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## **Nederland Community Library District Board of Trustees Retreat Minutes**

2/12/17

The retreat was called to order at 10:00 a.m.

### **ROLL CALL**

Present:

Library District Board Members: Andrea Begin, John Adler, Dana Edwards, Emily Fidelman, Karen Fletcher, Cokey Stapleton

Library Director: Jay Mann

Absent:

None.

### **ANNOTATED AGENDA**

#### **1. Review of Existing Long Term Goals**

*Emily presented a review of existing long term goals, revised to 2013-2015 long term goals in the 2012 retreat, then revisited at the 2014 retreat. The group discussed trends, including that staff matters have largely been successfully delegated to the Director, and that previous goals were more concretely tied to establishing operations in a new facility, and have since striven to be larger and more visionary in scope.*

#### **2. Exploration of Peers' Strategic Plans**

##### **a. Other area libraries' Plans**

*The group reviewed Arapahoe Public Library, Anythink Library District (Adams County), Estes Valley Public Library, and Denver Public Library's Strategic Plans. Themes included structuring plans by Activities versus by Audiences/Stakeholder Groups, varying levels of abstraction, and local versus global scope.*

b. Other libraries of comparable size and demographics' Plans

*Plans for Estes Valley and Darien County, one of which is local as well but both of which have comparable communities in terms of size and demographics, were also reviewed.*

c. Templates and documentation from professional organizations, e.g. ALA-PLA and IMLS

*Emily presented some research on templates and standards for drafting strategic plans.*

