

REVISED AGENDA
FOR SPECIAL MEETING OF THE
EAST BATON ROUGE PARISH LIBRARY BOARD OF CONTROL

BREC INDEPENDENCE PARK RECREATION CENTER

7505 INDEPENDENCE BOULEVARD

ROOM 136

BATON ROUGE, LA 70806

APRIL 16, 2011

9:00 A.M. – 2:00 P.M.

- I. ROLL CALL
- II. NEW BUSINESS
 - A. STRATEGIC PLANNING SESSION
- III. COMMENTS BY THE LIBRARY BOARD OF CONTROL

ALL MEETINGS ARE OPEN TO THE PUBLIC

THE PUBLIC IS ALLOWED TO MAKE COMMENTS RELATIVE TO AN AGENDA ITEM AT THE DISCRETION OF THE LIBRARY BOARD PRESIDENT. ANY COMMENTS NOT RELATED TO AN AGENDA ITEM MAY BE RECEIVED AND DISCUSSED OR DEFERRED TO A FUTURE MEETING UNDER PROCEDURES DIRECTED BY THE LIBRARY BOARD PRESIDENT.

Minutes of the Strategic Planning Workshop

East Baton Rouge Parish Library Board of Control

April 16, 2011

A special meeting of the East Baton Rouge Parish Library Board of Control was held at the BREC Independence Park Recreation Center on Saturday, April 16, 2011. Ms. Kizzy Payton, President of the Board, called the meeting to order at 9:15 a.m. In attendance were Board members Mr. Stan Bardwell, Ms. Tanya Freeman, and Mr. Derek Gordon. Also in attendance were Mr. David Farrar, Library Director, Mr. Brian Fielder, Deputy Library Director; Ms. Patricia Husband, Assistant Library Director of Branch Services, Ms. Mary Stein, Assistant Library Director of Administration, Ms. Rhonda Pinsonat, Library Business Manager, and Ms. Liz Zozulin, Executive Assistant to the Library Director. Also present were Ms. Diane Brown, Deputy State Librarian of the State Library of Louisiana; Ms. Christee Atwood, East Baton Rouge City-Parish Education and Development Consultant; Captain Blair Nicholson, of the East Baton Rouge Parish Sheriff's Office; Mr. James A. George, a member of the public, and Mr. Greg Garland, reporter with *The Advocate*. Absent from the meeting were Board members, Mr. Donald Browning, Mr. Laurence Lambert and Ms. Beth Tomlinson.

New Business

A. Strategic Planning Session

Ms. Payton opened the discussion of this agenda item by asking for any public comments on the item. There were no comments, so Ms. Payton asked Mr. Farrar to present his opening remarks. Mr. Farrar said that the Library Board of Control and the Library staff have been operating from a brief strategic planning document created after the Library tax renewal passed in 2005. He said that slight changes have been made since then, but now the Library Board and the Library staff want a more substantive plan. He noted that Mr. Fielder spoke with Ms. Christee Atwood and the staff at the City-Parish Department of Human Resources about producing a detailed strategic plan for the Library.

Mr. Farrar said that at today's meeting the Board members would have the opportunity to contribute their ideas and visions for the Library. On Tuesday, April 19th, the staff will meet to make their contribution. An on-line survey will be created to get the public's input. Focus groups will also be utilized.

Ms. Payton then introduced Ms. Diane Brown. Ms. Payton said that Ms. Brown has been the Deputy State Librarian at the State Library of Louisiana since 2004. She is responsible for the day-to-day operation of the State Library including budgeting and strategic planning. Prior to coming to Louisiana, Ms. Brown worked for thirteen years in a variety of positions at the Southeastern Library Network (SOLINET, now Lyasis). At SOLINET she was active in training, consulting and strategic planning. From 1977-1991, Ms. Brown worked at the Chattanooga-Hamilton County Bicentennial Library in Chattanooga, Tennessee. Ms. Brown received her master's degree in Library and Information Science from the University of

Tennessee in 1981 and her B.A. degree from the University of Tennessee at Chattanooga in 1973.

Ms. Brown opened the strategic planning session by defining the difference between a strategic plan and a long-range plan. She said that a strategic plan is the overall vision and goals for an organization, whereas a long-range plan is the specific items to accomplish based on the vision and goals. She added that today's meeting is the kick-off for the strategic planning process, and as such, no decisions will be made today. Ms. Brown said that the strategic planning process is generally a three to six month process.

