



**City of Scottsdale
Library Board
Special Meeting Minutes**
Wednesday, July 24, 2019
Civic Center Library Board Room
3839 N. Drinkwater Blvd.
Scottsdale, AZ 85251

PRESENT: Chair Teresa Kim Quale, Vice Chair Shiela Reyman, Board Members Sheila Collins, Marna McLendon, Janet Smigielski, Ruth Wachs

ABSENT: Board Member Allegra Fullerton

STAFF: Kira Peters, Library Director, Managers Melissa Orr, Beckie Gallivan Butler, and Mandy Carrico

Call to Order

Chair Quale called the meeting to order at 3:32 p.m.

Roll Call

Members present as noted above.

Public Comment

There was one public speaker, David Broth, who stated he was at the meeting to observe and that he found the library a safe and comfortable place to hang out. He commended the Board and staff on their dedication to improving and maintaining library programs and offerings.

REGULAR MEETING AGENDA

1. Strategic Plan Review

Kira Peters, Library Director, provided the Library Board with a slide show of the proposed Strategic Plan. She noted that the Board's endorsement would be helpful as the plan will be on City Council's agenda. She reviewed the following five main goals and implementation strategies of the plan:

Goal 1: Improve Customer Service by Increasing Convenient Access

Strategy 1: Assess and implement library policies and procedures through action oriented, measurable initiatives to ensure the support of customer convenience and access

Initial Tactics:

- Implement on-line library card renewal (FY19/20)
- Explore library card policies and incorporate changes to achieve convenience while abiding by City guidelines
- Evaluate auto renewal implications to decide on implementation (FY19/20)
- Complete a financial analysis of reducing or eliminating fines (FY19/20)
- Implement a new solution for tutoring at Mustang Library
- Assess the effectiveness of the Most Wanted collection to determine and implement an effective way to serve customers

Strategy 2: Focus on innovative library programming by challenging Adult and Youth staff to take risks in program implementation with a focus on measuring program success.

Initial Tactics:

- Reimagine and rebrand the loft space at Civic Center Library
- Redefine adult programming strategy to meet the relevant and critical needs of the aging population
- Increase opportunities for youth to attend popular/successful programming
- Support current ESL classes with other programs of interest to the students
- Expand teen programming through implementing the grant-funded Maker Space
- Create system-wide programming to support the new Scottsdale Heritage Connection space and historical collection
- Develop and implement criteria for evaluating and discontinuing less effective programming

Strategy 3: Utilize current and emerging technology to ensure library relevancy and to exceed community expectations.

Initial Tactics:

- Develop a database to track, report and analyze customer comment cards (FY 19/20)
- Explore customer friendly, at branch site, technology for paying fines/fees
- Maintain understanding of community needs through a bi-annual public survey starting in FY20/21
- Improve Wi-Fi services system wide
- Incorporate mobile ILS (integrated Library System) technology to better serve library customers both in branches and out in the community

Goal 2: Improve Customer Service by Increasing Convenient Access

Strategy 1: Implement and evaluate Annual All Staff Training Day

Initial Tactics:

- Coordinate content and logistics of the All Staff Training Day in October 2019
 - Include safety training to ensure staff are prepared to manage high impact situations
 - Measure the success of the training by doing a post training day survey

Strategy 2: Improve internal staff communications

Initial Tactics:

- Disseminate consistent monthly communication to provide current event and information updates to all library staff
- Host two All Staff Meetings annually to review system-wide initiatives and introduce/welcome new team members (FY19/20)
- Direct leadership to be intentional with staff recognition through established library recognition programs, as a key element in their work performance (FY19/20)
- Implement quarterly opportunities for interested library staff to meet with Library Director for informal conversations about general library topics (FY19/20)
- Develop guiding principles for library staff (FY19/20)

Strategy 3: Develop a mentorship/succession plan program

Initial Tactics:

- Assess data from Human Resources on why library employees leave the library
- Assign a staff team to develop a mentorship program
- Assign a staff team to develop a succession plan

Strategy 4: Develop effective processes to combat issues arising from consistent turnover of part-time staff

Initial Tactics:

- Implement new employee training process for part-time staff (FY19/20)
- Implement first phase of core competency training for public serving staff (FY19/20)
- Develop detailed training manuals specific to predominantly part-time positions to streamline/simplify training new staff
- Streamline hiring process to expedite on-boarding of new staff

Strategy 5: Encourage and support national and regional conference attendance to increase knowledge and best practices in library services

Initial Tactics:

- Review prominent conference opportunities annually with Management Team members to then communicate with library staff
- Senior Managers and Branch Managers identify staff to attend based on work group needs, budget and staff interest
- Reduce barriers to staff attending conferences by finding the most affordable way for staff to attend if interested
- Identify, promote and support training/conference opportunities for paraprofessional staff
- Support staff participation in other related professional organizations or associations

Goal 3: Improve Customer Service by Increasing Convenient Access

Strategy 1: Improve Library website

Initial Tactics:

- Work with Community Services Marketing/Graphics team to implement a process to regularly update and refresh the library's website
- Communicate in detail, library website needs to City IT as they work to launch a more customer-centric website

Strategy 2: Develop a robust Friends group

Initial Tactics:

- Finalize and approve an official agreement with the Friends of Scottsdale Public Library
- Identify specific and consistent library projects/initiatives for the Friends to support
- Use library stakeholders and community leaders to solicit and secure additional Friends board membership
- Leverage library facilities, marketing and programming to encourage Friends membership

Strategy 3: Improve engagement with Library Board to promote advocacy efforts

Initial Tactics:

- Provide Board training on how to advocate to City Council on behalf of the Library
- Utilize Library Board members to participate in outreach efforts under the auspices of the Library
- Invest in professional expo-like equipment to increase Library professional profile
- Create an advocacy plan for the Library Board

Strategy 4: Maintain a consistent and strong focus on marketing

Initial Tactics:

- Monitor and evaluate marketing analytics to gauge success
- Work with CS Marketing Supervisor to develop, guide and lead the Library's internal Marketing Team
- Explore, suggest and implement other avenues for marketing library services
- Increase the marketing of library materials including e-resources
- Complete one pilot project for marketing to non-library users
- Increase marketing outreach frequency with a focus on an irresistible messaging style

Strategy 5: Maintain, Support and Recognize Critical Library Volunteers and Volunteer Programs

Initial Tactics:

- Invest in continued area specific training for library volunteers based on their volunteer work area within the system
- Secure qualified volunteers for the new Scottsdale Heritage Connection Space at Civic Center Library
- Work with Risk Management and City Volunteer Coordinator to explore volunteers riding the book bike
- Explore and offer other opportunities for library volunteers within the library system

Goal 4: Focus on Inspiring Value Driven Library Outreach

Strategy 1: Reassign Palomino resources to serve the community in innovative ways

Initial Tactics:

- Communicate the Palomino staff transition plan to library team
- Evaluate and redistribute materials currently at Palomino to the other branches
- Market and implement satellite library services at Rio Montana Park
- Purchase library material “vending” machine and book lockers for satellite branch
- Brand satellite services (Pony Express)

Strategy 2: Launch the Book Bike

Initial Tactics:

- Brand the Book Bike with consistent and approved library/City of Scottsdale logos
- Coordinate a plan and schedule to utilize the Book Bike
- Market the Book Bike to the community
- Proactively schedule route in maintenance for the Book Bike
- Develop and implement success measures for the Book Bike program

Strategy 3: Offer satellite library services at Senior Centers and Social Service locations (Paiute/Vista)

Initial Tactics:

- Explore Open Plus Technology (technology to allow library users into non-staffed library space)
- Coordinate meetings with Human Services Management staff to discuss opportunities and logistics for library services at Social Service sites
- Implement a pilot Open Plus satellite program at Via Linda or Granite Reef Senior Centers

Strategy 4: Increase participation in targeted community events

Initial Tactics:

- Identify key community events annually and document in a shared calendar
- Schedule staff, Library Board, Volunteers, and Friends of Scottsdale Library to participate in the event
- Develop and implement success measures for outreach efforts

Goal 5: Enhance and maintain Library Facilities

Strategy 1: Expand the Civic Center Story Time Room in FY 19/20

Initial Tactics:

- Confirm expansion location within Civic Center Library
- Confirm Adult and Youth Service Staff potential relocation
- Obtain an updated quote for the expansion project

Strategy 2: Work to implement improvements to library facilities

Initial Tactics:

- Refresh exterior paint at Mustang Library

- Address the movable youth wall at Appaloosa Library
- Assess and improve interior lighting at identified branches
- Implement wayfinding signage within the library branches

Strategy 3: Evaluate the effectiveness of custodial contract

Initial Tactics:

- Work with City facilities teams to review and improve on library cleanliness

Strategy 4: Evaluate the effectiveness of custodial contract

Initial Tactics:

- Work with facilities staff to complete a light audit to evaluate and ensure proper lighting at all branches
- Coordinate a safety drill at each library branch to practice performing evacuation/safety-related procedures

IMPLEMENTATION PLAN:

- Library leadership will develop an implementation plan utilizing Envisio software to execute the plan, assign timelines, identify work groups to achieve the goals and to report out to library stakeholders quarterly on progress
- Library teams need to know what success looks like and to monitor outcomes based on the strategic plan
- Implementation process will ensure that Scottsdale Public Library is on track and making successful advancements
- Library's strategic plan is malleable
- Library leadership will formally review the plan annually, make necessary modifications based on community needs and library team feedback
- Updates will be communicated accordingly
- Goals will be assigned to appropriate staff and timelines also assigned with follow-up
- Staff will craft a financial study on the impact of reducing fines and fees over the rest of the summer, and then present to the Board at its September meeting (hopefully)

COMMENTS /SUGGESTIONS ON THE STRATEGIC PLAN:

Ms. Peters said that ease of use of services was a repeated response from the public survey information, so the first goal addresses that.

Board Member McLendon suggested a transition between "personnel staff changes and strategic plan methodology" in the presentation, and Ms. Peters agreed.

Ms. Peters stated that once the data is available on the reducing of fines and fees, the next steps could be discussed as to how to present that information to the Mayor/Council.

Chair Quale mentioned that Councilmember Littleton made a comment that once Board Members were appointed, Council did not see them as much. Board Member Smigielski said that the topic of reduced fines and fees is important to library staff.

Board Member Smigielski asked if there would be a final format/layout check for the Strategic Plan and if staff intended to use appendices. She also stated that if data was referenced in the plan, then where it was housed or found should be provided in the plan also, and Ms. Peters agreed. Ms. Peters stated that one thing that came out of the strategic plan was that programming is very important, and that tied into Goal 1, Strategy No. 3, utilizing current technology and emerging technology to ensure library relevancy and exceed community expectations. She said that maintaining community engagement and feedback with a bi-annual public survey was an important part of meeting that goal.

Ms. Peters stated that for Goal 2, the All Staff Training Day would be held October 14, 2019, and would include a keynote speaker and a focus on safety training.

Chair Quale encouraged staff to let the Board know about public events and training, and Ms. Orr said that she recently sent a list out to all staff, including part-time, so that all could have the opportunity. She said she would forward that to the Board Members. Ms. Gallivan Butler stated one was upcoming in Phoenix, and she would make sure that notification was provided.

Ms. Peters said that for Goal 3, the first strategy is to improve the library's website while Strategy No. 2, is to develop a robust Friends group. She noted that Strategy No. 3, Improve engagement with Library Board to promote advocacy efforts, the methods to achieve that were: training, advocacy to Council, using Board Members for outreach efforts, and create an advocacy plan for the Board.

Chair Quale said that advertising the Friends and having consistency and more knowledge about the Friends' roles was important, and Board Member Smigielski stated that a consistent monetary amount should be established for the Friends Membership fees and agreed that educating the public about the Friends' activities and roles is important.

Chair Quale said she had not seen a library, except Scottsdale, where the Friends did not oversee the volunteers.

Chair Quale said that one of the ways to improve the engagement of Board Members might be to provide a more formal onboarding of Board Members, where they might meet key employees and have more information at hand, especially since some Board Members were not working as volunteers first. Chair Quale said that attendance at children's programs could also assist in educating Board Members.

