minded. This trait, admirable as it may be, can produce one of the signature weaknesses of many a public library – striving to be all things to all people. Being all things to all people cannot be done. The monetary requirements are excessive and, therefore, not sustainable.

Sustainability **must** be at the heart of any good core library business plan. The roller coaster approach – good budgets and new services for a few years, then cut the budget and whack the services. Who loses? The taxpayer public loses.

Sustainability means consistency, and consistency – which does **not** mean the absence of change – leads to a better quality of life for all concerned. The Consultants believe the Core Library Business Plan for the Round Rock Public Library should:

- Encompass all age groups;
- Include “traditional”, newer, and pertinent emerging services;
- Allow for service access – and thus service delivery – apart from the traditional bricks and mortar service outlet;
- Include an extremely strong and vibrant technology backbone and underpinning; and
- Engender a spirit of inclusiveness by attempting to neutralize the ill feelings of Municipal Utility District (MUD) residents for being required to pay an annual “non-resident” fee to use the Library.

Membership in the Round Rock Public Library

The residents of Round Rock should feel RRPL is their Library. There are public libraries such as in Frisco, Texas that have developed tiered membership plans with varying levels of privileges depending upon contribution and resident status. The Consultants recommend such a strategy for RRPL.

As an example, Round Rock residents would receive full membership and privileges at the Library because of their support through the taxes that they pay. Non-resident users could be charged different rates, depending on the level of membership, the corresponding privileges – and corresponding membership fees. The fee for a full membership should be commensurate with the per capita support provided by residents. Partial membership tiers might include computer use only – i.e. no borrowing privileges, or program attendance only, etc. The number of levels should be limited to three or four, at the most, so the system is easy to comprehend for both customers and staff.

Such a tiered approach has advantages on a number of levels:

- Emphasizes the value of library service to the community;

- Stresses equality in providing financial support to the library;
- Lets customers feel as though the “belong” to an important community institution;
- Provides opportunities for library use by various non-resident socio-economic segments of the greater Round Rock area, based on what they can afford, or what they choose to pay;
- Potentially attracts out-of-town visitors to fund RRPL through use on a short-term and/or temporary basis.

Service to Round Rock Youth

Sixteen percent of the persons living within a three-mile ring around the current library in downtown Round Rock are children ages 0 to 9. Thirty-seven percent of the female population residing within the same ring is between the ages of 20 to 44. These numbers strongly suggest that service to the youth of Round Rock should continue be a major focus of the RRPL. The services should be developed for four specific age groups:

- **Early Childhood:** The age range is from 0 through 5 years old (infants and toddlers up to kindergarten);
- **Kids:** The range is from 5 to 11 years old (grades 1 to 5);
- **Tweens:** The age range is from 11 to 12 (grades 6 and 7);
- **Teens:** The ages can range from 13 to 19 (grades 8 to 12), though by age 18, many consider themselves as adults.

Every person is unique. Every person matures differently and every caregiver is different. All of these factors must be taken into consideration. For the service to Youth to continue to be successful there must be:

- Staff with age-specific skills;
- Collections of library materials chosen and displayed with care;
- Ample age-appropriate and current technology;
- Programming on a regular and continuous basis for each age cohort;
- Spaces that are sized, designed, furnished, and equipped with the difference in the ages addressed; and

Library Service Delivery

- Operating budget continuity that stays ahead of growth, so that needed resources are available without delay.

Children’s Services Recommendations. Service to children should remain a core service in every respect –space, collections, programming, technology, staffing, and financial support. Children’s services should have a strong focus on early childhood – from conception to age five or six. Kids should also be served, but the highest priority should go to the young – and their caregivers. It is at the public library where the learning and educational experience begins – and where it can be enhanced for all, children and caregivers alike. The public library has a lasting and profound influence on the future of each and every child. RRPL’s summer reading program has proven this and should be expanded to a winter reading program.

Market segments likely to be attracted to these programs and services (outlined in Section 1) are A03: Kids & Cabernet, B07: Generational Soup, B08: Babies & Bliss, D17: Cul de Sac Diversity, C14: Boomers & Boomerangs, I33: Hispanic Harmony, 055: Family Troopers, F23: Families Matter Most, and P60: Ciudad Strivers.

