

MEETING MINUTES
ORANGE COUNTY LIBRARY SYSTEM BOARD OF TRUSTEES
SUPPLEMENTAL MEETING: BOARD STRATEGIC PLANNING RETREAT
July 30, 2002
Orlando Public Library
101 East Central Boulevard
Orlando, Florida 32801
407.835.7323

I. Call to Order

The meeting commenced at 9:30 a.m.

Board Members Present: Phyllis Hudson; Tom Kohler; Sara Brady

Board Members Absent: Ron Harbert; Gloria Fernandez

Administrative Staff Present: Mary Anne Hodel; Debbie Moss; Robert Tessier; Carla Fountain; Kathryn Robinson; John Martin; Marilyn Hoffman; Sally Fry; Craig Wilkins

II. Presentation

This supplemental meeting was facilitated by Bob Kodzis, Flight of Ideas, Inc. Mr. Kodzis led the discussion of various topics regarding the future and direction of the Library System. Mr. Kodzis explained that the information from this session would be summarized and used in the development of the Library's strategic plan.

The Summary Report and Conclusions of this session is included below as part of the minutes.

III. Adjournment

The meeting adjourned at 3:30 p.m.

Next Meeting Dates: August 8, 2002, 7:00 p.m. Orlando Public Library - Albertson Room; 101 East Central Boulevard; Orlando, Florida 32801; September 12, 2002, 7:00 p.m., Hiawassee Library; 2768 North Hiawassee Road; Orlando, Florida 32818

If any person desires to appeal any decision with respect to any matter considered at a Library Board of Trustees meeting, such person will need a record of the proceedings; for this purpose, such person may need to ensure that a verbatim record of the proceedings is made to include the testimony and evidence upon which the appeal is to be based.

In accordance with the Americans with Disabilities Act, any person requiring special accommodations to participate in this proceeding due to a disability as defined by ADA may arrange for reasonable accommodations by contacting the business office on the fifth floor of the Main Library in person or by phone at 407.835.7323 at least two days prior to the meeting.



Top Leadership and Board Planning Retreat Summary Report and Conclusions

I. Revisiting the OCLS Mission

The top leadership team discussed the words and concepts that truly represent the reason that OCLS exists. After much dialogue and many ideas, the following mission was offered and the entire group supported it unanimously:

Information
Imagination
Inspiration

While this mission may require a small amount of explanation, it meets all criterion for an excellent mission and it represents all of the major roles that OCLS plays in the lives of its patrons and the community it serves.

II. What is Most Critical to our Success?

OCLS top leaders identified the following issues and factors as most critical to the success of the organization as a whole:

- Financial viability
 - Revenue
 - Cost management
- Employee Satisfaction
- Quality of Staff
 - Commitment to the mission
 - Reliability
 - Integrity

- Relevancy to community
- Quality of facilities
- Image – community awareness
- Information
 - Volume
 - Relevancy
 - Timely access
- Customer satisfaction
- Ease of access
- Vitality and energy
- Safety
- Innovation
- Market share/customer volume
- Range of services

III. Assessing How We Are Doing In The Areas Most Important To Our Success.

A. STRENGTHS

1. RANGE OF SERVICES

- ****MAYL service – access for those who cannot come to the libraries
- ***Variety of services and access points
- Large and varied books on tape collection
- Excellent genealogy collection
- Ask a librarian service
- Quest line
- Computer/internet classes
- Children’s wing in main library
- Programs for children
- Variety of formats of information
- Strong/easy access from homes with website, delivery and phone service
- Online catalogue

2. REVENUE AND FISCAL MANAGEMENT

- ****Independent taxing district – revenue dedicated only to the library
- Solid history of financial accountability
 - Accountable spending of taxpayers’ money
 - Fiscal Management
- District status

3. IMAGE

- Community perceptions
- Good reputation – honest broker of information
- Aura of goodwill in the community – even if not a user
- Community advocates
- Local government/political support

4. CUSTOMER SATISFACTION

- ***Strong satisfaction among users
- Customer service orientation
- People who know us like us

5. QUALITY OF STAFF AND LEADERSHIP

- ***Administration and management team
- Open to change, open to new ideas
- The majority of the staff is dedicated to the customer and excellence
- Terrific can-do spirit of the staff and admin team
- Drive to excel
- Driven and dedicated administrative team
- Energetic and dedicated board
- A “get it done” approach by leadership
- Many well-trained and loyal staff members
- Creative and professional staff

6. OTHER

- **Facilities
- We make available a ton of information
- Progressive with technology and services
- Collection information
- Several branches

