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## Introduction

### Significance

Analysis of current, past, and future technological implications in the organization offers awareness to the organization. Recognizing resources available or that may be offered keeps users informed and appreciative of what is given, especially as a non-profit. The organization may also benefit as a whole with given suggestions to enhance the current flow of daily procedures. The library is a public place everyone can relate to on a personal level. The field engagement project allowed us to critique this particular location and give educated suggestions on a place that we have all had a personal experience with. This project serves the community, including the employees of the branch. It is a local place offered to everyone whether they're there for leisure, research, socializing, or any other service. A positive social atmosphere is mandatory for the success of the organization. Our review had a goal with the well-being of the organization in mind, because they are a service for the public, we promote social prosperity.

### Key Finding

- The Wicomico County Public Library needs recommendations on known innovative technology that could improve productivity in communication and other facets of the organization.

### Research Goal

- Our field engagement aims to improve the technological and financial efficiency and optimize current assets in the main branch of the Wicomico County Public Library.

## Site Characteristics

### Organizational Functioning

From the WCPL website: “The library offers free public access to information, cultural and recreational resources through books, magazines, books on tape and CD, videos, music, DVDs, and more. Public access computers with filtered access to the internet are available at all library locations. Help finding what you need is always available. Community members are welcome to join together at the library for special programs and in public meeting rooms. It is the mission of WCPL to serve the people of Wicomico County by supporting education, enriching lives, and building community.”

### Organizational Policies

Please click [here](#) or visit the “Policies” tab on the Wicomico Library public webpage.

## Theoretical Framework

### *Rogers Diffusion of Innovation*

- Relatability – Everyone has a common goal throughout the system, regardless of which office/department they're in. Taking care of the books/CDs/playbacks/other public rentable items and making sure they're accounted for enables all other logistics to be created to ensure that happens.
- Trialability – All staff may be observable, but because systems have a high rate of user error, practice would help any member become proficient in each task. The library deals with a lot of items that need to be taken careful track of to prevent dilemma.
- Observability – All staff may observe each area similar to the way I did. They can observe how to do each role and see the usefulness. Each department connects to help the library run efficiently.
- Late Majority – Adult services staff uses user-friendly computers on environments that are straightforward. They are not required to use or learn much more on technology aside from what they're given. Circulation people may fall between early and late majority. They would lean more toward late majority though because they are using the same sort of tech every day just scanning and organizing items accordingly.
- Early Majority – Tech services is comprised of these people that pick up ideas before those in other departments of the library. They work with equipment that is not as user friendly and more back end type of database systems. Because of this, they must learn from each other in the office when they may have an issue or if there is a new system implemented (ex. The new ILS the branch is about to institute). They utilize more machinery in the office space than those that perform daily monotonous tasks. Circulation people may fall between early and late majority.

### *Garbage Can Model*

- People – People are necessary in tech services, circulation, and adult services. They are mandatory in tech services, necessary in circulation, and potentially unnecessary in adult services. At adult services, they're mostly for offering solutions for others that need help. In tech services, they are decision makers.
- Choices – Executive choices are discussed with staff meetings and are passed from a greater authority. Information comes in and is just passed to each library branch. As the garbage can model suggests, there is an unclear choice in technology. It's trial and error implemented by the library based on what the branch's greater authority pays for them to implement.

#### *Media Richness*

- The library enables the option to have face-to-face interaction in many situations but also enabled the option to avoid interaction with others. Adult services poses as a help desk, circulation poses as a help desk in addition to a way to create library card accounts and check out books, tech services has a doorbell that enables people to come speak with more management type personnel face-to-face. On the other hand, rather than using adult services, there is the option to use a computer on your own to find what you're looking for, circulation has a self-checkout option, and tech services has personnel on computers a good majority of the day so you could contact them by e-mail rather. There are many opportunities for the community to have someone to speak with or a technological source to use.

#### *Impression Management*

- The process by which people try to influence the image others have of them. All library staff has the chance to shape the community and each other. Making the library catalog available to the public makes the resources the library offers open to anyone's disposal. The staff can also help fellow community members create library cards, which shapes the community with a sense of belonging. The freedom to access the Internet shapes the public to allow them to reach out further than they would have been able to without.

Many people come through the library and are able to retrieve impressions others have us via regular communication skills used between interactions, whether its with other members of the community or the staff. The staff also goes through this concept because they see each other on a daily basis and are able to gather each other's impressions of one another. They appear to joke and get along in a friendly manner; regardless of which office space they're in.

## Observations & Analysis

Technological Observations (See observation tables (Appendices A and B) and “Technology: Field Research” in Appendix E for more information)

### *Hardware Features*

- Hardware offers a range of barriers for the staff. On a micro-level, tech services deals with correctly entering books into the Millennium database to increase productivity. Although, this enables a high chance of user error. There are a lot of landlines and internet access ports in each office as well as printers, fax machines, and more. Computers are in the desktop form and are primarily using the ILS the branch provides. The new ILS implementation may be a barrier for many users that may be unfamiliar.

### *Software Features*

- Usability
- Design Features & Data Entry System
  - The branch uses the same interface throughout. Each user uses the same system, which makes things convenient. It is important everyone knows how to use each system. Sometimes the issue comes where when a staff member is out of the department they typically use, they may not know how to use the system. For example, tech services uses a different method in Millennium when entering books into the back end to the database than adult services, because adult services would be browsing the front end of Millennium to view the catalog. Though they work through the same environment, they have different uses for the application that may create some barriers between the staff departments.

## Analysis

### *Themes Drawn from Interviews*

- People are accustomed to current standard operating procedures and not all are willing to adapt to change.
- Employees have a simplistic view of technologies needed to complete their jobs and are blind to others that may increase efficiency.
  - The processing lady, Charlotte, didn't like how much space her typewriter (that she used to label incoming books) took up, but she didn't express openness to another technology because she felt as if the typewriter was the only tool to complete the task.
  - The staff does not have a lot of say in its resources. They work with what they're given, but in the case that there's something they really require (equipment, hardware, or literary), they can request it. If there's money, they will receive, but there's not a lot to go around.
- There are compatibility issues when it comes to communication in the workplace.
  - A number of employees are part time. There is an online, internal discussion board-like system in place for communication, but because some employees are part time, it's hard to get caught up on all that happens in the workplace. Word of mouth is efficient, but not everything always gets relayed.

### *Barriers Drawn from Observations*

- The environment and physical setup.
  - Upon observation, the library looks and feels crowded. The shelves are too high and everything is closely packed in. The way the library is organized is the best possible solution to the space problem, but it an insufficient fix. The shell of a building was built as an armory initially, as learned in the interview



conducted by Ashley (with Scott Mahler, Appendix F). The space was chosen for its proximity to the downtown area, ease of access, and its convenience for the community, but it was built to serve as an armory in 1930. It is not ideally set up to be a library. Scott mentioned that the shelves are too high and the general feel of the library is crowded. Ideally, shelves would be lower and spread out further, allowing patrons to browse more easily among many, many other things. On the back end, the receiving set-up causes a lot more work than is necessary. To be processed, books come in on the basement level and have to be placed on a freight elevator to travel upstairs, where they are put into circulation, checked in, or otherwise put out on the floor. New books have to be carted elsewhere to be processed. Ideally, they would come in one way from the book transport mobile and exit on the opposite end with less manual labor. Though they do work efficiently with the space they have, some employees share desks if they are part-time and some regular volunteers don't even have spaces to call their own. There is not a lot of storage space, which has led to clutter in some areas. Overall, though, the library appears as clean and like as much of a well-oiled machine as it can be to patrons.

- Employees are very comfortable with the interlibrary system, Millennium.
- IT staff shortage.
  - Systems will stay down if the one-man technology staff department is absent for the day. There will be a gap in efficiency if something happens when he is out of the office.

