

Community Engagement Findings and Recommendations

CIVICTechnologies

In association with The Ivy Group

Presentation at Government Center
Wednesday, September 7, 2016

Updated September 9, 2016

civictechnologies.com

Toll free: 888.606.7600

© CIVICTechnologies. 2016.

Agenda

6:00 to 8:00

Presentation

8:00 to 8:30

Library Board Questions

8:30 to 9:30

Public Questions

Presentation Agenda

Introduction

Community engagement input methods

Summary of emerging themes

Community recommendations

Service recommendations

Organizational development recommendations

Introduction

Purpose and oversight

Consultants

Document organization

Consultants

CIVICTechnologies in association with The Ivy Group

Some public library clients

Brooklyn Public Library

Dallas Public Library

Denver Public Library

Des Moines Public Library

Gwinnett County Public Library

King County Library System

Las Vegas Clark County Library District

Loudoun County Public Library

Milwaukee Public Library

Monmouth County Library System

Montgomery County Public Libraries

Nevada State Library and Archives

North Las Vegas Library District

Omaha Public Library

Pierce County Library System

San Antonio Public Library

Santa Clara County Library District

Suffolk County Library System

Topeka Shawnee County Public Library

Virginia Beach Public Library

Community Engagement Input Methods

Access Service User Interviews

Advocate Interviews

Confidential Emails

Focus Groups

Library Managers Market Segmentation Workshop

Library Staff Interviews

Library Staff Project Orientation Meetings

Library Website Page for the Engagement Project

Market Segmentation Customer and Usage Analysis

Online Survey of Community Residents

Online Survey of Library Trustees and Staff

Public Forums

Stakeholder Interviews

Telephone Survey of Community Residents

Document Organization

REPORT

Includes **APPENDICES** under separate cover

APPENDIX 1: Telephone Survey and Online Survey of Community Residents including “open ends” and data tables

APPENDIX 2: Online Survey of Library Trustees and Staff including “open ends” and data tables

APPENDIX 3: Public Forums Work Book

APPENDIX 4: Market Segmentation Background Information and Customer and Usage Analysis including background, data analysis, segment definitions, and FAQ



Document availability

Submitted to the Library

Report with appendices:

Telephone and Online Surveys of Community Residents
Executive Summary

Telephone Survey of Community Residents Open Ends
and Data Tables

Online Survey of Community Residents Open Ends and
Data Tables

Trustee and Staff Survey Executive Summary, Open Ends,
and Data Tables

Public Forum Work Book

Market Segmentation and Customer Usage Analysis

Confidentially prepared

Access Service User Interviews

Advocate Interviews

Confidential Emails

Library Staff Interviews

Stakeholder Interviews

Input

Access Service User Interviews

Two interviews with users for 30 minutes each

Advocate Interviews

Two interviews one-on-one for 30 minutes each

Three in small group settings for 1.5 hours

Library Staff Orientation Meetings

Two held at Herndon and Richard Byrd

Confidential Emails

fairfax@librarystrategy.com

Approximately 120 received

Offering: suggestions/recommendations

Offering: confirming attendance

Offering: relocated

Offering: asking about online survey

Library Website Page for the Engagement Project

Inform the public as the project progressed

<http://www.fairfaxcounty.gov/library/aboutthelibrary/bot-public-engagement-initiative.htm>

Stakeholder interviews

30 minute interview

In person or on the phone

We asked

What they thought were the critical issues facing the county now and over the next three years

What library services were of concern to local constituents

Interviews were confidential

Terry Angioletti, Executive Director, Centreville Immigration Forum

Nannette Bowler, Director, Fairfax County Department of Family Services

Evan Braff, NCS Region 4, Director of Neighborhood and Community Services, Fairfax County

Sharon Bulova, Chair, Board of Supervisors

Adrian Chapman, President and Chief Operating Officer, WGL Holdings, Inc. and Washington Gas

John Cook, Member, Board of Supervisors

Jim Corcoran, President & CEO, Northern Virginia Chamber of Commerce

Stakeholder interviews

Kathryn Falk, VP, Public & Governmental Affairs for Virginia Region and Market Leader for Northern Virginia Operations

John Foust, Member, Board of Supervisors

Pat Herrity, Member, Board of Supervisors

William Hwang, President Korean American Association of Northern Virginia

Bobbie Kilberg, President and CEO of the Northern Virginia Technology Council

Ed Long, County Executive

Joe Martore, CEO, Calibre Systems, Inc.

Dave Molchany, Deputy County Executive

Bud Morrissette, CEO, Interstate Family of Companies

Nandred Navarro, Director of Community Based Services, Alternative House

Linda Patterson, Executive Director, Lorton Community Action Center

Cheryl Piper, Friends of Access Services

Harold Pyon, Deacon, Korean Central Presbyterian Church (KCPC) and Chairman, Korean Community Service Center

Catherine Riley, Vice President, Marketing, Fairfax County Economic Development Authority

Stakeholder interviews

Todd Rowley, Commercial Market Executive, Senior Vice President, Cardinal Bank

Bob Sisson, City Manager, City of Fairfax

Linda Smyth, Member, Board of Supervisors

Patricia Stevens, Executive Director, Office of Public Private Partnerships

Linda Sullivan, President and CEO, Arts Council of Fairfax County

Gloria Sussman, Friends of Access Services

Tim Thompson, President, Fairfax County Federation of Civic Associations

Library staff interviews

30 minute interview

In person

Interviews were confidential

We asked:

What does your department do and what do you do?

What obstacles do you face?

What needs do you have?

What are the opportunities?

Library staff interviews

Access Services: Janice Kuch

Acting Deputy Director: Jane Goodwin

Branch Services: Nancy Ryan and Pat White-Williams

Circulation Services: Chris Bartholomew

Customer Service: Katie Strotman

Internet Services: Ed Kukulka, Jim Seeley, Steve Walker

Deputy Director: Christine Jones

Human Resources: Beverly Lange

Marketing: Mary Mulrenan

Organizational Development: Moira Folsom

Programs and Education Services: Bobbie Conners, Renee Edwards, Ted Kavich

Staff Development Services: Danielle Hopson and Bonnie Kline

Strategic Planning: Doug Miller

Support Services: Robin Albert, Margaret Bercher, Betsy Keefe

Technology Division: Bob Cappello, Robert Harvey, Margaret Kositch

Volunteer Services: Erin Chernisky

Focus Groups

Seven focus groups were held -- each focus group was 1.5 hours in duration

Educators: Kings Park Library, Thursday, April 14, 2016

Ethnic population leaders: Woodrow Wilson Library, Friday, March 18, 2016

Parents of young children: Burke Center Library, Thursday, April 14, 2016

Seniors 55 + years old: Chantilly Regional Library, Tuesday, April 12, 2016

Special needs populations: Woodrow Wilson Library, Friday, March 18, 2016

Teens: Chantilly Regional Library, Tuesday, April 12, 2016

Young professionals: George Mason Regional Library, Saturday, March 19, 2016

Public Forums

3 public forums were held

George Mason Regional Library on Saturday, March 16, 2016, from 10:00 to 11:30 am. 10 people signed in.

Chantilly Regional Library on Tuesday, April 12, 2016, from 7:00 to 8:30 pm. 66 people signed in.

Kings Park Library on April 14, 2016, from 7:30 to 9:00 pm. 65 people signed in.

Widely publicized: website, flyers/posters, emails, newspaper articles

Sign in sheets

We asked:

What do you love about the library?

