



**BOARD OF LIBRARY TRUSTEES  
FEBRUARY 13, AT 6:00PM  
CITY HALL LARGE CONFERENCE ROOM  
THIRD FLOOR  
1400 5<sup>TH</sup> AVE, SAN RAFAEL, CALIFORNIA**

This meeting will be held in person. The meeting is being streamed live via Zoom:  
<https://bit.ly/BLT-02-13-2024>

Want to listen to the meeting over the phone?  
Call: (669) 444-9171 and enter 879-7720-3231#

How to participate in the meeting:

- Provide comments in-person at the meeting. You are welcome to come to the meeting and provide public comment in-person. Each speaker will have 3-minutes to provide public comment.
- Submit your comments by email by 4:00 p.m. the day of the meeting. Comments can be submitted to [jinder.banwait@cityofsanrafael.org](mailto:jinder.banwait@cityofsanrafael.org).

**AGENDA**

**CALL TO ORDER – 6:00PM**

**MINUTES**

1. Approve regular meeting minutes of November 14, 2023  
*Recommended Action – Approve as submitted*

**OPEN TIME FOR PUBLIC EXPRESSION**

The public is welcome to address the Library Board at this time on matters not on the agenda that are within its jurisdiction. Comments may be no longer than 3 minutes and should be respectful to the community.

**SPECIAL PRESENTATIONS**

2. Staff presentation on MARINet

**OTHER AGENDA ITEMS**

If necessary to assure completion of the following items, the Chairperson may establish time limits for the presentations by individual speakers.

3. Library Operational Assessment  
*Recommended Action: Receive and Comment*

**STAFF LIAISON REPORT**

4. Other brief program updates or reports on any meetings, conferences, and/or seminars attended by staff.

**COMMISSIONER REPORTS**

5. Other brief reports on any meetings, conferences, and/or seminars attended by the Board members

## **ADJOURNMENT**

*Any records relating to an agenda item, received by a majority or more of the Board less than 72 hours before the meeting, shall be available for inspection online and in the city hall large conference room, third floor, 1400 5th Avenue, San Rafael, California placed with other agenda-related materials on the table in front of the location prior to the meeting. Sign Language interpreters may be requested by calling (415) 485-3066 (voice), emailing [city.clerk@cityofsanrafael.org](mailto:city.clerk@cityofsanrafael.org) or using the California Telecommunications Relay Service by dialing "711", at least 72 hours in advance of the meeting. Copies of documents are available in accessible formats upon request. To request Spanish language interpretation, please submit an online form at <https://www.cityofsanrafael.org/request-for-interpretation/>.*



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**City Hall Large Conference Room, Third Floor  
1400 5th Ave, San Rafael, CA  
November 14, 2023 – 6:00 P.M.  
Virtual Meeting Recording Link:**

<https://www.youtube.com/watch?v=PawU8FBYeXE>

**CALL TO ORDER**

Chair Vahdat called the meeting to order at 6:00 P.M.

**Roll Call**

**Present:**

Trustee Andow (arrived at 6:07 P.M.)  
Trustee Cortes  
Trustee Lee  
Chair Vahdat

**Absent:**

Trustee Kyle

**Also Present:**

Catherine Quffa, Library & Recreation Director  
Basia Jędruszczak, Supervising Librarian  
Jinder Banwait, Administrative Analyst

**MINUTES**

- 1. Approve Regular Meeting Minutes of October 10, 2023  
(occurred after agenda item 2 so that Trustee Andow could be present)**

Trustees provided comments.

The minutes of October 10, 2023 were approved as submitted.

Trustee Andow moved, and Trustee Vahdat seconded to approve the minutes of the October 10, 2023 meeting.

Ayes: Trustees: Andow, Lee, and Vahdat  
Noes: Trustees: None  
Absent: Trustees: Kyle  
Abstain: Trustees: Cortes

*Minutes approved as submitted.*

Chair Vahdat invited public comment; however, there was none.

## **OPEN TIME FOR PUBLIC EXPRESSION**

**Public Comment from the audience regarding items not listed on the agenda.**

None

## **SPECIAL PRESENTATIONS**

### **2. SRPL Branches Services**

Staff report by Basia Jędruszczak, Supervising Librarian

Staff responded to questions from the Trustees.

Trustees provided comments.

Chair Vahdat invited public comment; however, there was none.

