CALL TO ORDER
Meeting called to order at 7:01 p.m. The Library Commission decided to discuss item 13.a - immediately following item #4.

ROLL CALL/INTRODUCTION OF NEW COMMISSIONERS
Present
Martin Perlmutter Barbara Schoen Alison Howard
Loretta Farley Joel Fugazzotto Arthur Whitman-Bradley
Clifford Jacobs Jennifer Wallace

Absent with Notification
Bill Crandall Albert Brewster David Fickbohm
Gloria Neumeier Cal Kurzman

Also Present
Sara Jones, Director of County Library Services
Scott Bauer, Deputy Director of County Library Services
Edna Guadiana, Senior Secretary

SPOS Members:
Dan Carr, Helen Romero, Daniel Avalos, Margaret Miles, Martha Kassin, Bonny White, Lynn Fabian, Janet Doerge, Julie Magnus
Cindy Swift, President, Friends of the Marin County Free Library
Ginny Schultz, “Yes on Measure A” representative

ADOPTION OF AGENDA
M/S/C – Bradley/Jacobs-Agenda approved as submitted.

APPROVAL OF THE MINUTES
M/S/C--Fugazzotto/Perlmutter -- Minutes approved as submitted; Commissioner Wallace abstained from vote.
(5) OPEN TIME FOR PUBLIC EXPRESSION
Ginny Schultz, Representing “Yes on Measure A” invited everyone to attend a first campaign committee meeting on January 28 @ 7pm at Ginny’s home address is: 224 Montura Way in Novato. We continue fundraising efforts. There is currently $119,000 in the bank. Most donations for this campaign have come from the various Friend’s Groups and the Library Foundation. We’re looking to get donations from everyone possible, work on mailers, signs, phonebanking, etc. Volunteers are needed for endorsements, web site updates, phone banking, local branch or area coordination, signs, etc. Everyone is encouraged to advocate for this by meeting with their individual Supervisor.

(6) READING AND CORRESPONDENCE FILE – NONE

7:05 p.m. M/S/C Fugazzotto/Schoen Adjourn as the Library Commission

7:07 p.m. Convene as the Measure A Advisory Committee

(13) MEASURE “A” PROGRESS REPORT
a. Single Point of Service Team Report:

In May 2012, Liz Paris convened a meeting that included a cross section of library staff to explore Single Point of Service.

We discussed the stages of acceptance to change.
The San Jose Way
MCFL staff visited San Jose Public Library in May & July 2012.

Librarians and Library assistants visited 2 branches of the San Jose Public Library, Alum Rock and Vineyard, to see SPOS in action.

These trips gave MCFL staff an opportunity to talk with their counterparts in those libraries and staff received documentation on how the model was implemented in San Jose.

FIELD Trips

- Barbara, Bonny and Donna visited Pasadena Library in June 2012.
- SPOS team visited Pt. Reyes Library in August 2012

Three MCFL staff members visited Pasadena to see another SPOS library in action and to meet with the staff that implemented the single desk model. They also brought back a number of documents on Pasadena’s implementation process. The committee visited Pt. Reyes to see how a single point of service was already working in West Marin.

Articles about the changing role of libraries, changes in service models and customer service were read and discussed. Calls were made to Contra Costa County Libraries, Pasadena Central Library and San Jose Public to ask further questions. Team members also asked their branch staff to send them any questions or concerns they had about the new model.

Questions:
- How was the decision made to implement SPOS?
- What are the top three reasons for this change?
- What will change?
- What won’t change?
- What does success look like?
- What does Admin want from me?

Gail Haar came to a SPOS meeting in June 2012 to discuss and help answer the variety of questions raised by MCFL staff members. This discussion resulted in a July 2012 memo sent to all staff.
Questions:
- Will the LI level be eliminated if layoffs occur?
- Will positions be eliminated when people retire?
- Why aren’t we compensated for the new duties?
- Will our recommendations be taken seriously?
- How will we address issues arising from the change?
- If changes do not work…?