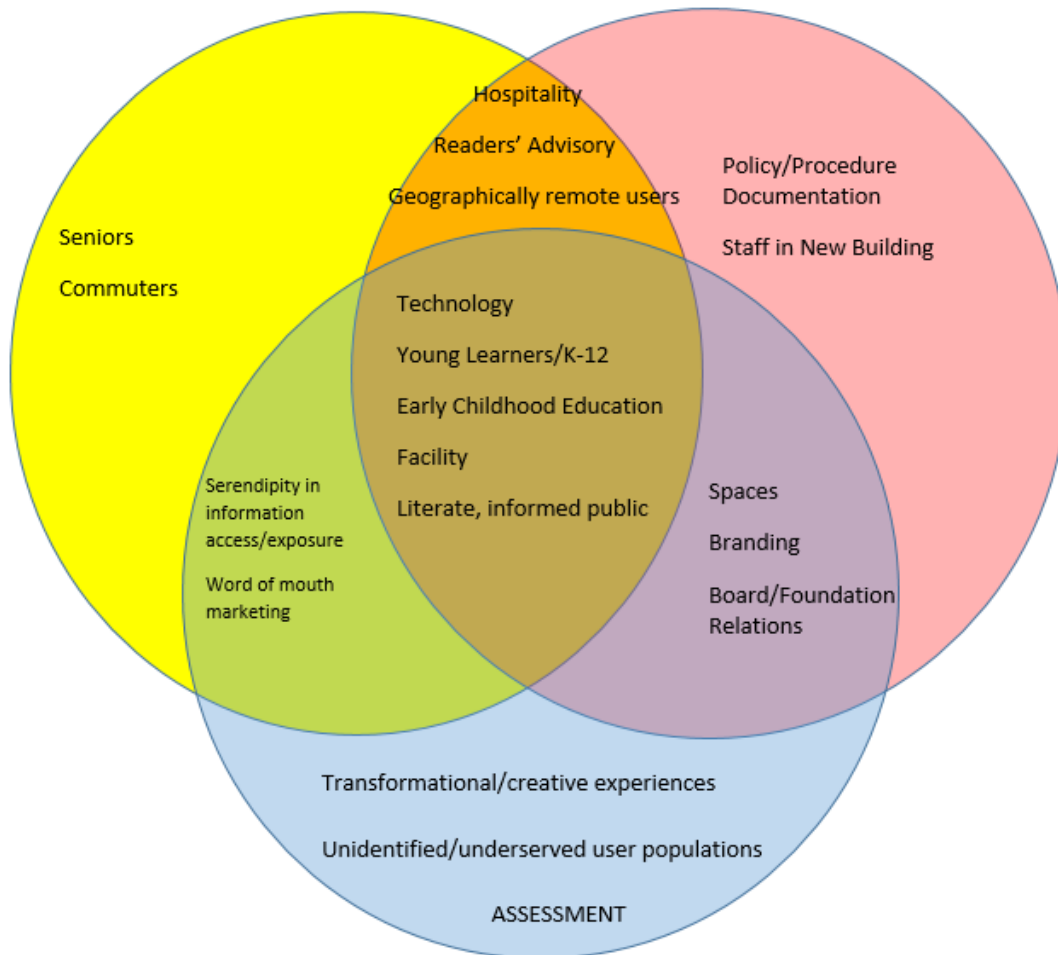
d. Discussion of Themes

*A Venn diagram with sections for themes of Area libraries plans, Peer libraries plans, and NCL's own long term goals was posted and overlapping and unique themes were plotted and discussed.*

*A circle was added to the posted Venn diagram for themes and trends ALA, IMLS, and other professional organizations recommend to be addressed by library strategic plans. Areas of overlap and uniqueness were again discussed. That Venn diagram is reproduced here:*

## Area Libraries

## NCL



## Library Professional Organizations

### 3. Presentation of Data

#### a. Compiled Minutes and Directors' Reports (Emily)

*Emily reviewed headings and keywords across Trustee Meeting minutes and Director's reports from 2016, and noted that as a possible reflection of progress on Long Term goals, HVAC and facilities matters tended to figure in less over the course of the year, while government relations and continuing education/professional development activities figured in more, indicating both the Director's handle on matters concerning staff and ability to focus on longer term goals and innovations. Specific collections reported on and discussed indicate the tension common in rural libraries between the potential for cutting edge technology to enable for remote access and service to geographically isolated populations, and a patron preference for more traditional media, e.g. DVD's.*

#### b. Community Surveys and Interviews (Jay)

*Jay summarized the results of his community survey and interviews. Jay started interviews by asking about the community and then becoming more specific to the library.*

*Strengths noted by interviewees included affordable housing compared to Boulder, at least historically, community unity in response to challenges, individualism, "good place to raise a family," outdoor lifestyle, and people's willingness to volunteer.*

*Challenges included affordability of not only of housing but issues of socioeconomic inequality, including that the middle class and those on fixed incomes are being apparently "squeezed out." The community also perceived that in working families, both parents tended to work, and most employed persons commute, which excludes them from some town activities that occur during business or daytime hours. There is a tension between preserving the Town's character and profiting on tourism, a perception that locals are cliquish, a perception that wealthy people and commuters are disengaged, there are high levels of resident turnover, difficulties finding competent and stable potential employees among locals, and that organizations and governments like Boulder County tend to overlook the Nederland population in favor of other Boulder County residents.*

*Opportunities and potential roles for the library included Youth Services, Meeting Room use, providing a neutral forum/venue, technology including an*

*online community calendar that has been difficult for any Town entity to consistently maintain, job placement and application assistance, historical preservation, community gardening/greenhouse, services aimed at assimilating new residents and transients, assistance to small business such as grant writing,*

*Jay also broke down stakeholders identified in the survey/interview process: Parents, Small business owners, Outdoor Enthusiasts, Commuters, Seniors, MMJ growers/users, Transients, Second/Vacation home owners.*

*Programs and classes respondents wanted to see included Tech help, Science/Ecology, Languages, Author Readings, Local History, Early Childhood Education, Gardening.*

*Improvements to service identified by respondents included increased, especially Sunday, hours and more quiet time/space in the library.*

c. Peak to Peak Community Needs Assessment (Emily)

*Emily summarized and presented salient data from the P2P CNA (Peak to Peak Community Needs Assessment), conducted by the Housing and Human Services Task Force for the P2P, formed by such entities as the Foothills United Way, in response to the 2013 flood. The Task Force identified housing, health, and transportation services as those most needed by the demographic group of the Peak to Peak region, which is defined, using US Census Bureau data, as 506.8 square miles in Boulder and Gilpin counties, including incorporated municipalities of Jamestown, Nederland, and Ward and unincorporated communities not limited to Allenspark, Bar K Ranch, Coal Creek, Eldora, Gold Hill, Old Stage, Overland, Pinecliffe, Raymond, Ridge Road, Rollinsville, Sugarloaf, and Sunshine Canyon. Emily highlighted that better transportation services could alleviate accessibility issues with health and housing, increasing the availability of both, and that better information infrastructure could enable novel transportation options such as Uber or Lyft or even substitute for transportation options for some needs. Providing information technology to this user population could be an opportunity for the library. However, generally, the library should provide information that supports patrons in looking for housing, health, and transportation services. The group brainstormed some ideas as to what information sources or programs might be helpful, and identified some materials and programs already provided to this end.*

d. Town 2020 Strategic Planning documents (Emily)

