



**PRESENT**

**KCLS BOARD**

Wai-Fong Lee  
Judge Richard Eadie  
Charlotte Spitzer  
Lucy Krakowiak

**KCLS Staff**

Bill Ptacek  
Linda Glenicki  
Charlene Richards  
Julie Wallace  
Bruce Schauer  
Greg Smith  
Bruce Adams  
Nancy Smith  
Jed Moffitt  
Jeanne Thorsen  
Kay Johnson  
Jennifer Wiseman  
Dri Ralph  
JoAnn VanderKooi  
Marilee Cogswell  
Donna McMillen

**GUESTS**

Cindy Richardson  
Susan Veltfort  
Barbara Spindel  
Jeff Johnson  
Lisa Jensen  
John Jensen  
Sandy Livingston  
Yoshiko Saheki

**MOTIONS APPROVED**

1. Motion to approve the Board Agenda
2. Minutes from August 30, 2005 were deemed approved
3. Motion to approve Payroll expenditures
4. Motion to approve General Fund #0010 expenditures
5. Motion to approve Construction Bond Fund '88 #3020 expenditures
6. Motion to approve Capital Project Fund 2005 #3070 expenditures
7. Motion to approve Gift Fund #6010 expenditures
8. Motion to approve Redmond Library Capital Facility Area Fund #380 expenditures
9. Motion to approve using KCLS' existing Leave Transfer program to initiate a program allowing staff to designate vacation time to disaster relief efforts

**CALL TO ORDER**

Secretary Charlotte Spitzer called the meeting to order at 5:05pm.

**PUBLIC COMMENT**

No public comments were made.

**APPROVAL OF THE AGENDA**

*Richard Eadie moved approval of the agenda. Lucy Krakowiak seconded and the motion passed unanimously.*

**APPROVAL OF THE MINUTES - AUGUST 30, 2005**

*There having been no changes to the draft August 30, 2005 minutes, they were deemed approved.*

**FINANCE REPORT**

Linda Glenicki reviewed current finances noting August expenditures were \$6.3 million versus a monthly budget average of \$6.6 million. August year-to-date expenditures were \$48.0 million (61.0% of the budget versus 66.7% of the year completed). This compares to August year-to-date expenditures in 2004 of \$45.3 million (57.7% of budget). The following General Fund expenditure items were called out:

- ❑ **Supplies & Equipment:** Expenditures of \$297,000 relate to computer upgrades. The 20% decrease versus prior year is primarily due to timing of projects.
- ❑ **Miscellaneous:** A decline of 40.5% reflects a decline in ad valorem tax refunds (which result when a taxpayer successfully appeals the valuation of their property).
- ❑ **Repairs & Maintenance:** Roughly one-third of the \$468,000 in expenditures is related to the Bothell Regional Library remodel.
- ❑ **Capital Outlay - Furniture & Equipment:** Expenditures of \$427,000 include a payment of \$330,000 to FKI Logistex, which is the final payment on the Automated Materials Handling (AMH) system.

August revenues were \$0.7 million, bringing year-to-date revenues to \$41.3 million (53.6% of the 2005 budgeted revenue of \$77.1 million). This compares to \$40.1 million of budgeted revenue received at this time last year. Contracts revenue of \$80,000 includes the semi-annual payment for services at the Youth Service Center. Miscellaneous revenue of \$57,000 includes insurance recoveries for the incidents at Valley View and Kirkland libraries involving vehicles hitting the buildings. **PRESIDENT WAI-FONG LEE ARRIVES**

Minimal expenditures made in the 302 Construction Fund for August included \$20,000 in architect's fees at Black Diamond and \$5,000 for equipment and electrical work at Preston. Expenditures of \$835,000 from the 307 Capital Project Fund 2005 includes \$712,000 to purchase two parcels of land adjacent to the Shoreline Library.

#### PAYMENT OF BILLS

Richard Eadie moved approval of Payroll Expenditures in the amount of \$2,097,490.57; Checks August 1-15<sup>th</sup> Chk #: 104359-105377; 128244-128462 and August 16-31<sup>st</sup> Chk #: 105378-106404; 128463-128675. Lucy Krakowiak seconded and the motion passed unanimously.