## **OTHER AGENDA ITEMS**

### **3. Selection of Board Chair and Vice Chair**

Staff report by Catherine Quffa, Library & Recreation Director

Staff responded to questions from the Trustees.

Trustees provided comments.

The Board agreed to select Trustee Vahdat as the Chair and Trustee Andow as the Vice Chair.

Trustee Cortes moved, and Trustee Lee seconded the selection of Trustee Vahdat as the Chair and Trustee Andow as the Vice Chair.

Ayes: Trustees: Andow, Cortes, Lee, and Vahdat

Noes: Trustees: None

Absent: Trustees: Kyle

Abstain: Trustees: None

*Trustee Vahdat was selected as the Chair and Trustee Andow was selected as the Vice Chair.*

Chair Vahdat invited public comment; however, there was none.

**4. Review the 2024 Board of Trustees Meeting Schedule**

Staff report by Catherine Quffa, Library & Recreation Director

Staff responded to questions from the Trustees.

Trustees provided comments.

The Board accepted the schedule with one change, go dark in July 2024 instead of August 2024. The meeting in August is scheduled for August 13, 2024.

Trustee Vahdat moved, and Trustee Andow seconded to accept the 2024 schedule with the amendment.

Ayes: Trustees: Andow, Cortes, Lee, and Vahdat

Noes: Trustees: None

Absent: Trustees: Kyle

Abstain: Trustees: None

*2024 meeting schedule accepted with one amendment.*

Chair Vahdat invited public comment; however, there was none.

**5. Review of 2024 Board of Trustees Workplan**

Staff report by Catherine Quffa, Library & Recreation Director

Staff responded to questions from the Trustees.

Trustees provided comments.

The Board accepted the workplan with recommended changes.

Trustee Vahdat moved, and Trustee Cortes seconded to accept the 2024 workplan with the amendments.

Ayes: Trustees: Andow, Cortes, Lee, and Vahdat

Noes: Trustees: None

Absent: Trustees: Kyle

Abstain: Trustees: None

*2024 workplan accepted with a few amendments.*

Chair Vahdat invited public comment; however, there was none.

**STAFF LIAISON REPORT**

**6. Other brief program updates or reports on any meetings, conferences, and/or seminars attended by staff.**

Presentation by Catherine Quffa, Library & Recreation Director

Staff responded to questions from the Trustees.  
Trustees provided comments.

**COMMISSIONER REPORTS**

**7. Other brief reports on any meetings, conferences, and/or seminars attended by the Board members.**

Trustees provided comments.

Chair Vahdat invited public comment; however, there was none.

**NEXT MEETING: February 13, 2024**

**ADJOURNMENT**

The meeting was adjourned at 7:06 P.M.

DRAFT



**February 13, 2024  
Item #3**

**TITLE: LIBRARY OPERATIONAL ASSESSMENT**

**RECOMMENDATION:**

That the Board of Trustees receive the report and provide comment.

**BACKGROUND:**

Over the past five years, the San Rafael Public Library has undergone a number of significant changes. Starting with the merger between the Library and Community Services Departments in 2018, the changes to Library operations have been driven both by intentional decisions as well as necessary reactions to external factors. Some of the primary changes include:

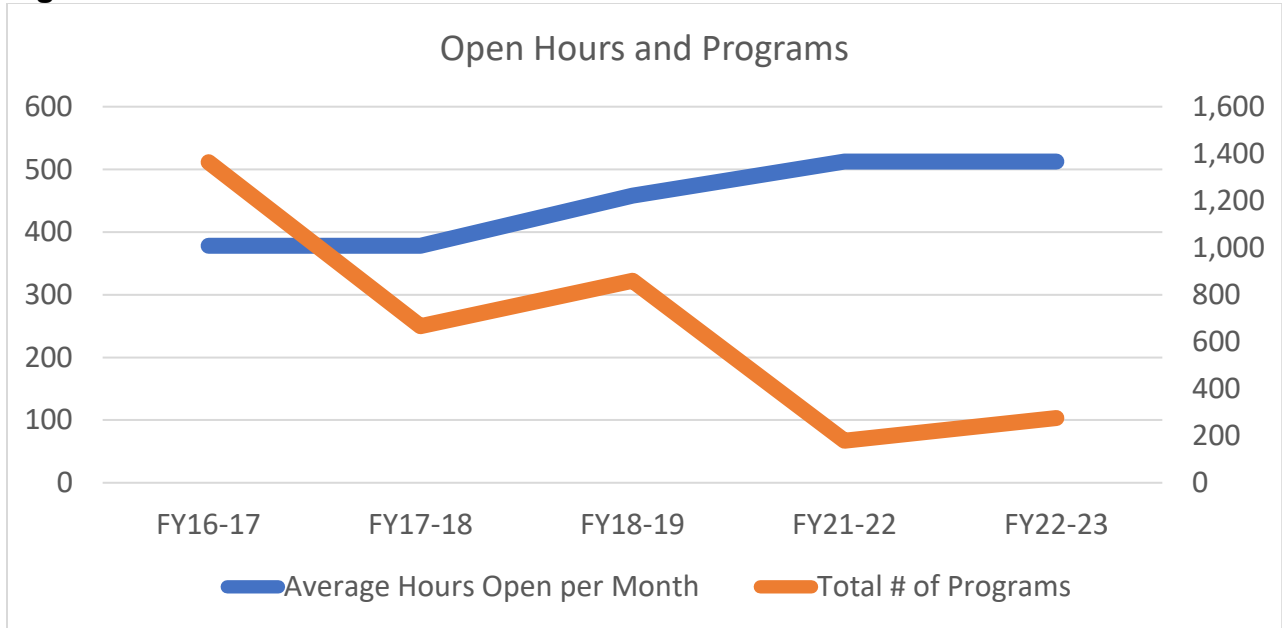
- Opening the Northgate Branch Library in December 2018, initially as a pop-up collaboration with Marin County Free Library and continuing as the sole operator post-pandemic.
- Implemented a new organizational structure that moved away from the traditional focus on adults, childrens, and branches, and instead utilized functional areas in programs, outreach, promotions, collections, and circulation.
- Transitioned to providing virtual and curbside only services during the pandemic.
- Re-opened all three locations with adjusted open hours post-pandemic.
- Converted the programming room at the Downtown Library into staff space.
- Experienced significant staff turnover, including all new staff in leadership positions.

The City of San Rafael is an organization that strives to support innovation and taking risks; see [the Together San Rafael Guiding Principles](#) for more information on the City's work to build organizational culture. An important part of the innovation process is creating space to evaluate and adjust as needed. It is important to ask the question, "What impact have the changes of the past five years had on library services, staff, and patrons, and does the current structure meeting the organizational needs?"

As was shared with the Library Board during the November 2023 meeting, staff have begun evaluating historical data to identify trends in services and community use. Initial metrics include open hours, number of programs offered, and visitation.

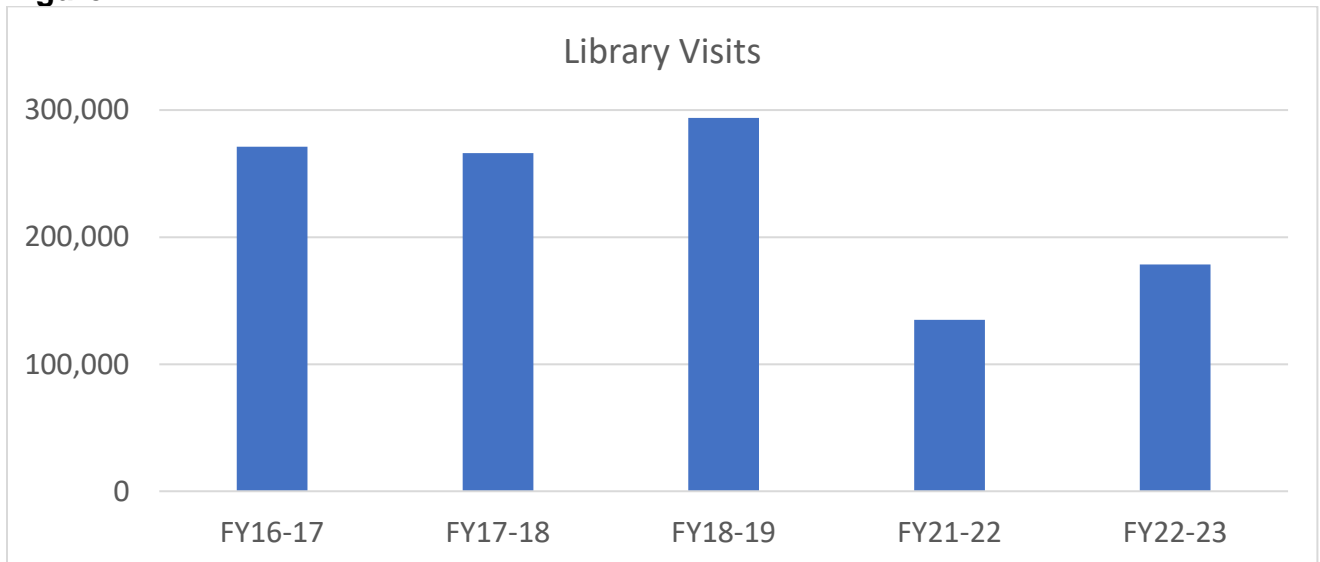
Figure 1 shows Library open hours as compared to programs offered since FY16-17. Please note that the years predominately impacted by the pandemic (FY19-20 and FY20-21) have been omitted.