*Emily reviewed the Envision 2020 Town Planning process conducted by the Town of Nederland over the course of 2010 and 2011, resulting in a final draft in Fall 2011. A Steering Committee formed by the Town Board of Trustees (BOT) conducted surveys and interviews of and then focus groups around emergent themes including Environment, Business, Recreation, Education, Community Service, and Government concerns. Emily summarized these interviews and pointed to areas of relevance to the library, including possible underserved populations. Areas of relevance, in terms of possible activities and programs, include providing opportunities for community service and youth engagement, supplemental and continuing education, particularly in the Early Childhood education area, recreation opportunities, and support for environmental and historical preservation in the face of increasing tourist and extra-community commerce as well as more frequent natural disasters such as wildfire. Concern for the creek makes care for the premises as well as the Facility, included in most strategic library plans, an important goal. The need for a neutral forum for intergenerational and intergroup communication in the community could also be served by the library. Possible underserved communities mentioned in the forums and possibly served by the library included geographically isolated community members, commuters, seniors, and seasonal residents. Transients are another population of concern.*

*The group brainstormed ideas for addressing these specific issues. Andrea suggested a “community service heroes” board in the library might be a small but powerful way the library could help with volunteer burnout, reported by many forum participants. Dana recommended marketing strategies such as gamification and groups to reach out to, such as the Historical Society, Peak 2 Peak Forest Watch. Programming related to emergency preparedness, foreign language conversation hour, wildlife and history walks, summer sessions on local history for seasonal residents and visitors, support for RideShare, and community job boards and talent-share programs described by John formed other promising ideas to explore.*

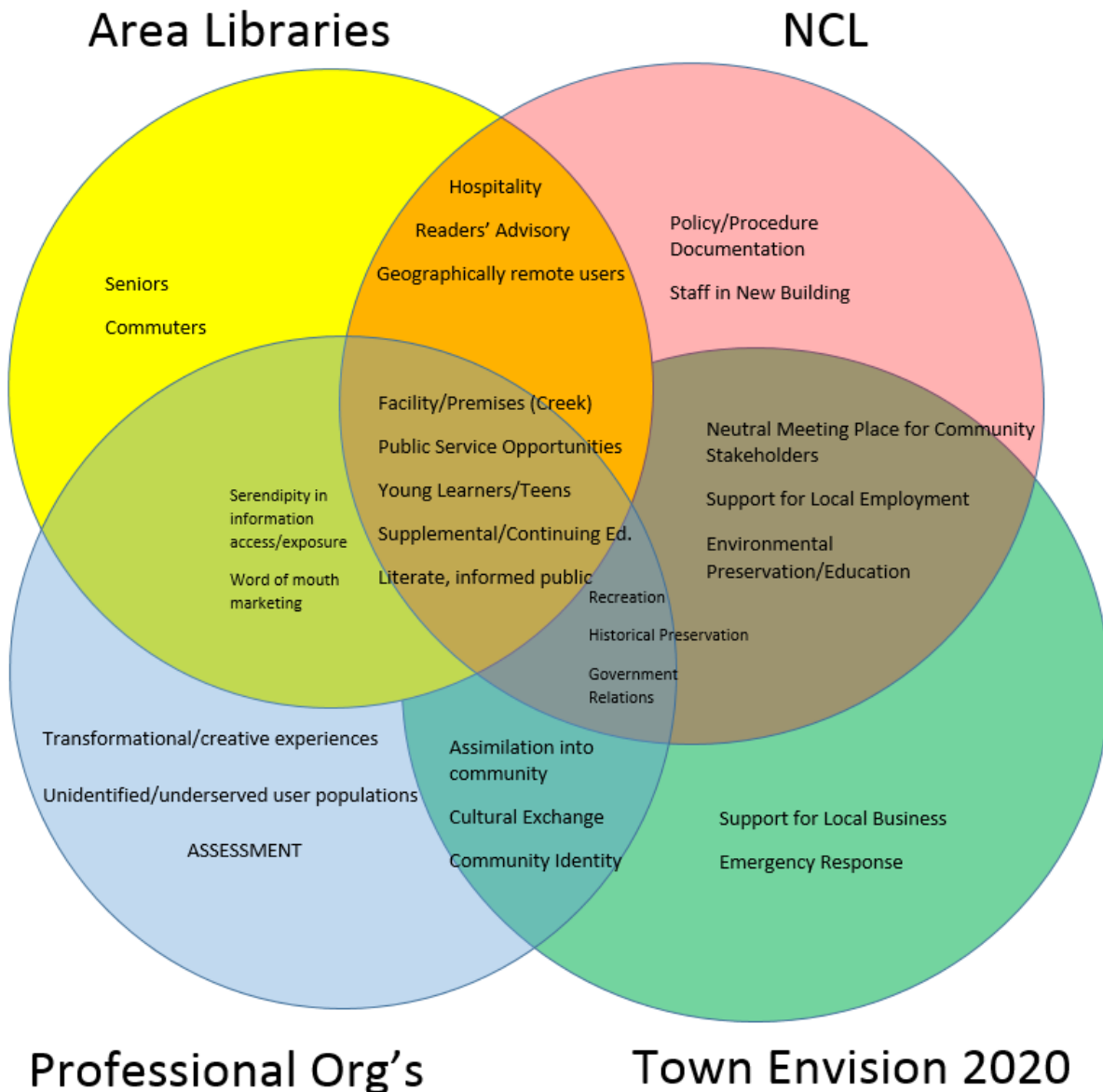
*Emily also presented the draft vision statements for Envision 2020 and the process of creating them in a Summit with 100 participants, facilitated by the Steering Committee with the professional support of consultants, InterSector Partners, which reflected many of the same themes and areas of relevance to the library as the forums.*