Teens/Tweens Services Recommendations. Here, the focus should be on that very difficult time of life for many young people – those ages 11 and 12 to 15 or 16 – as a general rule. This age group – those who will be the next voters and from which will come our future leaders – can be the most challenging group, to both deal with and to provide service for. They want and need their space, their music, their literature, smart phones, iPads, tablets, etc. A good Core Business Plan requires trained and dedicated staff, physical space that the Teens and Tweens help design, relevant library materials, and state-of-the art technology, furnishings, and equipment.

The numbers of persons served will never be huge, as there are so many tugs and pulls on the time of each young person – but RRPL can make a real difference in the lives of many. And the benefit to the community also comes from providing teenagers a

safe and productive place to congregate – as opposed to other, less positive and unsupervised alternatives.

As charted on the matrix on page 6.4, market segments likely to be attracted to these programs and services include B07: Generational Soup, B08: Babies & Bliss, D17: Cul de Sac Diversity, H28: Everyday Moderates, I33: Hispanic Harmony, O50: Full Steam Ahead, P61: Humble Beginnings, A03: Kids & Cabernet, F22: Fast Track Couples, and O55: Family Troopers.

Service to Round Rock Adults

The adult population will always constitute the largest group to be served. Given the demographics of Round Rock, it is reasonable to anticipate a broadening interest in an increasing number of topics. RRPL will be asked for materials that it does not have in its collection. This will result in a greater use of interlibrary loan (ILL) services which can be staff intensive – but necessary nonetheless. ILL and other forms of resource sharing are important tools for the Library to employ. The Library cannot and should not be expected to meet every need with its own resources. What RRPL should avoid is purchasing materials that do not fit the recommended Core Business Plan.

If the increase in life expectancy materializes as expected, it will have a profound impact on RRPL, with or without a change in the official retirement age. If that age remains at 65, by 2030, there will be hundreds, if not thousands of persons with another 35 years of living. Many will flock to the public library. In 2013, senior residents age 65 and older living within the three-mile ring of the existing Round Rock Public Library account for 8.6 percent of the total Round Rock population. By the end of the 10-year planning cycle, that percentage may climb almost 11.0.

By 2030, seniors could account for 12 to 13 percent of the Round Rock population. In many respects, their needs will be no different than their younger neighbors. However, they will differ in one principal aspect – discretionary time. Many will want to continue their education – using the Library in the lifelong learning role RRPL will be expected to play. This will

Library Service Delivery

result in a need for more programs and programming, more meeting spaces, and more seating designed for seniors.

Seniors. Gaining in both economic and political influence, persons 65 and older have become the fastest growing segment of the U.S. population, according to a new report from the U.S. Census Bureau. The Bureau's report, *The Older Population: 2010*, showed that the 65 and older age group grew to 40.3 million people, a 15.1% increase from 35.0 million counted in Census 2000, easily outpacing the 9.7% growth of total U.S. population since 2000.¹

Seniors will be active participants in all of the Adult Services focuses described above, and most certainly Genealogy described below. Other facets of effectively serving the older community include:

- Seating that takes into consideration their diminishing upper body strength, so chairs should be stable, have arm rests, and cushions should not be too soft;
- Visibility that considers print size and contrast – an ample supply of current large type books, and computers (PCs and Macs) that can easily adjust the font size;
- Listening that includes hearing assistance devices in all meeting rooms, either permanent or temporary, disposable ear buds and/or well-maintained hearing aid equipment. There are persons in addition to some seniors with hearing problems;
- A good collection of books-on-CDs and downloadable books with audio capability; and
- Noise abatement considerations, such as a quiet room or spaces that seniors and others can use, as they wish.

Market segments likely to be attracted to these programs and services are A02: Platinum Prosperity, J34: Aging in Place, and L42: Rooted Flower Power. Refer to the matrix on page 6.4 for interests of all market segments.