What could the library do better?

What services and programs should the library offer in the future?

What are the most pressing problems in Fairfax County?

What advice for the Library Board of Trustees as it plans for the next 3 to 5 years?

Public forums

WHAT ARE THE MOST PRESSING PROBLEMS IN FAIRFAX COUNTY

ETHNIC & LANGUAGE DIVERSITY → How can I serve this

SOCIO-ECONOMIC DIVERSITY →

POP AGING IN PLACE ✓ DRAIN ON RESOURCES
LITERACY ACROSS LANGUAGES MULTIPLE AGENCY IMPACTS

MORE FOR SMALL BUSINESS TRAFFIC

BETTER SUPPORT VETERANS

WHAT COULD THE LIBRARY DO BETTER?

MAINTAINING ENGLISH - ES

BUDGET - LIB IS NOT A MCL. MAINT.

OTHER SOURCES OF REVENUE

UN AND UNDEREMPLOYED

AFFORDABLE HOUSING

FUNDING AGING INFRASTRUCTURE

EXPANDED LANG ON WEBSITE

NEED FEEDBACK FOR PURCHASES - [LACK OF A FEEDBACK]

DIFFICULT TO GET AUTHOR TALK INFO ON WEBSITE

MORE E-BOOK COPIES & SOONER

ACCESS TO BOOKS NOT AVAILABLE ELSEWHERE [20% FOR]

HOURS INCREASED

PROBLEM DONATING BOOKS - POLICIES NOT CLEAR

MATCHING BOOKS IN MULTIPLE LANGUAGES

EXPAND METHODS OF COMMUNICATION (E.G. FACEBOOK, TWITTER)

SUNDAY HOURS FOR ALL OUTLETS

HARD TO COMMUNICATE W/LIB WHEN THE SITE IS FASTER REMOVED SO THEY'LL BE OPEN ON LINE TRAINING (SOFTWARE)

GET RID OF FLOATING WHICH HARMS BROWSING

NOT ENOUGH ROOMS FOR RESERVE

IMPACT ON BOOKS/COLLECTION FROM BUDGET CUTS

MORE LANGUAGE BOOKS -

UNEVEN SERIES ACQUISITION

EXPAND AUDIO COLLECTION ACROSS SUBJECTS

WHAT ADVICE DO YOU HAVE AS THE LIBRARY MAKES PLANS FOR THE NEXT 3 TO 5 YEARS

PARTNERSHIPS W/ LOCAL BUSINESS

ADVOCATE FOR LIB SYSTEM TO PUBLIC & P.O.S. → BECOME ESSENTIAL

PROVIDE LIB SERVICES IN NEW WAYS/ IN NEW PLACES

ARE BUILDINGS LOCATED IN RIGHT PLACES

GREEN ROOFS

RETURN TO HOME LIB FOR BOOKS (NO FLOATING)

BETTER COMMUNICATIONS/RELATIONSHIP & NEW DIRECTOR & LIB BOARD

FOCUS ON CONTENTS (CORE) RATHER THAN B

UNDERSTAND/LEVERAGE COMMUNITY ASSETS SUCH AS CAREER EFFORTS

CONSIDER PRIVATIZATION

LIBS ARE KEY IN THEIR COMMUNITIES → BRANCHES ARE KEY LOCATIONS

PUT RETIREE KNOWLEDGE TO WORK (VOLUNTEERS)

CHANGE DISCARD POLICY TO CREATE REFERENCE SPECIALISTS ADDED TO STAFF

WHAT KIND OF BALANCE SHOULD THERE BE BETWEEN BOOKS/PRINT AND TECHNOLOGY?

- + DOWNLOADABLES
- + COMPUTERS
- + ONLINE RESOURCES [E.G. ODS]
- + INCREASED EVENING HOURS - FOSTORE
- + ACCESS SERVICES
- + ILL
- + PARTNERSHIP W/ GMU
- + PRINT BOOKS
- + E-BOOKS [BALANCE!]
- + MORE HARDCOVER BOOKS
- + UPDATE INTERNET SECURITY
- + EBOOKS/AUDIOBOOKS
- + MORE PARKING
- + DOWNLOADING FILES RELATED TO CLASSES
- + KEEP STAFF - DON'T SWITCH TO MACHINES
- + LOCAL EXPERTISE IN PROGRAMS
- + RECOGNIZE QUALITY OF STAFF
- + SERVICES FOR KIDS & TEENS

/BOOK XFER

MCL KEY ISSUES (FOSTER FAMILIES)

'HAVE'

E/PLACE

WHAT DO YOU LOVE ABOUT THE LIBRARY?

EXPANDED WORLD OF AUTHORS

RANGE OF MATERIALS (BOOKS) / DEMOCRACY

CHILDRENS PROGRAMS - FREE

CIVIC VIRTUE + FREE!

CLASSES - COMPUTERS (BUT OLD)

CURRENT INFORMATION

FAIRFAX BEAUTIFUL - DIVERSE

LOT OF RESOURCES, STUDY ROOMS, ETC

MANY RESOURCES IN ONE PLACE

LIVE LINE TO READ / LEAD + ACTIVITIES

Market segmentation and customer usage analysis

Categorization of existing or potential customers into groups based upon common characteristics such as age, gender, income, and geography or other attributes relating to consumption behavior

Discerns the difference between how people appear vs how they behave

Market segmentation is a model of reality

Who are our best customers? What are they like? How do we communicate with them? Where can we find more like them?

Data sources include U.S. Census Bureau, STI demographic updates and projections, real estate transactions and housing starts, and consumer market surveys

How people look		How people act	
Demographics	Lifestage	Needs	Attitudes
 Married couple Household Income \$125,000	Two kids under 10 Both parents work	Looks for new menu ideas Value oriented menus Cooking club member	Value shopper Prefers low fat products Enjoys cooking
 Married couple Household Income \$125,000	Two kids under 10 Both parents work	Ready-to-eat products Pre-cooked entrees Home grocery delivery services	Convenience shopper Prefers organic foods Doesn't enjoy cooking

Market segmentation and customer usage analysis

Summary

Population

1,151,527

Customers

391,557

34% market share

Non-customers

759,970

66% market potential

Segments

42

Market segmentation and customer usage analysis

Sample segment description displaying the largest population segment “Couples with Capital”

Displays a range of information including narrative and preference overviews, consumption examples, and summary information

13

Married in the Suburbs

Couples with Capital

Consumption Examples

Household

Hot tubs/whirlpool spas
Convection ovens
Barbeque equipment
Ground coffee: Starbucks
Imported wines

Personal Life

Men's suits
Athletic/workout wear
Jeeps
Home theater/entertainment systems
Time share residences

Leisure Activities

Caribbean Islands: visits
Zoo attendance
Tennis: play
Ice hockey: attend
Downhill skiing: play

Media Selections

Travel magazines
Women fashion magazines
Golf Channel
All-news radio
Sports radio

Demographic Overview

When people think of suburbs, they invariably think of kids, bicycles, ice cream trucks, and baseball games. But Couples With Capital neighborhoods defy this stereotypical suburb scenario — simply because they are home to a below-the-national-average level of children. Since these areas also rank below-average in single residences, what you'll find if you knock on most doors are white-collar working couples. Most likely, the doors on which you knock are located in some pretty impressive homes — because people in these areas earn annual incomes in the \$70,000s and \$80,000s. Since residents of these Married in the Suburbs segments aren't spending their money on children, it's logical to assume they are spending it on nice homes, nice vacations, and other luxuries. However, since these 30-somethings are relatively young, the possibility of adding children to their homes is alive and well. But for now they'll continue to spend their days driving to their white-collar management and professional jobs — instead of to soccer games. And they'll continue looking for the wise investments that have them ranking well-above-average in interest/dividend income.

