

The Consultants were charged with these primary tasks related to drafting an action plan to implement the Strategic Master Plan for the Round Rock Public Library:

- Identify a 10-year schedule of implementation for the Master Plan based on the Consultants' recommendations for:
 - Facilities, including current facility optimization, identification of potential new library locations, and use of mobile resources, if applicable – as outlined in Section 6 of this Report;
 - Detailed capital improvement project requirements, with projected budgeting and funding requirements – as outlined in Section 7;
 - A staffing plan for additional personnel to support facility recommendations – as outlined in Appendix 7.1; and
 - Measurable objectives to be used for the implementation process.

In order to address these tasks, the Consultant team gathered data and prepared analysis for these distinct areas:

- **Tiered Service Options.** Incremental service delivery that allows for a logical response to changing economic circumstances, population growth, and/or demographic shifts over the short-term, and for ten years; and
- **Action Plan.** Efficiently supporting the recommended facilities; and
- **Measurable Objectives.** Quantitative goals of both aggregate and per capita metrics – with the methodologies and appropriate tools for on-going assessment and public feedback – to evaluate success in achieving the goals and objectives.

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

TIERED SERVICE OPTIONS

The Core Library Business Plan outlined in Section 6 highlights the services recommended by the Consultants, many of which are already provided by RRPL in some form. Many of the services provided by RRPL are not highlighted in this Report, but should be continued nonetheless.

The utility of planning for tiered service options comes from being able to respond to changes in population, demographics, economics, trends, and growth patterns. However, Round Rock is so far behind its peers that much work will be required to be competitive, leaving little room for incremental adjustments in the near-term.

Demographics and usage of the Library over the past few years strongly suggest that service to youth should be the primary service, followed closely by adult services as described in the Core Library Business Plan.

Small business service can be started without great expense in FY2014, but will want to be expanded considerably upon the opening of the new Main Library in FY2017.

The Genealogy service is already well established.

Local history service will evolve over time. Care must be taken to ensure that the resources are in place to house the existing collections and to accept new collections by FY2017. A City archival policy, if not already in place, will need to be established and adhered to by in FY2015.

Facilities. Space in the planned new facilities has been allocated for all of the services delineated in the Core Library Business Plan. Indeed, the square footage projections for each new Library were aggregated on an item-by-item basis. The move from a single building toward a library system of multiple outlets provides an opportunity for tiered service delivery by location, but while RRPL is in catch-up mode, all possible facility options should remain open.

ACTION PLAN

The Consultant team has developed a timeline for implementing our recommendations for the Round Rock Public Library. This Action Plan spans the fiscal years (FY) of 2013 through 2023, as outlined below. Recommended improvements which require funding above the historic annual RRPL budget are designated with **OI** (operational improvement) and **CIP** (capital improvement project) numbers related to the Funding Schedule presented in Section 7. Please note that the costs for all operational improvements below have been included in the 10-year Operational Budget Projections presented in Appendix 7.1.

Fiscal Year 2014

Operational Improvements

1. **OI1:** Hire a new part-time Library Marketing Director.
2. Develop an RRPL marketing campaign.
3. Initiate steps to re-create a Round Rock Library Foundation.
4. Establish a Small Business Resource Center using existing library resources.
5. Upgrade the Library's web presence. For good examples, see public library websites for Jacksonville, Florida, Frisco, Texas, and Topeka & Shawnee County, Kansas.
6. Update the RRPL Collection Development Plan, including an archival policy, and begin the de-selection process.
7. Prepare and publish an Annual Report, per Texas Public Library Standards.
8. Initiate improved e-commerce capabilities.

Capital Improvement Projects

1. **CIP1:** Develop a detailed building program for the new 60,000 square foot Main Library.
2. **CIP2:** Develop a detailed building program for the new 16,000 square foot Westside Branch Library.¹
3. Complete all due diligence for candidate sites for new library facilities.
4. Procure the sites for the new library buildings.