## Recommendations

### Personnel:

Expand the information technology staff. In the ten times we visited, we never came across the one-man IT department. Everyone referred to him as “the tech guy.” Computer Science and Information Systems majors run abundantly around the Salisbury University campus and frantically search for internships as they begin their last year in school, so that would be one resource for \*FREE\* help. Training takes time, but in the library’s scope, costs next to nothing, so even though the turnover rate would be high, the extra help on hand would be invaluable to the everyday workings of the library.

Increasing the personnel will benefit the internal environment. More staffers will reduce uncertainty and lower equivocality in the workplace, thereby increasing efficiency. Systems will go down and stay down less frequently and problems will be solved in a faster manner. It will also benefit the student portion of the community by producing more internship opportunities for the fitting degree paths.

### Pragmatic:

Spend the money to redesign the library. That may mean cutting back on using physical space to hold books that don’t get checked out as frequently and converting them to an e-book. Shorter shelves with fewer books will create a more open and inviting space and encourage people to not only visit, but also spend time in the library. Installing new lighting will make the environment cozy (rather than keeping the harsh fluorescent lighting) and increase energy efficiency, cutting back on electric costs and will thereby enhance corporate social responsibility and make the library appear environmentally friendly. These changes will largely impact the community and the patrons the library serves.

Communication efficiency:

In the near future, the branch will undergo software changes. There will be a new ILS implemented throughout the Wicomico County Public library. By opinion, whether it's more or less efficient to each staff member, it will have to be used without discretion. With given circumstances, everyone should know how to use the new system. A recommendation would be to hold monthly staff meetings to remove any ambiguous ideas members may have about how they should be using the system. Monthly meetings would enable any questions or common errors to be discussed. Shedding light on possible issues may clear the air for anyone that may have uncertainty, in addition to preventing other future errors. Enforcing meetings encourages face-to-face communication between all personnel, which enables a higher media richness. Face-to-face communication amongst everyone at these meetings will create a positive impact amongst staff and therefore on the library's services.

Technological:

While the Wicomico County Public Library does offer patrons access to desktop computers and laptops throughout the space, it is evident that these models are being to become outdated and could possibly lose support from Windows services. The majority of computers were still running a version of Windows that may be capable of completing tasks patrons need to use them for, but they do not offer the features that the library needs to progress in the goals they stated from our interviews. These goals include utilizing the cloud to make saving and transferring documents a lot easier between computers. Also, with the new ILS software on the way, upgrades to computers that the staff use will help with the transition process, as the faster processors and added memory will contribute to the software running smoother. After conducting some research on various models of computers on the market currently, our group was able to find both desktop computers and laptops that would not only help the staff, but would allow patrons to have a more enjoyable experience while at the library.

The Lenovo ThinkPad 11e laptop computer would be a great fit to have in the homework help center, where kids of all ages can come in to work on homework and projects. The model comes with the latest version of Windows 10 Home, with an Intel Celeron N2940 processor that will be more than capable of running the software these kids need to complete their tasks. The added benefits of the laptop's design is its "rugged construction," that allows it to be extremely durable in case of any accidents or drops from the kids. Also, it offers great battery life off of the charger, which allows it to be very portable and can be moved throughout the library. The model is very reasonably priced compared to other new models on the market, with a price tag of \$569.

The computers that we would recommend for the staff to use while they transition to the new ILS software is the ASUS M32CD desktop computer, which also comes equipped with the latest version of Windows 10. The 6th generation Intel Core i5-6400 Quad-Core 2.7 GHz processor will offer the processing power needed to handle the new software and even more potential upgrades the library plans to make in the future. One of the major positives of this model is the outstanding resolution, which offers a 4K 1920x1080 display, that is top of the line. Also, the model allows for Bluetooth 4.0 connectivity between other smart devices, which could allow for seamless connections with devices like smartphones, tablets, and even more. The price of this desktop computer is also very reasonable for the library to afford, as the standard model is priced at \$582, including the monitor.

## Reflections

Public library services offered throughout the country vary in their technological implementations. To offer a service to the community that may be deemed more beneficial, it's imperative to keep up with today's technology. This field engagement process allowed us to get a closer look at some of the software and hardware our library location utilized. From the consumer perspective, public technology is offered in addition to services provided to the consumer, operated by a staff member. We were able to get a more in-depth look at back end technologies available and how they are used to maintain the library. This process taught us how clients (the library staff in this case) perceived what's available to them, issues clients have with the given technology, and the effectiveness of the technology in the place.

### Pragmatically

Using automated environments rather than manually documenting or processing things is the pragmatic way in this century. The only thing that makes it less realistic is the cost at which we must pay to utilize the services. Newer technology typically starts out at a much higher cost. For example, the price of external hard drives was once very expensive for a low amount of storage. As technology has advanced, larger amounts of storage has become significantly less expensive. This is not because of a lack of demand but rather because of innovation in the field. Today, our understanding is increasing regularly. Our "old" knowledge is soon outdated by "new" studies that make external hard drives cheaper to obtain. As we innovate, we offer the "latest and greatest" things practically every day, outdating "old" findings.

### Regulatory

Technology is revolutionizing itself every day. As soon as one device is purchased, it is almost instantaneously out of date. We must stay informed and up-to-date on current and future technologies that are to come.

### Socially

Society promotes certain technologies and makes them more popular. The higher the demand for a particular software or device will cause the community to shift with what they use. It is important to stay current in this aspect. For example, the library offers a catalog that can be offered remotely.

Consumers can access what is available without having to actually go directly to the library as the only method of checking availability. This is a feature that parallels with the way the world is moving.

Remotely accessing information is quick, efficient, and socially acceptable.

### Culturally

In a cultural sense, the implementation of this technology is becoming the norm throughout every community. It is becoming “the norm” and is considered acceptable by the people at this time. There is some diversity in some processes but overall, the purpose is similar. If I went to the Baltimore County Public Library vs. the California State Library, the technologies offered in each would enable the same functionality. There would not be a culture shock between the libraries because the purpose of each public library is culturally the same and therefore culturally acceptable.

### Personally

Personally, we got ourselves into just the right amount of work. A little bit of classroom-based learning and a lot of on-the-job observation took place to get us from start to finish. The most difficult part of our project was scheduling. The library is (primarily) a 9-to-5 business. We had class and other academic obligations each day from 9 to 5, so we had to stretch ourselves thin from time to time and make other arrangements. We were blessed that the library was so conducive to our learning in the long run and that they were as flexible as they could be for us. We found a lot of the “doing” for the project easy. Suggestions came right to us because the library has just the basics. They make great use of what they have, but if money was limitless, a lot of improvements could be made and patrons could be served even better.

## Appendix





Ashley Chafin  
 WCPL – Main Branch  
 08 February 2016  
 1:45 to 3:15

Time	Who	Tech Used	Observation	Questions/etc.
2:20	Security guy	Bluetooth headset, walkie-talkie-like radio, a watch, iPhone 6 or 6S	Shirt way too big for him. Talks to reference desk lady (RDL) about weather. On his phone. May be flirting. No wedding ring. RDL lady clearly has no interest in talking to him. He's probably not the most effective staff member	What calls for the need of a security guard? Is he the only one?
2:25	Scott (Adult Services)	Wheels, printing press	Scott is reshelving books. His cart seems to be organized for efficiency.	He probably used the Dewey Decimal System (nonfiction) to organize the books so he maximizes his effort.
2:30	Security guy, RDL	Phone, PC, web	Security guy stands by until the phone rings. RDL answers the phone. She says that they don't give out Maryland State Police applications, but [he/she] was welcome to come in and use the computers to find/fill the application out online.	I totally eavesdropped. I assume a patron was on the other end of the line in search of a job.
2:35	RDL, patron	Printer/PC/some sort of wireless connection, surge protector	Patron asks RDL to print his stuff. She takes his name and pulls up his account on her desktop. She takes his money (I didn't see where she put it, but it was all in change). He retrieves his prints. No delays or better ways to do it.	I assume she pulled up his account to either charge it or check to see if there were any holds (etc.).
2:40	2 patrons	F2F convo	Two guys talked about alcoholism.	They seem to have known each other. This may be irrelevant, but I needed to include it. They were speaking in very muffled tones for about 3 minutes and it's all I could think about.