Preference Overview

Residents in Couples With Capital neighborhoods are showing signs that they are growing up and settling into their 30-something married lives. From their purchases of businesses suits and evening gowns, to equipping their kitchens with barbeque equipment and convection ovens, to enjoying both nightclubs and picnics, these residents are making the transition to more mature lifestyles. Until they get there, they are still enjoying a life with lots of money and few kids. This life affords these households everything from trips to Las Vegas and the Caribbean, Toyotas and Jeeps, well-equipped computer systems, and frequent meals out of the home. Sports and leisure activities illustrate their youthful side including: board games, the beach, ice hockey, and weight lifting. Media choices also reflect a youthful energy and growing maturity including: sports and women's fashion magazines, science fiction and history novels, the Bravo and Golf Network channels, and rock and all-news radio stations. Their maturity shows itself in their sound investment activities, insurance coverage, and their highest-ranking item: Shopping at the Acme grocery store at two-and-a-half-times-the-national-average.

Median Age
30s

Family Status
Married

Household Income
\$70k - \$90k

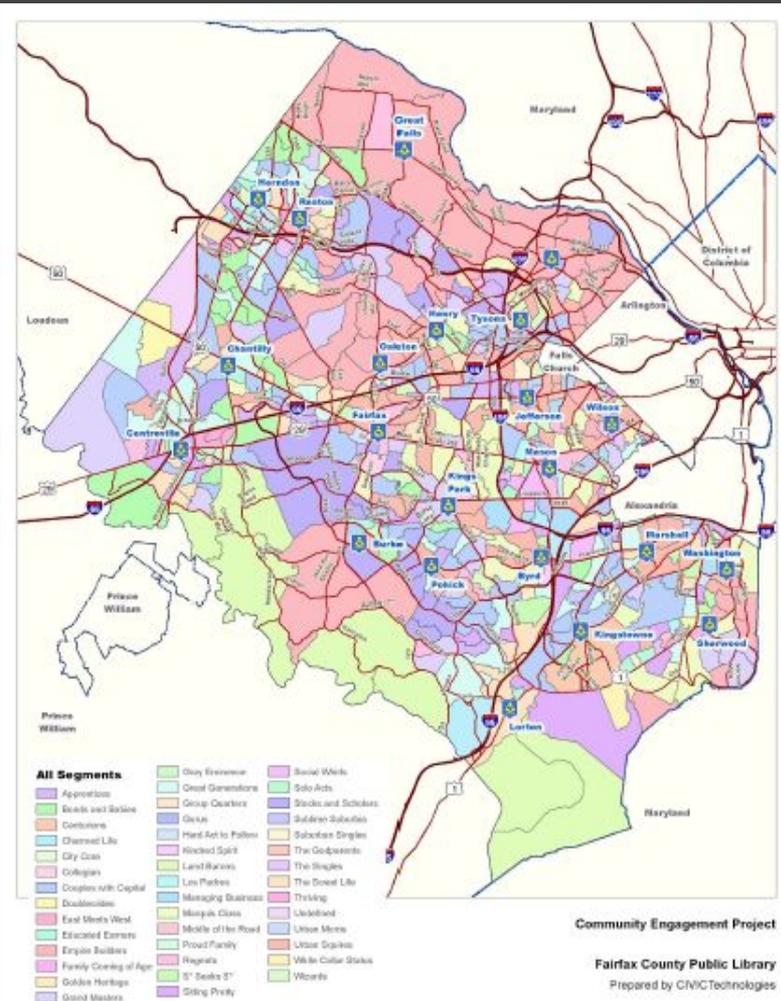
Urbanization
Suburban

Education
College

Occupation
White Collar

Market segmentation and customer usage analysis

All 42 segments displayed by census block group



Market segmentation and customer usage analysis

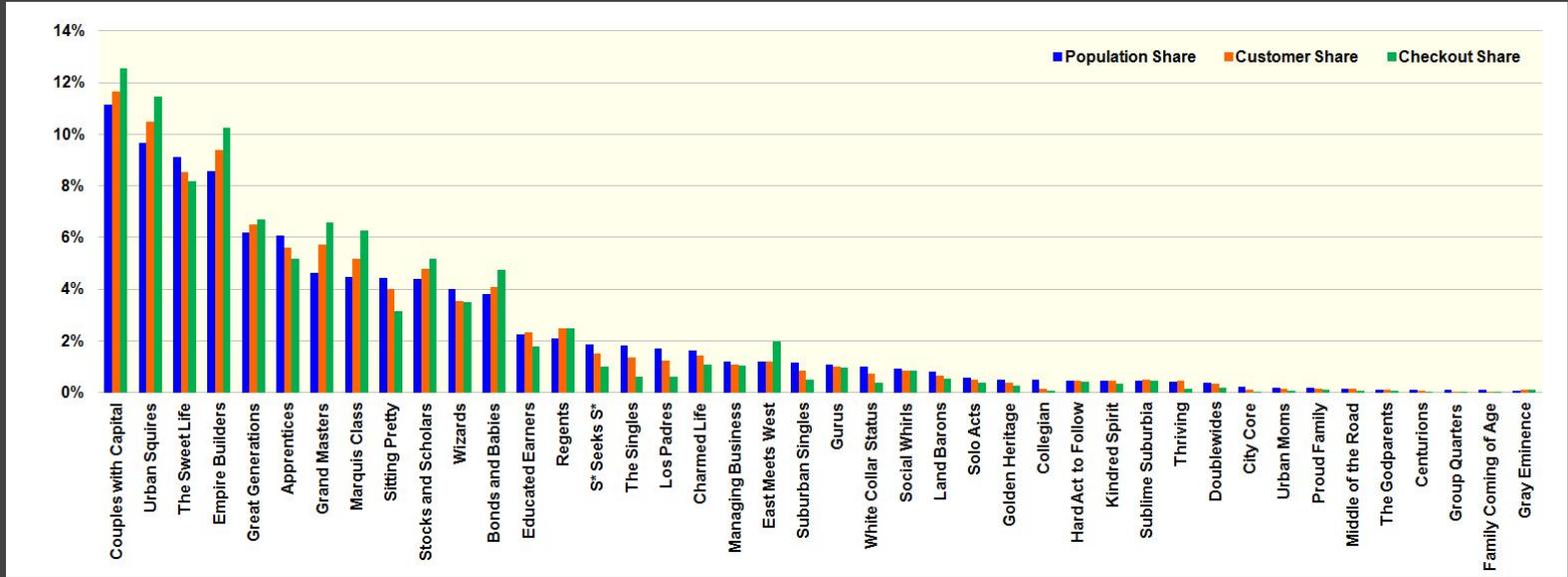
All 42 segments displayed in tabular form in descending order by population

