

M E M O

Date: June 3, 2014
To: Chair Linda Ishem and Members of the Board
From: Neel Parikh, Executive Director
Subject: Facilities Master Plan Study Session

A study session is intended to allow the Board to have conversation. I have organized this session around the key question,

“What should we (the Board) attend to now and into the next 12 months in order to position ourselves and the new Director to pursue the Facilities Master Plan at the opportune time?”

During the last two Board meetings, you have presented me with a number of questions. Rather than a two-hour session of presentation, I have chosen to focus on this question so that we can have a conversation.

During this Board meeting, we want to help the Board understand its role in the next year and help the Board establish reasonable expectations for management staff and the new Director, as well as understand its role in positioning the Library over the next 18 months.

The attached agenda is a list of questions all of us will be discussing during the Board meeting.

At future Board meetings, I plan to give presentations/orientations around the following topics:

- Election options
- Possible strategies to fund a Facilities Master Plan
- Specifics about proposed changes to buildings
- Model strategies from other libraries

AGENDA
Study Session of the Pierce County Library System Board of Trustees
June 9, 2014
4:00 – 6:00 pm

Chair, Linda Ishem, Presiding

*As the Board of Trustees will be conducting a Study Session where no action is taken,
there will be no public comment period.*

- | | | |
|---------|---------|---|
| 4:00 pm | 2 min. | Call to Order |
| 4:02 pm | 10 min. | What does a new Director want to know when approaching the Facilities Master Plan? |
| 4:12 pm | 35 min. | What assumptions exist in approaching this topic? Examples include: <ul style="list-style-type: none">• The Board has created a vision for the Library's future (see the attached). These will help the Board guide the new Director in implementing this vision.• Neel is retiring. A new Director with new ideas and approaches will take her place. |
| 4:47 pm | 35 min. | What are the roles of the Board and staff in implementing a Facilities Master Plan? |
| 5:22 pm | 30 min. | What should the Board attend to now and into the next 12 months in order to position ourselves and the new Director to pursue the Facilities Master Plan at the opportune time? |
| 5:52 pm | 05 min. | Next Steps |
| 6:02 pm | | Adjourn |

SUCCESSION PLANNING

EXECUTIVE DIRECTOR POSITION: FUTURE PRIORITIES

(Not listed in priority order)

- Create collaborative relationships and partnerships with local, county, & state governments as well as community groups & organizations in order to integrate and leverage public resources for the delivery of Library service to the community.
- Build organic support amongst individual library customers, communities, partners, and potential customers / partners so that, when it is time to raise funds / support, PCLS's value and relevance is self-evident.
- Develop and undertake capital improvement / expansion strategies that 1) utilize available resources and 2) position the Library to best serve the tax payers, well into the future.
- Execute the necessary budgetary discipline to promote operational and capital improvement / expansion strategies.
- Continually solicit, assess, and appropriately respond to customer and community feedback regarding needs for Library service.
- Undertake the necessary and relevant technological and operational innovations to meet the diverse and growing customer and community needs for Library service.
- Develop and undertake organizational innovations that develop the staff's technological competence and foster a flexible, innovative, team-oriented, and internal / external customer focused culture.
- Maintain the continuity and deepen the effectiveness of the senior leadership team as well as cross-functional internal customer / supplier teams.
- Develop leadership talent and bench strength throughout the organization to meet technological and fiscal challenges as well as evolve the organization's customer focused coaching culture.

Vision of PCLS Future

Summary Report: Staff, Board of Trustees, & Community Leader Input

OVERVIEW

This report summarizes input gathered from three stakeholder groups regarding the vision of Pierce County Library System's likely future. Stakeholder groups included: staff members (Administrative Team and Customer Experience Team); the Board of Trustees; and a cross-section of Pierce County community leaders. In total, 24 individuals participated in telephone interviews or a facilitated brainstorming session.

Trustees (5) and staff members (10) were asked the same 5 questions:

1. How is PCLS strategically positioned to meet the current needs of its customers and communities?
2. Which aspects of strategy and / or the external environment do you expect to remain more or less constant?
3. What shifts / developments / scenarios in the external environment could affect PCLS in the next 5 years? (This might include but not be limited to: demographics, financial climate, technology, political matters, etc.)
4. What critical operational / organizational / leadership issues and challenges are facing PCLS in the next 5 years?
5. What critical priorities (external and internal) are on PCLS's horizon?

A total of 9 community leaders were interviewed; they represented county level public service organizations (health, safety, and schools), for-profit technology service and manufacturing organizations, city government, for-profit media / publishing, philanthropy, and the Tacoma / Pierce County Chamber of Commerce. These participants were asked to respond to the following questions / prompts:

1. Please share an overview of some of the hot issues facing Pierce County today.
2. Would you say on the whole, people living in Pierce County are better, worse off, or about the same today than five to ten years ago? Why?
3. As someone who is a leader in Pierce County, what's your sense of the pulse of the community?
4. Given the community's past and current state, what do you predict the 'state of the county' will be in 5 to 10 years?
5. Where do you see your industry headed in the next 5 years?