				I only caught every sixth word or so and I couldn't piece enough details together to gather any conclusions, but they were standing uncomfortably close to the back of my chair and I was really uneasy. Everyone carries a backpack with them and I genuinely haven't felt safe the entire time I have been here so far.
2:45	Scott/2 patrons	PC, pencil, paper	2 people bring papers to the front desk and eventually get sent away because one of them is missing a license/other form of ID.	Scott must be a notary or something. I really couldn't hear the lady talk, but Scott is very loud and I heard all that she said.
2:50	Scott/RDL	F2F convo	RDL asks Scott about me. The phrases I heard were "constraints in budget," "money no object," and "I'm not sure." All from Scott. I like most of those terms.	I have to assume she asked because she had never seen me before. Paula didn't introduce me to her, but I'm sure she sees several familiar faces every day and I wasn't one of them. I have to assume she asked him about the project.
2:55	Patron	Computer, web, google search	Patron is looking at pictures of labs and has been for a while. Mostly black; some yellow. Note: he finally stopped looking around 3:08.	I saw this as very, very bizarre behavior. I'm not quite too sure what was going on. Nothing but looking at pictures.
3:00	Patrons on computers #1 to 12	Social networks, google, email, PC, YouTube, etc.	1 – FB, 2 – something I couldn't identify, 3 – CNN? Video of Ted Cruz, 4 – puppies, 5 – FB, 6 – FB, 7 – email, 8 – YouTube, 9 – FB, 10 – yahoo news, 11 – a gaming site of some sort, 12 – FB	5 and 6 seemed to know each other. Patrons have no problem using the computers, but none of them aren't typing/know how to type correctly.
3:05	Patron	PC, Scanner, cable, headphones	A new patron walks into the library, scans his card, and sits down to an unlocked PC. He pulls an iPhone 4 charging cable out of his bag and plugs it in. He seems in a good mood and begins to do something seemingly more	He probably needed to charge his phone. When he scanned his card with the scanner, it probably unlocked the computer for him. I know they have a 2 hr time limit.

			<p>intricate than the rest of the patrons, but he did type in google.com to get to his search bar.</p>	
3:10	<p><b>General observations:</b> Everything is dated. The library is horribly lit. It's all fluorescent and I'd really get a headache if I tried to read anything in here. The furniture looks like it is from the 1970s. The staff seems very approachable as a whole and really invested in their jobs and the welfare of the patrons. Overall, the patron demographics are diverse. I don't think I paid as much attention to technology as I could have because everything I was exposed to today is primal, natural, and basic to me. Computers, lighting, mobile electronics...etc. I'm interested in the software and IT aspect of the behind the scenes of the library and I'm more than excited to see that in action during some point next week.</p>			



Date: 2/11/16 (FO2) Field Site: Wicomico Public Library Name: Ben Clemente

Time (note time for that observation in 5 minute intervals)	Who is Involved (Organizational member)	Technologies Involved	Observations (Task, how well accomplished, cause for success/any delays, obstructions)	Questions (insights: concepts, tools, flexibility, efficiency)
2:30pm	Paula/Glen	Computers, Telephones	<ul style="list-style-type: none"> <li>• Old software was very outdated</li> <li>• New software similar to Amazon (makes suggestions based on previous books)</li> </ul>	<ul style="list-style-type: none"> <li>• Why was the software outdated?</li> <li>• What needed to be upgraded?</li> </ul>
2:35pm	Glen	Computers	<ul style="list-style-type: none"> <li>• How the process works for getting data from vendors</li> <li>• Power flickered on and off</li> <li>• Technology reset</li> </ul>	<ul style="list-style-type: none"> <li>• How often do these power issues occur?</li> </ul>
2:40pm	Glen	Computers	<ul style="list-style-type: none"> <li>• Learning about the catalog software: Millennium Card Catalog (2000)</li> </ul>	<ul style="list-style-type: none"> <li>• How could the software be improved?</li> </ul>
2:45pm	Shara	Computers	<ul style="list-style-type: none"> <li>• Use software to create orders from vendors, generate invoices, and keep track of books</li> </ul>	<ul style="list-style-type: none"> <li>• What are the responsibilities of each team member?</li> </ul>
2:50pm	Shara	Computers	<ul style="list-style-type: none"> <li>• Matching order numbers with ISBN number</li> <li>• Correcting bib numbers for same paperback and hardcopy books</li> </ul>	<ul style="list-style-type: none"> <li>• Do the different numbers get mixed up easily?</li> </ul>
2:55pm	Shara	Computers, Barcode scanner	<ul style="list-style-type: none"> <li>• Inputting SCAT codes to sort different genres of books</li> </ul>	<ul style="list-style-type: none"> <li>• What happens if a scanned book is not recognized?</li> </ul>
3:00pm	Paula	Computers	<ul style="list-style-type: none"> <li>• How holds are handled: email sent out, how books are held</li> </ul>	<ul style="list-style-type: none"> <li>• How long are the books held until they go back on shelf?</li> </ul>

Date: 2/11/16 (FO2) Field Site: Wicomico Public Library Name: Ben Clemente

3:05pm	Paula	Computers, Barcode scan	<ul style="list-style-type: none"> <li>Scanning order forms from other counties to match up with local library records</li> <li>How the circulation room works</li> </ul>	<ul style="list-style-type: none"> <li>What other counties do the books come from?</li> <li>What software problems occur?</li> </ul>
3:10pm	Paula	Computers, Fax machine	<ul style="list-style-type: none"> <li>Making copies and printing out forms needed for records</li> <li>Learning about the lack of a surveillance system: broken security camera</li> </ul>	<ul style="list-style-type: none"> <li>Is there a more efficient way to do this process?</li> <li>How did the camera break?</li> <li>Why hasn't a new one been installed?</li> <li>How many students show up on a daily basis?</li> </ul>
3:15pm	Elizabeth	Computers, Copier/printer	<ul style="list-style-type: none"> <li>Learning about the various technologies used in the homework help center</li> </ul>	<ul style="list-style-type: none"> <li>Are these technologies effective in helping the kids get what they need to get done?</li> </ul>
3:20pm	Elizabeth	Computers, Security camera, television		
3:25pm	Tracy	Computers, Laptops, printer		
3:30pm	Tracy	Computers, Laptops, printer		







## In-Depth Observation 1

Time	Who	Technology Involved/Observation	Questions
3:30	Paula — Volunteer coordinator	-Door buzzer — had to ring in to access certain areas, but the receptionist had to get up every time someone buzzed	-Is the door buzzer necessary? If so, then can we get something to remotely unlock the door? It seems like a burden for the receptionist to have to get up every time the door rings.
3:40	Paula — Volunteer coordinator	-Telephone -Computer	- Can updates to these devices help the communication efficiency through the building?
3:45	Charlotte — Tech processing	-Computer — slow, outdated, blurred screen, even slower	-Updated computers and software are needed. However, if they are able to update them will charlotte and other be willing to learn new software/skills? Will they be successful at it?
4:15	Charlotte — Tech processing	-Typewriter — serves as a label maker, large for the area, other technology would be beneficial	Charlotte said that there isn't anything that does the same skill as this typewriter — is that true?
4:35	Charlotte — Tech processing	Lack of door system — there was a knock on the door and she had to get up and answer	Could a security system or buzzer for the door leading outside be beneficial to them? Is that something in their budget?
4:45	Ms. B — Circulation	Computer — Slow, bulky — had to use it to check books in and out, look up return dates, availability, etc.	They have to do so much work on the computer in circulation — what would be the best type of computer for them to benefit from?
5:05	Ms. B (helper) — Circulation	Scanner — to scan incoming and out coming books. She also had to scan it to check the status of something — DVD, magazine, etc.	Is there a portable scanner that is available? Since they had to take all the books to it, it may be easier to to it to the books.
5:15	Ms. B — Circulation	Telephone — Had to answer the same questions multiple times. There has to be an easier way to do this.	Could they have an automated system to answer the receptive questions that she had to answer? There was a lot of the same questions about hours, book checking in & out, etc.