There were 13 questions about how the decision to switch to SPOS was made, the main reasons for the change and how it might impact staff.

Training
- Infopeople Stress Management – July 2012
- Are your Mental Models of a Library Holding you Back – August and December 2012
- Readers Advisory for Circ Staff – September 2012
- Customer Service Training and Handoffs – November 2012

In July, all staff attended a stress management workshop led by Cheryl Gould. According to Cheryl, MCFL staff showed a high level of stress perhaps as a result of all the change that had been happening in the past few years. Some changes were delayed. In August committee members, Novato Staff and Branch managers took the Mental models workshop. Later all staff attended.

Data Collection
- Circulation Questions:
  ✓ By phone
  ✓ In person
- Reference Questions:
  ✓ By phone
  ✓ In person

We wanted to collect data about the type and quantity of questions we answer.

EVERYONE trained to help with:
- ✓ Directional/Policy Qs
- ✓ Instructional/Account Info Qs
- ✓ Quick Facts/Catalog searches

Referrals when necessary for:
- ➢ Complex Circulation Qs
- ➢ Complex Technology Qs
- ➢ Complex Reference Qs

Effective Handoffs
The top ten questions were also used to develop cross training. The group created a list of important training topics for both reference and circulation staff. Working on the assumption that staff should be able to do whatever a patron can do, plus some more. We developed a checklist to be completed by each staff member of cross training skills.
In the meantime, Novato was selected to be the pilot location for SPOS.

Starting in the Spring of 2012, Liz and the Novato staff began to discuss how to plan and train for the new service model.

The single service desk was used full time after the Library remodel and staff are finding the learning experience to be an ongoing process.

BRAINSTORMING
- What will Librarians do?
- What will Library Assistants do?
- How will we measure Success?

While Novato worked through the implementation process, the committee began to look at how staff roles will change in the new model. In January 2013, Jim Delia led a session on how to identify goals, stakeholders, outcomes and measurement methods. The SPOS team divided into 4 subcommittees: children’s services, programming, outreach/partnership and measuring success to develop a model for the future and how SPOS will influence each of these activities.

In a March 2013 meeting we met to discuss Affinity Grouping Analysis, to identify patrons across branches, their interests and their needs. For the last several months, we have primarily been working in our sub committee’s trying to explore answers to these questions.
Our committee charter was to develop a training plan for all library staff that focused on three main areas:

1) basic level Children’s reference and reader's advisory skills,
2) to provide staff with a basic understanding of the nature and importance of children’s services, the “why” we do what we do.
3) make staff aware of existing children’s policies.

Survey SAYS

In February 2013, Kathleen sent out an e-mail survey seeking input from staff. Using Penny Peck’s excellent book “Crash Course in Children’s Services” as an outline, Kathleen provided a basic framework for what the training for Children’s Reference and

Reader’s Advisory would cover:

1) Fundamentals of children’s materials; format and genre
2) Navigating the children’s room
3) Basic age and grade-level assistance
4) Basic reader’s advisory tips and tools
5) Basic juvenile reference tools and resources
6) Children’s webpage and databases
7) How to assist patrons with general information about Children’s Services, programming, storytimes, etc.

But we also wanted to know if there were other topics that staff wanted training on. So survey questions included examples, such as:

1) The MELTDOWN. Could be yours; could be the child’s. We’re here to help.
2) Crying babies; how to assist patrons.
3) Language barriers.
4) Assisting teachers
5) Aggressive parents
6) Managing the children’s room post storytime
7) Handling large numbers of patrons, i.e. Summer Reading

Finally, Kathleen asked (with particular emphasis on Circulation staff)

1. Are there any children’s services questions you get asked regularly that give you anxiety?
2. What situations with children and families do you need coaching on?
3. What do you deal with regularly that Reference Librarians will definitely need training on, perhaps the family with $2k in fines?
4. Fill in the blank, “We beg you; please make sure we get trained on….”
5. What situations just damage your calm and make you need a sip of nerve tonic?