She noted that her role today is as a facilitator and not a representative of the State Library. The role of the Library Board is to represent the community, to provide the vision for the strategic plan, the financial resources, and advocacy for the Library. She said the visioning part by the Board is the hardest part of strategic planning because the Board has to be certain of what the public wishes. She added that the Board enables the Library Director and staff to take the vision and resources to accomplish the work of the Library on a day-to-day basis. Ms. Brown said that she will meet with the Library staff on Tuesday, April 19th and will share the ideas that the Library Board expresses today.

Then Ms. Brown provided a list of the topics to be covered at this meeting. These were the following:

- Introduction and Overview
- Visioning
- Strengths, Weaknesses, Opportunities and Threats (SWOT) and Trends
- Issues and Needs
- Strategies
- Next Steps

She spoke about the reasons to plan; the elements and issues of the planning process; the elements of the strategic planning document; the results of the planning process, and considerations and precautions. In summary she said that the value in strategic planning is in the process, not in the resulting document. Each year the plan should be reviewed in light of the accomplishments made that year.

Ms. Brown then guided those in attendance through a visioning exercise. Three groups were formed and each was asked to imagine a headline about the East Baton Rouge Parish Library in *The Advocate* five years from now. The three headlines were *Library Does It Again*, *East Baton Rouge Parish Library Takes Charge*, and *Residents Agree: Library is the Place to Be*. Ms. Brown asked what the commonalities were in these three headlines to which Ms. Freeman replied that the Library is an educational and cultural center of the community. Ms. Payton noted that the Library fosters partnerships and Ms. Stein added that the Library has lots of technology. A discussion followed about the Library as a leader and how that is manifested. The group listed the areas in which the Library can be a leader. Those were as an educational force; as a cultural center; as a site for the abundance of technology; as an organization fostering partnerships and collaboration; as an organization focusing on user/community experts, and as an

organization serving the needs of the patrons with a variety of resources and services. Leadership in these areas creates public value. Mr. Farrar added that then the Library is serving our patrons as opposed to political issues.

Ms. Brown asked the group to consider the trends in society today. Technology is enabling people to communicate in new ways through mobile devices. Society is connected globally through social networking sites such as *Facebook* and *Twitter*. Mr. Bardwell said he personally does not appreciate the value of these sites, but understands that they are having an impact on the younger generation. Ms. Freeman said that in her professional experience in human resources these sites are playing a role. Ms. Payton added that the Library must embrace these types of communication in order to remain relevant to our patrons.

Ms. Brown then gave those in attendance three documents containing usage statistics for the East Baton Rouge Parish Library. These are appended to the minutes. Ms. Brown said that it is important to look at statistics from prior years to note trends in the Library and in the community as an aid in making valid assumptions for the strategic plan. An overview based on the statistics for the East Baton Rouge Parish Library showed that the number of people who come into the library over the years is going up. In our system circulation of CDs and DVDs is increasing.

Ms. Payton said in spite of these increases the increase in staff is relatively small to which Mr. Farrar replied that he will be asking for more staff in the 2012 budget request. Ms. Freeman said that database inquiries are going up. She asked how this is so. Ms. Stein replied that the Library now has more on-line databases that are easier to search. Ms. Husband added that the Library has many databases on a variety of topics such as genealogy, language (*Mango Language*), on-line SAT and GED practice tests, and an antiques database. Mr. Farrar noted that many patrons are using databases now that used printed materials in the past.

Ms. Brown discussed computers in our Library system saying that the number of patron computers has gone up over the years. She said that Louisiana is below the national average for Internet access at home; in 2004, 57% of Louisianans did not have access at home and in 2009, 43% did not have access. She added that the number of visits to the library in Louisiana is also below the national average, but that in reference questions asked, Louisiana ranks 12th in the nation, illustrating the high need for libraries in this state.

Ms. Freeman said that many people have mobile devices such as smartphones and iPhones, so the Library needs to educate the public about accessing library technology through these devices. Ms. Stein replied that today the Library's mobile app went live. She showed the site on her phone. Ms. Payton said that this is the mobile version of the Library's website.

Then a bar graph summarizing selected output measures from 2003 through 2010 was reviewed along with a graph of computer usage from 2003 through 2010. Mr. Farrar noted that the Library is currently in the process of replacing old patron computers. He said that all of the computers at the Delmont Gardens Branch Library have been upgraded. Ms. Brown said that many library systems in the state rely on State aid funding for computer replacement and because of state budget cuts many libraries are unable to replace their computers in a timely manner.