5:30	Overall observation	Telephones Computers Security Sys. Typewriter Scanner	This place needs updating! All the technology, and software needs to be brought up to date. This will increase their productivity by being able to work efficiently through the day without waiting for their computers to load. There can be thing implemented to make their day easier -- such as a security system, updated, computers, and software.
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Casey Smith In-Depth Observation Table

Framework Bullets	Technology/User Role	Observation—Needs, Barriers, Facilitators, Training etc.
<i>Theoretical Features</i>		
Rogers Diffusion of Innovation	Relatability Triability Observability Late Majority Early Majority	Working in close quarters within office space. One office in back end of circulation and one general large office in tech services. A few offices branched off main room in tech services. Many people doing same task in tech services. Labeling books and entering them in the system prepping them to be shelved in a community easy way.
Garbage Can Model	People Choices	Paraprofessionals (tech services) Other library branches working to connect with parallel systems in the near future (tech services/adult services/circulation) Circulation office consists of front end and back end. Front sends things to back and sometimes back sends down to tech services. Tech services manage lots of incoming and outgoing books.
Media Richness		Circulation enabled high face-to-face interactions, with the self-checkout option via computer. Lots of computers in all areas, help desks available at circulation and adult services for community users. Meeting rooms available to public use to rent out. Paying for overdue books at circulation capability. Elevator accessible to public. Lift in circulation (for books).
Impression Management		Barrier between offices and general public area (upstairs v downstairs) Management stays mostly downstairs or in back circulation office space. Most employees work together with management to enable a comfortable work environment in addition to an efficient process of duties being completed.

<i>Technological Features</i>		
Hardware features	Antenna Satellite	Many landline ports. Photocopier. Wired network. Fax machine. Printers. Wireless printing capabilities. Typewriter (can be replaced with a label maker available for about \$35 online). No scanning devices in office (new ones run for about \$300)
<i>Software features</i>	Data entry system	Millennium (backend. Closed network). Getting a new ILS soon. Polaris is a potential ILS to come. Scannable barcodes. Easy to make errors by user doing data entry.
Usability		User friendly. Desktop computers. Touch screen and laptop computers available in library as well.
	Design features	User entry system to search & select books. Once selected, barcode is assigned to the book then placed on book. System enters things in library inventory database in addition to catalog.

Technology: Field Research

5 Foundational/backbone technologies being used at our organization:

1. Millennium
2. Typewriter
3. Computers
4. Security System/Camera
5. Telephone

Technology 1

*Features of technology:*

Technology	Features	User Skills Required	User Challenges/Facilitators
Millennium	-Online Database/Catalog	-Typing -Data Entry	-Unfamiliar environment

*Market analysis*

Technology	Price/Features	2 Major Competing Models	Price Features
Millennium	Connectability with other users/libraries	Apollo Mandarin	Price varies on the library, size of the organization, accessibility, and contract length.

["http://www.captterra.com/library-automation-software/](http://www.captterra.com/library-automation-software/)

*Competing Model 1*

Model 1	Features	Pro Features (Organizational benefits, User fit)	Cons—Features (Costs, User training/fit, challenges)
	No lagging software, internet based	Caters to only public libraries  eBook access	Cloud based -- can be a security issue

Competing Model 2

Model 2	Features	Pro Features (Organizational benefits, User fit)	Cons—Features (Costs, User training/fit, challenges)
	Fully web based	Can access from any workstation with the login	No acquisition management ability

Technology 2

*Features of technology:*

Technology	Features	User Skills Required	User Challenges/Facilitators
Typewriter	-Keyboard -Paper feed to print on manually placed designated paper	-Typing -Paper feeding	-Ink deficiency -Paper/Ribbon jams or deficiencies -Hardware issues/damages

*Market analysis*

Technology	Price/Features	2 Major Competing Models	Price Features
Electronic Typewriter	Averages at about \$110+. Depending on the functionality, the price may increase or decrease accordingly. There are more user friendly options in the hardware because it is electronic.	Brother Brand Smith Corona	Price varies depending on additional add-ons (ex. A usb reader to enable typing from an alternative platform)

Interesting link having to do with a typewriter advancement:

<http://www.dailymail.co.uk/sciencetech/article-1387779/Who-needs-keyboard-plug-typewriter-computer.html>

*Competing Model 1*

Model 1	Features	Pro Features (Organizational benefits, User fit)	Cons—Features (Costs, User training/fit, challenges)
Brother GX-6750	Portable electronic typewriter enables the user 96 keys as well as line spacing and copying -Forward and reverse indexing	-Portable -Average price range (\$109) -Prints swiftly at a speed of 12 -Automatic paper insertion -Automatic repeat for all characters -Automatic centering -One-touch tab set and clear keys -Half and express backspace keys -Has warranty	-Requires power adapter -Kind of heavy (10lb) -Limited paper size proportions

*Competing Model 2*

Model 2	Features	Pro Features (Organizational benefits, User fit)	Cons—Features (Costs, User training/fit, challenges)
Smith Corona Wordsmith 100 Electronic Typewriter	Portable electronic typewriter incorporates daisy wheel print technology to offer 12 cps of print speed, similar to the brother model. It has many automatic features that make it user friendly and enable preferential features.	-Correction memory -Tab position -Line spacing for efficient performance -Paper support -Fast print speed -Has warranty -Comes with drop-in print wheel -Auto center -Auto return -Bold option	-Costs about \$135-\$150, a little more than the average cost. -Weighs 11lb. -Paper margins limited

Technology 3

*Features of technology:*

Technology	Features	User Skills Required	User Challenges/Facilitators
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Computers	-Desktop accessibility throughout library	-Computer operation and typing	-Unfamiliar interface -Having a proper login
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*Market analysis*

Technology	Price/Features	2 Major Competing Models	Price Features
-Desktops, laptops, tablets, 2-in-1s	-Ranges from about \$200-\$1,500 based on various features such as processing power, memory, graphics cards, Windows versions vs. Macs, monitor sizes, response times, ect.	-ASUS M32CD Desktop computer  -lenovo ThinkPad 11e Laptop computer	-\$582 w/ monitor  -\$569

*Competing Model 1*

Model 1	Features	Pro Features (Organizational benefits, User fit)	Cons—Features (Costs, User training/fit, challenges)
- ASUS M32CD Desktop computer	-6th generation Intel Core i5-6400 Quad-Core 2.7 GHz processor -Windows 10 Home -802.11 AC WiFi with Bluetooth 4.0 -8GB DDR4; 1TB HDD 7200 RPM -23.8" IPS Widescreen with 1920x1080 resolution	-Newest version of Windows already included -HDMI connection allows for computer to be connected to other monitors or TV screens -Good sized monitor included with 4K display, offering an outstanding picture for any patrons to enjoy -Bluetooth 4.0 allows for connectivity between other smart devices -Warranty offers allows for protection and service in case of any problems/emergencies	-Large power button, could potentially lead to users accidentally turning off the computer when working on something important - No webcam in monitor, will not allow for communication over Skype or Facetime -While the desktop offers many nice features, it is not portable and has cheaper alternatives that could be adequate

*Competing Model 2*



Model 2	Features	Pro Features (Organizational benefits, User fit)	Cons—Features (Costs, User training/fit, challenges)
-lenovo ThinkPad 11e Laptop computer	-Intel Celeron N2940 processor (2MB Cache) -Windows 10 Home -11.6” HD display (1366x768) -320 GB Hard Disk Drive, 7200rpm -Intel Dual Band Wireless 7260 AC/B/G/N, Bluetooth 4.0 -4 GB PC3-12800 DDR3L SDRAM 1600 MHz SODIMM -4 cell Li-Polymer Battery	-Good battery life for patrons that want to use the laptop w/o the charger -Very portable and “rugged construction,” meaning it is extremely durable in case of any accidents or drops -Roomy keyboard with an ergonomic design -Webcam to allow for face-to-face communication over the web -Reviews state, “good match for the classroom or for users who spend a lot of time on the go” - PC Mag -Built in speakers	-No touchscreen -Heavier than most comparable laptops -Display is smaller and has a lower resolution than the ASUS Desktop model -Does not have the same computing power or memory compared to other desktops for the same prices, but offers more portability