Out of approximately 90 employees, 6 answered: 2 from Novato, 1 floating extra-hire, and 3 from the Civic Center who were more afraid of the wrath of Miss Kitty.
Unanimously all responders requested training on age and grade level reading recommendations and general reader’s advisory. And how to handle meltdowns both in the children’s room and in the branch at large. The Children’s Librarians committee divided up the various areas of training with each librarian contributing a portion, and the contributions were then edited, and refined to produce the final training document Children's Services Training, that we’ve provided you with here today.

From the very beginning of the committee, we weren’t sure exactly how Children’s Services was going to dovetail with Single Point of Service. Would we continue to have a service desk in the Children’s Room staffed by Children’s Librarians? Would J Librarian’s rotate through to the SPOS desk? And so on. The Novato Pilot launched, the decision to date has been to keep the Children’s Reference Desk staffed by the Children’s Librarians but to add services that would make the children’s desk a fully functioning single point of service for busy families. A self check out machine was installed on the Novato desk. Jennifer, Amanda Tomlin and Novato staff issue library cards from the J desk. When the main SPOS is busy and need extra help, they may request the J librarian to come over, or send patrons over to the J desk.

The Children’s Reference and Reader’s Advisory Committee came up with four core recommendations. They are:

1. The Children’s Services Training be added to the SPOS training checklist
2. Children’s Librarian’s should use the Children’s Services Training document we created to present training in branches
3. The Children’s Librarian’s Committee will post answers to “Smart Cookies” Questions and “Did you know?” posts on the committee’s intranet page.

The Children's Librarian’s Committee will develop improved graded reading lists.

Programming

Shereen Ash, Daniel Avalos, Shane Ebert

The Assignment

➢ Determine the current status of programming
➢ Provide recommendations based on our finding\n
Our committee was given the task of surveying staff to examine how and what we are doing system wide to provide programming for all ages within our community, and to provide recommendations for the goals listed below, keeping in mind our mission statement: The Marin County Free Library exists to make a broad range of culture, information and knowledge available for the needs of the public.

The Method

➢ Surveyed programming staff and tallied 11 individual responses +1 joint response from WM
➢ Some staff have 30 years of programming experience!

We modified a long list of questions provided by Liz Paris to a set of seven and asked that all staff responsible for programming respond. We received a total of eleven individual responses and one response from the West Marin staff. Respondents have been providing programs from just a few years, up to thirty years.
Goal 1: Increase programming to encourage library support

Short term recommendations:
- Quarterly meetings to share resources and contacts
- Create a program checklist
- Post resources on the Intranet
- Partner with organizations to provide programs in the field

Goal 1: Develop recommendations to increase programming, in part to encourage support for Measure A

Recommendations: Short term recommendations include: quarterly meetings of programming staff to share resources and contacts, creating a programming checklist, posting resources, flyers etc. on the Intranet, and partnering with other organizations to provide programs outside of our facilities.

Long term recommendations include: getting up to full staffing, improving facilities to accommodate more and/or larger programs, hiring a full time system wide programmer for county wide events and to provide support for local branches, and increasing funds for publicity such as ads in local papers, placards on buses, banners, etc.

Goal 2: Identify underserved groups:
- Young adults (18-30 years old)
- Singles
- Business owners
- Seniors
- Distance learners
- Spanish speakers
- Tweens
- Home schoolers
- Homeless

Recommendations: Segments of the public who could be better served by our programs include: young adults (18-30 years old), singles, business owners, seniors, distance learners, Spanish speakers, tweens, the home school community and the homeless.

Recommendations to improve programming for these groups:
- Questionnaires, focus groups: what programs do they want?
- Partner with other agencies
- Increase offsite programs

Goal 3: Evaluate system wide vs. branch programming and recommend when to use each model
- System wide programming is an efficient model for events offered throughout MCFL for limited periods (Summer Reading, One Book One Marin).

Recommendations:
- A mix of branch specific and system wide programming enables us to maximize efficiency, yet retain the character of our branches and the connections to our communities.
- Committee organized programs are useful for multi branch programs and specific audiences (SAT workshops).
• Branch-specific programs increase awareness and appreciation of branches as a gathering place for local interests & talents.

