Library SWOT Analysis: Strengths

Facility
• Interiors are visually more appealing
• Successful reallocation of space

Staff
• Dedicated staff that wants to improve library services
• Good customer service
• Initiated succession planning for staff
• Consistent response and follow-through with problem patrons
• Regular contact between units
• Regular contact between managers and staff
• Culture of communication – emails, daily & weekly staff meetings
• Capable staff
• Addressed issues of adults in youth areas

Budget
• Library budget has been stabilized
• Private fund raising initiatives have been launched
• Financial support from Friends and Foundation
• Short term fiscal stability
• Sufficient materials budget for current community needs

Programs
• Library resources heavily used by existing users
• Excellent programs, services and materials for families with young children
• Good public program offerings
• Strong circulation of library materials
• Expanding patron base
• Good collections that reach broad range of ages
• Teens use the Teen Pit
• Children and Teen collections not limited to curriculum support
• Collections are current and heavily used
• Access to Interlibrary Loan to augment collection
• Spanish language collection
• Popular and developmentally age-appropriate story times for babies and children
• Online test preparation
• Strong summer reading program for kids and teens
• Various book discussion programs

Technology
• Workstations added in new computer lab
• Effective website; well designed and maintained
• Good investment in technology
• Online resources for genealogy, languages, periodicals
• Using leading technology to reduce staff intensive activities – RFID, downloadable audios
• Provision of wifi to users
• Computer training lab
• Online links to bestsellers, new titles and reading lists
• Access to statewide and locally purchased databases
• 24/7 access to catalog and databases
• Ask A Librarian means services are available after hours
• Reference resources are converting to online formats
• Online registrations
• Credit card payments
**Marketing, Public Relations & Advocacy**

- Website markets programs and services  
- Library is highly rated by community

**Partnerships**

- Strong dedicated Foundation and Friends groups  
- Friends support through sales, purchase of furniture  
- Friends co-sponsorship of programs  
- Foundation support of film series  
- Reciprocal borrowing agreement with schools for ILL  
- Strong relationship with MSU-B, including planned Community Library at the College of Technology  
- Planning process has input from business and other community groups  
- Foundation brings in new users to interact with Library  
- Good volunteers  
- Reciprocal borrowing agreement with Laurel Public Library  
- Provide long-term and rotating collections to Sunnyside Library in Worden  
- Rotation of large-print collections with Federation libraries  
- Programming partnerships with Humanities Montana & Can We Talk?  
- Cross-programming with Cultural Partners, especially Yellowstone Art Museum
Library SWOT Analysis: Weaknesses

**Facility**
- Facilities that cannot be accessed easily by many community residents because of limited hours or inadequate parking
- An aging, inadequate facility prevents delivery of necessary library services
- Inability to grow in current facility
- Facility is not comfortable for users
- Location perceived as unsafe, particularly during evening hours
- Parking fees inhibit library use
- No branches
- Facility is hard to staff
- Not perceived as a community center
- Space is cramped
- Square footage of library limits collection size
- Limited amount of display shelving is insufficient to accommodate needs
- Not meeting demand for bookstore/coffee shop amenities

**Staff**
- Insufficient staffing which may lead to staff burnout
- Staff support not available for some services, especially technology
- Staff don’t have time to get up to speed on new technologies, or even build awareness of existing technologies
- Lack of time for staff training
- Inconsistent communication between units
- Staff sometimes negative toward certain populations: teens, homeless
- Staff can be inflexible in attitudes
- No librarian dedicated to teen services
- Outreach to audiences and organizations limited by staffing restraints
- Insufficient time for PR activities
- Inability to recruit qualified MLS librarians due to increased competition among libraries and attrition of librarians
- No librarian dedicated to local history and genealogy

**Budget**
- Limited funding
- Little use of grants

**Programs**
- Library resources are underutilized
- Limited hours of operation preventing some residents from accessing library services
- Community outreach limited
- Materials & programs for young children and teens, but not targeting tweens
- Programs not offered for after-school attendance

**Technology**
- Need for additional equipment and workstations
- Public internet access underpowered
- Not serving gamers
- Demand for computers outstrips availability

**Marketing, Public Relations & Advocacy**
- Library has low visibility and level of awareness
- Limited and inconsistent marketing efforts
- Limited success educating external stakeholders about Library issues
• Need to target marketing to teens

**Partnerships**
• Lack of communication with schools
Library SWOT Analysis: Opportunities

Facility
- Interiors can be enhanced to be visually more appealing
- Reallocation of space
- Provide a focal point for community – venue for arts, exchange of ideas, learning place, family destination
- Make better use of available space to address identified community needs
- Find ways to improve location convenience for library activities
- Onsite bookstore
- Maximize provision of public meeting space
- Make library destination facility for professional and community use of meeting spaces
- Build branches
- Potential to reallocate space on third floor
- Main library is safe to use