#### Technology 4

##### *Features of technology*

Technology	Features	User Skills Required	User Challenges/Facilitators
Security System/Cameras	Can see who is trying to enter building; assumed (?) that there is outside surveillance too	Being comfortable with using a computer or monitor to monitor activity and knowledge of the program/software used for surveillance.	May be a distraction, not always reliable; has to be reset a lot

##### *Market analysis*

Technology	Price/Features (See below for features)	2 Major Competing Models	Price Features

Security System	\$34.99/month	Frontpoint	\$300 to \$600 for hardware plus 1 or 3 year contract (and an 80% of remaining balance fee for early termination)
Security System	\$57.99	ADT	\$450 to \$699 for hardware plus 1 or 3 year contract (and an 80% of remaining balance fee for early termination)

*Competing Model 1*

Model 1	Features	Pro Features (Organizational benefits, User fit)	Cons—Features (Costs, User training/fit, challenges)
Frontpoint	DIY Installation with full customer support, user guide, video tutorials, phone support. 2 year hardware warranty, 24/7 monitoring, and free remote full-system access and control phone app (cellular link included at no cost in every box); crash and smash protection.	100% wireless and cellular access. Intrusion protection, fire protection, environmental protection, life safety, and 24/7 monitoring. Automated energy management/thermostat/light control and live video streaming available on mid-and-high-grade packages. Mild to moderate user fit.	The system is great and supremely beneficial for high-crime location that the library is in, but the pricing for the beneficial features (in mid-and-high-grade) would likely be too expensive for the budget constraints.

*Competing Model 2*

Model 2	Features	Pro Features (Organizational benefits, User fit)	Cons—Features (Costs, User training/fit, challenges)
ADT	Installation by ADT technicians with 24/7 phone support, live chat, and email option for support. 90 day hardware warranty with 24/7 monitoring. Pulse technology remote control with higher-end models (allows user to control camera angle/settings from smartphone and send out different transmitter pulses at	Non-DIY installation, 24/7 monitoring and support, and special surveillance for natural disaster. Event history is convenient for	Cost. May be seen as too advanced for necessary needs.

	different times).4 wireless cameras installed for free with higher-end model. Mobile application to monitor everyday comings and goings and security events.Self-operating equipment management, temperature/energy/light management, video storage included in monthly cost (up to a certain point), access control options, server temperature alerts, and fire/flood sensors.	tracking and small appliance management would be beneficial to promote conservation and energy savings.	
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#### Technology 5

##### *Features of technology:*

Technology	Features	User Skills Required	User Challenges/Facilitators
Basic Telephone	Intercom, Speakerphone, caller ID	Basic answering, dialing, and intercom use	A distraction to the workers in their daily working tasks. Although answering phones is a task for the employees they get many phone calls a day, and it was described as a distraction from the other work that needs to be tended to.

##### *Market analysis*

Technology	Price/Features	2 Major Competing Models	Price Features
Basic Office Phones	\$85.00 per phone	An phone with a headset Phone with an automated system	\$250.00 \$150.00

##### *Competing Model 1*

Model 1	Features	Pro Features (Organizational benefits, User fit)	Cons—Features (Costs, User training/fit, challenges)
Phone with	Hands free talking,	Users are able to wear the	Very costly compared to the

headset	wireless, portable, small, convenient, and more effective for working (your hands are free.)	headsets (like the tech processing team) and continue to work -- They are responsible for answering the phones among many other things so have their hands free may increase productivity.	standard phone. Some of the users may be against switching to something other than a traditional phone.
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*Competing Model 2*

Model 2	Features	Pro Features (Organizational benefits, User fit)	Cons—Features (Costs, User training/fit, challenges)
Phone with an automated voice system	Gives information to all callers without disrupting the workflow of the employees.	Employees would not have to answer the same questions: “What are your hours?”, “Where is your location?”, “What is the schedule of the mobile library?”, etc. This way an automated, prerecorded voice could inform all callers of these frequently asked questions.	Impersonal, frustrating to callers, information could get lost in translation, troublesome for callers who need to speak with a live person.

## Interviews

Interview with Sue Fredericks

### *Demographics:*

- Mid 70's
- Female
- Librarian (General) at the Wicomico County Public Library – Pittsville Branch
- Widowed
- Has high school education. Worked as an accountant for 40+ years and retired to do odd jobs that she likes.
- Has worked at WCPL for nearly 10 years; began as a volunteer

### *Organizational Characteristics:*

- Role: librarian
- Hours: T/R/F (occasional Saturdays) from either 2 p.m. to 8 p.m. or 10 a.m. to 4 p.m.
- Location: Pittsville Branch
- Technologies used: PC, scanner, alarm system, interlibrary loan system, etc.
- Client interaction: Frequent, with several repeat interactions (regulars)

## - BEGIN INTERVIEW TRANSCRIPT -

A: Tell me start to finish what technology you encounter throughout your day.

S: In the morning, we have to turn the alarms off...

And that's just a panel on the wall?

S: That's just a panel on the wall. And at night we set the alarm.

A: Easy for you to do? Just numbers?

S: Yeah. Just numbers. Just a passcode. During the day, we do a lot of computer work...checking books in...

A: With the scanner thing?

S: Yeah...with the scanner. And then we have activities and events. We have some programs during the week. Storytime for children and then we also have Lego Challenge once a week where we have the children in from the school. And basically, it's just checking in books and checking out books...

A: With the scanner thing, right? I'm specifically trying to go through your technologies. You have iPads for the kids, right? You have iPads?

S: We have two iPads for the children, right, and...

A: How many computers in there?

S: We have 9 computers.

A: Including yours?

S: Including the desk.

A: Desktop, right? Like actual you have CPU boxes under the desk?

S: Yep.

A: Okay, so not like a ThinClient or anything. What else?

S: What else do we have technology? Basically, that's about it. Just the scanner for scanning in books with the codes on the back of the books.

A: Do you do circulation in your little branch? Do you...um...I mean, do you do processing? Do you get new books?

S: We do get new books from the main branch.

A: Oh...so the main branch like sends you them through their system?

S: They send them out and then we put them in the system. We get new books automatic. The latest authors – it's automatic, but we do process them. We have a runner that comes in every day with their

A: I think I met her...

S: ...holds for the customers; the patrons. They order books and we have them sent to the library and they have holds on them for the customers. Then we check them in and they pick them up.

A: Now what about that system? An ILS? The system you log into to check people out, check people in, see where books are, and make holds or put holds on? What do you think about that?

S: It's a very good system.

A: It's going away. Did you know that?

S: They are getting rid of it.

A: What was the problem with it?

S: I think it was down a lot. We had a lot of outages and problems with it.

A: Was it a reset thing? Or was a software issue?

S: It was a reset mostly. We had to turn off all the computers and turn them back on and download it and put them back up?

A: What is the most challenging thing you did or come across in a day? Technology-wise.

S: Probably trying to use the Visa card system.

A: For what?

S: People could pay their fines using their visa cards and that was a little difficult to learn because sometimes it was down.

A: Was it one of those little chip things?

S: No...the people would give you their visa card if they had a fine.

A: Mhm...but how would you...what would you scan it through...?

S: We would go in the system and there would be a place where you would go into if you had a fine. And you'd take the customer's visa card and scan it. Put it through a swipe thing.

A: Was it like this big? Or like this big?

S: Just small.

A: Like one of the things you'd see at any retail place?

S: A lot of the time, you had to put all their information in.

A: Like manually? Like you had to type their numbers in?

S: Right. And then they had to accept it and sign a tape would print out. One for the customer, one to send to booking.