Goal 4: Programming roles
Librarian & CLS
✓ Research & select programs
✓ Communicate with presenters (negotiate fees, confirm set up & equipment needs, create press releases),
✓ Request funds when necessary

LA2
✓ Set up and clean up
✓ Assist with publicity (online calendars, flyers).
✓ Photograph events
✓ Shop for supplies

Our subcommittee’s charge was to imagine what outreach and community engagement could mean at MCFL. With the experience of Bonny White in West Marin, other personal experiences, and research from a variety of library journals, we have begun to come up with a plan of what librarians will do when they have some time away from the desk.

What is Outreach?
• Activities that allow library staff to connect and team up with other organizations in the community.
• Building on the strengths of our libraries and engaging with our communities on a deeper level.

Outgoing ALA President Maureen Sullivan challenged libraries to “focus our collective attention on our communities—to understand the needs, interests, challenges, expectations, and opportunities of the diverse and changing constituencies we serve.” The ways in which we discover those needs and interests are through engaging with our communities, by reaching out and meeting the people who make up our communities, talking to them, building relationships.

Everyone can do Outreach!
As part of the Single Point of Service Model, we hope that all staff will adopt the belief the “everyone does outreach.

How do I do outreach?
• Become the Face of your library
• Share patron interests & comments with staff
• Say Yes! To a meeting or volunteer for an event even if you don’t know where it will lead.
• Ask to attend a meeting for a group that interests you & explore how library resources can help them.
Every member of the staff will have an opportunity to be the face of the library, whether they are shelving materials, roving the aisles or taking a turn at the service desk. Staff can also talk to patrons and friends about our library services. You never know when a patron might disclose an unknown talent they are willing to share or reveal an unanswered library need. If a patron tells you something another staff member might find useful, be sure to let them know. The more time spent talking to patrons and discovering their needs and interests, the greater the possibility an outreach opportunity will present itself. You never know what might develop. One thing can often lead to another; just say yes and see what happens.

Find out what things your Branch’s staff is interested in. See what connections your staff already have with local groups. Brainstorm to see what connections the Library already has in the community or ones you could develop.

Outreach is a team effort. All staff should be encouraged and supported to make outreach connections, presentations according to their interests, comfort level and availability. In light of the new SPOS model, more formal roles for two categories of employees could include the following suggestions.

Librarians can (and d9):
- Develop programs
- Identify partners
- Plan activities with partners
- Share skills outside library walls

LA2’s can (and do):
- Prepare flyers
- Assist with program set up
- Staff information tables
- Works with patrons outside the library

**Connect Branches to System Goals**
- A point person coordinates systemwide outreach
- Each branch assigns staff to track local outreach
- A systemwide calendar to track branch outreach
- Other ways to track & share outreach:
  - Dropbox to share resources
  - Intranet Outreach page

In conclusion, Outreach and partnership have an intimidating sound to them, but we discovered it is something being done at MCFL already. To name just a few:
- Read A book to a Dog Programs with Marine Human Society
- Programming with the Marin Master Gardeners
- Outreach to schools

And there are many other groups we can connect with in Marin to show our communities just what we can do for them. They include:
- Healthcare organizations
- County Departments and,
- Employment agencies

We’ll just have to say yes and see what happens.
What we learned at Novato:

Now that you have: your new SPOS desk; you new Marketplace; you phone system for answering phones off desk; your new check-in rook (except CMA)...

You will need to: Figure out – staffing for the desk; the phones; the checkin room if applicable; greeters for the Marketplace if applicable.

Challenges
One challenge is to find a way to capture information from staff about: what works, what doesn’t and what additional training is needed.

Novato SPOS Retreat
Novato reopened in April
Staff retreat held in August to debrief
Learned for example: Circulation staff needed training with using the Catalog vs. using Sierra to search for items patrons wanted; Librarians needed additional training on creating Library Cards and how to use the cash register; Individuals needed different levels of training

Take Aways
Review how the Information Desk is working – Is the Information Desk working well for Circulation and Reference tasks? – Do some tools such as phones need to be at all stations? Have something that works for calling out backup staff when the lines get too long; With SPOS we find people go to the Children’s desk if it is less busy!