Lucy Krakowiak moved approval of General Fund #0010 Expenditures August 2005 in the amount of \$6,970,820.82; (Travel Advances) Chk #745-747, (8/5) Chk #81466-81573, (8/9) Chk #81579-81681, (8/11) Chk #81688-81796, (8/15) Chk #81801-81931, (8/16) Chk #81933-81935, (8/18) Chk #81936-81945; 81946-81949; 81950-82052; 82063-82068, (8/23) Chk #82140-82210, (8/25) Chk #82217-82273; 82275-82368, (8/30) Chk #82371-82429, (8/31) Chk #82433-82545; 82546, (9/1) Chk #82547-82572; 82573-82584; 82585-82588, (9/6) Chk #82589, (Voids) Chk #81637; 82163. Charlotte Spitzer seconded and the motion passed unanimously.

Charlotte Spitzer moved approval of Construction Bond Fund '88 #3020 Expenditures August 2005 in the amount of \$25,493.91; (8/9) Chk #81682, (8/18) Chk #82053-82056, (8/23) Chk #82211-82212. Lucy Krakowiak seconded and the motion passed unanimously.

Richard Eadie moved approval of Capital Project Fund 2005 #3070 Expenditures for August 2005 in the amount of \$830,663.01; (8/9) Chk #81683-81686; 81687, (8/15) Chk #81932, (8/18) Chk #82057-82060, (8/23) Chk #82213-82216, (8/25) Chk #82274, (8/30) Chk #82431-82432. Charlotte Spitzer seconded and the motion passed unanimously.

Lucy Krakowiak moved approval of Gift Fund #6010 Expenditures for August 2005 in the amount of \$4,938.57; (8/5) Chk #81574-81578, (8/11) Chk #81797-81800, (8/18) Chk #82061-82062, (8/25) Chk #82369-82370, (9/6) Chk #82590. Richard Eadie seconded and the motion passed unanimously.

Charlotte Spitzer moved approval of the Redmond Library Capital Facility Area Fund #380 (RLCFA) Expenditures for August 2005 in the amount of \$10,330.56; (8/30) Chk #82430. Lucy Krakowiak seconded and the motion passed unanimously.

#### HURRICANE KATRINA DISASTER RELIEF DONATION PROGRAM

Bill Ptacek explained that a solicitation was made of KCLS staff for donations to the following non-profit organizations to assist victims of Hurricane Katrina: Red Cross Hurricane Katrina Disaster Fund or Louisiana Library Association Relief Fund. Charlene Richards said King County and many cities initiated a program allowing staff to designate vacation time to disaster relief efforts. She explained that (in cooperation with IRS notice 2005-68, 2005-40 IRB, 09/08/05) KCLS used its existing Leave Transfer program to allow employees to donate any portion of their accrued vacation leave in excess of two (2) weeks on a tax-free basis. KCLS Human Resources Policy and Procedure 700.25, Sales, Canvassing and Related Activities require that the KCLS Board or Director authorize any calls of direct solicitation of charitable organizations. To that end, the Director inquired with Board members regarding the solicitation of donations using the two aforementioned charitable organizations. Given their verbal approval, this one-time program was communicated to KCLS staff. To date, a combined donation of more than \$15,400 is being donated to the two organizations. *Charlotte Spitzer moved formal approval of this action. Richard Eadie seconded and the motion passed unanimously.* The Board commended staff for their contributions.

#### NEWCASTLE LIBRARY COMMUNITY STUDY

Nancy Smith introduced Donna McMillen, Managing Librarian of the nearby Fairwood Library and Marilee Cogswell, Managing Librarian of the Newport Way Library. Marilee Cogswell introduced Barbara Spindel (Newport Way Library Association) and John and Lisa Jensen (Newcastle Chamber of Commerce). Donna McMillen and Marilee Cogswell presented the Community Study ([www.kcls.org/communitystudies/](http://www.kcls.org/communitystudies/)) and introduced recommendations for the new library. Because of high levels of use of nearby KCLS libraries (also expected for the Newcastle Library) by Renton Public Library patrons, Bill Ptacek explained that a cross-use study with the City of Renton would be conducted using the methodology used for the KCLS/SPL cross-use study.

## RESULTS OF THE CUSTOMER EXPERIENCE TRANSFORMATION PROJECT

Bill Ptacek introduced Lisa Fernow who thanked the members of the Customer Experience Transformation Team (CETT), the Discovery Team, co-consultants Strategic Learning Resources and colleagues James Tenser and Karen Snapp. After evaluating KCLS' organizational culture and a conducting a number of focus groups, Lisa Fernow explained that an in-depth survey was completed by 5,400 patrons. Survey respondents were asked to rank their satisfaction on a scale of 1 to 7 (with one being least satisfied and 7 be most satisfied). In most categories, KCLS rated well over 6. This means that the marks KCLS will consider as areas needing improvement are statistically higher than average. Lisa Fernow explained that when the survey results were being analyzed, it became difficult to fit all KCLS' activities into the five "P's": People, Product, Place, Price (meaning access) and Promotion. As a result, a sixth measure - "Functions" - was identified.