Cumulative population share and number display the relative sizes of segments

No.	Segment	Population	Population Share	Population Cumulative Share	Population Cumulative Number
1	Couples with Capital	128,172	11.1%	11.1%	128,172
2	Urban Squires	111,362	9.7%	20.8%	239,534
3	The Sweet Life	104,793	9.1%	29.9%	344,327
4	Empire Builders	98,545	8.6%	38.5%	442,872
5	Great Generations	71,180	6.2%	44.6%	514,052
6	Apprentices	69,999	6.1%	50.7%	584,051
7	Grand Masters	53,292	4.6%	55.3%	637,343
8	Marquis Class	51,538	4.5%	59.8%	688,881
9	Sitting Pretty	50,808	4.4%	64.2%	739,689
10	Stocks and Scholars	50,767	4.4%	68.6%	790,456
11	Wizards	45,942	4.0%	72.6%	836,398
12	Bonds and Babies	43,809	3.8%	76.4%	880,207
13	Educated Earners	25,811	2.2%	78.7%	906,018
14	Regents	24,246	2.1%	80.8%	930,264
15	S* Seeks S*	21,268	1.8%	82.6%	951,532
16	The Singles	20,729	1.8%	84.4%	972,261
17	Los Padres	19,436	1.7%	86.1%	991,697
18	Charmed Life	18,667	1.6%	87.7%	1,010,364
19	Managing Business	13,846	1.2%	88.9%	1,024,210
20	East Meets West	13,788	1.2%	90.1%	1,037,998
21	Suburban Singles	13,168	1.1%	91.3%	1,051,166
22	Gurus	12,299	1.1%	92.4%	1,063,465
23	White Collar Status	11,472	1.0%	93.3%	1,074,937
24	Social Whirls	10,406	0.9%	94.3%	1,085,343
25	Land Barons	9,425	0.8%	95.1%	1,094,768
26	Solo Acts	6,422	0.6%	95.6%	1,101,190
27	Golden Heritage	5,818	0.5%	96.1%	1,107,008
28	Collegian	5,496	0.5%	96.6%	1,112,504
29	Hard Act to Follow	5,377	0.5%	97.1%	1,117,881
30	Kindred Spirit	5,300	0.5%	97.5%	1,123,181
31	Sublime Suburbia	5,185	0.5%	98.0%	1,128,366
32	Thriving	4,917	0.4%	98.4%	1,133,283
33	Doublewides	4,243	0.4%	98.8%	1,137,526
34	City Core	2,661	0.2%	99.0%	1,140,187
35	Urban Moms	2,111	0.2%	99.2%	1,142,298
36	Proud Family	1,826	0.2%	99.4%	1,144,124
37	Middle of the Road	1,594	0.1%	99.5%	1,145,718
38	The Godparents	1,329	0.1%	99.6%	1,147,047
39	Centurions	1,265	0.1%	99.7%	1,148,312
40	Group Quarters	1,252	0.1%	99.8%	1,149,564
41	Family Coming of Age	1,069	0.1%	99.9%	1,150,633
42	Gray Eminence	894	0.1%	100.0%	1,151,527
	Grand Total	1,151,527	100.0%		
	Average	27,417			
	Median	12,734			

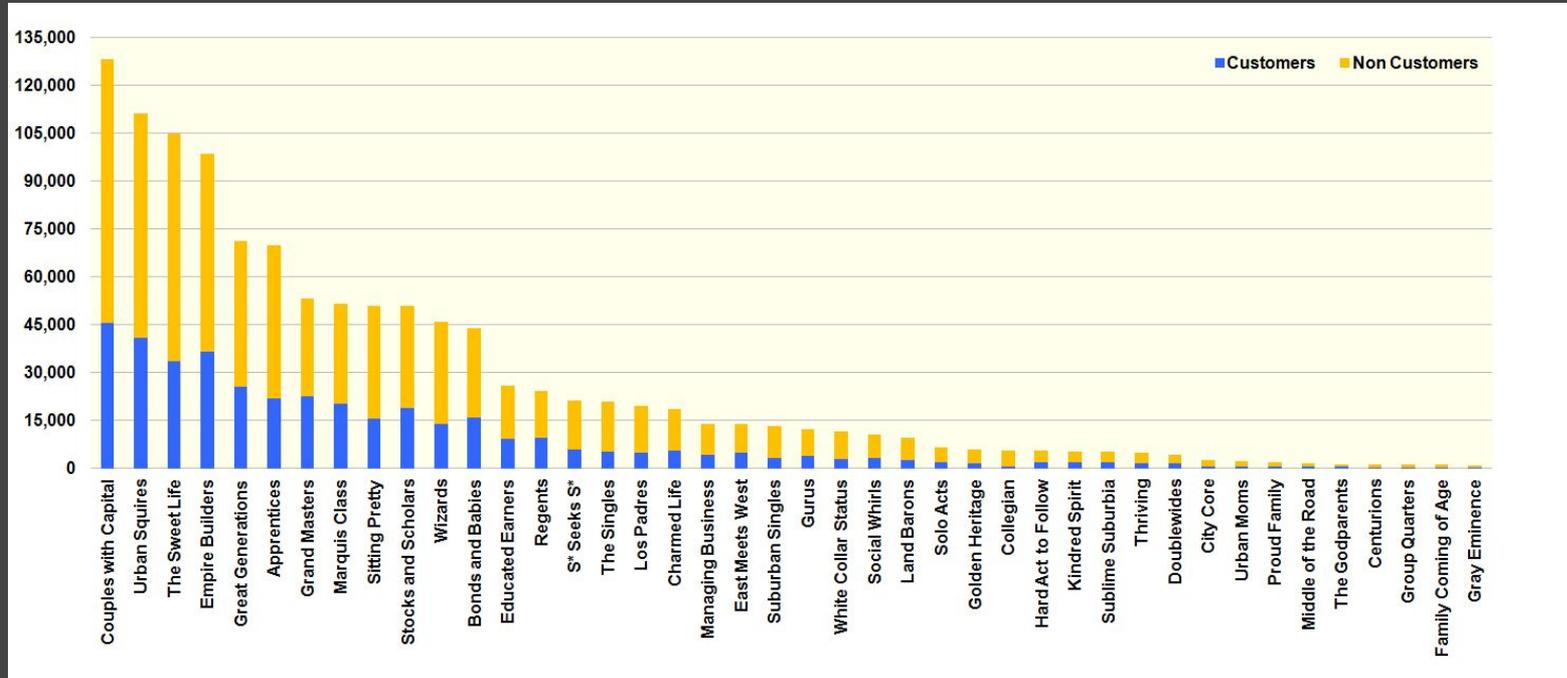
Market segmentation and customer usage analysis

All 42 segments showing the relative share of population, customer, and checkout share