**Figure 1:**



It is difficult to attribute trends in the data to any one change in operations, and it is also important to recognize the lingering impacts of the pandemic. However, it is clear that over time the number of programs provided by the Library has dropped significantly while open hours have steadily increased. Figure 2 further shows that library visitation has also not yet returned to pre-pandemic levels.

**Figure 2:**





## **DISCUSSION:**

It is important to regularly evaluate if we are investing our limited resources effectively and efficiently to best meet the needs of the community. Assessing data over time, comparisons to similar agencies, gathering staff input, and understanding best practices in the field can provide valuable insights and opportunities for improvement.

With the Downtown Library renovation on the horizon, more than two years of post-pandemic experience and data, and some key vacancies in the library, staff believe that this is an opportune time to conduct a more in-depth and strategic analysis of the current library operations. As such, leadership has developed a scope of work to conduct a Library Operational Assessment.

The assessment will focus on three primary areas:

1. Are we providing the right levels of service to effectively utilize our resources and meet community needs?
2. Does our organizational structure support staff in providing services to the community?
3. Are there changes to work processes that could improve library operations and services?

The City has contracted with library consultant Jane Light (brief bio provided as Attachment 1) to conduct the Library Operational Assessment. The process will kick off at the end of February and will include:

- Review of current service data (visitor numbers, circulation, programs), including trends and recent changes.
- Interviews with library staff at all levels about operational and structural challenges, work processes, scheduling, etc.
- Review of organizational structure and position descriptions.
- Identify peer California municipal libraries and provide comparative information about hours, services, and staffing.

The exact timeline and process for implementation is dependent upon the consultant's findings and the scope of their recommendations. We expect that the assessment will initially focus on internal operations and will provide recommendations related to organizational and staff structure and work process improvements. For any recommended changes to service levels, staff's expectation is that those would be aligned with the re-opening of the Downtown Library, after the planned renovation in Spring 2025. Additionally, the Board can expect that any significant changes to service levels will be presented to them before implementation.

Submitted by:



Catherine Quffa  
Library & Recreation Director

Attachments:

1. Jane Light's Bio

**Jane Light**

[janeelight@gmail.com](mailto:janeelight@gmail.com)

**650-533-0548**

Jane Light is nationally known for developing innovative, efficient and effective library services, buildings, and programs. She served as Library Director for the San Jose Public Library from 1997 until 2012.

Under her leadership, San Jose Public Library became a nationally recognized leader in developing services and buildings that respond to customer demands for convenience and self-service and that are both effective and efficient. She also led the City's successful effort in 2004 to pass a library parcel tax and co-chaired a successful campaign to renew it for twenty-five years in 2014. In 2011, the San Jose Library was awarded the federal Institute of Museum and Library Services National Medal, the nation's highest honor for libraries and museums.

Jane directed the Redwood City Library from 1984 to 1997 and served concurrently as the Assistant City Manager in Redwood City for several years. She is the only person to have directed two libraries (Redwood City in 1992 and San Jose Public in 2004) chosen as "Library of the Year" by *Library Journal*.

Consulting engagements include strategic planning, programming and planning library operations for new or renovated buildings, evaluating the efficiency and effectiveness of library policies and operations and making recommendations for improvements. She also coaches library executives and facilitates professional development programs for library executives and middle managers.