Vision of PCLS Future

Summary Report: Staff, Board of Trustees, & Community Leader Input

FINDINGS

The following factors in the **external environment** are expected to affect PCLS in the next 5 years:

1. A *constrained budget environment* will persist due to continuing economic uncertainty, despite recent and modest upticks in the national and local economy. Tax revenues are expected to remain flat or grow very slowly, while the population and demand for library service will grow. A stagnant or reduced tax base is predicted as a growing number of Pierce County residents commute to King County for jobs and JBLM draws down its troops. The public's attitude toward government and taxes will challenge PCLS to provide more high quality service while maintaining or reducing costs. The public will expect ever-increasing fiscal responsibility of public entities and leaders.
2. Dynamic *technological changes* and advances will continue, requiring PCLS to respond and nimbly adapt its delivery of library service in a limited revenue environment. Digital technologies are likely to change at an even greater pace than today, creating ever-increasing customer demand for digital media, mobile access, virtual service, and technological support. Limited resources will need to be reallocated quickly to serve emerging needs of individual library users as well as communities. The PCLS culture will need to embrace and drive change using innovative technologies and methodologies.
3. Continuing *demographic shifts* will broaden and increase customer needs and expectations for service, products, and programs. Demand for a diverse collection will grow, across the system as well as within individual branches. PCLS will be challenged to become more of a valued community center and resource, providing more meeting facilities and forums for community engagement in already tight capital facilities. Economic insecurity will continue for parts of the population struggling to find work, feed and house themselves, and deal with transportation issues, increasing the demand for public services. This will create increasing economic disparity between segments of the population, further diversifying the need for services. Additionally, changes in the size and nature of the JBLM population are expected to result in an increasing need for services as soldiers return from combat duty and military cuts increase the number of veterans and families who choose to return to civilian life in Pierce County. Given expected increases in the diversity and volume of customer and community needs, it will be essential that PCLS continue to actively solicit feedback from its constituents.

Vision of PCLS Future

Summary Report: Staff, Board of Trustees, & Community Leader Input

4. PCLS will need to further expand and deepen its web of *relationships and partnerships* with city government officials, business groups, other library directors, philanthropic organizations, and other public and non-profit entities to innovatively provide library service to the public. As revenues decline and operating budgets tighten, creative collaboration between organizations will become more of a necessity, particularly across boundaries that currently appear impervious. Public entities will be tasked with learning from other organizations, pooling resources, and focusing collaboratively on more systems-oriented solutions. PCLS will need to remain relevant in its efforts to provide value as technology and culture change, as budgets tighten, and as customer and community expectations change. The Library Director as well as staff engaged will need to continue to articulate the PCLS's relevance to library users, non-users, and communities, broadening its base of support amongst its varied constituencies.

The following **internal issues and challenges** are expected to affect PCLS in the next 5 years:

1. PCLS staff will need to understand and address *capital facilities maintenance and improvements / expansions* related to the age of current capital assets and the county's growing / changing needs for library service. As the public's need and use of library space changes, PCLS will need to update and implement its Capital Facilities Plan as well as address any needs for funding that arise from emerging customer and community needs. Economic factors may drive public entities such as schools and communities to partner with PCLS to share and / or relocate facilities to maximize the use of public dollars.
2. Maintaining the quality, caliber, and continuity of the *senior leadership team's DNA* will provide a challenge given the ~50% turnover the Administrative Team is experiencing. It is crucial for this senior leadership team to form and build effective teamwork as it incorporates its new members.
3. Developing *leadership talent and bench strength* throughout the organization will be crucial. An aging workforce and turnover of talented individuals necessitates focused leadership development and succession planning below the Administrative Team level. Additionally, technological change will drive the need to build additional competencies into the organization.

Vision of PCLS Future

Summary Report: Staff, Board of Trustees, & Community Leader Input

4. Maintaining, deepening, and evolving the organization's *cultural integrity* and mindset will be crucial. PCLS's strong strategic focus, grounded in its core values, has been a key driver of success. Positive relationships between managers and staff, management and the union, and between various departments / cross-functional teams has supported excellent customer service and innovation and nurtured an ethos of organizational learning. Effective and aligned communication will be essential as the pace of change accelerates and the vision of PCLS evolves. Finally, technological impacts will require that leaders support the organization in becoming increasingly adaptable, flexible, and innovative.

SUMMARY

Senior leaders, trustees, and community leaders imagine a changing and challenging environment for PCLS leadership in the next 5 years. Fortunately, all stakeholder groups believe that the organization is well positioned to address the expected budgetary, technological, demographic, capital facilities, and cultural / organizational demands of the future. The stakeholders who provided input in this process suggest that the incoming Director provide leadership aimed at:

- Developing collaborative relationships and partnerships in the community
- Maintaining and communicating PCLS's relevance to its constituents
- Exercising fiscal responsibility
- Understanding and meeting customer's needs / expectations
- Undertaking technological and operational innovations to meet changing customer and community needs
- Developing cultural leaders throughout the organization
- Developing a positive, innovative, team-oriented culture