Market segmentation and customer usage analysis

All 42 segments showing the split between customers and non customers

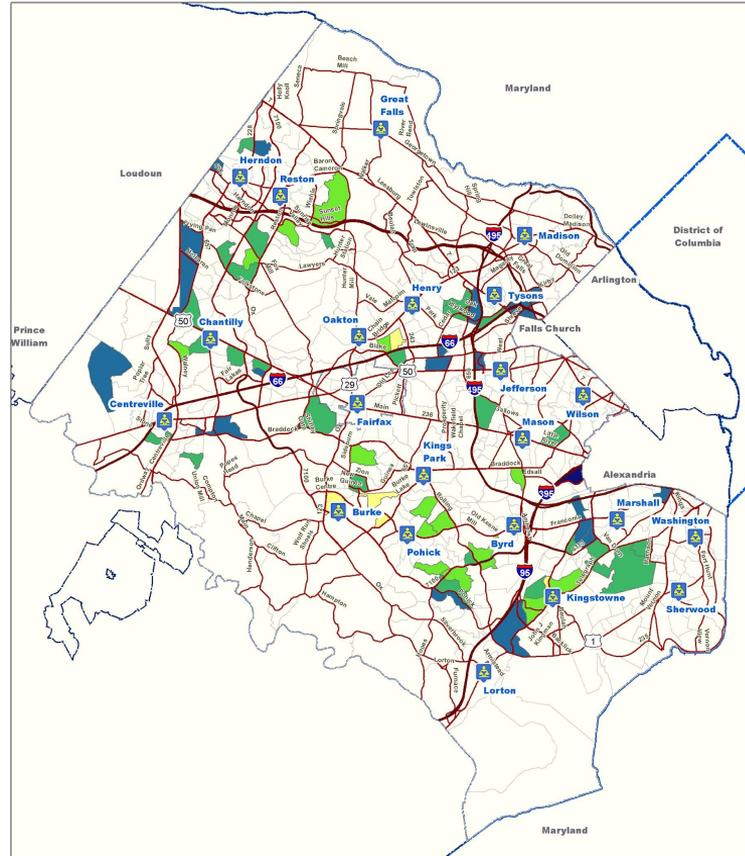


Market segmentation and customer usage analysis

The map displays the highest population segment “Couples with Capital”

Displayed by census block group

Colors represent market potential. Dark blue represents fewer cardholders and great cardholder growth potential. Yellow represents higher share of existing cardholders.



#1 Couples with Capital Market Potential

- 48% - 55%
- 56% - 61%
- 62% - 67%
- 68% - 75%
- 76% - 90%

Community Engagement Project

Fairfax County Public Library

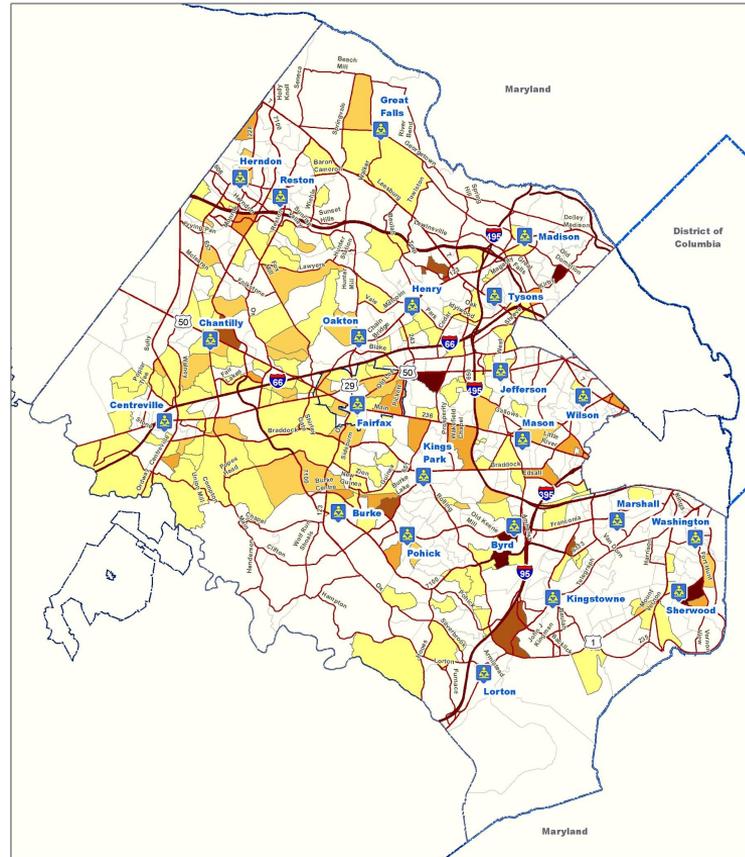
Prepared by CIVICTechnologies

Market segmentation and customer usage analysis

The map displays checkouts by census block group

Dark brown represents block groups with higher number of checkouts

Yellow represents block groups with lower number of checkouts



Access Checkouts



Community Engagement Project

Fairfax County Public Library

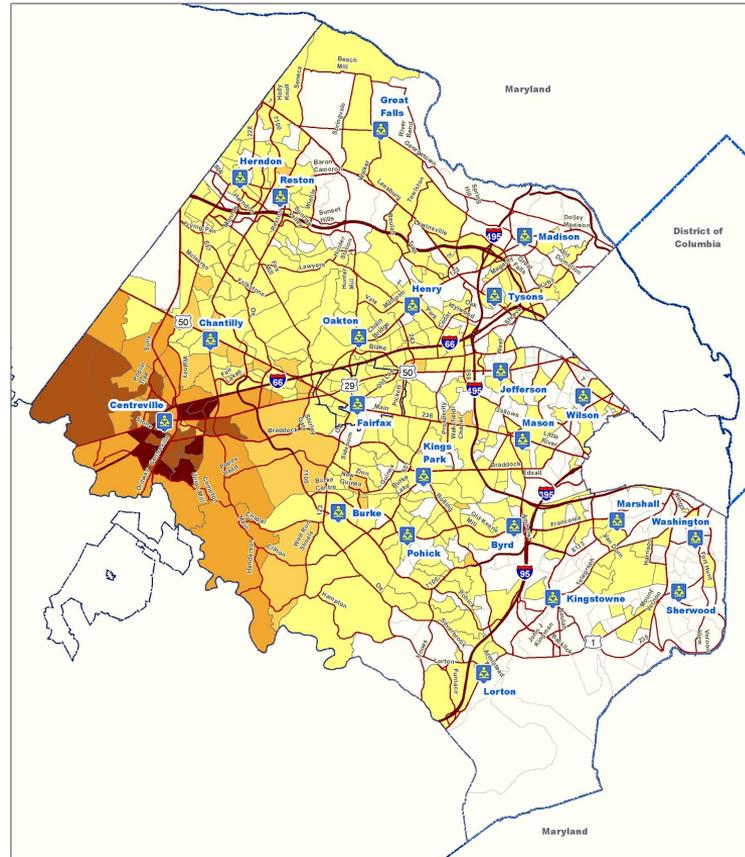
Prepared by CIVICTechnologies

Market segmentation and customer usage analysis

The map displays checkouts by census block group

Dark brown represents block groups with higher number of checkouts

Yellow represents block groups with lower number of checkouts



Centerville Checkouts



Community Engagement Project

Fairfax County Public Library

Prepared by CIVICTechnologies

Library staff segmentation workshop

Day-long interactive workshop with library managers in April 2016

Morning: data and market segmentation concepts and summary of county wide library usage patterns

Afternoon: small groups to analyze and interpret the data...answer the three questions

Briefing Book: background, analytics, workshop process, segment descriptions, and FAQs

Asked three questions:

Who is using and not using the library?

Are there any surprises?

What are the implications on eight domains of library service?