Lisa Fernow went on to present this analysis of the quantitative research in more detail, including survey sample demographics, major library behaviors and satisfaction ratings. She highlighted the significant equities KCLS has to build on and shared a few of the 12,000 patrons comments made in the open-ended questions. She summarized by explaining that the "gold standard" experience (from a patron perspective) means the library is:

- ◆ A haven, but not a playground
- ◆ Home away from home
- ◆ Community as a larger extension of home
- ◆ Proudly non-commercial
- ◆ Timeless and timely
- ◆ KCLS sets service standards already

A two-day visioning retreat was held September 23 and 26 to allow APT, the CETT and the Discovery Team to look at the results, determine what they mean, how they can be interpreted and what the next step(s) should be. Four themes were identified for the future: 1) Create "Adepts;" 2) Focus on Function; 3) Enhance Environments; and 4) Build on Unique Strengths. Bill Ptacek noted that a big area of discord is patron-to-patron activity (noise, cell phones, etc.). He said the Board may have to look at the extent to which staff should be enforcing the Rules of Conduct and to what extent the Rules of Conduct need to be adjusted to keep a particular order in the libraries. Survey respondents also expressed a desire for more/longer open hours and greater variety and availability of the collection. The data seems to reveal a lack of patron awareness about the scope of the System-wide collection and overall awareness of KCLS' branded activities. Lisa Fernow reiterated that when looking at the "People" aspect, survey results did not reveal shortcomings in terms of KCLS staff service to the public, and in fact showed that patrons perceive KCLS as setting the "gold standard" in customer service.

## RESULTS OF THE KCLS/SEATTLE PUBLIC LIBRARY (SPL) CROSS-USE STUDY

Linda Glenicki presented the findings of the KCLS and Seattle Public Library (SPL) cross-use study conducted by Berk & Associates. She reminded the Board that Bonnie Berk had reviewed the cross-study methodology at a previous meeting and recapped the key questions to be answered in the study:

- What is the cross-use at each system (given available data)?
- How do other library systems around the country measure and assess cross-use? Are there best practices and models in place for measurement and reimbursement?
- What are the true, variable costs of cross-use?
- What is the optimal approach for sustainably and equitably assessing cross-use in the two systems?

A brief overview was provided comparing the characteristics of the two systems:

	KCLS	SPL
Number of Branches	43	26
Average Weekly Open Hours Per Branch	55.6	49.7
2005 Budget	\$78.9 million	\$38.5 million
2005 Population in Service Area (OFM Estimates)	1,165,860	573,000
Number of Cardholders	1,085,073	396,497
Estimated Annual Circulation	15.8 million	6.0 million

Data comparing cross-use between the systems was also provided. She noted that the data, from June 2005, was derived from patron analysis by zip code, and in some cases street address level, to ensure accuracy:

Data	Cross-Use (Level of Detail)		Data Issues
	KCLS	SPL	
Checkouts	6.1% (Branch)	5.2% (Branch)	None
Holds	7.3% (Branch)	4.8% (System)	SPL - holds requested. KCLS - holds fulfilled.
Reference	N/A (Branch)	N/A (Branch)	Neither system is confident in data collected.
Computer Usage	N/A	6.6% (Branch)	No data for KCLS.
Cardholder	8.0% (System)	11.9% (System)	None

Linda Glenicki reviewed a map depicting cross-use per branch based on circulation percentages, which reveals:

- ◆ 47.4% of circulation at White Center Library, 31.9% of circulation at Shoreline Library, 31.6% of circulation at Skyway Library, 16.7% of circulation at Library Connection @ Southcenter and 16.1% of circulation at Richmond Beach Library is from SPL patrons
- ◆ 15.4% of circulation at Broadview Library, 12.8% of circulation at International District Library and 11.6% of circulation at Central Library is from KCLS patrons

She also presented the variable cost approach to the *Cost Assessment Methodology and Findings*:

- ◆ *Non-applicable (fixed) cost categories*: administration, buildings, equipment, maintenance, databases, electronic materials, some staffing and other costs for services already provided to patrons within the district.
- ◆ *Applicable cost categories measured*: cost of books and materials, centralized cost of acquiring books and materials and system-wide cost of branch circulation staff.
- ◆ *Applicable cost categories to consider measuring in the future*: cost of computers for public internet access and cost of other technology investments.