Single Point of Service Success!

Why Adopt a new service model?
☞ To be fiscally prudent with all staff working at their highest level.
☞ To increase meaningful interactions between staff and patrons
☞ To provide time for staff to develop more programs & increase community partnerships

How Do We Measure Success?

Novato Staff (the first Regional to adopt the new model) & the Leadership Team developed ways to measure the successful achievement of our goals.

Maximize staff working at their highest level
Most people enjoy the challenge of using what they have learned, and we want to afford that opportunity to our staff, as we work collaboratively in this new (for many of us) service model. Staff have been encouraged to work closely with each other at the desk, to share their expertise with their colleagues, and to help out if they believe assistance is warranted. We have invested in the staff to provide them training in each of the functions that are new to them. Some of this training has been delivered by our staff, and some by outside experts.

If we have implemented our transition properly, we should have staff scheduled appropriately, with the right number of staff in the right places for the workload. With proper staffing and scheduling, we should have reduced costs for extra-hire staff, both librarians as well as circulation staff. And with staff able to do a variety of tasks as necessary, the branch should run smoothly. Finally, we are also anticipating that as staff expertise with Envisionware and other technology increases, the number of calls for technical support will decrease.
Increase Meaningful Staff-Patron Interactions
To enhance the nature of our staff-patron interactions, we want to teach and encourage patrons to do certain things on their own, such as checking out their own materials, or making their own reservations to use a computer. When this is accomplished, the interactions at the desk and throughout the library should be more meaningful, as they will be related to the meat of a patron’s visit to the library. And, by moving processing activities and a majority of phone calls away from the front desk, we anticipate that staff members will be able to focus their full attention on the patron who comes to the desk for assistance.

Other libraries that have implemented this service model have been able to station library staff throughout the library space, to meet patrons where they are, and we expect to do the same. We will be pleased if our efforts result not only in greater patron satisfaction with our service, but also an increase in the number of patrons we serve. One measure of this is an increase in the number of library cards issued over previous years.

Programming and Community Partnerships
A huge benefit of changing our service model will be the opportunity for staff to spend more time engaging with the community. We expect to have more programs in our libraries, created based on the input we gather from patrons, as well as ideas that we have not previously been able to implement. As we reach out to groups within our community, we will be looking for the community to become more engaged with the libraries. This could result in identifying underserved or underserved populations, who we can then work with more closely. If we do a good job of outreach, this too should have a positive impact on the number of library visitors as well as the number of library card holders. Ultimately, we hope that our efforts result in more voter turnout and a continuation of the parcel tax needed to fund our operation.

How We Will Measure Success
We already collect a variety of information on our workload, and Desk Tracker enables us to keep our information on patron questions and staff assistance electronically rather than manually, so we get a report on interactions at the end of each month. Information we collect includes the number of patrons we have interacted with in the library, the type of interaction which took place, and the number of programs we have delivered. We currently collect information on the number of individuals who pass through our doors into the library. We also already get data on our expenditures for extra-hire employees, and the number of library cards we have issued. And we have data from our County Employee survey which we can use to evaluate employee satisfaction and training prior to implementation of the Single Point of Service model.

To assess the things we said we wanted to measure, we will also need some additional data. We have already implemented a revised program evaluation form, and we are using a check list to insure that each staff member receives the training that his or her job requires. We would also like to conduct two surveys. One is a simple survey that will ask our patrons a few questions about their experience in the library. This survey would be administered by a non-library volunteer as the patron is about to exit the library. The second is a survey of our staff, which would include questions contained in the annual County surveys, as well as other questions pertaining specifically to changes made within the library. We propose to conduct both surveys twice. The first time would be as close as possible to the time we implement the single point of service, and then again six months to one year after implementation, so we have “before” and “after” data.