e. Discussion of Themes

*At this point, the final Venn diagram would include a circle for Professional Associations, NCL’s Existing Long Term Goals, Peer/Area Libraries Plans,*

*and Envision 2020 to explore commonalities and differences. This Venn diagram is reproduced here:*

Figure 1.2 Library vs. Town Strategic Planning Themes



#### 4. Facilitated Discussion

*The group discussed next steps, including the likely course of discussion with a professional facilitator at the next Retreat, to be tentatively held in April or early May after input from the staff and other information gathering by the facilitator or consultant. The desired deliverable of that retreat will be a revised Mission and Values Statement and draft Strategic Plan. The group discussed scope, aiming for 3-5 years but open to further discussion, at a length of between 1 and 3 pages, to be discussed. Mechanisms of assessment, given a lack of longitudinal study of community demographics and library effectiveness as discussed by John, Jay, and Emily before Jay's presentation of data, should be an explicit part of the plan along with mission, values, and goals.*

#### ADJOURNMENT

The retreat was closed at 2:00 p.m.

## ATTACHMENT: Presentation Slides Used to Guide Retreat



# Agenda

- Review of Existing Long Term Goals, 10:15-10:45
- Exploration of Peers' Strategic Plans, 10:45-11:45
- Break, 11:45-12:00
- Presentation of Data, 12:00-1:00
- Lunch, 1:00-1:30
- Facilitated Discussion, 1:30-3:00



# Existing Long Term Goals

<b>2011-2013 Long Term Goals</b>  Staffing model meeting needs of patrons and staff in our new building. Make sure our new building functions seamlessly. Create/update our policies and procedures. Provide state-of-the-art technology for the community and staff. Provide educational, informative, entertaining, and timely programming.	<b>2013-2015 Long Term Goals</b>  Policies/Procedures System Facilities Maintenance Board/Foundation Relations Technology Public Relations
<b>2012 Retreat Goal Revisions</b>  <u>Added:</u> Library Team Communication Purchase Maurer Lot  <u>Closed/Completed/Dropped:</u> None	<b>2014 Retreat- Goal Revisions</b>  <u>Added:</u> Board/Foundation Relations Public Relations  <u>Closed/Completed/Dropped:</u> Provide a staffing model that meets the needs of patrons and staff in our new library building. Provide educational, informative, entertaining, and timely programming. Library Team Communications Purchase Maurer Lot

[https://drive.google.com/open?id=0B6NWIWukLy\\_7azRadk45UzNTT1E](https://drive.google.com/open?id=0B6NWIWukLy_7azRadk45UzNTT1E)