Customer growth

Checkouts/collection development

Programs

Staff alignment

Marketing/communications

Consumer technologies

Partnerships

Use of facilities

Library staff segmentation workshop

Wizards (6)

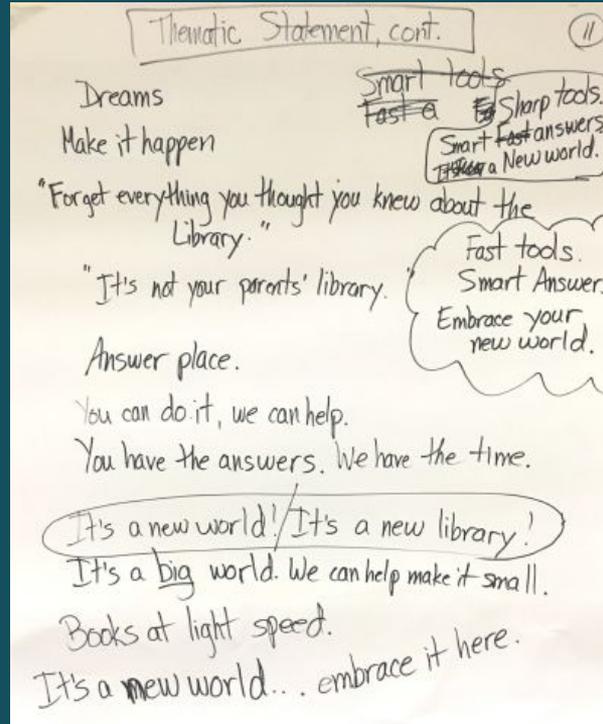
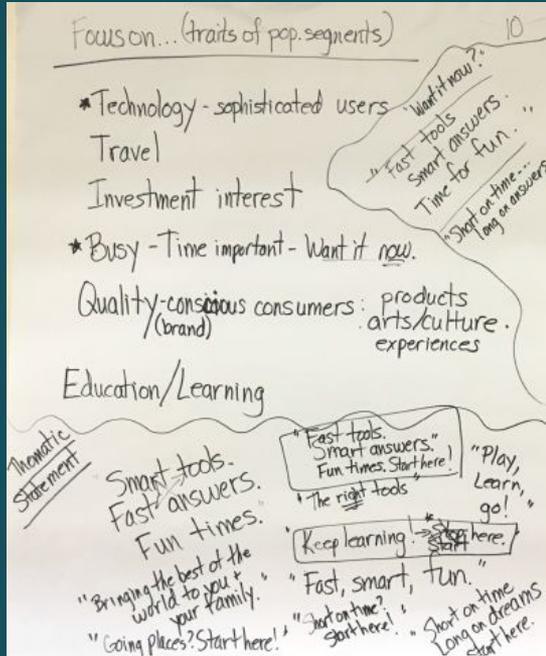
Facts	Betw. Lines
30's	don't like to wait
single	willing to pay for what they want
college degree	like to be in control
no kids	health oriented
\$50-60,000 (avg. income)	environmentally conscious
highly urban	socially conscious
investors	
entrepreneurs	
sophisticated tastes	
Apple users	
spenders	
PBS, pub radio,	
foreign films	
travel	



Segments 10-13 (9)

Similarities	Differences
college educated	Wiz: urban; others suburban
white-collar employed	Wiz.+EE: singles; S+S+BBs: married
financially comfortable +	Wiz: no kids
mobile	S+S: may be retired; others in active careers
travel	Ed.Es: "foodies"
technology users (comfortable)	BBs: eat out
wired	Wiz: aspire to — move up / move location?
consumer spenders	
investors	
career-focused	
BBs+ Wiz: socially conscious	
busy lifestyle	

Library staff segmentation workshop



Rank Service Domains 12

Domain	Rank	Reason
Customer development	High	Growth potential high in all 4 segments, esp. Ed. Earners.
Checkouts/Coll. Devel.	Medium	Material/information desired must be readily available. All formats.
Staff alignment	Medium	Support programming: user experience. Critical to meet high expectations.
Programs	High	Access to experiences they can't get elsewhere. Bring new users to library. Innovative opportunities. May result from higher priorities.
Partnerships	Medium/Low	
Marketing/Communications	High/Medium	Support getting message out.
Consumer technology	High/Medium	Support quick access + quality user experience.
Facilities	Low	not branch specific

Surveys

Presentation by Nancy Davis, Partner, The Ivy Group

Supported by Ellen Roberson, Senior Project Associate, The Ivy Group

Telephone survey of community residents

Online survey of community residents

Trustee and staff survey

Summary of Emerging Themes

Gaps in service

Findings

Summary of emerging themes

The organizational health of the library, the Library Board, and the Friends groups needs to improve

The library needs a vision about its role in the community

Leadership is needed at all levels

There are two competing service models: traditional vs. evolving

Survey results indicate strong satisfaction levels with room for improvement in services and resources that residents desire

Survey results indicate that library staff and the community are out of sync on library service priorities

Summary of emerging themes

Survey results indicate that the Library Trustees see greater success than do staff

Stakeholder groups are more frequently in opposition with each other than in agreement

Some advocates laud the professionalism of MLS degreed librarians while deriding MLS degreed collection development librarians

The mindset is defensive & individualistic instead of inclusive & collaborative

The public face of the library needs an investment in branding, marketing, communications, and social media

Internal work flows and work processes need big investment and “lean” tools

Staff’s racial and ethnic composition should better reflect the community

Community Recommendations

FCPL in the Context of a Changing County and
World

Customer and Usage Intelligence Using Market
Segmentation

Strategic Planning to Redefine Community
Positioning

FCPL in the context of a changing county and world

FAST-PACED CHANGE in society, technology, economy, environment, politics, and libraries

CHALLENGING LOCAL CONDITIONS related to education, literacy, immigration, learning, and individual and community success

LOCAL ASSETS AND TALENT are the county's vital resources and economic generator

FCPL in the context of a changing county and world

SOCIAL: aging populations, immigration, increased diversity, customization, personalization, culture of experience, social media, face2face, digital natives vs. digital immigrants

LEARNING: engaged learning, connected learning, project-based learning, collaborative processes, 21st Century literacies, and learning through social media

ECONOMIC: budget cuts, restructuring, alliances, community initiatives, agency services offered online, continuous job evolution, economic diversification, small business impact, and 21st Century workforce skills

TECHNOLOGY: exponential change, fast adoption, rising demand for downloads, devices, wi-fi, cloud, mobile apps, and digital divide

COMPETITION: Google, Amazon, FaceBook, Wikipedia, book stores, and Starbucks

FCPL in the context of a changing county and world

Respect core services while adapting and preparing for the future

FCPL needs a big, encompassing vision with broad-based leadership

The budget is a big challenge -- disagreements between parties is not a unified front

Principles to balance core and emerging services

Library relevance is local

The core human qualities that libraries serve don't change but the ways of serving them do

The library is a trusted intermediary, connected, and widely distributed

Librarians are becoming facilitators and coaches

Next generation services are boundless

Libraries are shifting to an active service model -- demand-drive & customer centric

Customer and usage intelligence using market segmentation

During the strategic planning process integrate market segmentation findings with the results of the telephone and online surveys of community residents

More below...

