



LIBRARY BOARD DIRECTOR'S REPORT May 17, 2005

Report Period: April 2005

Date Prepared: May 9, 2005

Division Highlights of Key Activities (programs, projects, operations)

- An all staff meeting was held on April 20th. Approximately 150 staff members attended the meeting.
- 637 books and 88 audiovisual items were donated to the collection with a total value of \$9,593.
- Just over 50 e-mails from patrons have been received in response to our change in the holds policy that went into effect on April 1, 2005. For the summer months, patrons can no longer place items on hold from home if they are checked in. They can call the library and have staff place a hold. This has reduced our hold requests by approximately 1/3. Most of the e-mails complained about the inconvenience to call the library in order to place a hold.
- The next quarterly library supervisors' meeting is scheduled for June 15th. Marci Husik from Human Resources Training Division is scheduled to give a mini training session on The Winds of Change.
- To accommodate the potential departure of 4 staff members in Collection Support Services (CSS) as part of the Voluntary Severance Program, CSS is working with Denny Haywood from the Quality and Organizational Development Office to re-organize and to streamline work processes. Reorganization options are to be developed by early June with process changes to come by September when the new Horizon software is available. We instructed CSS to reorganize and redo processes such that current productivity is maintained with 3-4 less employees.
- Due to existing reduced staffing levels, Dobson Ranch employees were asked to develop options for moving from two service desks (reference and circulation) to one. Two teams worked on options and presented their proposals on May 5th. Because of the similarities in the options presented, the teams are now looking at ways to combine the best elements of each option into one final recommendation. Dobson Ranch should begin implementation of the one desk concept by mid-June.
- Two self-checkout machines have been ordered for Dobson Ranch to support the move to one service desk.

Major Accomplishments (organizational and professional)

- Red Mountain library has instituted an exclusive exit door policy so that we can more accurately count in-library patrons. Previously, patrons could enter and exit through both doors. Now they can enter in one door and exit through the other door.
- The Ocean County Library in Toms River New Jersey thanked Diane Tucillo, Youth Services Librarian III, for a wonderful training session she did on Library Teen Advisory Boards while she attended a national conference.
- Because of reduced staffing levels, and projected additional shortages to accommodate summer vacations and the increased workload associated with the Summer Reading Program, Library Administration has taken the following actions:
 - All librarians are required to work 25 hours at a public service desk or function. Some hours must be at a non-reference desk (circulation, periodicals, shelving).

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- Effective April 1, patrons are no longer able to place holds from home for items on the shelf (checked-in). Patrons can still call the library and have staff place holds. Our hold requests, and therefore the staff time needed to pull and process holds, have dropped by one third since the new policy went into effect.
- Telephone reference was closed as of May 1st. Patrons can still phone the library but staff manning the public service desks will answer calls.
- Selection of materials will be centralized in Collection Support Services, freeing up librarian time for public service desk coverage.
- Dobson Ranch will be closing the reference desk and transition to one public service desk that handles reference and circulation functions. The number of self-checkout machines will be doubled to promote patron self-reliance and, hopefully, decrease staff resources needed to support checkout.

Strategic Planning Activities

- The final report for the 2005 Community Attitude and Interest Citizen Survey conducted by the library was received. Copies were distributed to the members of the Library Board, the Community Services Department Manager, and Debbi Dollar, Deputy City Manager. The strategic planning team used the survey results when conducting a SWOT analysis (Strengths, Weaknesses, Opportunities, and Threats). Attachment #1 shows the draft SWOT.
- The citizen survey results will be discussed at the May 17th board meeting.
- The Library's strategic planning team crafted a draft vision statement and sent this statement out to all staff, along with the mission statement, for comment. The Library Board will provide feedback and input on the draft vision statement at the May 17th board meeting. The draft vision statement is as follows:
"A world of information and ideas within reach of every Mesan"
- The draft mission statement was edited based on the feedback received from the Board in March. The new draft mission statement is:
"By providing access and guidance to information, services, and resources, the City of Mesa Libraries expand minds, empower individuals, and enrich our diverse community"
- The strategic planning team will discuss what type of library we should be in May. Input from the Library Board will be solicited on May 17th.

Budget/Finance Related Issues

- We had our department budget hearing on April 28th. As a result, we were asked to produce four reports to the Council on topics where they wanted additional information. These reports covered: 1) Options to reduce service hours, 2) Possibility of closing on Sunday, 3) Staffing level comparison of Red Mountain and Main, and 4) Distribution of users for each library. Copies of these reports will be available at the board meeting.
- 88% of the materials budget is expended/encumbered. We remain on track to be fully expended by the end of the fiscal year.
- Attachment #2 shows revenues collected this fiscal year.
- We received approval to fill 3 part-time Page positions. Recruitment is underway.

Service Level Trends

- In-library patrons, reference transactions, and new library cards issued decreased slightly from March. (Attachment #1 shows data for circulation)
- Electronic resource transactions continue to steadily increase.