## Peer Libraries' Strategic Plans

- a. Other area libraries' Plans
- b. Other libraries of comparable size and demographics' Plans
- c. Templates and documentation from professional organizations, e.g. ALA and IMLS
- d. Discussion of Themes

## Other Area Libraries' Plans

Arapahoe Public Library

[https://arapahoelibraries.org/wp-content/uploads/sites/28/2016/09/2016\\_strategicplan\\_and\\_budget.pdf](https://arapahoelibraries.org/wp-content/uploads/sites/28/2016/09/2016_strategicplan_and_budget.pdf)

Adams County Libraries (Anythink District)

[https://www.anythinklibraries.org/sites/default/files/imce\\_uploads/2012-2014%20Anythink%20Strategic%20Plan.pdf](https://www.anythinklibraries.org/sites/default/files/imce_uploads/2012-2014%20Anythink%20Strategic%20Plan.pdf)

Estes Valley

<http://estesvalleylibrary.org/wp-content/uploads/2016/05/CompStrategicPlan2015-2020.pdf>

Denver Public Library

<https://www.denverlibrary.org/content/about-dpl>

**Audience vs. Activity**  
**Level of Abstraction**  
**Local vs. Global**

## Peer Libraries' Plans

Estes Valley

<http://estesvalleylibrary.org/wp-content/uploads/2016/05/CompStrategicPlan2015-2020.pdf>

Darien Library

<https://www.darienlibrary.org/strategic-plan>

## Professional Organization Templates, Standards, and Tools

American Library Association- Public Library Association

<http://www.ala.org/pla/tools/directors-managers-administrators/planning-evaluation>

[https://www.elearnlibraries.com/workforms/strategic\\_planning\\_for\\_results.html](https://www.elearnlibraries.com/workforms/strategic_planning_for_results.html)

Institute for Museum and Library Science

<https://www.imls.gov/research-evaluation/evaluation-resources>

Colorado State Library

<http://www.colibrarystandards.org/>

## Community Data

- a. Compiled Minutes and Directors' Reports (Emily)
- b. Community Surveys and Interviews (Jay)
- c. Peak to Peak Community Needs Assessment (Emily)
- d. Town 2020 Strategic Planning documents (Emily)
- e. Discussion of Themes

## Directors Reports, Trustee Minutes

Looked at Trends in Content:

- Headings
- Keyword Counting (esp. Old/New/Other Business)
- Metadata (Agendas, Email Distribution text/action items)

### Director's Reports from 2016

[https://drive.google.com/file/d/0B6NWIWukLy\\_7c01Y0lwaU05S2M/view?usp=sharing](https://drive.google.com/file/d/0B6NWIWukLy_7c01Y0lwaU05S2M/view?usp=sharing)

Areas reported monthly: Building, Budget, Programming (Youth and Adult), Foundation, Outreach, Use Statistics

Variations/Additions: Training/Professional Development, Survey, Events (e.g. Trivia Night, Lecture Series, Art Openings, Senior Breakfast, FDGD presence, P2P Arts Festival presence, July 4<sup>th</sup> celebration presence, Mountain Midlife), Sustainability Initiatives of Grounds (e.g. Solar Panels, Community Garden, Riparian Preservation), Technology (e.g. Video Conversion, Mobile Hotspots, Programming (Teens), Marketing/Social Media, Policies, Grants/Alternate Funding, Cataloging, Alternative Collections (e.g. Tool Library, DVD's, Park Passes), Community Emergencies (e.g. Fire, IED), Government Relations (e.g. Audit, District Boundary, CDOT, CO State Library)

Variations/Reductions: Staff

### Minutes from 2016

<http://nederland.colibraries.org/library-board-of-trustees/>

Areas reported monthly: Public Comment, Minutes, President's Report, Directors' Report, Treasurer's Report

Variations/Additions: Policies, Action Items, Executive Session content (on google drive, including employee applications, plans, evaluations), Events, Staff/Trustee Training/Professional Development, Government Relations

Variations/Reductions: Foundation Liaison, Vice President reports, HVAC/Building issues

# Community Data- Survey, Interviews, Statistics

Take it away Jay...



... Emily will be in the ladies room, but she at least put the 2016 Circulation Stats on the next slide.