Fiscal Year 2015

Operational Improvements

1. **OI2:** Elevate the Library Marketing Director position to full-time, budgeted at an additional \$35,200 in the second fiscal year.
2. **OI3:** Locate a new library kiosk at the new Indoor Sport Complex.
3. **OI4:** Establish bookmobile service which will require hiring 1.00 FTE Library Assistant and 1.00 FTE Library Clerk/Driver in the first fiscal year.
4. **OI5:** Budget for an online registration system for library programs and eBook readers available for checkout.
5. Launch the RRPL marketing campaign.
6. Initiate enhanced Teen/Tween programming.
7. Launch the new Library Foundation.
8. Initiate steps to secure additional funding for RRPL, over and above the annual budget funded from the City of Round Rock General Fund. Establish goals for funding from these sources:
 - Private sector (foundations, corporations, business establishments, residents);
 - Grants (federal, state, foundations);
 - State (lobby for aid in concert with other public libraries); and
 - County (lobby for support commensurate with library usage by customers living outside the Round Rock city limits).

Capital Improvement Projects

1. **CIP1:** Select an architect/engineer team for the new Main Library.
2. **CIP2:** Select an architect/engineer team for the new Westside Branch Library.

¹ The Consultants understand the Bond Commission may recommend a 10,000 square foot Branch. Our recommendation is for 16,000 square feet initially, expandable to 25,000 square feet;

Fiscal Year 2016

Operational Improvements

1. **OI6:** Budget for collection enhancements for the two new library buildings.
2. **OI7:** Hire the staff to operate the new Branch Library at 48 hours per week, as detailed in Appendix 7.1.
3. **OI8:** Budget for a full complement of staff for the new Branch Library.
4. **OI9:** Hire one new part-time Library Assistant and one full-time Librarian, budgeted at \$70,400 combined in the first fiscal year.
5. **OI10:** Budget for development of an RFP for a new Integrated Library System (ILS) for RRPL, initiate procurement of the system, and procure mobile devices for staff use away from service desks, as a pilot program.
6. Form a Teen Council as a consulting arm for Teen/Tween services, programs, and facilities.

Capital Improvement Projects

1. **CIP1:** Complete the architectural design for the new 60,000 square foot Main Library.
2. **CIP2:** Complete the architectural design for the new 16,000 square foot Westside Branch Library.
3. Include the Teen Council in the design process for both new buildings.

Fiscal Year 2017

Operational Improvements

1. **OI11:** Budget for collection enhancements for the two new library buildings.
2. **OI12:** Hire one additional new full-time Librarian for the new Main Library, budgeted at \$51,895 in the first fiscal year.
3. **OI13:** Locate a new library kiosk at the Dell Diamond.
4. **OI10:** Budget for completion of the new ILS and verify it is fully operational.

Capital Improvement Projects

1. **CIP1:** Publicize and hold a groundbreaking for the construction of the new 60,000 square foot Main Library.
2. **CIP2:** Publicize and hold a groundbreaking for the construction of the new 16,000 square foot Westside Branch Library.

Fiscal Year 2018

Operational Improvements

1. **OI12:** Hire one new full-time Library Assistant and one full-time Librarian for the new Main Library.
2. **OI13:** Budget for collection enhancements for the two new library buildings.

Capital Improvement Projects

1. **CIP1:** Dedicate the new 60,000 square foot Main Library.
2. **CIP2:** Dedicate the new 16,000 square foot Westside Branch Library.

Fiscal Years 2019 through 2022

Operational Improvements

Operational recommendations are not appropriate this far into the future. Pertinent improvements will be recommended through the Ongoing Assessment process delineated on the following pages.

Capital Improvement Projects

No additional capital improvements are recommended until FY2023.

Fiscal Year 2023

Capital Improvement Projects

1. **CIP3:** Expand the Westside Branch Library to 25,000 square feet.

MEASURABLE OBJECTIVES

As the Round Rock Public Library grows from a single building into a public library system of multiple facilities/service outlets, the tools to manage RRPL as an institution will need to change. Concurrently, the administrative structure will also require evolution, as the span of control will be too wide to be effectively managed by the current structure.

In the experience of the Consultants, the best public libraries stay ahead of the growth curve by hiring talented people and retaining and/or promoting current employees to fill new the positions required by expansion. This mix of institutional knowledge and fresh perspectives tends to fuse new ideas with pragmatic solutions that work for the local community.

By default, the goals and objectives to measure future success cannot be articulated far in advance. For these reasons, the City of Round Rock has wisely contracted with the Consultants for a period of on-going annual updates of a self-assessment process for RRPL. As such, we offer an initial set of measurable objectives to be put in place in the first year of the Strategic Master Plan, with almost certain need for augmentation as the Round Rock Public Library evolves into the best public library system it can become.