Strategic planning to redefine community positioning

Prepare a strategic plan under the library director, not the Library Board

The plan should be holistic guiding community positioning, budget allocations, investments, services, initiatives, and actions, both systemwide and by branch

This community expects lots of involvement throughout the process

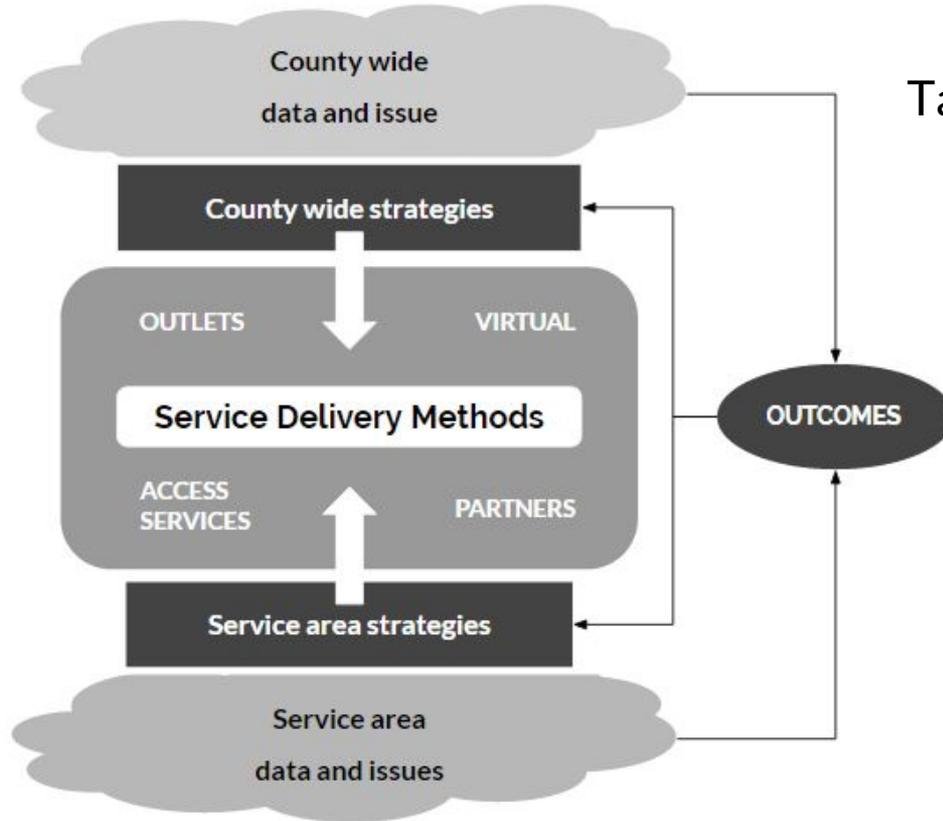
A more engaged process benefits both the library and the community

All stakeholders should be at the table

Library Board, Foundation, Friends, FCPL staff, other organizations and officials

What can they do for the library, not what can the plan do to advance their interests

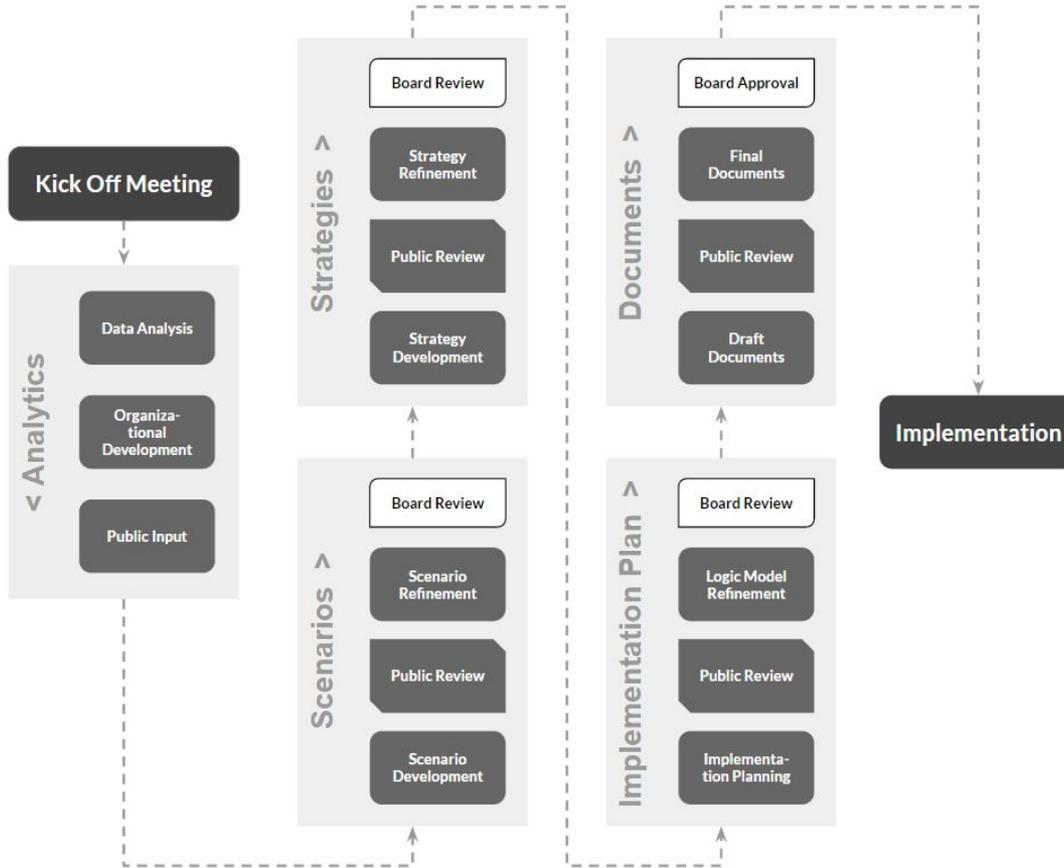
Top-Down/Bottom-Up Planning Model



Take a top-down/bottom-up approach

Vertically integrated service plan with overarching countywide services locally tailored branch service area plans

Recommended strategic plan process



Organize a highly engaging process specifically for FCPL
Five major elements that integrate public input and review

Service Recommendations

Service Opportunities

Integrated Service Model

Collections Development

Service opportunities

Prioritized for children from birth to age 12

Programs, books, and a range of other resources including reading at grade level, particularly 3rd grade.

Identify market segments who are families with children

Target market using quantitative and qualitative data characteristics -- demographics, lifestyle, consumer spending & preferences, occupations, and communication channels

Empirical usage data to build the customer relationship -- checkouts, computer use, program attendance, and summer reading participation, hold and deliveries

Each outlet service area should specifically tailor its local plan of service to the share of families with children

Service opportunities

Same goes for other identified populations

Special needs

Older adults

Teens

English language learners

Job seekers

Business owners

Enhance / expand

Reference materials and services

Adult literacy programs

Services for English learners

Downloadable materials

Non-fiction

Comfortable meeting and study spaces

Homework help

Computer and tech training

Author talks & book groups

Fiction

Bestsellers

Integrated service model

First, there is a divergence between the service models offered by FCPL

This is the biggest problem; everything flows from this

Second, with no trusted intermediary or process to bridge the sides, dialog and engagement to resolve differences cannot occur

Service models are mental constructs that define one's expectations about resources the library should provide or emphasize, and things it should do. Two model descriptions are presented below to illustrate and draw out their differences; both models assume physical facilities