¹ Longley, Robert. "Boomers Now Fastest Growing Part of Population." *About.com US Government Info*. May 24, 2013.

Segment	Overall	Adult	Teen	Children	Magazine	Reference	Spanish	Other Foreign Language
A02: Platinum Prosperity								•
A03: Kids and Cabernet	•	•	•	•			•	•
A05: Couples with Clout	•	•		•	•			•
B07: Generational Soup	•	•	•	•	•			•
B08: Babies and Bliss	•	•	•	•	•	•	•	•
C13: Silver Sophisticates					•			
C14: Boomers and Boomerangs	•	•			•			
D17: Cul de Sac Diversity	•	•	•	•	•		•	•
F22: Fast Track Couples	•		•	•	•		•	
F23: Families Matter Most								•
H28: Everyday Moderates	•	•	•	•	•	•	•	
I33: Hispanic Harmony	•	•	•	•	•		•	
J34: Aging in Place					•			
K37: Wired for Success						•		
L42: Rooted Flower Power		•						
O50: Full Steam Ahead	•	•	•	•	•		•	•
O51: Digital Dependents								•
O54: Striving Single Scene							•	
O55: Family Troopers	•	•	•	•	•		•	•
P60: Ciudad Strivers					•			
P61: Humble Beginnings	•	•	•	•	•		•	

Graphic key: Red dots indicate primary core customers, blue dots indicate secondary core customers, yellow dots indicate tertiary core customers & no dots represent library user market segments with limited interest in the given subject or format.

source: Buxton Company

Adult Services Recommendations. Here, we are dealing with the largest group of customers – present and potential. The service delivery plan for adults will need to be carefully developed, for it is also here where the “be all things to all people” can and often does arise. The RRPL cannot have every new book that is published, subscribe to all magazines they residents may seek, have unlimited amounts of seating, address every special need, etc., etc., etc. What the Library **can** do is focus on the following, some of which will also appeal to the other age groups.

Health & Wellness. A sound, always current, multi-format, collection of library materials dealing with health and wellness for laypersons is important (including a few historical research items). The Health and Wellness collection should be supplemented with programs on the same subject, best planned and presented via partnerships with health providers in the area.

Market segments likely to be attracted to these programs and services are O50: Full Steam Ahead, A05: Couples with Clout, F22: Fast Track Couples, I33: Hispanic Harmony, O55: Family Troopers, A02: Platinum Prosperity, F23: Families Matter Most,

J34: Aging in Place, O51: Digital Dependents, and O54: Striving. Please refer to the summary matrix on page 6.4 for additional interests of all RRPL market segments.

Do-It-Yourself. This category includes materials of all formats for the handyman/woman/child. In addition to the library collection of materials, the maker space concept would fit nicely with this focus, as would demonstrations and “builder” workshops – letting the home improvement stores come to the Library – a win-win partnership(s).

Market segments likely to be attracted to these programs and services are H28: Everyday Moderates, I33: Hispanic Harmony, F23: Families Matter Most, L42: Rooted Flower Power, O54: Striving Single Scene, and P60: Ciudad Strivers. Refer to the matrix on page 6.4 for interests of all market segments.

Financial Planning & Investments. This program and service genre would employ the same basic philosophy as Health and Wellness, with an added feature of a wall of flat screen monitors that would quietly broadcast financial news from CNBC, Bloomberg, etc. Partnerships could be established with wealth managers, financial advisors, and financial institutions.²

Market segments likely to be attracted to these programs and services are B07: Generational Soup, B08: Babies & Bliss, A05: Couples with Clout, and L42: Rooted Flower Power. Refer to the matrix on page 6.4 for interests of all market segments.

Travel. This service segment would utilize materials on the usual and not so usual travel destinations, in print and non-print formats. Programs could deal with destinations and safe travel tips, as well as returning travelers (extremely well vetted)

² The Consultants do not subscribe to the thesis that a for profit organization should be prohibited from presenting a program or use a library meeting room. A well-crafted policy can, and should, be developed that would protect the Library and benefit the public. By the same token, for-profit use of a space within the Library should be paid for by the for-profit organization, again with the Library having established and published a room rate schedule.

presenting and telling about their travel experiences. Partners could be travel agencies, transportation companies, and foreign diplomats from Austin.

