Present: Lori Barnes, Joseph Sanchez and Jimmy Thomas. Kevin Williams and Dorothy Hargrove attended by WebEx. Also attending: Mary Vernon, Marmot and Sharon Morris, Director, Library Development, CDE. Meeting called to order by Lori Barnes at 11:20 am.

Main agenda – Strategic Plan Part 1

Director’s report – Jimmy Thomas
Brief review of the 2013-2015 Strategic Planning process facilitated by Sharon Morris.
Previous format –
  • Group discussion, brainstorming
  • Likes – everyone on the council was heard
  • Process – organize conversation into strategic goals; after the event, committees and task forces reviewed and fine-tuned plans with timeframes
  • Issues – took a lot of time with Council and committees for a document that doesn’t seem to get much attention

Marmot has evolved into three business lines – Pika, Sierra, & IT Services. Opportunity with this strategic plan is to grow these business lines appropriately.

April 21 -22, 2016 Council Meeting – Rifle Co
Standard agenda items:
  • Marmot update - Jimmy
  • 1 hour business meeting
  • Election of new Board members
Possible activities:
  • Review all three business lines
  • Fundamental questions
  • Move from tactical to strategic
  • Introductions – one thing Marmot did this year; how did it meet the needs of your constituents? What you are proud of in the last year.
  • Facilitated discussion at groups

Action item: Sharon will draft agenda and send to the Board for input. Schedule another meeting to clarify process and outcomes.

Consideration for Council meeting:
  • Clarify vision and strategy – what are we doing and where do we want to go?
  • A living document that has a purpose – map process to existing infrastructure to determine how to grow and develop with existing members in mind.
  • Scope three different business lines
  • Determine use and purpose for growth plan – staff, potential members, products
  • Where does Marmot want to go as an organization and what services to adopt.
  • Establish written guidelines for adding new members, create guideposts for decision making including adding new members.
  • Make sure the existing membership doesn’t grow too fast and stress the system. Maintain close knit geographic area
  • Use the plan in such a way that members and Jimmy are on the same page.
  • Communicate strategy – partnerships, members, infrastructure/operational capacity
Example or scale of guidepost – issues that cover only one library type

- Products that are type-specific (RE: OverDrive). Major area of tension - services often don’t meet the needs of other libraries.
- Board discussed a need to state in black and white how Marmot collaborates (all for one, one for all) to understand values. New members should know how Marmot works and have direction on navigating the membership of Marmot.
- Be a member and participate
- Clarify for members (and potential members) what participation means, perhaps formalizing time commitments by members.
- Update “Membership Policy”

Pricing philosophy –

- Written document of how pricing is determined.
- Potential statement “Marmot will continuously investigate new members and costs will be equitably shared.”
- Clarify rules and directions for adoption of new technology, new libraries, and decisions (Discovery vs ILS vs Digital Archive).
- Investigate pricing that is equitable and beneficial to members.

Vision/Mission Statement

- Clarify vision, values, operational strategies for decision making and prioritization.
- Clarify language for goals.
- What will Marmot cooperative look like in five years? Why we do what we do.
- Mission statement example: Strengthen existing members to be successful in building capacity and innovation for their communities.

Marmot Innovation

- Share mission of resource sharing between Marmot and other library systems in Colorado?
- What is reasonable to expect from members? Define based on size and contribution.

Growth strategy

- Determine strategies for responding to new products.
- Marmot is a solution for medium size libraries within Colorado. Bring in new members that align with Marmot vision and goals.
- Written philosophical, logistical, operational questions to determine growth.
- Value code
- Expectations for interactions as different library types and how to communicate.
- Clarify how Discovery Partners are added.

Develop documents and philosophies

- Documents and philosophies that clarify staff responsibilities and processes
- Clarify what Marmot libraries are all about.
- How much structure does Marmot need while remaining a flexible and dynamic organization?
- Current structure – success is based on personalities rather than operationalized systems (structures, procedures, and policies).

Action item: Sharon will give assignments and provide a structure for Council. There will be time for acknowledging Marmot accomplishments.

Brainstorm list of outcomes for the Council Meeting:

**Kevin** - Work on the growth plan

- A way to approach new technologies
- Guiding document - Framework for adoption of new technologies
- Dynamic and changing – language for change
- Documentation of Jimmy’s ideas for new ILS partners, Discovery partners, considering contracting services
- Consideration of bringing on a new member with a philosophical component. Is this working for members?
Dorothy – Articulate strategic methods that Marmot uses. (Purpose and mission).
  • Draft document – purpose and values of Marmot
  • Descriptions of how Marmot does business – fiscally responsible, manage growth thoughtfully, explore innovative products to improve the patron experience, treat all members as equal partners.
  • Consensus on “vision”
  • Actionable goals (earn an additional 20% with Pika development)

Joseph – A list of all the services scoped, identified, and explained for all members
  • Clarify difference on full members and Discovery Partners
  • Clear, organized infographic of what Marmot does
  • A foundational document to establish common understanding of Marmot

Lori – Definition of what Marmot is as a whole
  • Send Jimmy’s draft of infographic to graphic designer by April
  • How do members describe themselves (mission, vision, values)
  • Lori suggested SWOT analysis as one type of exercise

Jimmy – Pricing philosophy
  • Copy of the letter sent out last year
  • Draft text for infographic and send to Lori
  • Work with Kevin – documents for adding new ILS Members, Discovery Partners, consider contracting service

Preparation for Council
  • Draft vision, mission, values statements, strategic methods (Lori, Dorothy, and Joseph)
  • Draft documents of processes (Jimmy and Kevin)
  • Send documents to Directors before Council meeting

Meeting adjourned at 2:00pm.

Approved by email (Dorothy 2/1, Joseph 2/3, Kevin 4/11, Lori 4/12)