Ongoing Assessment Methodologies

The Consultant team initially proposes seven on-going assessment methodologies and one method to take place every other year starting in FY2015. These methodologies are:

1. Customer Transactions at the Library. The Consultants define a customer transaction as any contact between the Library and a customer, regardless of whether money changes hands. Transactions include library material checkouts, reference questions, program attendance, and visits (persons walking into the Library).

In 2012, the total contacts per capita were 12.95, a gain of 16.8 percent over 2009 (an average of 6.0% per year).

Moving forward, a reasonable minimum standard of measurement would be an annual gain of 3.0%, i.e. 13.35 to 15.08 contacts per capita from 2013 to 2017, and a 4.0% increase annually from 2018 to 2023, or 15.71 to 19.26.

2. Customer Transactions via the Web. The Consultants are unaware of current data regarding contacts, or “hits,” on the Library webpage. The City IT Department maybe able to provide that information. Regardless, webpage hits should be recorded beginning as soon as possible. A reasonable measurement would be an increase of five percent per year for the next 10 years.

3. Membership Increase Percentage. In 2012, there were 73,634 registered borrowers (potential members) at RRPL. See Appendices 5.4 and 5.5. That number equates to 70.26 percent of the estimated 2012 Round Rock population of 104,805. At least 5,000 of the 73,634 were non-resident members. Therefore, the percentage of City resident members was approximately 65.5.

Over the next 10 years, the population of Round Rock is projected to increase 30.8 percent, to a total of 137,066. An average increase of five percent per year in City resident membership is an attainable measurement over the 10-year period.

Non-resident use of RRPL will likely increase with the opening of the new Main and Westside Branch Libraries. Typically, a smaller percentage of growth in non-resident use would be expected compared to resident use, due to the convenience factor. However, Round Rock is in a somewhat unique position because of the number of MUDs within and adjacent to the City’s extra-territorial jurisdiction (ETJ).

With proper marketing, and the restructuring of library membership and non-resident fees as recommended in Section 7, the Consultants believe a five percent annual increase in non-resident use is also attainable.

- 4. Number of Adult & Tween/Teen Programs.** Current children's program attendance is quite high relative to the total attendance, accounting for approximately 90 percent of the total. Clearly, RRPL's focus has been on children's programming, as it should continue to be. But there is obvious room to increase attendance for both Teen and Adult programming, which is now constricted by lack of meeting space and lack of a enough staff to plan, prepare, and/or present the programs.

An increase in overall attendance of three percent per year would be acceptable prior to the new Main Library. Of that increase, 75 percent of the gain should come from programs for adults, Teens, and Tweens.

Subsequent to the opening of the new buildings, the overall increase should be 10 percent per year, with 40 percent of that gain coming from non-children attendance.

- 5. Reduction in Items Not Checked Out Past Three Years.** According to data provided by RRPL, 65.5 percent of the items in the book collection have not been checked out within the past 10 years (see Appendix 5.2: Collection Age Report). The recommended measurement is to reduce that to no more than 25 percent of circulating items.
- 6. Turnover Rate Increase.** The turnover rate (number of times in one year an item has been circulated) in 2012 was 4.65. If the "not checked out" percentage decreases as recommended above, then the turnover rate will increase.

An assessment goal should be an increase of 0.10 to 0.15 percent per year through 2017. From 2018 to 2023, an increase of 0.25 to 0.50 percent per year should be

attainable, so the turnover rate would be no less than 8.40 by 2023.

- 7. Decrease in Turnaround Time for Materials Returned to the Shelves.** Until the new Main Library is open and an automated materials handling system (AMHS) is installed, it is unlikely that the turnaround time – whatever it may be now is – can be improved.

But with the AMHS, a methodology should be developed to measure re-stocking time within an ad hoc timeframe, with the assessment goal being no more than six hours from time of check-in to the item being back on the shelf for the next member's use.

- 8. Member Satisfaction Survey.** Starting in FY2015, a survey should be conducted every year which measures member satisfaction. The type of survey should alternate between social media or in-library, to online. This measurement of customer opinion is in line with Texas Public Library Standards (TPLS).

The goal would be to have a 90 to 95 percent "Very Satisfied" score each survey period.

The Consultants recognize that these objectives and methodologies will need to be vetted again with Library and City staff when the Ongoing Assessment process begins – tentatively scheduled for winter of 2014 – with appropriate updates made at that time.