Market segments likely to be attracted to these programs and services are A03: Kids & Cabernet, B07: Generational Soup, A05: Couples with Clout, J34: Aging in Place, K37: Wired for Success, and O54: Striving Single Scene. Refer to the matrix on page 6.4 for interests of all market segments.

Service to Local History Buffs

A “cousin” in many respects to the genealogist is the person who is interested in the history of Round Rock and the surrounding region. The Library could reach out to the Historic Preservation Commission and offer to house the Historic Round Rock Collection in the new Main Library. In addition to that collection – which could lead to engaging displays, lectures, and other public events – the Library is the natural repository for City archives and other papers that residents may have and want to see preserved. There are grant opportunities at the state and federal level for a collection and preservation/conservation program of this nature. Grants, carefully structured, could also result in money for bricks and mortar as well as furniture and equipment.

Local History Recommendations. Most people are interested in history of either where they are now, or where they came from, so care must be taken to not let this focus expand exponentially. The coverage would probably best encompass Round Rock, Williamson County, and the immediate region (perhaps those counties that border Williamson). A wealth of partnerships, programs, and the development of electronic resources could generate revenue for the Library (and the City).

Service to Genealogists

This is a service that will continue to expand in number of users and the resources needed to meet their needs. There will be more and more reliance on electronic resources. With the

increase in users and online resources, the space for genealogy may increase exponentially in relation to other spaces.

Genealogy Services Recommendations. The partnership with the Williamson County Genealogical Society should be continued. A new main library will provide an opportunity for additional space, including a workroom for processing materials in need of preservation or donated items that may now have to be refused because of an inability to properly care for them. A strong genealogy collection and service can be a meaningful contributor to Round Rock's economic scene, as genealogists will often travel hundreds of miles and spend several days pursuing their passion.

Service to Small Business

RRPL can be a very important asset for the small business community and for those seeking to open a business, or to those thinking about entering the business world. The Library has online resources that are prohibitively costly for many. It also has staff that are trained and experienced in navigating the online sites to get maximum results. The Library also has print resources, meeting spaces, and technology resources that small business owners and employees – and future owners and employees – need to be successful.

Small Business Services Recommendations. RRPL should appoint at least one staff member as the Small Business Library Specialist. Two staff would be even better. A strong outreach program should also be developed whereby the Library goes to the businessperson – as many small businesses are one to three person operations – and time away from the “shop” is often not possible. Thus is the importance of the Library reaching out to small business – the primary job creators in our current economy.

Programs & Programming

We specifically mention this as a core service because it currently is one. One of the very best services a public library

Library Service Delivery

can offer its community is a cadre of meeting spaces. These rooms should be available to all users who are members of the Library and who have been certified for use according to the established library policies and procedures.

Programming Recommendations. These spaces should include:

- A Multi-Purpose Meeting Room – a flat floor room that accommodates at least 150 to 200 persons in theatre-style seating, with two side aisles and one center aisle, and can be easily be divided into at least two rooms with an acoustical rated operable partition;
- A dedicated Story Time Room accommodating up to 75 children and adults seated on the floor and in stackable chairs, with additional space for arts and crafts preparation and stroller parking;
- Conference Room(s) – at least one, and preferably two or three of different sizes, that can meet the needs of a group as small as three or four up to 20 persons;
- Group Study Rooms – at least two sizes of these, one seating four persons and another seating six. No less than three or four rooms will be needed in Round Rock; and
- Tutoring Rooms – not used for programming per se, but in support of the Literacy Program now in place, as well as for individual or two-person use when a larger space is not needed or available.

These rooms, with the exception of the Tutoring Rooms, should be technologically sophisticated and have excellent acoustics. The Multi-Purpose Meeting Room and Conference Room(s) should have access to storage and kitchen facilities.