Finally, the applicable cost categories were tallied and applied by the percentage of System-wide cross use revealing that it costs KCLS \$1,733,614 to serve SPL patrons and it costs SPL \$693,396 to serve KCLS patrons, a difference of \$1,040,218. Linda Glenicki explained that SPL has asked that a portion of their collection budget (from private sources) be included in their annual cost of materials (an inclusion that would not make a substantial change to the bottom line). She also said SPL's director is on vacation until the end of the month, so the findings of the cross-use study won't be presented to the SPL Board until their October meeting. When all parties involved have assessed the results, a course of action will need to be determined. Bill Ptacek said the Board, which represents King County taxpayers (outside of Seattle), must deal with the dilemma of justifying the rate of use going to Seattle, which detracts from the service and access to KCLS taxpayers.

Richard Eadie asked what process is in place for making a decision about cross-use. Linda Glenicki said that in the past, negotiations followed the cross-use study. She noted that SPL currently pays KCLS \$104,000 annually (based on the 1999 cross-use study which had determined the difference between the cost of cross-use was approximately \$600,000). Bill Ptacek said LeRoy McCullough had asked KCLS to explore other services or resources KCLS could ask for besides than money. Richard Eadie posed a question as to whether this could be deemed as a gift of public funds and suggested inquiring about it with KCLS' attorneys. He reiterated that the Board has pledged to manage taxpayer dollars wisely and suggested that KCLS not make a material deviation from the \$1,040,218. Discussion ensued about the history of cross-use between the two library systems, as well as the fact that a survey of other library systems' cross-use practices shows no consistent reimbursement models in use, and that other models are less rigorous analytically than the one prepared by Berk & Associates. Bill Ptacek suggested that the Board await response from SPL and its Board of Trustees.

## BOARD RETREAT - PROGRAM PROPOSAL

Bill Ptacek said the Board typically gathers in August for a retreat to discuss a particular topic (i.e. Vision, Mission, Strategic or Financial Plan, etc.), but this summer no retreat was held. Bruce Schauer prepared and proposed a program with five possible one-hour panels addressing a range of collection-related subjects:

- **Panel 1 - *The Author, Agent, Editor Relationship***- How does a book get published and what role does the author, the editor and the agent each play in shaping today's trends.
- **Panel 2 - *Buying, Warehousing, Vending*** - What value-added services are most important to their customers and what changes they have seen in their time in the book industry?

- **Panel 3 - *Digital Publishing and Online Promotion*** - Is digital publishing just a fad or the way of the future for book and media formats?
- **Panel 4 - *The Independent Spirit***- In an industry dominated by multimedia corporations and discount retailers, how can booksellers stay true to a vision and still compete in the literary marketplace?
- **Panel 5 - *Collection Development at KCLS***- How do Materials Selectors go about selecting and maintaining one of the highest circulating collections in the country?

Bill Ptacek suggested that the retreat would occur in early February. Board Members agreed that this was a significant and interesting issue and asked staff to continue making plans with a morning session being preferable. Advisory Board members, Friends of the Library and staff will be invited to attend.

## CHANGES TO ORGANIZATIONAL STRUCTURE

Bill Ptacek said discussions have occurred about the future of library staffing (a discussion prompted by the fact that KCLS must staff all new and expanded facilities with little or no increase to the number of existing staff, due to limited operational funds). The discussions revealed that KCLS' current administrative model will not allow the organization to handle this issue and a number of potential challenges facing KCLS in the near and extended future. As a result, Bill Ptacek proposed restructuring KCLS administratively and operationally to best manage these issues, as well as finding meaningful ways for employee involvement. The model would include:

- ◆ Two Associate Directors for Public Services managing various functions. In concert with various project coordinators, as well as library staff, they would develop projects and Standard Operating Procedures (SOPS) for consistent implementation throughout KCLS.
- ◆ An Associate Director whose singular responsibility would be to oversee the operations of the 43 libraries. In order for this person to be able to work with a manageable number of supervisors, all libraries would need to be organized into about 15 clusters.
- ◆ Managing Librarians for each cluster will need to be identified to work with teams of staff in the cluster to define cluster operations. Existing managers would retain their classification and compensation level regardless of what role they assume in this cluster arrangement.