LIBRARY BOARD DIRECTOR'S REPORT May 17, 2005

2005 STRATEGIC PLANNING – LIBRARY DIVISION SWOTT ANALYSIS	
STRENGTHS	WEAKNESSES
<p>STAFF PATRONS STAFF ATTITUDE –Commitment to customer service TECHNOLOGY COLLECTION LONG HISTORY STRONG YOUTH SERVICES PROGRAM Staff (Public Service and CSS) Expertise – external recognition of expertise and our willingness to share Dedication Commitment to excellence</p> <ul style="list-style-type: none"> • Training opportunities for staff • Opportunities for staff to attend conferences • MDO opportunities • Opportunity to partner with MCC • Great shelving turn around • Well kept shelves • Well-maintained facilities • Security personnel to assist with problems • Ability to move materials rapidly from one location to another for patrons • Strong volunteer support • Friends of the Library support • Book sales funding <p>Technology</p> <ul style="list-style-type: none"> • New builds on the OPACs • Self-check-out machines • Up-to-date versatile Internet homepage • Horizon 	<p>What could you improve?</p> <ul style="list-style-type: none"> • Technology needs to be up-to-date and user friendly <ul style="list-style-type: none"> ◦ Not as state-of-the-art as should be • Communication • System-wide cohesiveness & flexibility including easing distrust between professional and para-professional staff • Staff morale due to budget & distress • Recruiting making sure staff skill sets fit position needs and taking into account a shrinking labor pool • Availability of materials to fulfill patron and staff needs • Promotional opportunities • Friends of the Library not as effective as desired <p>What do you do badly?</p> <ul style="list-style-type: none"> • Secure library material • Take responsibility for actions-both individual and work area • Get employee buy-in on changes • Fail to see big picture, get bogged down in details and what-ifs • Multilingual staff • Recognizing good performance of staff • Give staff a chance to be creative • Adapting to the changing population base taking into account the increasing aging population (Baby boomers) and a younger generation that does not see the worth of or a future with libraries • Staff trust • Self promotion/education <p>What should you avoid?</p> <ul style="list-style-type: none"> • Finding fault with everything • Concentrating on details • Charging for all services • Being limited by bureaucracy <p>Perceived weaknesses</p> <ul style="list-style-type: none"> • Degradation of customer service • Customers not getting what they want • Trying to be too much, satisfy too many— Council would like to see us draw back from videos and from computer training



LIBRARY BOARD DIRECTOR'S REPORT May 17, 2005

2005 STRATEGIC PLANNING – LIBRARY DIVISION SWOTT ANALYSIS	
	<ul style="list-style-type: none">• Staff is not knowledgeable about technology/lack proactive approach• Council does not value libraries but public does• Lack of strong political support• Too few branches <p>Comparable organizations</p> <ul style="list-style-type: none">• CML is falling behind in: Materials, technology, number of branches, circulations, borrowers, programming, staffing, staff training, extra customer services

**2005 STRATEGIC PLANNING – LIBRARY DIVISION
SWOTT ANALYSIS**

OPPORTUNITIES

Reinvent ourselves!

Where are the good opportunities facing you?

- Technology
- Partnerships with other learning resources and businesses
- Changing lifestyles/social patterns/demographics

What are the interesting trends you are aware of?

- Technology
 - Wireless for patrons
 - Wireless tablets for staff to access catalog while in stacks
 - RFID (check in, checkout, inventory, shelf reading)
 - Horizon
 - Consolidated searching (Z39.50)
 - Downloadable e-books and audio books (MP3 players, PDAs)
 - Check out laptops to patrons
 - With technology, ensure equality of access to information (electronic resources for branches and at home patron, e-reference provides reference service to at home patron, etc.)
 - Become more self-serve oriented (self check-out, place holds, patron profiles)
- Partnerships with other learning resources and businesses
 - MCC
 - Sponsorship (business or individual could have naming rights to new branch, Mesa Room, computer lab, etc.)
 - Work with County Library District and/or area libraries for consortium pricing on electronic resources, e-books, etc.
 - Joint use facilities -- co-locate with other public organizations (social, educational, or recreational services)
 - Act as gateway to knowledge to other institutions such as museums, archives, cultural resources, etc.
 - Support distance learning programs with access to equipment and trained staff
 - Allow patrons to purchase books through Amazon or other bookseller

THREATS

Failure to reinvent ourselves!

Lack of speed

MCC

What obstacles do you face?

- Budget situation that doesn't look like it will get any better for a long time
- Staff feels lack of clear direction for the system
- Loss of key staff/knowledge
- Low staff morale
- Public has Internet access at home so doesn't need the library as much
- Public doesn't necessarily need us to get access to electronic databases. All the schools provide passwords to the students for the same databases we are also paying for
- Public can download from the Internet other media, i.e. audio, music, video
- Mesa covers a large distance with only 3 branches – other communities our size has a minimum of 5 branches
- Reduced materials budget means that parts of the collection are not being replaced in a timely fashion (grubby collection, gaps in collection)
- Not able to market the Library due to budget constraints
- Not able to meet patron's expectations as Mesa is a transient community with people used to other services from their prior library
- Rapid changing technology
- City policies/procedures hamper our ability to react quickly or to do business effectively, i.e. ISD, Purchasing (i.e. wireless)
- Lack of qualified candidates (internal and external) to assume library director, supervisory and technical positions (includes cataloger, youth, computer-related)
- Lack of Council support
- Apathy of citizens
- Perception that libraries are only about books or that information is only available in books (other media can provide info for people with special needs, those who speak English but may not read, etc.)