Technology in the Library

Ever-changing and expanding, technology will drive the need for bandwidth to continue to expand – for both wireless and hard-wired networks. Computer printers and scanners will need to remain state-of-the art; not just for this service, but for all

services. Regardless of their age, the public will expect the Library's technology to be the best.

Technology-Based Service Recommendations. The Core Library Business Plan cannot succeed without technology. All of the public services, spaces, etc., described above will be immeasurably improved with a strong program of technology, as will staff support and productivity.

Market segments likely to be attracted to these programs and services are B07: Generational Soup, H28: Everyday Moderates, O50: Full Steam Ahead, C14: Boomers & Boomerangs, F22: Fast Track Couples, O51: Digital Dependents, and O54: Striving Single Scene. Refer to the matrix on page 6.4 for interests of all market segments.

A high degree of technology must be sustained year in and year out, with no dips because of economic hard times. The cost to revive will be too high, and some recovery may prove to be impossible. In one form or another, the Library and/or the City should establish a technology reserve fund that is **not used for anything except technology**. Ideally, the fund would be added to each year either with new revenues, money saved from under spending on operations, investment earnings, or a combination of sources.

There will be new computers to purchase, new software, new databases that the State of Texas may not support, communication upgrades, continued improvements in the ILS, staff training and re-training, increased bandwidth – the list goes on. This fund should be viewed as an investment in the future of the City and the Library.

Remote Access. The majority of services that RRPL provides should be accessible remotely. This could even include programs presented at the Library with the right technology for either live feeds or later, via *YouTube* or other means. The goal is to make the Library a true 24-7 service for all. RRPL's web presence is a virtual branch library that can be continually strengthened. Membership preferred.

Library Service Delivery

Branch Library Services

With the exception of Genealogy and Local History, all of the services described above should be present in future RRPL branch libraries – just in smaller numbers. Genealogy and Local History should remain Main Library services.

Branch libraries should have their own focus as far as the needs of the customers in their service area, or trade area, as defined by the market segmentation data. For example, demographics may suggest that one branch library has more young children in its service (trade) area, and another may have more senior residents. In addition, the demographics of a branch will most likely change more frequently than the overall demographics of the entire city changes.

It should be recognized that RRPL currently has a branch library – its website is a virtual branch, both in the literal and figurative sense – underscoring the importance of remote services outlined above.

Bookmobile Service. Implementing a bookmobile service is a pragmatic way to gauge neighborhood interest in library services – in advance of planning and building branch libraries – while filling a need for/gap in service. The Consultants believe the bookmobile concept could hold promise for Round Rock in the near-term, as RRPL gears up to compete with its peers in Texas and nationally.

Library Kiosk Service. Similar to a bookmobile, a kiosk is another way to gauge interest in library services in a given area, without a large investment in either staff or equipment. Kiosks located in high-traffic venues also offer an efficient opportunity to market library services to the maximum number of customers and potential customers. This opportunity especially applies to non-resident visitors of Round Rock, who are not familiar with RRPL and the services it offers.

Marketing & Public Relations

The Round Rock Public Library needs to make a continuous effort to communicate a positive image of the Library and its services. In order to do so, the following recommendations, if carried out, will result in a well-coordinated and long-term marketing plan that utilizes available tools to encourage more Round Rock residents and business establishments to take full advantage of library services. The Library should:

- Create its own app;
- Update the website;
- Develop a brand;
- Employ a Marketing Director;
- Make more efficient utilization of social media; and
- Market via eCard, social media, and the website.

RRPL App. Creation of a Round Rock Public Library App will be a tool that will bring the Library closer to customers by making resources available on their mobile phones from any location. SirsiDynix's App, *BookMyne*, is a good product. RRPL should work with the vendor and the City so that the App is unique to the Library. If the present vendor is unable to accommodate RRPL's needs, then a cost-effective App creator such as *Boopsie* should be considered. Such an App can result in increased library resources available to customers. A RRPL App should enable the user to be able to:

- See the hours of operation;
- To check out e-books;
- To check on account status such as hard copy books out and return dates;
- Reserve books for pick-up;
- Access to unique content such as reading lists, calendar of events; and local information; and
- Utilize self-checkout from anywhere in the Library via his/her mobile device.