Mr. Gordon arrived at 11:20 a.m.

Ms. Brown explained that the group would next do a Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis of the Library system. Each participant was given four index cards and asked to list his/her perception of the Library's strengths, weaknesses, opportunities and threats. Once these individual lists were completed, Ms. Brown compiled a group list for each of the categories of strengths, weaknesses, opportunities and threats. Ms. Brown asked the participants to review the mission statement, vision and core values of the Library system in light of the SWOT exercise. They also compared the results of a SWOT exercise completed by senior level Library staff prior to this meeting.

The group then looked at a list of local and emerging trends observed in the various divisions of the Library system. Ms. Brown facilitated a brainstorming activity in which the physical, social, educational, economic and recreational/cultural needs of the community in the next five years were listed. The items under each need were reviewed noting the ones that could be addressed by the Library based on its mission statement. Finally, each participant was asked to mark six of those items which he/she felt were priorities for the community in five years. Ten items received the most votes and were compiled into a priorities list. Mr. Gordon noted that the Library must define what its role will be and how it will carry out that role.

Ms. Freeman left the meeting at 12:15 p.m.

Ms. Brown concluded the workshop by asking Mr. Farrar to introduce Ms. Christee Atwood. Mr. Farrar said that Ms. Atwood is an authority on succession planning and strategic planning and is a consultant with the City-Parish Department of Human Resources. Ms. Atwood has also written five business books. She has just completed working with City Court on their strategic plan. She has also assisted the City with their train the trainer program. She is currently working with Library staff on its strategic and succession plans. Mr. Farrar thanked Ms. Atwood for donating her time today to attend this meeting.

The next steps in the strategic planning process were outlined. Ms. Brown will meet with Library staff on Tuesday, April 19th. Ms. Atwood will meet with staff at each branch and assist in creating an on-line survey to get the public's input. Focus groups will also be utilized. Ms. Atwood will gather all of the data and present a report to the Library Board. The Library Board members will have the opportunity to incorporate their comments at which time a final report will be published and posted for patrons to read. This last step will inform patrons that their input has been noted.

Comments by the Library Board of Control

Ms. Payton asked if there were any additional comments that the Library Board members wished to make. There were no further comments, and so with no further business, the meeting was adjourned at 2:05 p.m.