Once all this data has been collected, we will need to analyze it and see where we stand. We will use what we learn to determine whether we need to make any changes to our practices, as well as to inform our approach to another parcel tax measure.
Recommendations
And so, our recommendations for action are:

 Conduct an initial employee survey before implementing SPOS to assess staff feelings about their knowledge, training, confidence, and satisfaction
 Conduct an initial patron survey, carried out by non-library volunteers, to assess patron satisfaction with services
 Follow up on staff training using staff cross training checklists to ensure that all staff receive the training they need
 Six months to a year after implementing SPOS, conduct a second employee survey and a second Patron Survey using non-library volunteers

After a brief comment, question and answer period, President Howard thanked the SPOS Committee members for their presentations.

8:10 p.m. M/S/C Jacobs/Pearlmutter - Adjourn as the Measure A Advisory Committee

8:15 p.m. M/S/C – Wallace/Schoen - Reconvene as Library Commission

(7) REPORTS OF COMMITTEE CHAIRS/OTHER LIAISONS -- NONE

(8) NEW BUSINESS – NONE

(9) OLD BUSINESS --
   a. Strategic Plan – Deputy Director Scott Bauer gave a brief presentation on the Strategic Planning process.

   It has been seven years since the Library’s Services and Facilities Vision Plan was developed. As noted by the Grand Jury in their 2013 report Libraries Aren’t Just for Books Anymore that plan is out of date with the Library’s current funding situation and rapidly changing service needs. The Grand Jury recommended that the Library revisit and update the 2007 plan with staff and community participation, a recommendation that your Commission endorsed in your response to the Grand Jury. As she reported at the September 2013 Commission meeting, getting a new plan in place is a top of priority of MCFL Director of County Library Services Sara Jones and the next step in the planning process would be to select a vendor.

   A Request for Proposal (RFP) seeking a consultant to assist the Library in developing a comprehensive strategic plan was released on November 1, 2013. In the RFP the Library specified the consultant be able to:
   • include goals, measurable objectives, and proposed activities to meet community needs for the next three years
   • address the implications of the proposed goals for the library’s collections, technology, staffing and facilities
   • examine our community’s growth patterns and demographics
   • identify the need for service with respect to future trends and technologies
   • identify possible funding needs to respond to service demands
   • deliver a final comprehensive strategic plan by September 2014

   The firm selected as best meeting these requirements was OrangeBoy Inc based in Columbus OH, and Portland, OR. Founded in 1996, OrangeBoy has worked with libraries, cultural institutions, healthcare and other organizations across the country; including helping develop strategic plans for the Albany Public Library in New York,
Albuquerque-Bernalillo County Library System in New Mexico, the Poudre River Public Library District in Colorado, and the State Library of Ohio. And, of course, OrangeBoy helped MCFL develop our logo and tag line. OrangeBoy has a successful record of using data-driven approaches to help libraries understand the needs of their communities to formulate goals and strategies for the libraries future plans.

The Plan for Planning

The plan starts with Community Information Gathering and Cluster Analytics, and concludes with the development of the strategic plan with a Library Dashboard to measure progress toward goals, and training to implement the plan.

<table>
<thead>
<tr>
<th>MAJOR MILESTONE(S)</th>
<th>KEY TASK(S)</th>
<th>TIMELINE</th>
<th>ESTIMATED TIME</th>
</tr>
</thead>
<tbody>
<tr>
<td>CLUSTER ANALYTICS</td>
<td>Data collection, Clustering, online survey, market analysis overview and library user Cluster cost assessment</td>
<td>Weeks 1 to 6</td>
<td>6 weeks</td>
</tr>
<tr>
<td>COMMUNITY INFORMATION GATHERING</td>
<td>Online stakeholder survey and phone interviews (Library Commission)</td>
<td>Weeks 1 to 6 (in tangent with Cluster Analytics)</td>
<td>6 weeks</td>
</tr>
<tr>
<td>STRATEGIC PLAN DEVELOPMENT</td>
<td>Vision, Mission and Outcome Development, Goal Formation, Library User Feedback, Goal Setting and Strategy Workshop, Strategic Plan Development and Review Process</td>
<td>Weeks 7 to 21</td>
<td>14 weeks</td>
</tr>
<tr>
<td>LIBRARY DASHBOARD AND TRAINING</td>
<td>Library Dashboard programming and training sessions (in week 25)</td>
<td>Weeks 20 to 25</td>
<td>4 weeks to program</td>
</tr>
</tbody>
</table>