Integrated service model

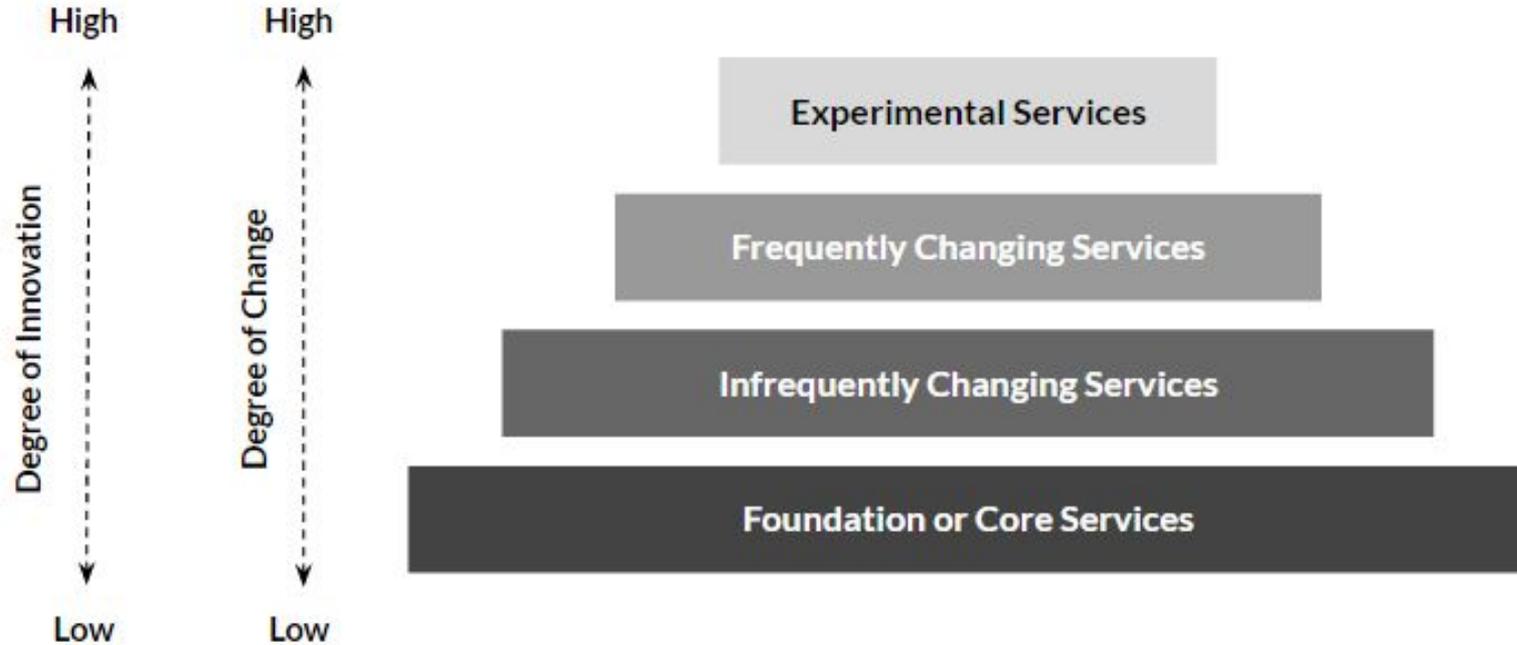
Traditional service model

Core or foundational services such as books, discovery by browsing the shelves, resources including computers and materials for research, reference, study, and individual fulfillment, quiet spaces for learning, and rooms for meeting. The focus is on individual and family experiences.

Evolving service model

Focuses on quick adaptation to changing community needs, service experimentation, and partnering to achieve shared outcomes. It utilizes a demand-based, customer-centric approach, employs an active service model, embraces changing technology, delivers services outside the building, provides multi-media resources, encourages discovery by browsing the web, offers computers and materials for research, reference, study, multiple learning styles, and individual fulfillment, and is designed for individual, family, and collaborative experiences

Integrated service model



Integrated service model

FCPL is facing the very same challenges that libraries nationwide are facing to integrate these two models

There are plentiful examples from which FCPL can learn and experiment to find what's right for Fairfax County

Combining the traditional and evolving service models will help all users adjust to the rapidly changing world in which we live while imparting to youth and new users the civic and cultural values represented so well by the traditional model

Collection development

There has been significant controversy over the library's weeding and floating collection policies and practices

WEEDING: removal of materials from a library collection in a planned and systematic way. The deselecting process is an ongoing part of collection development, a deliberate and thoughtful activity that will keep the library current and vital.

FLOATING COLLECTION: systemwide collection wherein there is no owning branch designation. An item checked out from one branch and returned to a different branch stays at the branch to which the item was returned

FCPL POLICIES & PRACTICES: "Collection Development & Management at the Fairfax County Public Library" dated December 2, 2014: <http://www.fairfaxcounty.gov/library/news/collection.pdf>

Collection development

Advocates, apparently in consultation with sympathetic library staff and a small number of other cardholders, have taken issue with library's weeding and floating collections policies and practices

Complaints

Weeding and floating removes important literature and classics from collections because the items do not get heavy use

These items belong in the collections for civic, cultural, and enrichment reasons

They are also concerned that removal diminishes browsing and reduces people's exposure to quality resources, leaves facilities with empty shelves, doesn't properly apply public funds, and mishandles county assets

Some advocates go even further to imply that the reduced number of books is part of a plan to remove them so that branches will be shuttered, replaced by a virtual or all-digital system; or, that branches will be shuttered and transformed into community centers with few books and other typical library resources

Collection development

The library's weeding and floating policies and procedures are well considered and align with national and professional policies and practices including devolving decisions to the local branch level

Furthermore, in the face of controversy about weeding and floating, the library participated in an inclusive collection development planning process

The public-private ad hoc committee "Floating Collections and Discards Committee of the Board of Trustees of the Fairfax County Library" provided significant opportunities for public input and open discussion about weeding and floating

Resulted in the current library policies cited above

Collection development

Take an updated look at the existing weeding and floating as part of the strategic plan

This updated look is not opening up the entire policy for wholesale revision. Instead, it should be considered a periodic update to revise aspects of the policy that need fine-tuning.

Collection development policy changes should be planned within the following guidelines:

- In the context of an evolving library service model and technology changes

- To implement desired future service priorities (e.g., children) identified by the community in this engagement project

- As part of the strategic plan's inclusive public process

- Led by the FCPL's professional staff

- With decisions made in a timely manner as part of the strategic planning schedule

Organizational Development Recommendations

Staff and Organizational Health

Library Board of Trustees

Friends of the Fairfax County Public Library

Fairfax Library Foundation

Staff and organizational health

One library, not a collection of independent branches

Integrate traditional and evolving service models

Become a learning organization with a forward looking culture

Be quick and responsive to trends and technology

Form partnerships, foster engagement, use community experts

Change mindset and embrace change

Evolve the mindset and embrace change

Staff and organizational health

Experiment, prototype, learn how to take risks, and learn from failure

Value inclusivity and collaboration

Create a strong customer service culture

Utilize "lean" principles to adapt work flows and processes that prioritize customer service

Employ Gallup's "StrengthsFinder"

Provide staff training in communication skills

Library Board of Trustees

Participation -- only 8 of 12 trustees took the online survey

Engage new processes of dialog with staff to close the perception gap

Focus on strategy and policy, not operations -- measuring the fidelity between strategy and service implementation

Budget issues: responsibility, protecting it in a competitive environment, and leading a united constituency

Conflict of interest for former FCPL librarian Trustees > independent study of Library Board governance

Friends groups

Raise the level of disclosure and transparency with key documents on the library's website and links to Guidestar

All Friends groups should be integral participants in the strategic planning process

Concern about blurring the lines with “supporting, assisting, and promoting library activities” leading to an independent study related to the ethics of advocacy

Follow up on the audit re: formalize book sales funds sharing

Foundation

Foundation should actively participate in the strategic planning process and implementation of initiatives

- On the project steering committee

- Review of the Foundation's plan

- Implementation component related to the Foundation

Informal and formal communications between organization executives

Foundation should remain the primary systemwide fundraising vehicle

- Limit competition from Friends groups