The benefits that will accrue to the RRPL will be:

- Showcase library branding with a Round Rock Public Library logo;
- Consistent reminder that the public library is just one click away on a mobile telephone;
- Allows the Library to be closer to youth and underserved communities;
- Requires minimal technical expertise and resources from library staff; and
- Gives customers and non-customers access to collection and account information on their schedules – not the Library's schedule.

Website Development. As pointed out above one in four of the non-users surveyed said they lack information about library services and resources. Another 14 percent said they used another library.

Website development plays a large role in addressing these issues. The City is currently in the development stage for a completely new website. With an easy to use website that has all information available at the users fingertips any time day or night, customers and potential customers will be more likely to utilize RRPL services and resources at their own convenience in addition to having information about programs, new books and databases, art exhibits, etc., easily accessible. This will, in turn, increase interest and encourage thousands of persons to utilize the RRPL first and foremost.

The following are ways to update the RRPL website:

- Design a clean layout with simple navigation:
 - Consolidate information into drop down menus for efficient usage;
 - Cut back on the amount of copy per page;
 - Use inviting and easy to understand language;
 - Pick contrasting colors;
 - Update for a modern and eye catching look;

- Create a portal(s) for library card holders to access their own account information and schedules:
 - Create customer profiles to provide card holders with a profile of reading selections they would find of interest and to promote increased usage through personalized recommendations;
- Include a Google Translator:
 - Bi-lingual users will be more likely to use the website if they are able to translate the page to their language of choice;
- Highlight a single service that the Round Rock Public Library provides that other libraries in the area do not provide;
- Highlight e-Book services;
- Include a “What’s Hot” section for current popular reads and sees and listens;
- Downloads should be easily accessible;
- Keep social media links easily accessible; and
- Make Teens/Tweens and Children’s Services more attractive and user friendly for children and young people, with bright colors and interactive games:
 - Narrated online books, and
 - Youth profile creation to provide titles e-books of interest to their age groups.

Branding. To create a fresh, new, cohesive image, re-branding is an integral component in bringing new life and interest to the RRPL. The following are recommendations for re-branding:

- Logo creation with a corresponding color scheme to compliment the new logo;
- Pick a single new default font used in all marketing pieces;
- Tagline examples could include:
 - “Where Intellect, Information and Imagination Collide”;
 - “Far more than you expect”;
 - “Explore today, discover tomorrow”;

Library Service Delivery

- Incorporate the new logo, color scheme, font, and tagline in both App and Website design/re-design.

Marketing Director. If the RRPL is to successfully tackle and complete what we have presented and recommended there will need to be a new administrative position established – Marketing Director. The broad duties of the position should encompass:

- Evaluation of policies and procedures in terms of effect on public and public relations;
- Coordination of events and outreach specified toward key groups in the community such as elected officials, local schools, senior citizens, and youth groups;
- Keeping in consistent communication with other city departments; and
- Keep social media up to date with current posts to generate interest in RRPL’s electronic services.

A sequence of events could be:

- Establish, recruit, and fill the Marketing Director position, perhaps half-time for first year;
- Evaluate Public Relations and Marketing efforts with a re-evaluation every six weeks for the first year, and ever 10 to 12 weeks thereafter;
- Initiate e-Branding to include a library logo design;
- Begin updating social media posts to continue throughout the entire marketing campaign;
- Begin App development;
- Begin Website re-design;
- Begin planning, scheduling, and staging events to reach out to the community; and
- Launch the newly designed App and Website.

The Library should plan on an 18 to 24 month period of time to complete all of the events.

LIBRARY FACILITIES

As enumerated in Section Two, the Round Rock Public Library provides less library space per capita (0.39 square feet) than any of its peers, with the possible exception of Frisco, and well below the 0.60 standard. Clearly, more and better facilities are warranted.

Round Rock is large enough now, both in terms of population and land size, for at least one branch library. As the population increases and more and more homes are built in undeveloped areas of the city, there may well be a need for two or even three branch libraries in addition to a strong main library.