2016	January	Feb	March	April	May	June	July	August	Sept	Oct	Nov	Dec	Total	Total
													2016	2015
Total Card Holders (patrons)	3573	3604	3633	3671	3700	3748	3791	3826	3871	3895	3920	3956	3956	4854
New Cards	27	31	29	38	19	48	47	35	45	24	25	36	404	388
Door Count	3840	4377	4254	3918	4783	4881	5292	5368	4745	4610	3200	3094	52362	52499
Avg. Visits Per Day	148	175	158	151	184	188	204	199	176	177	123	119	167	171
Monthly Visits/Total Patrons	107.5%	121.4%	117.1%	106.7%	129.3%	130.2%	139.6%	140.3%	122.6%	118.4%	81.6%	78.2%		
Computer Use	752	723	635	694	724	961	905	1124	835	492	707	636	9188	9813
Computer Use/Total Patrons	21.0%	20.1%	17.5%	18.9%	19.6%	25.6%	23.9%	29.4%	21.6%	12.6%	18.0%	16.1%		
Monthly Wireless Use (Device)	174	177	212	187	210	293	342	362	248	227	230	182	2844	2809
# Patrons Device Help	3	2	3	3	4	2	4	10	3	2	3	2	41	65
Website Visitors	1703	1380	1333	1382	1468	1756	1864	2096	1561	1408	986	493	17430	22581
Website Number of Visits	1945	1570	1565	1656	1717	2017	2085	2392	1836	1673	1320	751	20527	38402
Monthly Reference Transactions	11	17	25	18	25	24	14	15	10	5	7	13	184	384
Public Service Hours (Library Open)	202	205	223	209	205	214	200	223	203	189	214	212	2499	2469
Total Physical Collection	13327	14066	14242	14344	14593	14756	14837	15039	15075	15013	15089	14599	14599	14058
Print Circulation Checked Out	2297	2096	2400	2187	2211	2501	2447	2529	2468	2304	2274	2236	27950	28358
Audio Book + eReader Check Outs	77	121	110	117	119	102	119	100	89	97	118	94	1263	1217
DVDs check outs	863	745	915	1026	861	1157	808	868	824	784	924	1077	10862	7082
AspenCat Loaned	112	99	116	105	111	97	120	132	124	155	157	124	1452	1097
AspenCat Rec'd	164	176	208	192	146	158	149	134	155	149	127	155	1913	1457
ILL	9	12	7	10	11	8	13	6	12	8	8	11	113	88
OverDrive Check Outs	216	164	186	177	202	212	167	172	159	199	206	161	2221	2020
3M Digital	42	44	71	33	29	6	13	6	8	28	12	38	330	340
Total Circulation	3780	3457	4013	3847	3690	4239	3836	3947	3839	3724	3826	3896	46094	41903
% of Print Collection Checked Out	17.2%	14.9%	16.9%	15.2%	15.2%	16.9%	16.5%	16.8%	16.4%	15.3%	15.1%	15.3%		
BabyStoryTime	26	35	29	33	33	38	55	43	45	31	47	26	441	399
BabyStoryTime Adults	26	33	26	31	29	27	36	30	33	24	38	23	356	406
PreSchool StoryTime	22	42	19	49	29	12	23	32	32	33	12	18	323	436
PreSchool StoryTime Adults	18	37	16	29	21	7	16	27	27	24	10	15	247	317
Program attendance/Elem Kids	51	57	62	74	111	124	75	39	171	183	108	84	1139	468
Program attendance/Teens	0	0	0	15	0	5	0	0	9	0	2	8	39	48
Program attendance/Adults	97	132	81	71	50	38	44	22	95	70	56	35	791	365
Total Program Attendance	240	336	233	302	273	251	249	193	412	365	273	209	3336	2439
Program Attendance/Total Patrons	6.7%	9.3%	6.4%	8.2%	7.4%	6.7%	6.6%	5.0%	10.6%	9.4%	7.0%	5.3%		
Total # of Children Programs	15	9	8	17	12	9	11	4	8	13	17	17	140	116
Total # of Young Adult Programs	0	0	0	3	0	1	0	0	1	0	1	2	8	3
Total # of Adult Programs	7	5	6	7	5	5	1	3	8	5	6	4	62	53
Passive Programs	1	2	2	2	2	2	2	2	2	1	1	0	19	20
Meeting Room Use	3	3	4	3	5	5	3	5	6	4	3	4	48	36
Meeting Room/Total Patrons	0.08%	0.08%	0.11%	0.08%	0.14%	0.13%	0.08%	0.13%	0.15%	0.10%	0.08%	0.10%		