Wai-Fong Lee asked how clusters have been working at KCLS. Bill Ptacek said it has not been an easy task to take distinct entities and ask a manager to meld a single work unit and schedule. Nancy Smith said some staff were unhappy about working in other nearby libraries, but noted that in many instances, positive cross-fertilization of ideas and energy across libraries resulted from clustering. She pointed out that it was hardest for staff at a small library (i.e. Black Diamond) to be asked to function at a large library (i.e. Covington). She also said clustering fits with the public's perception of the System as revealed by the Customer Experience Transformation Project - patrons don't approach libraries as single entities, but rather use a number of them interchangeably. Bill Ptacek reiterated that staff will need to be flexible with work locations because of the addition of new libraries. He emphasized that the most expensive thing KCLS can do is tie staff to a single location. Clustering allows staffing to be allocated where needed. Richard Eadie asked if consideration had been made for employees who access the workplace via public transportation. Charlene Richards noted that the clusters are generally naturally occurring within close proximity. Lucy Krakowiak questioned the logistics of staff sharing in clusters with the Vashon Library. In special circumstances like this, or Skykomish, Bill Ptacek said staff will not be required to work at other libraries, but will be given the opportunity to do so if desired. Wai-Fong Lee asked how this model has potential for leadership growth. Bill Ptacek said clustering will mean 15 employees will take on greater leadership roles as cluster managers. He also reiterated that succession planning activities have revealed that there is staff interested and willing to take on enhanced roles within the System. The new model will provide opportunities for staff to be participative and involved in System-level projects and activities.

## DIRECTOR'S REPORT

Bill Ptacek referred the Board of Trustees to his written report, highlighting the following:

- In negotiations with King County regarding provision of services to the institutions, KCLS decided that pro se service (legal reference for inmates who will represent themselves in court) has grown beyond KCLS' bounds of service. KCLS has made it clear to the King County Department of Adult and Juvenile Detention (DAJD) that pro se services would be better provided by an alternative agency (i.e. King County Law Library, etc.); however, DAJD is still requesting that KCLS provide this service.

- Staff met with the North Highline Unincorporated Community Council to explain what would happen from a library perspective in the event that the area, including White Center and Boulevard Park, annexes to Seattle or Burien. In light of the Seattle Public Library cross-use study and the high level of use by Seattle residents of the White Center Library, it will be difficult to claim that library service would be better in a Seattle annexation scenario. Residents of areas annexed to either Seattle or Renton will continue to pay on KCLS bond measures.

## PUBLIC SERVICES REPORT

Bruce Adams said circulation continues to increase with a 4% estimated growth over 2004. He said notices are being given to patrons encouraging them to sign up for hold notifications by e-mail because of recent difficulties with telephone notifications. JoAnn VanderKooi provided a brief report about the 2005 Summer Reading Program (SRP). She said KCLS had two goals for this year's program: expand the number of finishers and make a concerted effort to reach lower achieving readers who need the program the most. This year, KCLS had 13,153 children complete the program (a 239% increase over 2004) and the number of participants also increased by 87% (from 18,274 in 2004 to 34,115 in 2005). JoAnn VanderKooi shared a break down of branch statistics showing which libraries had the highest number of participants, highest number of finishers and the highest percentage increases in each of these categories. She also read the following comment: "I asked Katie what she particularly likes about SRP. She said, "They don't say it's a race. And that's good because small children...they're sad if they don't win. And with this, everybody wins. And they give you really good prizes." In response to the discussion at last month's meeting, Community Relations and Youth Services staff arranged to have a voice broadcast made to all SRP finishers advising them that if they did not receive a padfolio, to call or e-mail the Service Center. More than 1,200 responses have been received to date.

## COLLECTION MANAGEMENT SERVICES (CMS) REPORT

Bruce Schauer confirmed that the Board was interested in receiving the link to the New Reads web page.

## FACILITIES MANAGEMENT SERVICES (FMS) REPORT

No report was given.


## NEW CONSTRUCTION REPORT

Kay Johnson highlighted the following:

- ♦ **Duvall Library:** The owner of the site selected decided he wants more money. He had agreed to a letter of intent that fixed the price prior to the August Board meeting. At that price, the owner would have received 50% more than he paid for the property in June 2005. The City was unable to convince him to keep the agreement, so KCLS will be forced to move to the second site.
- ♦ **Federal Way 320<sup>th</sup> Library:** Sound Transit has agreed to work with KCLS on making parking available for library patrons in the new Federal Way Transit Center, which was needed to trigger a community process to consider moving the Federal Way 320<sup>th</sup> Library next to the Sound Transit site. A meeting has been scheduled to assess the community's response to this idea.
- ♦ **Design Build Projects:** Donald King Architects (DKA) has been selected to prepare the Request for Proposal (RFP) for the five libraries in the design-build group: Black Diamond, Muckleshoot, Carnation, Fall City and Snoqualmie libraries.

## ADJOURNMENT

President Wai-Fong Lee adjourned the meeting at 7:53pm.



Wai-Fong Lee, President



Charlotte Spitzer, Secretary