Staff
- Succession plan in place for staff
- Make time for staff training
- Expand usage of volunteers
- Increase positive staff attitudes
- Dedicated librarian for teen services
- Provide cross-training for staff
- Dedicated librarian for local history and genealogy

Budget
- Building endowments with support organizations
- Increased grantwriting activity
- Café and coffee bar options for revenue generation

Programs
- Library resources are underutilized
- Library can become leading advocate for reading and literacy in Yellowstone County
- Programs, services and materials for families with young children
- Find niche markets for library services
- Growing number of seniors – specialized programs
- Library use as a family activity; real and virtual
- Increasing demand for services due to both community growth and economic downturn
- Increased outreach to community
- Provide museum passes
- Provide grant resources
- On demand formats; print on demand
- New service models: mail delivery, online payments
- Expand programs for tweens
- Establish Teen Advisory Group
- Expand patron base
- Enhance outreach to County residents
- Teen-generated teen programs
- Homework alerts
- After school programs and materials
- College application processes
- Job fairs/job kiosk/career information and materials
- Additional book discussion and literary programs – book circles
- Improve business collections
- Fee-based delivery options
• Business book discussions

Technology
• Additional workstations for public use
• Demand for more sophisticated technology in all aspects of life
• Ability to instruct residents who need technology skills
• Migration to digital resources
• Rapidly evolving media formats
• Increasing demand for access
• Improve wifi access
• Increased provision of online materials
• Make computers available for gamers
• Work with teens to develop technology
• Adopt and fund retail model for library site allowing online registrations, payments, notifications and fee-based delivery options

Marketing, Public Relations & Advocacy
• Chance to increase visibility and level of awareness
• Expand and systematize marketing efforts
• Promote value of quality public library services to lives of residents
• Educate external stakeholders about Library issues
• Increase public understanding of available services
• Cultivate Library advocates
• Consider alternative communications such as blogs
• Identify value of libraries and library staff in the Google age
• Publicize programs through MySpace and other social networking
• Branding programs to teens
• Need to increase awareness of online resources
• Find ways to promote programming without further burdening staff time
• Cross promote business resources with Chamber of Commerce and other business groups
• Cross promote job information resources with Montana Job Service

Partnerships
• Cultivate relationships with organizations newly involved through planning process
• Use partnerships to leverage resources and garner good will
• Forge and/or strengthen alliances with:
  o Schools, Colleges, Homeschoolers and other educational organizations
  o Parks & Recreation
  o Civic Groups
  o Senior/Homebound customer institutions
  o Religious organizations
  o Cultural Partners
  o Social Service providers
  o Project Homeless Connect
  o Business community
  o Employment agencies
• Increase programs with Friends & Foundation
• Intergovernmental cooperation with other departments and agencies
• Creation of Library Academy
• Expand partnerships with agencies providing programming, such as Humanities Montana
Library SWOT Analysis: Threats

**Facility**
- Mounting frustration with location
- Limited hours of operations
- Insufficient books and materials
- Lack of branches
- Occasional disruptive behavior of patrons
- People might stop coming to Library due to perception of safety issues
- Bookstores duplicate services and provide coffee
- Geographic conflict over locations of facilities preventing construction of adequate quality and number

**Staff**
- Staff can be reluctant to change, to give up known procedures for new efficiencies
- Staff feel chained to the service desks

**Budget**
- Other serious social and financial problems in the City will override needs of the Library
- Competition for public funds among local government
- Increased operations will be beyond current revenues
- Budget only sustainable with undersized operation
- Budget insufficient to add programming
- Reduction in library budget due to reappraisal or charter cap risks
- Rising costs of materials in all formats and in electronic resources
- Funding cuts to Montana State Library could impact Montana Shared Catalog and statewide databases

**Programs**
- Competition for city residents' time – many options for leisure, information access and entertainment
- More fragmented market for library services
- Growing number of seniors
- Reduced time for traditional family activities – including library trips
- User perception that they have the answers because they have internet/Google
- Different age groups use library differently

**Technology**
- Increased dependence on the Internet for information and leisure needs
- Demand for more sophisticated technology in all aspects of life
- Inadequate number of public computers resulting in long waiting times
- Some residents lack technology skills
- Technologies need replacement and maintenance
- Difficult to maintain old and new formats
- Home technology sometimes is better than library technology, and it keeps people from using the Library
- Library technology becomes obsolete

**Marketing, Public Relations & Advocacy**
- Limited public understanding of all the services available at their public library

**Partnerships**
- Poorly-conceived partnerships can result in net costs outweighing benefits and other difficulties