

FCL Assessment Report

September 2020

Pepper Consulting Group

Data: Organizational Grounding

Two surveys were designed to capture responses about programs and services that are highly used and valued, those that are not, and ideas for innovations that could enhance the library user's experience. 2162 respondents in total out of a potential 90,000 email recipients

- One to staff, both furloughed and active
- One to community groups: Community Members, Friends of the Library, Schools, Businesses, Elected Officials, Board Members

A list of 20 current services, ranging from print books to 3-D printer services to programming for children, teens, and adults, technology access, downloadable information, research support, etc. was provided and respondents were asked to rate whether they frequently, sometimes, rarely, or never used them

Respondents were also asked for their ideas for new products, services, and other innovations

Demographic information was captured for strategic purposes

Key Findings & Organizational Opportunities: Programs and Services

There is a disconnect between what the FCL offers and what the community uses.

~Most respondents -1354 (63%) *frequently* borrowed print books~

~The next highest frequently used services dropped to less than 500 respondents each: DVDs, E-books, audio books, and on-site children's programming

~Conversely, 19 of the 20 current services had more than 500 respondents report they *never use* them. Print books was the exception (35 respondents)

There are two large service sectors of interest -- retirees (561) and parents with children still at home (509)

The pre-pandemic staffing model was not optimally aligned with patrons' interests and usage

- Require programs that meet the needs of both ends of the time/interest/skills spectrum and this will always offer staffing challenges. But they can also offer interesting ways to bring these two groups together – i.e. retirees who can read to little kids, help with drawing and art, nature walks, etc.
- Opportunities exist to reduce or eliminate products and services that no longer meet community needs.

Key Findings & Organizational Opportunities: Outreach & Marketing

A significant number of respondents indicated that they were unaware of the range of services currently offered

- Opportunities exist to increase and improve marketing and communications to current and potential patrons regarding existing products and services

Very few respondents identified themselves as Business owners, (1), Elected Officials (1), BOD members (2), and School members (0)

- Others may have simply identified as members of the community, so these numbers may be artificially small, but they present significant opportunities to collaborate and develop partnerships with these groups

Most respondents prefer to be contacted electronically via email and social media outlets rather than via printed materials. They also would like personalized outreach communications and notifications.

- The staff and technology must be sufficient to create and distribute successful outreach and messages for the various constituencies through multiple modalities

Key Findings and Organizational Opportunities: Innovation

811 respondents out of 2162 – or 38% -- took the opportunity and time to respond to the question that asked what innovative things would they like to see. They are looking for the library to keep up with the changing social, demographic, technological, and economic environment.

Many respondents offered ideas for new programming, services, and collections

- The FLC does not currently have a systematic means for soliciting and capturing community members' ideas.
- Ideas regarding internal and external spaces showed broad interest in experiential and environmental-based learning.
- There is no specific position at the FCL responsible for innovation.

Key Findings & Organizational Opportunities: Fund Development

330 (15%) identified themselves as donors, including those who are currently members of the Friends of the Library.

The response rate of 2162 individuals to the survey indicates a strong commitment to the library system

- Presents a significant opportunity to engage the respondents in a variety of annual giving, major gifts, & legacy giving programs.
- Presents an opportunity to liberally engage the Friends of the Library to develop initiatives
- Presents opportunities for engagement with all community partners, current patrons, business owners, schools, and users of all age groups

Recommendations: Organizational Structure

Restructure the organization to recognize and align with opportunities presented by shifts in technology, demographics, economic conditions, competitive markets, public policy, and global conditions