Community Information Gathering

Weeks 1 to 6

Using multiple methods of outreach (including the Library's Web site, a statistically valid telephone survey, Online surveys, Stakeholder interviews, and Public workshops) the Library and OrangeBoy will gather input from five key stakeholder groups: Library staff, library support groups, department managers, the general public, and the Library Commission. The Library asked our staff for volunteers interested in serving on a Strategic Planning Task Force and we have a great group who responded:

- Leslie Galiani, Accounting
- Martha Kassin, Librarian I, CCE
- Ann Bertucci, Library Assistant II, SNO
- Margaret Miles, Branch Manager, FAI
- John Elison, Library Assistant II, CMA
- Eva Patterson, Branch Manager, CCE
- Janet Doerge, Branch Manager, NOV
- Anthony Puga, Circ. Supervisor, FAI
- Daniel Avalos, Circ. Supervisor, NOV
- Terry Jones, Com Library Specialist, BKM
- Mildred Arencibia, Librarian I, TEC
- Amanda Jacobs Foust, Librarian II, TEC
- Jennifer Robinson, Librarian II, NOV
- Damon Hill, Library Svcs Manager, Admin
- Carla Avitabile – Librarian I, NOV
- Julie Magnus, Branch Manager, CMA
- Bonny White, Branch Manager, WM
Cluster Analytics
Weeks 1 to 6 (in tangent with Community Information Gathering)
OrangeBoy’s approach to planning includes creating Clusters - behavioral segments that describe reasons for library use and non-use. Powered by proprietary statistical models, the Cluster methodology integrates data collected by the library to uncover meaningful insights and knowledge. The Clusters describe reasons for library use and non-use and provide meaningful narratives about patrons and key service opportunities, allowing the library to make decisions about the organization, now and into the future.

OrangeBoy will also conduct a cost assessment of library user Clusters using a combination of behavioral data inputs and resource utilization indices to identify the cost to serve each Cluster. This allows the Library to understand the cost as it relates to patron use, and evaluate its priorities at the start of the planning process.

OrangeBoy will also perform a high-level market analysis of the MCFL service area to define service gaps, community growth trends, opportunities in education and learning, and key demographics as compared to patron data.

Strategic Plan Development
Weeks 7 to 21
The development of the actual plan is done in seven steps:

Vision, Mission, and Outcome Workshop (1 week)
This focuses on incorporating knowledge from the Community Information and Clustering phases into a facilitated discussion to define the library’s role in the community. The session defines ‘why’ the library exists (the vision) and discusses ‘how’ (the mission) it plans to achieve the vision using the organization’s existing vision and mission statements. After discussion of strategic opportunities and prioritization of the Clusters, the Library will develop outcomes and define the overall organizational strategy which will form the foundation of the strategic plan. During the discussion, OrangeBoy will review the costs to serve each library user Cluster to assist in identifying where library operations can re-allocate resources to meet service priorities and needs.

Workshop Follow-up (2 weeks)

Goal Formation Workshop (1 week)
The Goal Formation Workshop serves to refine and prioritize strategic goals as they align with the library’s brand promise: leisure, learning and living. Using the library Cluster priorities and outcomes as the basis of the discussion, OrangeBoy will facilitate a two-hour online session to conceptualize key themes that define the goals related to its brand in order to gather additional feedback from library users in the next phase.

Library User Feedback (3 weeks)
To capture feedback from priority Clusters and library users, OrangeBoy will select patrons who opted in during the Cluster Analytics phase to provide additional feedback about the library’s goals and the key activities that define them.