Ms. Peters said that marketing is a key factor for the success of the Strategic Plan.

Board Member Smigielski asked about providing information at the desk on the Heritage Connection, and Ms. Gallivan Butler stated that would be available once the program was opened, which was expected to be the end of August.

Ms. Peters stated that Goal No. 4 is a large part of Ms. Orr's job on a daily basis. She stated that staff has been working hard on reassigning Palomino resources. She noted that the plan included placing a "vending" machine and book lockers for a satellite branch. She noted the Book Bike is important, and how it would be branded with consistent and approved logos; its maintenance; and developing and implementing success measures. She added that there may or may not be a designated route or time for the bike, since it would have to be transported to the individual programs that it would be utilized for. Ms. Orr said if the events were local, then it could be ridden there. She

added that there would be a place on the website that would allow people to request the bike at their events. Ms. Orr said that a pop-up library that would not require having a library card would also be provided on the Book Bike (can download to your device a bookmarked book to take away). She said there would also be an iPad on the bike that would allow customers to sign up for a library card and check out materials, and a USB would also be available on the bike, along with giveaways for children and adults. There is no dedicated staff for the bike right now.

Board Member Wachs asked about how the financial resources parameter would be determined, and Ms. Orr said that the City has its own courier service that would now transport the bike when necessary. She added that a bike presence at Scottsdale Community College is also under discussion, and a GED test and other things that could be useful for college students would be available. Ms. Orr said good places for the pop-up library would be typical public waiting areas.

Board Member Smigielski asked about how to provide alternative library services (Goal 3), and Ms. Carrico stated that Open Plus Technology is a way to allow people to use the library without a physical building, so that type of service could be utilized at senior centers which have the room to provide some physical space for that, and senior center staff is available, but no library staff would be needed.

Board Member Smigielski suggested taking this type of service out to other areas, too, such as assisted living centers and retirement homes. Ms. Carrico stated that piloting this with the senior center would give good information on usage and function.

Ms. Peters discussed Goal 5, which addressed enhancing maintenance, with strategies such as improving lighting and custodial services, as well as safety, including drills at each branch.

Ms. Peters presented the implementation plan, noting that how to track was important, therefore, the Envisio software (project management tool) could assist to execute the plan, assign timelines, identify work groups and report progress to stakeholders on a quarterly basis.

Board Member Collins asked if goals would be identified in the Envisio system, and Ms. Peters said they would be. Ms. Peters said the strategic plan was originally intended as a three-year plan, and once a professional consultant was on board, they could help determine if that was the appropriate time frame. She stated she is proud of the plan presented.

Board Member Collins commended Ms. Peters and all the staff who worked on the plan and stated it was now the Board Members' job to ensure that the items in the plan and the quarterly reports would address the pertinent issues for review.

Vice Chair Reyman asked if staff member(s) who were assigned to tasks would not be made public and Ms. Peters agreed that would remain confidential and be listed by department instead.

Ms. Peters thanked the Board Members for their feedback and comments. Vice Chair Reyman stated that staff had taken the initiative and as a team, had determined the most important items for the plan. She commended them on their efforts.

BOARD MEMBER COLLINS MOVED TO ACCEPT THE STRATEGIC PLAN. VICE CHAIR REYMAN SECONDED THE MOTION, WHICH CARRIED SIX (6) TO ZERO (0). CHAIR QUALE,

VICE CHAIR REYMAN, AND BOARD MEMBERS COLLINS, McLENDON, SMIGIELSKI, AND WACHS VOTED IN THE AFFIRMATIVE, WITH NO DISSENTING VOTES.

2. Adjournment

BOARD MEMBER WACHS MOVED TO ADJOURN THE MEETING. BOARD MEMBER SMIGIELSKI SECONDED THE MOTION, WHICH CARRIED SIX (6) TO ZERO (0). CHAIR QUALE, VICE CHAIR REYMAN, AND BOARD MEMBERS COLLINS, McLENDON, SMIGIELSKI, AND WACHS VOTED IN THE AFFIRMATIVE, WITH NO DISSENTING VOTES.

With no further business to discuss, being duly moved and seconded, the meeting adjourned at 4:30 p.m.

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