The analysis undertaken and documented in this Section looked to find potential locations for full-service libraries and/or alternative service outlets throughout the City of Round Rock. The current library is considered a full-service library, as it offers a full array of traditional library services, as well as innovative new services. Descriptions of a variety of alternative library service outlets employed across the United States can be found in Section 3 of this report. Definitions of full-service branch library types applicable to Round Rock can be found in Section 2 of this report.

Selection of Locations for Future Library Service Outlets

The Round Rock market was analyzed using the following two methodologies:

- **Library Location Analysis**, which projects the best locations, as if there were no libraries in Round Rock currently; and
- **Facility Scenarios**, which overlays the various types of service outlets to find the proper application for new prospective locations.

The first step in the location selection process was to identify how much time RRPL customers are willing to take to drive to their Library.

Drive-Time Trade Area Analysis

Library Facilities

As defined by the Market Segmentation Consultant, drive-time trade area identifies the length of time, in minutes, borrowers will drive to the Round Rock Public Library, taking into consideration:

- Speed limits;
- Road conditions;
- Length of trip;
- Time of day; as well as
- Other factors.

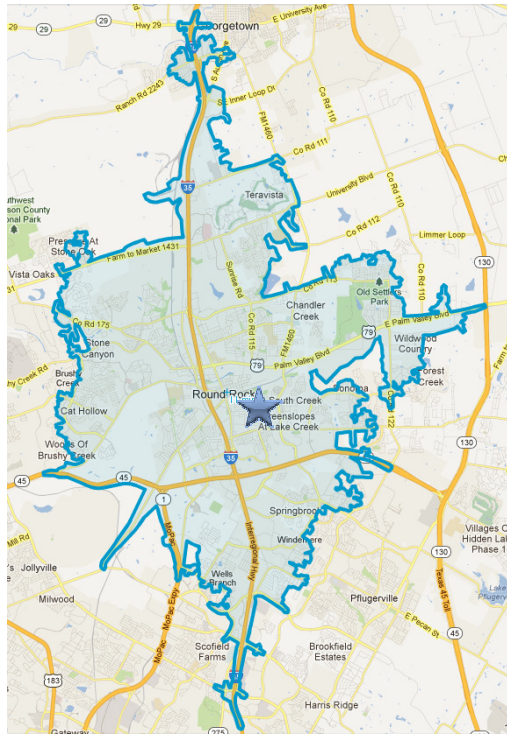
To determine this parameter, the current addresses of RRPL borrowers were analyzed to determine the drive-time boundary around the current Library within which 75% of borrowers live. By using the 75% threshold, significant outliers are eliminated which may statistically skew the drive-time boundary. The results, stated succinctly, are that 75% of RRPL borrowers currently live within an 11-minute drive from the downtown Library location, as depicted in the map to the right.

Library Location Analysis

The Consultants generated a list of potential locations for library service outlets across the city of Round Rock. Initial consideration was given to various types of service outlets in these locations:

- The current downtown location – a potential branch library;
- The Flats in downtown – a potential main library;
- Southwest downtown – a potential main library;
- East Palm Valley Boulevard (US Highway 79) and Mays Street – a potential main library;
- East Palm Valley Boulevard (US 79) and A. W. Grimes Boulevard (FM 1460) – a potential main library;
- Sam Bass Road (US 79) and Chisholm Trail Road – a potential branch library or storefront branch;
- University Boulevard and FM 1460 – a potential joint-use library;
- University Boulevard and Oakmont Drive – a potential express branch or kiosk; and

- The new Indoor Sports Facility – a potential kiosk.



On average, 75% of current Library borrowers live within the boundary delineated in this map, an 11-minute drive to/from the existing Library, (blue star at left).

The Consultants conducted an analysis to optimize the placement of facilities in a future RRPL system, with a goal to obtain the maximum amount of household coverage by placing the fewest potential sites in the most optimal locations. This analysis did not factor in the existence of the current Library, as if we started with a clean slate.