B. WEAKNESSES

1. IMAGE

- Lack of public awareness of library’s potential
- Image of libraries as out of date - sshhing rules
- Ability to break old patters, perceptions and behaviors
- Negative image at times due to the homeless
- Lack of awareness of programs
- Not enough citizens know who we are and what we do

- Some of our advocates live in the past and fail to see the opportunities that the library can provide
- Community misperceptions
- Library is a part of the background of the community – not a leader
- Image of services not relevant to many residents

2. MARKET SHARE

- **** Low market share – less than 25%
- **Too few cardholders
- Low number of teen and young adult users
- Not serving the south eastern areas of the district
- Not effectively penetrating the disadvantaged segments of the community
- Lack of relevancy to Hispanic and Vietnamese communities

3. QUALITY OF STAFF

- *** Reluctance of some staff to embrace change and innovation
- Some staff members are not as dedicated as we would hope
- Union not working cooperatively with organization to improve things
- Some rule-bound employees
- Too few staff with the ability to provide innovation in technology

4. EMPLOYEE SATISFACTION

- Core group of employees dissatisfied – small but influential
- Some unhappy staff
- Staff and management conflict

5. ENVIRONMENT

- ***Safety concerns downtown
- Lack of cozy environment
- Main library lighting and atmosphere
- Environment not welcoming or comfortable

6. ACCESS

- ** Number of branches on the east side of the county
 - Uneven distribution of branches - too few east
- Days and hours of operation at branches
- No 24/7 service or access to electronic databases
- Not open enough hours
- Facility placement

7. OTHER

- Poor general participation in library activities
- Underutilization of facilities
- Not enough time or money to do all that we want to do
- Need more staff
- We don't have the ability to predict the future – we know what we know
- No corporate sponsors
- Teen and young adult services and programs

C. OPPORTUNITIES

1. ACCESS

- ***Open some/all branches on Sundays
- 24/7 access to services
- Adjust days and hours open
- Find alternate venue for programs – library neighbors – balcony outside children's
- Develop branch location plan
- Make online access more fun, easier and more attractive

2. ENVIRONMENT

- *** WOW space – innovation
- Create facilities that respond to needs and say WOW
- Reinvent ourselves
- Design new facilities and spaces for aging baby boomers
- Improve environment with facilities – become more competitive
- Area for teens
- More inviting atmosphere
- Create an environment to develop multi-use facilities - schools, fire stations, YMCAs and Boys and Girls Clubs

3. RANGE OF SERVICES

- *** Develop innovative new programs
- Create new library products and services that are in demand and would gain us new users
- More diverse collection
- Expand collection – print and non-print
- More programs and classes for the public
- Focal point for exchanging/debating community issues in a non-political format
- Become more relevant to the community

- Expand service to less mobile residents and those with disabilities
- We are a knowledge management organization in an information/knowledge as assets society. Timing is right for us to now provide awesome services that would increase relevancy to the community
- Offer more technology
- Provide expanded computer network

4. MARKET SHARE

- Increase market share
- Growth in the community
- Target teens
- More outreach in schools, retirement homes, youth associations – etc.
- Card drives with prizes – use local radio stations to promote

5. IMAGE

- Raise profile of the library as a partner in building a sustainable community
- Opportunity to use new logo to help change image
- Launch a strong marketing and communications campaign aimed at changing public perception
- Establish a cadre of well-known library users to promote library to non-users
- ** Enhance and market our image
- Brand library image
- Ten people each preach library mission to ten different groups
- Make stars of storytellers – posters, billboards and buttons – feature in Lake Eola Band-shell
- Banner on the side of the library on Rosalind that says: “Try this at the library...”

6. PARTNERSHIPS

- **Actively seek corporate partnerships to further mission
- Establish citizen task forces to address particular problems and needs
- Contact and win ten corporate sponsors
- Need to create library ambassadors of staff and board
- Community partners for programs and marketing
- Work with City and County in partnerships
- Partner with other agencies
- Establish coalitions with more educational cultural and social service groups/institutions

7. EMPLOYEE SATISFACTION AND ENGAGEMENT

- Engage the staff in broader role as a community builder – cross training and job exchange with other service agencies

- Excite and involve staff
- Increase employee satisfaction
- Employee recognition system to recognize excellence in customer service
- Inspire staff through leadership - hire better, orient to our mission, raise bar for performance
- Find ways to create and have fun at work

8. INNOVATION

- Innovate facilities, services and collections
- Recognize innovation and ideas of staff
- Cutting edge of technology
- Live chat reference
- Seek tech savvy staff for innovation
- Experiment with special events during closed hours Sunday night programs – Saturday night Teen events
- As weather cools (relatively) have events outside – branch parking lot etc.
- Be a leader in raising literacy quality
- Help family development through reading and communication