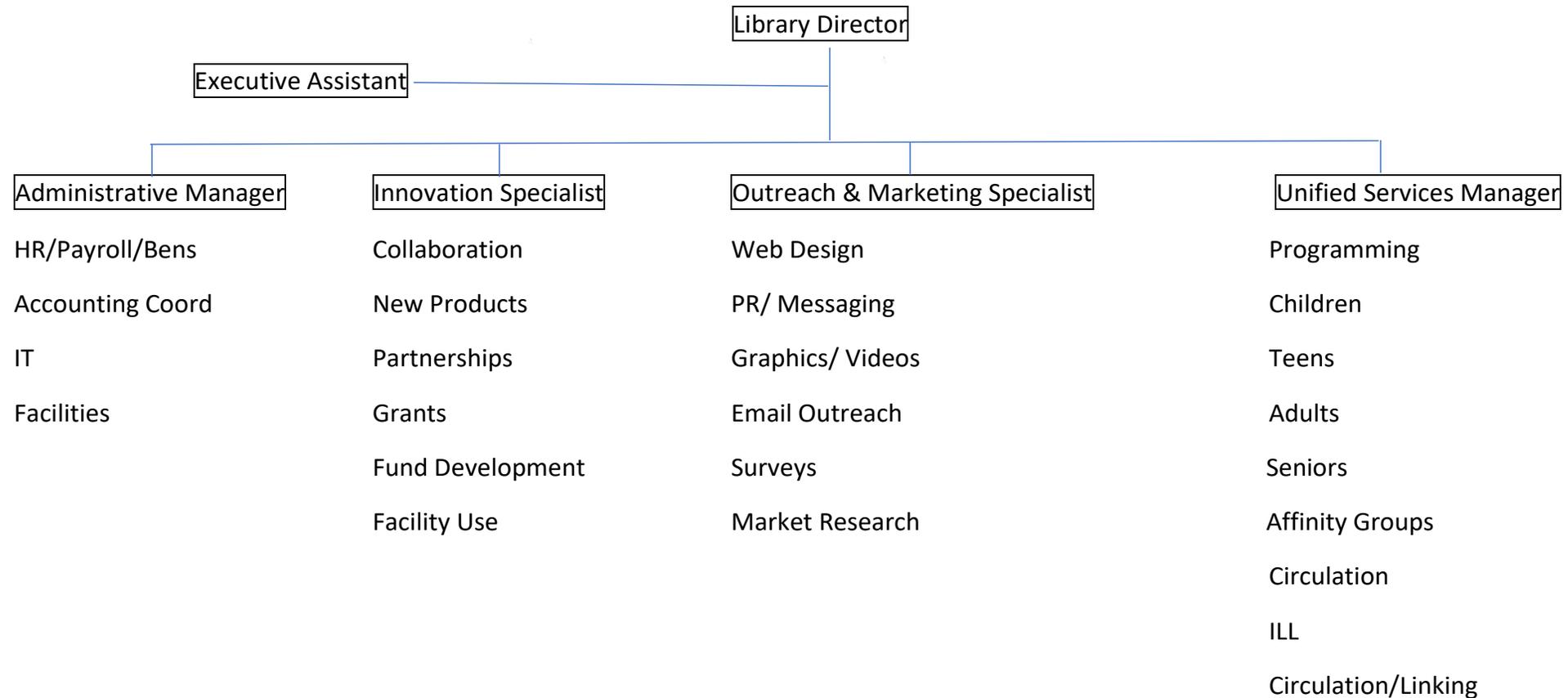
- Build teams for demographic markets that will develop programs that serve both library sites. 90% of respondents said they would visit both sites for programs of interest.

Add new positions that shift some operational responsibilities from the Director to new senior level positions to free the Director for more strategic and integration focus

- Innovation Specialist
- Outreach & Marketing Specialist
- Unified Services Manager
- Administrative Manager
- An Executive Assistant to the Director

Draft Functional Organization Chart

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Recommendations: Other Skills & Spaces

Expand internal skill sets if necessary:

- Videography
- Genealogy
- Language
- Advancement/development

Design exterior spaces to support community interests

Design interior spaces to support community engagement

Final Steps: Process

- Developed standardized job descriptions that meet regulatory compliance, provide opportunities for diversity and inclusion, communicate expectations for basic eligibility requirements for hiring/promotions, and include ADA requirements. Responsibility rather than task focus to broaden organizational opportunities
- Migrated 74 existing job titles into 20 full-time and 6 part-time titles
- Built draft organizational structure to ensure internal equity and create and/or clarify promotional opportunities
 - Tightened spans of control, with an executive assistant and four new senior leadership positions, each responsible for meeting the organizational needs and opportunities uncovered in the study
 - Creates a unified library system and supporting structure that allows for new levels of collaboration among employees who were heretofore restricted to a particular library facility.
 - Creates new innovative opportunities where ideas spark ideas
- Provides cost savings by reducing duplication of effort and replaces it with flexibility in program schedules between facilities and other community partners.