Facility Scenarios

The Consultants generated a generic list of options for the potential configuration of a future RRPL system, which include:

- A single facility (maintaining the status quo or relocating the Library);
- Any combination of multiple facilities:
 - A Main Library with branches;
 - Branches with an Administrative/Support Services Center;
 - A virtual branch, somewhat embodied in the current Library web page;
 - Alternative service outlets:

Library Facilities

- Joint-use library;
- Leased storefront;
- Express branch;
- Lending lockers; and
- Kiosk;
- Mobile services:
 - Mobile technology bus;
 - Home delivery van; and
 - Bookmobile.

These options are presented in the context of a need to almost triple the amount of library square footage in Round Rock over the next 20 years.

Facility Scenario A. Formal consideration was given to a service outlet configuration comprised of two facilities:

- A new 106,000 square foot Main Library, to be constructed near the geographic center of Round Rock, east of Interstate Highway 35 (I-35); and
- Establishing a new 7,000 square foot branch in a leased storefront, to serve customers on the west side of I-35.

This Scenario would yield 113,000 square feet of library space, meeting the year 2037 need (0.60 square feet per capita).

Facility Scenario B. Consideration was then given to a service outlet configuration comprised of three facilities:

- A new 60,000 square foot Main Library, to be constructed near the geographic center of Round Rock, east of I-35;
- Conversion of the existing downtown Library into a 14,000 square foot branch; and
- Establishing a new 10,000 square foot branch in a leased storefront, to serve customers on the west side of I-35.

This Scenario would yield 84,000 square feet of library space, almost meeting the year 2023 need of 86,633 square feet (0.60 square feet per capita).

Facility Scenario C. Final consideration was given to a service outlet configuration comprised of two full-service facilities:

- Construction of a new 60,000 square foot Main Library, near the geographic center of Round Rock, east of I-35; and
- Construction of a new 16,000 square foot branch on the west side of I-35.

This Scenario would allow the current Library to be converted to City of Round Rock offices, yielding a net total of 76,000 square feet of library space, meeting the year 2018 need (0.60 square feet per capita).

Facility Recommendations

A new Main Library will be the flagship facility of a Round Rock Public Library system. It will be a full-service library, with a service hour schedule of seven days per week and a minimum of 75 hours of service within the third year of service. All of the services described above and in the Core Business Plan will be available.

The new Branch Library will initially be open five days a week, expanding to a sixth day beginning with the third year of operation. The initial service hours will be 40 per week, increasing to 48, then 56. The number of service hours will be the primary driver of the staffing needs, and thus, the driver of the operational budget.

A detailed and well-planned building program for each facility, followed by good design, construction, furniture, and equipment will have a positive impact on the operational costs. If programming and design results in one less staff position being needed, that savings would be \$1.5 million over a 20-year period. Utility costs will be another opportunity for savings, as advances in energy efficiency continue to enter the marketplace.

Library Facilities

Full-Service Libraries, Two New Locations. This analysis resulted in the recommendation for the placement of two full-service library locations in Round Rock, in the near-term, as follows:

1. New Main Library, in the vicinity of East Palm Valley Boulevard and A. W. Grimes Boulevard, Round Rock, 78664; and
2. New Branch Library, in the vicinity of Chisholm Trail Road between Sam Bass Road and Old Settler's Boulevard, Round Rock, 78681.

Staffing Plan

RRPL **must have** additional staff, with or without new Main and Branch Libraries – but absolutely critical with both new facilities. For the new Main Library, the Consultants recommend:

- One Marketing position, initially half-time, then full-time;
- Four new full-time Librarian positions; and
- One part-time Library Assistant;

Full-time staff required for the new Branch Library:

- One Library Manager;
- One Children's Librarian;
- Two Library Assistants positions; and
- Two Library Page or Aide positions.

This level of staffing will be adequate for the 40-hour per week schedule. As the hours and usage increase, there will be a need for one additional Librarian, Library Assistant, and Library Page/Aide each, as well as two additional Library Clerks.

For the new Bookmobile:

- One full-time Library Assistant;
- One part-time Library Assistant; and
- One full-time Library Clerk/Driver.