9. OTHER

- Provide workshops similar to this one for staff and management
- Add staff to branches
- Look for alternate funding sources – grants, endowments and gifts
- Fundraising and large donors

D. THREATS

1. STAFF ISSUES

- *** Lack of customer service on part of a small percentage of staff has huge negative effect
- Elements of employee dissatisfaction
- Union bad mouthing OCLS at County Board of Commissioners
- Lack of unity
- Lack of community service
- Inability to hire/keep quality professional staff
- Staff do not buy into future plans
- Employees who do not consider themselves a part of the team
- Poor staff morale
- Unhappy people
- Complacency of staff – attitude that we are good enough

2. IMAGE

- Image issues downtown
- Old images of libraries by non-users - cannot get over the “Shh!”

3. COMPETITION

- ** The Internet - we are no longer the primary information agent
- The information market has become a buffet rather than a meal plan
- Bookstores – Barnes and Noble (Osama Bin Barnes and Noble)
- TV
- Innovation takes users away from us

4. WHAT IFS

- Finance spending wrong
- Failure to maintain a quality staff
- Image takes a hit – community withdrawn – strong community need unmet
- Becoming irrelevant – not recognized as a community team player
- Barnes and Noble Starts renting books cheap
- Political and community apathy could jeopardize funding
- Inability to pass a millage today limits our future growth to expand into underserved neighborhoods
- Loss of independent district status
- Unfocused, weak board leadership

5. OTHER

- *****Failure/ reluctance to change – complacency
- Natural resistance to change
- *****Local and national economy
- Revenue shortfalls - not keeping up with increasing demand
- Safety
- Risk of failing to keep up with technology
- Inability to stay ahead of the community’s need
- Failure to connect at moment of need - got to convert 1st time users to 2nd time and 3rd time users etc.
- Transportation
- Dumbing of America
- No enhancement/modernization of facilities

IV. Major Goals

A. MARKET SHARE

1. Increase market share by ten points annually → to 75% by 2008

Responsible: Mary Ann

2. Analyze current membership (geographic distribution of members, demographics etc.) and determine means for defining users in ways other than holding library cards

Responsible: Mary Ann

B. REVENUE

3. Launch a five (5) year campaign to educate elected officials (especially County Commissioners) and their constituents about the growing value and use of Orange County Libraries

Responsible: Mary Ann, Tom Kohler –the Marketing Committee

4. Perform an assessment of sources and uses of resources by September 1, 2002

Responsible: Bob

C. CUSTOMER SATISFACTION

5. Create a system of tools to measure customer satisfaction and to respond to issues and opportunities that emerge from that measurement by November 2002

Responsible: Marilyn

D. IMAGE AND AWARENESS

6. Identify who uses OCLS, who doesn't use OCLS and why not
7. Conduct community focus groups to assess current image and community awareness by December 2002

Responsible: Sarah and Marketing Committee

8. Develop a comprehensive communications plan for OCLS by February 2003

Responsible: Sarah and Marketing Committee

9. Increase perception of comfort and safety at OCLS: Incorporate safety and comfort into community communications to overcome perception that both are lacking

Responsible: Sarah and Marketing Committee

E. COST MANAGEMENT

10. Assess the cost and resource impact of the proposed increase in market share and establish targets (goals) for revenue and cost management by January 2003.

Responsible: Bob

F. EMPLOYEE SATISFACTION

11. Develop an employee satisfaction improvement plan by November 2002

Responsible: Carla

Recommendations from Phyllis: Focus some on union relations in the following ways

- Recognize union leaders
- Organize regular meetings with union representatives
- Lay down some ground Rules / expectations
- Seek common ground

12. Find ways to incorporate enthusiasm, initiative, customer service, mission orientation and integrity into the recruitment screening and employee evaluation processes.

Responsible: Carla

V. Principles and Values

- The participants identified a number of principles and values to guide all OCLS employees and managers. They are as follows:
- Customers include not only patrons, but co-workers and volunteers
- We all need to think like our valued customers – trying to anticipate and fulfill their needs
- Work to bring value to our customers

- Focus on satisfying the individual customer
- Approach our work and each other with integrity and honesty
- Practice life-long learning – set the example
- Practice respect for our customers and each other
- Be patient
- Be loyal to OCLS and the people we serve
- Seek excellence in all endeavors
- Be positive and happy
- Encourage innovation on behalf of our customers
- Use your best judgment in all instances
- Work as a team and support your team
- If you see a challenge – own it. Take the initiative to find a solution. It IS my job.
- Do your best to adapt to change
- Demonstrate your commitment to the mission, principles and values of OCLS.