Goal Setting and Strategy Workshop (1 week)
This will take the key findings from the Library User Feedback phase to produce three to five key goals. OrangeBoy will discuss Cluster-centric strategies as it relates to each goal and the

Page 15 of 17
measurement of each to develop the final elements of the strategic plan. From here, the goals will be finalized to define how MCFL plans to achieve its mission.

**Strategic Plan Development (6 weeks)**

The plan will include the organization’s mission, vision, goals (objectives) and sub-goals (or strategies). Measurement will also be defined using results from the previous phase and qualitative performance measures will be described in the plan for review. OrangeBoy will submit a draft of the plan to the library director for feedback and refinement.

**Library Dashboard and Training**

**Weeks 20 to 25**

The Library Dashboard integrates multiple data sources onto an online digital platform, displaying library performance based on recent activities as they align with the library’s strategic goals and Cluster outcomes. Following plan approval, OrangeBoy will finalize the measurement metrics and data visualizations to measure progress toward the organization’s goals, and will program the dashboard to measure them.

After a brief question and answer period, President Howard thanked Scott for his report.

i. **Phone Survey Results:** Director Jones reported that a poll had been conducted in late November which was supported by the Foundation and the Friends of the Library. The survey was an 18 minute phone survey, and 480 people were surveyed. The bottom line is that the public is very happy and supportive of the MCFL services. Among issues like reducing crime and improving the local economy-maintaining library hours and services and ensuring quality education are very important – in fact over nearly 90% of the community rates maintaining library hours and services are very “important”. Over 79% support maintaining library hours. Nearly 83% want to ensure library branches stay open – over 79% believe it is important to maintain children’s programs. Specifically 67% saying the libraries online homework help is important to them. 63% support space to connect to laptops and tablet devices – 72% support providing computer access to county residents who do not have access at home.

Over 80% support a measure where all money raised will be controlled locally, will go to our local libraries, and cannot be taken away by the State. 68% are supportive of improving facilities—understanding most MCFL facilities are over 40 years old and their electrical systems and technologies need updated. Despite the increase in technology and Internet usage library visits increased 24% and library circulation has increased 26% in the last 10 years. Higher use is a good reason to support libraries says over 73% of those surveyed. 66% favor space for a job center that supports job training and job search skills – 75% support maintaining library book and materials collections – 73% support making all libraries and all services accessible for disabled persons. The survey indicated that the community wants to keep the Marin County Free Library – strong & vibrant – and an educational partner – technologically advanced – available to everyone and OPEN – OPEN – OPEN!!! We’re looking to renew and go to the BOS on 2/4 for placement approval on the June 2014 ballot. The poll indicates that it is feasible to go for a 9 year renewal with the possibility of attaching a consumer price index so that over the 9 years, we can keep current with inflation.

b. **Mission Statement** – Director Jones stated that the MCFL’s mission statement which is “The Marin County Free Library exists to make a broad range of culture, information and knowledge available for the needs of the public is a good one and fine as it reads now, but that we might want to revisit this at a later date.
(10) PRESIDENT’S REPORT FOR DECEMBER
None

(11) DIRECTOR OF COUNTY LIBRARY SERVICES REPORT FOR DECEMBER
Director Jones reported on the following:
✓ Sara distributed Boopsie bookmarks to everyone, and announced that we now have
the Boopsie application available to download on smart phones - where one can tap
into library resources, anytime, anywhere. One can also search the catalog, place a
hold, check your account, ask a question, find events and more.
✓ Sara will email out upcoming important BOS meeting dates for those who are
able to attend;
✓ Sara encouraged all to meet with their individual Board of Supervisor
members to discuss the Library’s Measure A renewal.

(12) ANNOUNCEMENTS
➢ Commissioner Schoen announced the upcoming kickoff event for this year’s
One Book One Marin which is scheduled on February 11 @ 7pm at Book
Passage in Corte Madera. This year’s book is Farm City by Novella
Carpenter.

(14) ADJOURNMENT – M/S/C Perlmutter/Schoen - Meeting adjourned @ 8:50 p.m.