What is your competition doing?

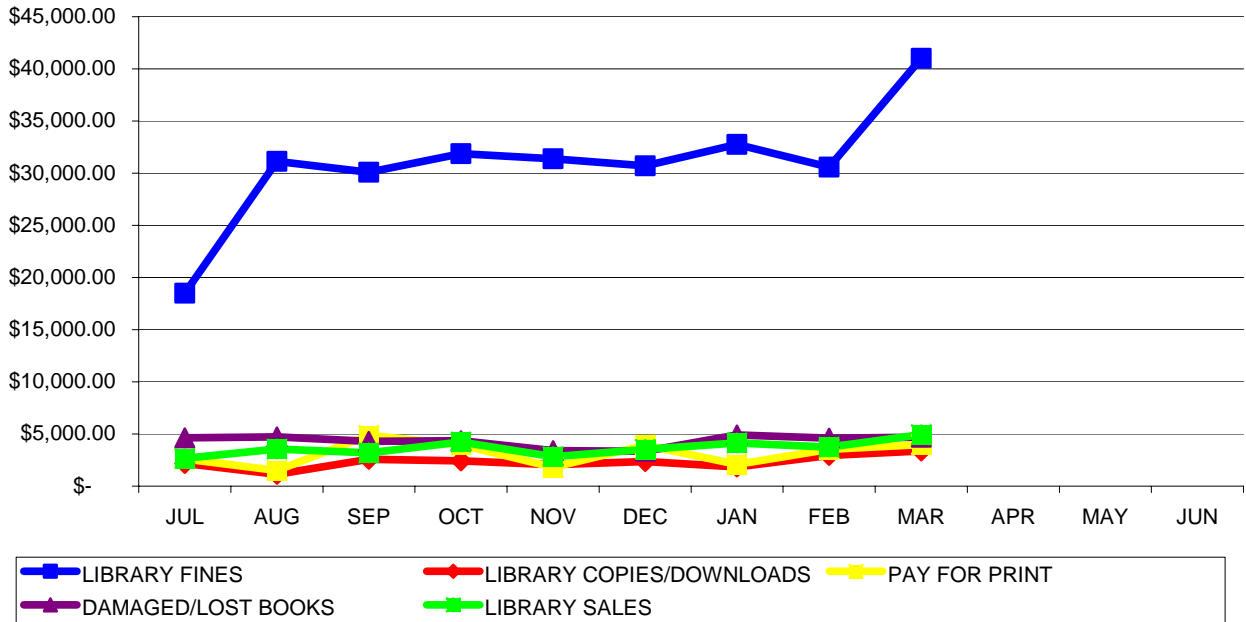
- Programming for both adults and children (includes libraries, commercial, other non-

2005 STRATEGIC PLANNING – LIBRARY DIVISION SWOTT ANALYSIS	
<ul style="list-style-type: none"> ○ and library receive small fee for service ○ Assist with economic development through support for business community (resources, training, etc) ● Changing lifestyles/social patterns/demographics <ul style="list-style-type: none"> ○ Demographics are changing around MN Library (increasing Hispanic families) and RM (more families) ○ Population growth in SE Mesa ○ Library as Learning center ○ Support formal education – locate near schools ○ Support self-motivated learning -- Baby boomers are retiring at early age and interested in lifelong learning ○ Open to all and benefit most those least able to afford private information resources (Adult literacy/ESL/pre-school learning/job seekers) ○ Library as community center – become a host of information related needs for all sectors ○ Focus on “consumer experience” – borrow ideas from bookstores and use merchandizing techniques, place collection into category zones, coffee bar, comfortable seating ○ Find out what lapsed and non-users want and need ○ Locate in malls – this is where people are and it provides alternative to shopping and commercial entertainment 	<ul style="list-style-type: none"> profits) ● Lack of City-wide partnering push ● Providing ready access to information, music, etc. (Internet) ● Hiring new staff/ hiring our staff away ● Building new buildings or branches ● Expanding old buildings. ● Outreach services to underserved populations ● Offer wireless services ● Offer fax services ● AV collections ● Offering some of these services for a fee (think commercial entities like bookstores, etc) and getting away with it ● Marketing services better ● Outsourcing certain functions (can then reallocate resources) <p>Are the required specifications for your job, products or services changing?</p> <ul style="list-style-type: none"> ● Profession is changing and libraries are using more non-MLS staff at the reference desk ● We are training fewer librarians and those we do train lack the skills to do all the things we are required to in the competitive environment we find ourselves in, for example, programming, marketing, development, and even volunteer management.



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LIBRARY REVENUES - FY04/05



City of Mesa Library
Circulation for Calendar Years 2003 Through 2005