A: Just a receipt?

S: Just a receipt.

A: And that would clear their account of all their fines?

S: Mhm....

A: What else?

S: Um...I'm trying to think of what else there would be.

A: Are there any other sort of programs you use on the computer?

S: Basically, it's very basic, you know, the circulation system. It's mainly for patrons coming in – checking books in, checking books out; picking up their holds. We also have this system called MARINA that we can go over the Bay Bridge and go to any library over the Bay Bridge. It's called MARINA and if we can't find something locally, we can order books from libraries in Baltimore...

A: I can't believe in all the people that I've talked to that I haven't heard of that yet.

S: MARINA. It's called MARINA.

A: Cool.

S: And you actually, we actually, if you can't find it here in the area, you can go into MARINA and go across the bridge and order. And patrons can get into that system from their home.

A: Do they have to like mail them? Or does somebody go pick it up?

S: The van that gets our books would meet them over at like Kent Island and the Baltimore van would come and meet them and get our MARINA books.

A: That seems like a pain. What about the patrons? Like how do they...like you say you have a lot of regulars who come in and use the computers every day. Like what do they have problems with?

S: Um...most of them have problems because they're not computer literate...some of them do not even know what a mouse is...

A: So that's a user error?

S: So we have to work with...you know. And we have 5 computers that are children computers and 2 adult computers.

A: And does that have the time limit on it?

S: Yep. Time limit. 2 hours. Right.

A: What if...would they be able to adapt to using laptops or maybe something that's not so boxy?

S: All the branches have wifi, so they could bring their own laptops in and use the wifi with the library.

A: How does that work? How do you guarantee that they're patrons?

S: They don't have to be patrons to use it. Someone coming through to go to vacation in Ocean City could come by and hook up to their wifi

A: Does it ask for a password or just bring you to a screen?

S: It brings it up. And there is a password for the wifi.

So they have to talk to you first?

S: Right. But anyone can use it.

A: What else?

S: I'm trying to think.

A: Do you use any software programs to make brochures or does it all of it come from the main branch?

S: We order most of it from the main branch. They'll make up our flyers and ask us about certain things if we have an event and usually the branch manager takes care of that.

A: And that's Carrie, right?



S: Yep.

A: What's her last name?

S: O'Donell.

A: I'm trying to think of anything else...really, you're working in kind of a limited space.

S: There's no a whole lot of technology because it's basically helping the patrons...you're there for them checking books in, checking books out, and taking care of them.

A: Well, thank you very much. I do appreciate you.

S: You're welcome. Any time.

- END INTERVIEW TRANSCRIPT -

Interview with Scott Mahler

*Demographics:*

- Late 40's to early 50's
- Male
- Married (recently)
- College educated. Graduate degree in "Library Studies" from U Penn
- Has worked at WCPL for 9 years

*Organizational Characteristics:*

- Role: Adult Services Manager
- Hours: M – F; 9 to 5.
- Location: Main Branch
- Technologies used: PC, scanner, alarm system, interlibrary loan system, etc.
- Client interaction: Frequent

- **BEGIN INTERVIEW TRANSCRIPT** -

A: Thank you for meeting with me today.

S: Sure, sure. I was a student too, and believe me, I know how much of a scramble it was to get things done.

A: A couple quick demographic things: How long have you been here?

S: I have been here for 9 years in March.

A: Oh, congratulations. And how long in libraries?

S: In libraries themselves? Let me think...probably 15 years.

A: Okay. And what did you do before that?

S: I worked in Baltimore as a title abstractor. I researched deeds and mortgages for a law firm and investors.

A: Did you like it? Why did you change?

S: I liked it up to a point that it was a good practice to get into library school.

A: Oh? You went to library school?

S: I decided to go back to library school when I lived in Baltimore, but it was really good training because there was a lot of research involved. Yeah. So.

A: Cool. The only other demographical question I have for you that I couldn't pull from elsewhere or talking to you before...what are your hours here?

S: I work Monday through Friday, 9 to 5.

A: Onto the fun stuff.....so basically, I'm pulling these questions from a theory. Um, a communications theory. I don't know if you've ever heard of it. It's Weicker, an organizational structure thing...but I'm looking at it from an obviously technological aspect. So I have 20 to 25 questions for you here...maybe...I'm just gonna shoot. You can rapid fire. We're just having a conversation and I'm not writing much down...so...

S: Okay.

A: I have seen adult services. I've watched you work that one day...I don't even think you knew I was here.

S: Probably.

A: But it seems like you have a pretty solid structured grip of things around here. Like...nothing's gonna change much in the future. It seems like what you use at least from the end user point that I was looking from that you're basically relying on like computers and internet and the basics...kind of cut and dry...don't have to really...you have to be born in this past century to use it and no other qualifications. Am I missing something here?

S: No. I'd say the user...I'll say first...other libraries with other demographics will do different things that, even counting within our consortium, that patrons are a little more tech savvy.

A: Sure.

S: We found that in the patrons we serve, the computers, the sort of PC/laptop – which probably millennials would find antiquated – is what works best for them. They don't want anything that is new or touchscreen or...they really just kind of want to do the basics. They'll come in, they'll check their email, and that's all they want. No bells or whistles. We find that that kind of works for us. I know our IT person would like to upgrade things...

A: To what?

S: To like Macs or even some iPads (touchscreens)...and I've tried to be kind of clear that our patrons...this works for them. They don't need any more additional technologies. They feel comfortable with this. They feel that honestly, they aren't even comfortable with this.

A: I saw that.

S: They have issues with the mouse...problems with Microsoft Word...and unfortunately, doing anything more than this is not going to work with this demographic. And again, another...another even something where like Ocean Pines, where they serve more...more...I guess plus 50 demographic, they seem more savvy. They're really tech savvy. Their kids give them iPads for Christmas and they may need a couple classes here and there, but they get it. They get it. They download books, they do all kinds of things.

A: Yep, yep.

S: And we have that too, but for the patron that comes in here on a daily basis, that's what works. There are people that are using technology behind the scenes downloading books and stuff, but we don't see that.

A: Because they're not here.

S: Yep.

A: What about on your end? Do you use any sort of software or any sort of cool analytic stuff? Or do you have more of a...I mean, you have more of a physical...not physical, but hands on job compared to like the IT guy.

S: We do...

A: Not we, specifically you...like you're the manager of adult services. What do you have specifically going on that I can't see?

S: We have our ILS system, which you've probably seen...

A: Mhm.

S: ...which is like our circulation system where we can run different lists and reports. I don't do analytics...we don't really need to do much of that. From that standpoint, we can run analytics for like reading lists so that we can weed materials out that haven't circulated with the space issues. Whatever I use, I pretty much use inside of our ILS system...

A: Okay.

S: ...so I pretty much don't use anything outside of that.

A: Okay...so what about like internally between your staff? Is there emailing a lot?

S: Yes.

A: Or like some sort of chat system you use?

S: Obviously email. We also have a staff web, which is like a bulletin board.

A: Virtual, though, right?

S: Yep. A lot of stuff gets posted there from the administrative staff. My staff checks staffweb every day.

A: Is that administration here?

S: Yes. So our IT guy maintains it, so it's just like a bulletin board like I said. We can go to different topics and we can...for instance, we have a security incident, we have a security section. So we can just go in there and there's a template we can fill out what happened and say the person comes back and there's like a dispute, the library director can go in there and see what happened.

A: Right...so...is that backed up anywhere?

S: I believe on the server.

A: Probably...Are there any problems with that?

S: Not really. I would say it's pretty antiquated. We could probably...as far as technology goes, it's pretty basic.

A: What would make it easier?

S: I don't know. It really works for us. Communication as far as email really works for us. Everybody communicates via email.

A: And even your oldest staff member doesn't have a problem with checking email?

S: Not at all.

A: Um...that pretty much wraps up at least part of the technology parts. You've led me through this quite well...and you actually hit the nail on the head and knocked out some of these questions. But you said you have physical space issues? But what about it?

S: Yes.