## Envision Town 2020

### Introduction:

Aligning a public library Strategic Plan with the Strategic Vision and Mission of the Town, which the Library District serves, is standard. For the last two decades at least, Nederland has undertaken a formal Town Planning process resulting in a document of record to "capture and memorialize the community's vision for the Town and its immediate environs for the next decade" (Resolution 2011-18). Backed by mostly qualitative research into community needs and demographics, both the formal presentation of data on which the Town Vision is based and the existence of a formal, goal-oriented Vision Statement itself provide advantageous assets to NCL in its Planning process.

### Methods:

Fall 2010, Nederland Town BOT established a Steering Committee to collect community data through community surveys, 7 forums on topics of importance to a Community Vision (Recreation, Environment, Government, Business, Education, Community Service, Miscellaneous/General ("Open")). They then engaged the services of Consultants, InterSector Partners LLC (<http://www.intersector360.com/>) to facilitate a Community Summit with 100 attendees, using forum and survey notes and themes and community survey data to set up exercises encouraging distillation into "draft vision statements". Attendees were presented with forum and survey responses in a "gallery walk", then divided into rotating groups to formulate three different draft versions. Consultants analyzed overlapping and outlying objectives and consolidated the statements into one draft, presented to the Steering Committee, further finalized, and presented to the Town Board. The Summit was held in June of 2011 and the Board Accepted and Endorsed the Final Draft in September, 2011.

### Results:

Let's Review Forums Together (p. 6-27).

What themes do you see? Which are relevant to the Library? What is

Where is the library mentioned explicitly in the existing Report? (Hint: not often). Where else should it be?

Let's Review The Final Draft Vision Statements (p. 84-88) Together.

What themes do you see? Which are relevant to the Library?

Where is the library mentioned explicitly in the existing Drafts? (Hint: again not often). Where else should it be?

### Discussion:

Let's Review The Final Vision Statement (p. 4-5) Together.

Where is the library mentioned explicitly in the existing Report? Where else should it be?

How can we demonstrate that NCL's own goals align with the Town Vision? Should we reflect all goals? Speak to specific goals? (Tailor one NCL goal or aspect of our Strategic Plan to be "Alignment with Town Vision," or refer to the Town Vision throughout/in each goal of NCL's plan?)

Should the alignment with the town Vision and goals be implicit or explicit?

<http://nederlandco.org/board-of-trustees/envision-nederland-2020/>

## Peak to Peak Community Needs Assessment

### Introduction:

In response to the 2013 floods, the Foothills United Way became a founding partner of the Peak to Peak (P2P) Area Housing and Human Services Task Force, which undertook in fall 2015 to gather empirical data on three areas of concern identified in the Task Force's 2014 strategic planning session. These areas were housing, health, and transportation (P2PCNA, xi).

### Methods:

The author conducted community surveys and key informant interviews. Quantitative demographic and geographic data was derived from US Census Bureau data in American Factfinder

### Results:

Let's review results (p. 13-16) and recommendations (p. 17-25). What are the themes? How are they similar to the themes which emerged in data gathered from the community for Envision 2020?

### Discussion:

How could NCL catalyze or play a direct role in the recommended means (p. 17-25) of serving the needs identified?

<http://www.ucdenver.edu/academics/colleges/SPA/capstone/Documents/Prell%20Capstone.pdf>

# Discussion

## **SWOT analysis**

Strengths-Weaknesses-Opportunities-Threats

What are we doing well?  
What are we doing poorly?  
How can we improve what we're doing poorly and do more of what we're doing well?  
What that we're doing well might we not be doing well forever? What that we're doing poorly is apt to get us in hot water?

## **SOAR analysis**

Strengths-Opportunities-Aspirations-Results

What are we doing already? Doing well?  
What do our stakeholders want/need/expect?  
How are our wants/needs/expectations different? How can we bring these into alignment?  
How can we measure that needs are aligned and being met?

## **CORE analysis**

Capital Investment- Ownership Involvement-Risk Assessment- Exit Strategy

## **SCOPE analysis**

Situation-Core Competencies-Obstacles-Prospects-Expectations