Kizzy Payton, President

David Farrar, Library Director

Programs	3,059	2,759	2,629	3,257	3,948	4,067	4,545	4,083
Attendance	110,730	99,664	77,341	80,775	89,610	94,384	143,630	267,438
including Storytimes	unavailable	unavailable	700	761	766	642	869	858
including Computer Classes	unavailable	138	179	297	334	309	383	446
SRC Participation	17,867	14,399	14,810	15,040	16,614	17,848	17,479	19,571
Outreach via Bookmobile	NA	373	301	402	461	386	428	502
Meeting Rooms	unavailable	1,699	1,813	2,112	2,376	2,090	2,372	3,109
Staff	309	368	433	444	444	466	467	486
Including LIBRARIANS	71	71	82	82	84	84	85	86
Volunteers	unavailable	unavailable	385	500	430	419	462	407
Volunteer Hours per week	unavailable	unavailable	75	118	87	78	65	44
Local revenue	\$19,360,858.00	\$9,531,488.00	\$8,189,030.00	\$28,270,691.00	\$30,825,938.00	\$30,450,862.00	\$16,667,162.00	\$37,464,554.00
State Revenue	\$8,450.00	\$197,777.00	\$133,654.00	\$99,059.00	\$219,297.00	\$203,229.00	\$45,693.00	\$22,240.00
Federal Revenue	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$20,000.00	\$0.00
Other Revenue (fines, interest, etc)	\$964,483.00	\$999,224.00	\$1,828,052.00	\$2,670,888.00	\$3,179,516.00	\$2,416,679.00	\$846,360.00	\$637,453.00
Total Operating Revenue	\$20,333,791.00	\$10,728,489.00	\$10,150,736.00	\$31,043,138.00	\$34,244,751.00	\$33,090,770.00	\$17,579,215.00	\$38,124,247.00
Staff Expenditures	\$9,550,086.00	\$10,397,532.00	\$11,293,398.00	\$12,023,272.00	\$13,022,041.00	\$13,158,352.00	\$13,412,001.00	\$14,459,522.00
Director's Salary	\$87,700.00	\$92,651.00	\$95,431.00	\$97,284.00	\$100,202.00	\$81,474.00	\$83,918.00	\$86,435.00
Starting Librarians Salary	\$30,890.00	\$30,663.00	\$31,583.00	\$31,583.00	\$31,583.00	\$32,530.00	\$32,060.00	\$36,561.00
	2003	2004	2005	2006	2007	2008	2009	2010
Collection Expenditures	\$2,564,105.00	\$1,929,603.00	\$1,833,462.00	\$1,930,217.00	\$2,076,065.00	\$1,722,813.00	\$1,875,535.00	\$4,608,095.00
Including Print	\$1,680,360.00	\$1,325,837.00	\$1,116,369.00	\$1,113,197.00	\$1,191,846.00	\$937,061.00	\$1,012,789.00	\$2,687,403.00
Including Periodicals	\$226,691.00	\$202,170.00	\$235,581.00	\$208,087.00	\$176,036.00	\$186,716.00	\$187,553.00	\$89,329.00
Including AV	\$173,786.00	\$198,468.00	\$300,468.00	\$406,665.00	\$463,433.00	\$310,535.00	\$318,841.00	\$1,001,290.00
Including Electronic	\$438,134.00	\$137,578.00	\$143,738.00	\$165,268.00	\$195,450.00	\$271,527.00	\$337,596.00	\$557,478.00
Other Operating Expenditures	\$3,837,169.00	\$4,698,699.00	\$5,730,447.00	\$5,813,451.00	\$6,142,785.00	\$6,874,904.00	\$7,144,212.00	\$7,970,968.00
Total Operating Expenditures	\$15,951,360.00	\$17,025,834.00	\$18,857,307.00	\$19,766,940.00	\$21,240,891.00	\$21,756,069.00	\$22,431,748.00	\$27,038,585.00
FUND Balance	unavailable	\$6,651,841.00	\$19,687,327.00	\$30,703,060.00	\$36,289,241.00	\$46,456,925.00	\$45,543,547.00	\$39,685,554.00
Capital Revenue	\$0.00	\$12,950,000.00	\$15,274,260.00	\$0.00	\$0.00	\$0.00	\$18,980,436.00	\$0.00
Capital Outlay	\$4,098,628.00	\$6,637,702.00	\$3,657,006.00	\$2,232,728.00	\$110,911.00	\$284,176.00	\$640,183.00	\$1,502,588.00

Special Notes	Pride closed	Opened Zachary	Tax passed by 62%	Kiosk at CATS	Opened Eden Park	Gustav	We got a new ILS	Launched new website
	Delmont closed	Pride closed	New borrowing policies	Closed Internet Library		Began Design Phase	begin Wi-fi	Got new bookmobile
	New Director	Delmont closed	We opened:	Installed automatic doors		Millage rolled forward		Complete Wi-Fi project
		millage rolled back to 9.97	Delmont Gardens Branch Library			New Director		Digital Archive
		We got a new bookmobile	Carver Branch Library		Implemented Big Read		Begin Design for Rouzan and Fairwood	
	Began email for patrons		Pride-Chaneyville Branch Library		implemented Print Management		Select Commissioning Agent	
		Stopped charging for Holds	Internet Library			pilot AWE stations at Main		new Deputy Director
		Began online holds		Opened Recycled Reads		began InfoBlog	Install AWE throughout	adjust pay scale
		Began Fund Accounting	Katrina	ISBN cleanup	Systematic Weeding began		Web re-design underway	
		Began online calendar of events			Item purge		Finish COOP	Waive it Wednesday
			We launched our new website			Created Pre-literacy Outreach Initiative		
		pay scale adjusted	Began PC Reservation	Changed from NetLibrary to OverDrive			Get literacy van	Got new bookmobile
		Began service to JDC	Began Downloadable			major maintenance		Get new logo
			Began Books for Babies			begin Text Messaging and Twitter		
		Began Headstart Deposit Collections			Renovate at JCR	egan Sharepoint for Intranet		
		Began Career Center	Began ADA PCs		Renovate at SCO		began Mango	Create Training Division
			Began TV show		Crested Archives and Facilities positions			begin Chat reference
		1st Staff Training Day	Began Book Clubs					
		1st appearance at Expos and parades						