A: Like obviously books take up space, but are there plans to expand? Would it be better for you if these cubicles were out there? Like...

S: No...

A: Talk to me about how physical, face to face interactions either benefit or get in the way of things...

S: With the patrons?

A: Or internally...or just physical space. Like you're all blocked off here and there's a lot going on in a small space...

S: The building itself, I will say, if you were to design a library, this is how not to design a library. This is not a library. This was not designed to be a library.

A: What was it before?

S: An armory. Back in the '30's is what it was originally built for. It's been different things and then they said, hey, let's just put the library here.

A: I can't even see that...

S: Well, the downstairs part, there are sections that are still original...to that. So, apparently, it was built to withstand a bomb blast.

A: Well, your books are safe...

S: Exactly, so...but then they thought, we have this building...what do we do with it? Let's just put the library there. How it should be is tech processing, which you probably saw downstairs, you want

them up here next to circulation so that the work flow is easier. You want the books to come in the back...

A: And not from downstairs...

S: Yeah. So they come in from UPS/USPS, they get processed, they come and get checked in...processed, checked in, and then out to the floor...the way we have it now...they have to do it downstairs. So it comes in through one door, they have to put it in the elevator to bring it up...it's very inefficient. It creates way more work.

A: I see. It's also probably a pain too for whoever has to keep moving it.

S: Yeah. And for as far as our space issues go over here, we do the best we can. These...I don't...there's a library in Easton and I was just there yesterday that was built to be a library.

A: Where?

S: Right downtown in Easton; Talbot County.

A: Okay.

S: It's designed to be a library. It's open, airy, it feels like a bookstore. It's very easy to browse; this feels like it's a...we do the best we can, but it's a...

A: With the space you have, it's...I feel like it's appropriately sectioned off...at least for the end user.

S: It is...it.....we do the best that we can. The space is what it is...and unfortunately, with our budget, too. um...we can't do things like change the height of the shelves...ideally, you don't want those shelves to be that high. The shelves are high and you want them low so it's easier to browse.

A: Mhm.

S: You'd want it laid out a bit differently, but budget issues are issues...and...yeah...

A: I can't believe you're like walking me through these questions. This is great. I mean, the third bullet, or the last bullet I had for you is where does the money come from...which is obviously the city right?

S: Well, no. It's actually the county. Um...we are both county and state. Most of our money comes from the county, but some of it comes from the state.

A: Is that state money equally distributed? Or...

S: I forget how it's based, but

A: So it's not equal?

S: There's some kind of formula they work out. I know this: We're the lowest funded in the state. Somerset County is probably the poorest county in the state, but because they're the poorest, they get more state than we do.

A: That's odd. Do they serve more patrons?

S: No...no...no...and and and

A: Do they have fewer branches?

S: No...so um...we're the lowest funded in the state...and...

A: I'm having a hard time wrapping my head around that.

S: It does make a big difference. We don't get money from the city either. We serve a large downtown population and we don't get money. It's kind of a quasi-County and city agency, but most of our patrons are within walking distance of downtown.

A: You're literally in the heart of downtown too...if not the middle of the city, just right off the left side of the middle.

S: Correct. Correct. And they still want us to be downtown...and we like to be here. We want to be an anchor and we want to be here. Technically,

A: Sure.

S: ...we're a county agency.

A: And you're...at least in the city's eyes, you're well-enough taken care of by the county to...

S: Yes. Yes.

A: It's functioning and probably a booming success on a proportional scale compared to the other downtown businesses...at least in the public eye.

S: Yes.

A: So...you're the manger around here. Who makes the calls above you?

S: It's actually the director. She's who I report to. She makes decisions above me. And there's a director of operations...and I forget her actual title, but she's administration. There are two people in administration and those are the ones who make decisions above me.

A: But you have a pretty decent say in your needs? As far as your job...

S: Yes. We, Barb, who's right over there...

A: I don't think I've met her yet.

S: She has my position or whatever on the children's side. She's the department manager of the children's side. We submit a budget to her based on what we...I...I'll survey my staff and see what they need...and they all order different collections, so

A: Okay...

S: Someone orders for the fiction collection, someone orders for nonfiction; DVD's, CD's, all that. I ask them based on last year's numbers and this year's numbers...things are going to get dated, things are going to go off, so I'll tell the faculty that...get all that in, and then I submit all that to my director.

A: What about like last minute stuff?

S: Um...

A: Say it's something off the wall...

S: I mean, yeah, yeah. If something comes up I need money for...we have money for programming. They have people come in for programs and we pay them. Stuff like that.

A: Do you have a stake in that or is it a pool? Like a big pool?

S: No. It's divvyed up. Children's does a lot of programming; LIKE A LOT of programming. They get a lot of money for programs. Adult programming, not so much. It's kind of proportional. But if something comes up where I need money quickly...I can't think of an example...

A: Neither can I. I can't give you anything...

S: ...but I can always go to her and say hey, this happened and I need money for this. There's money. She'll pull money from somewhere. She works her magic.

A: I got it. Yeah.

S: And we have a CFO too.

A: Here?

S: Yeah. She works downstairs. She sort of...she's the CFO. I'm not sure if she's technically administration, but she works down there.

A: Is she full time too?

S: Yep.

A: About how many employees are here?

S: 70 total. With the branches and the part time people.

A: Huh. I took that into consideration too and only came up with 35 or 40...but maybe that's just because I haven't seen everybody here at once.

S: Yeah. There's a lot. Weekends, people who just come in at night...like Bernie, who is our circulation manager...extraordinaire. I will say that there are a lot of people who really run a lot on part time staff.

A: What is part time staff? Like under 32 hours?

S: Under 35. Well...I think it's 35.



A: And what's the benefit?

S: They don't pay benefits, but you can have more of them. Circulation is a pretty labor intensive job...and I don't know if you've ever done that, but it's physically putting books away. So um...we had actually...in our department, Barb has one and I have one. I started out part time. Kelly (who sits next to me) ...so there were two people for adult services...

A: On the same billet?

S: Um...and we kind of rotated with childrens, but a lot of the part time staff is...unfortunately, we went through a bad budget time and in 2009...or shortly after I started, we started to lose some of our part [time staff].

- **END OF INTERVIEW TRANSCRIPT** -  
.....rest of interview audio cut.

Interview with Bernadette Kennedy, WCPL Circulation Manager

- **BEGIN INTERVIEW TRANSCRIPT** -

00:01 Speaker 1: Okay, so, just starting with some few basic things. If you don't feel comfortable answering any of them, it's all good. Just let me know and we can move on to the next thing. First, we'll start with your name.

00:14 Speaker 2: Bernadette Kennedy.

00:16 S1: Okay.

00:16 S2: Here you go.

00:17 S1: Thank you. That helps. [chuckle]

00:18 S2: Yeah.

00:28 S1: Your age?

00:31 S2: 59.

00:33 S1: Okay. Occupation?

00:38 S2: Circulation manager.

00:40 S1: Okay. Your education?

00:48 S2: BS.

00:49 S1: Okay. Marital status? I don't know why that's a question, but... [chuckle]

00:57 S2: Single.

01:00 S1: And your tenure with the organization?

01:02 S2: Oh, my. Let me get... Gotta get a paper and pencil out now.

01:05 S1: Okay. [chuckle]

01:06 S2: Hold on. Let me see here.

01:08 S1: All good. All good.

[chuckle]

01:10 S2: Let's see. 28 years.

01:16 S1: That's impressive.

[laughter]

01:23 S1: Okay. Just some organizational characteristics. I'm not sure exactly what that entails but I guess like some characteristics of this department maybe.

01:37 S2: Okay. Let's see. Well, this is a circulation department. We handle the check-outs, check-ins of all our items. And we handle the overdue and billing process of all our ideas.

[background conversation]

02:11 S2: Right. Okay, and we handle the re-shelving of all of our items.

02:15 S1: Okay, that should be good. I have another question about the duties coming up, but what are your typical hours here?

02:24 S2: Nine to five.

02:25 S1: Nine to five? Sure. Monday through Friday?

02:27 S2: Mm-hmm.

02:29 S1: Okay. And, do you have any interaction with clients?

02:35 S2: Yes.

02:38 S1: Okay. Okay, so that covers the basics pretty much. Now, the questions are a little more in-depth. So I'd say, what are the daily duties of your position and what sort of technology do you use on a daily basis to help complete those duties?

02:56 S2: Okay, let's see. I guess you're really talking about me.

03:00 S1: Yeah.

03:02 S2: So let's see, I manage about eight staff... That's full-time and part-time... Scheduling them to cover all library hours, overseeing the checking in and checking out of all items, overseeing the billing processes, and overseeing the re-shelving of the items. And, I guess, overseeing, and this might be a little bit hard to understand. We are in a group. It's called a consortium, with three other counties. So I sort of oversee, make sure that process is running good.

04:00 S1: Okay. And what sort of technologies do you use to help to complete those tasks?

04:06 S2: Oh, computers. Computers, telephone, fax.

04:11 S1: Okay, sounds good. The second question, what are the current goals of your department and how do you plan to achieve those goals?

04:26 S2: Okay, I guess goals is making sure items are re-shelved accurately and that our public is pleased, and taking care of all their needs.

04:41 S1: Okay, sounds good. Question number three, you mentioned the different libraries in the different counties. And I just wanted to know how the communication process works as far as interacting with the different counties, and are there any problems that occur in communication with those different libraries?

05:04 S2: No, we communicate through email, telephones. And because of technology, because of emailing, you can be anywhere and we can communicate things. And because of our computer software, we are able to communicate with each other.

05:26 S1: Okay. That's good. Next question, so this is the circulation department obviously. I know there's a couple other different departments. Do you communicate with them effectively and what types of technology do you use to communicate with the different departments?

05:45 S2: Yes. As a matter of fact, there's probably about four or five other department that we have to communicate with. And through face-to-face meetings, email and... Right. And it's pretty good... Pretty good communication.

06:00 S1: Okay. What are some examples of... What would you need to communicate between departments?

06:09 S2: Policy changes.

06:10 S1: Okay.

06:11 S2: Policy changes brought on by our library board. Just total rearrangement of the library area and communications to make sure that patrons are being handled properly and they're getting what they need.

06:33 S1: Okay. Next question, what sort of technologies are offered to patrons that come to the library and do they function well or are there a lot of problems that occur or if not?

06:49 S2: They're offered access to the web free of charge and really access to the web, free books, movies and I mean every... There's always some type of problems. Maybe a computer glitch or software being compatible, but we try to work it out so they get what they need.

07:21 S1: Okay. Next one. What programs do you use on a daily basis to help reach your goals and do they run effectively in doing so?

07:31 S2: Oh, what programs. Well, the software we use is a database that's configured particularly for libraries and we use the basics also, Microsoft...

[background conversation]

08:48 S2: Thank you.

08:49 S1: Yeah, no problem. So the next question I was gonna ask is, what kinds of computers are being used in the library and what version of Windows and do you think there's any problems or are they capable of doing the job?

09:10 S2: Okay. Now, first of all, I'm not a techie. I can get that information for you if you like [laughter] and I'm sure Sean [09:18] come... Our tech specialist will probably say, "Bernadette, all you gotta do is look."

[laughter]

09:23 S1: Right.

09:24 S2: As far as we're concerned, we just wanna make sure it works, but I can get you that information.

09:28 S1: Okay.

09:28 S2: Okay. How about that?

09:29 S1: Do you think it runs well enough to where you can get all of your stuff done on a daily basis?

09:34 S2: Absolutely!

09:35 S1: Okay. That's good. Next one. How easy is it for new people to come in and use and learn the programs that you guys use? Is there a steep learning curve or are they pretty much able to learn it in a quick manner and use it effectively?

09:57 S2: Yes. It's not hard at all. This is very... What we use... The software that we use is very user friendly and again, it's designed for... What we use is designed for libraries and the in-house programs that we use are designed to make it easy for anyone we hire coming off the street. There should not be a problem in learning this.

10:24 S1: Okay. Next one. When I first came in, I went to the processing downstairs. That was the first place I went when I came here a couple of weeks ago and there was like a power surge, like the power went out for a second and then it came back on. I was just wondering if that's like a reoccurring thing here and if it does happen, is your guys data backed up like are you able to get back what you were working on?

10:54 S2: Right. No, that does not occur often at all and we do have a backup and as far as my department, we never went down. We're on battery backup. So we keep rolling if everybody else is down.

[laughter]

11:10 S1: In my class today, we were talking about the emergence of the cloud, how everything is being saved on servers.

11:16 S2: Yes.

11:17 S1: Do you guys use that?

11:18 S2: Yes. We have some information that is... We're now moving more and more to that and we just started. I guess say within the last year and we're going forward with it. Yeah.

11:31 S1: Awesome! So sounds like everything runs pretty smoothly but if there were any technology issues, what would you normally encounter and who usually is the person to help fix them and do they do a good job in fixing those issues?

11:48 S2: Yeah. Our problems that we face would be again, if the power went out but again, we're... That's a little bit intermittent because we're on battery backup but even if that failed, we do have a paper system that we could use if we have to go back to, and it will be easily entered back into the system. Now on the person, we do have an IT person on who is a full-time staff person. And he's just next door. And we just pick up that phone, call him. He is very good, he is a Johnny on the spot. Gets us back up and running quick.

12:25 S1: Good to know.

12:26 S2: Yes.

12:28 S1: So, let's see here. If you could have any upgrades to the software that you're currently using, what would you want to see, and what kind of improvements would you like to see in the software?

12:45 S2: Again, okay, the improvements would be to be more, I guess, web based, completely web based. And because that's what we're looking at now, and to move to a new ILS, which is completely web based. Because of the fact, as you just mentioned, we're moving more and more to that cloud. So you can use this... With that being web based, we can use it on any device, and not be stuck with [13:19] on a desktop computer all the time.

13:23 S1: Right. Right. Okay. And sort of the same question, but regarding more towards hardware. What improvements would you like to see in different hardware, and or of possible upgrades?

13:36 S2: Yeah, cause we're moving everything to tablets, even though right, like right now, I have a desktop, but we're moving more to just using tablets on hand-held devices. So it's just easier and mobile.



13:50 S1: Got you. It's a good answer. So with the library providing so many free services, is there any problems with lack of financial funds, and where could possible money come in to help with getting these upgrades?

14:08 S2: Okay. Yeah. It's always financially challenging when you're working, waiting for government assistance. So we're day-to-day always we're looking towards grants from different companies, different non-profits, always to build up that budget.

14:33 S1: Got you. Is it easy to get those grants, or it takes some time, it's a difficult process, or is it relatively smooth?

14:42 S2: It's relatively smooth. With the good thing is, we have a staff person that that is her job.

14:47 S1: Okay.

14:48 S2: That's her job. So we have somebody always out there looking.

14:51 S1: Got you. Got two more questions for you. The second to last one: What sorts of new technologies would you like to see in the library, if finances were no obstacle, and how would they help?

15:13 S2: Let's see. Tablets and something to walk around, hand-held, to take inventory.

15:19 S1: Sure. And the last one is just kinda looking towards the future, so like what are some future goals that you have for the library, and how could technology help in achieving those goals?

15:37 S2: Probably, totally free access. We have free access now, but it is limited somewhat to... You got to be a good patron, as I would say. I would look to the future, to say, to have a library where it was not dependent on any type of policy, and that's because of budget constraints. So, in a world where we wouldn't have to worry... Have money, it would just be great, if it was just really really totally free access to anyone without any requirements.

16:15 S1: Got you. And that's all I have for you. Thank you so much for taking the time out to answer my question. I really appreciate it.

16:20 S2: Great. Thank you. I hope you guys all get a A.

16:26 S1: Thank you.

16:27 S2: Maybe you ought to email Paula, and let her know if you guys got an A or not.