



King County Library System
Board of Trustees Planning Retreat
Service Center
10am ♦ 13 October 2006

CALL TO ORDER

LeRoy McCullough called the meeting to order at 10:06am.

INTRODUCTIONS

Judge McCullough asked everyone to introduce themselves and share the reason they love libraries and/or tell the group about the last book they read.

KCLS HISTORY

Jeanne Thorsen provided a brief history of the King County Library System (KCLS). She highlighted the fact that in the 1950s, KCLS was the first public library in the US to replace the classic card catalog with a machine-produced bound-book version. In addition, she mentioned the \$6 million capital construction bond approved by voters in 1966 was the first of its kind for library districts in Washington State. Richard Eadie asked if KCLS ever used a traditional card catalog. Jeanne Thorsen said no, noting that in the early 1960s, KCLS' machine-produced bound-book catalogs grew so large that KCLS arranged with Xerox to print them. Then, in early 1978, KCLS installed state-of-the-art microfiche catalogs and readers in each community library to replace the growing bound-book catalogs, which required monthly supplements to keep up to date.

GUESTS

Tamara Watts, Attorney
Preston Gates & Ellis

Richard Eadie also asked when the emphasis on librarianship shifted from the public to the private sector. Denise Siers noted that special libraries are not new and that for at least 50 to 60 years, specialties such as law and pharmaceuticals have had private libraries. Bill Ptacek affirmed that librarianship in private industries has not increased, and the field of special libraries appears to be diminishing. Denise Siers explained that when discussing the future of library services, special libraries have been more greatly impacted by changes in the format for delivering information. Bill Ptacek added that resources, such as medical information, are more and more available online, decreasing the necessity of having physical locations for special collections.

LeRoy McCullough asked when reciprocity issues began between Seattle Public Library (SPL) and KCLS. Bill Ptacek explained that KCLS was established in 1942 in the basement of SPL. After serving residents in rural King County for a period of time, a Seattle City Councilmember was concerned that KCLS patrons were coming in and using SPL libraries to a great extent. As a result, KCLS began paying SPL a nominal fee. Later, when Liz Stroup was hired as the SPL Director, the two library systems hired a consultant to conduct a cross-use study using a national model. The outcome of the survey confirmed that KCLS needed to continue paying SPL for the cross-use imbalance. In 1994, the level of cross-use switched. SPL patrons began using KCLS libraries to a greater extent and that usage has continued to grow to its current level.

LeRoy McCullough also inquired about the history of not charging for library cards. Bill Ptacek explained that RCW 27.12.270 says: *"Every library established or maintained under this act shall be free for the use of the inhabitants of the governmental unit in which it is located, subject to such reasonable rules and regulations as the trustees find necessary to assure the greatest benefit to the greatest number..."* He mentioned that many years ago KCLS sold individual library cards to residents of non-participating cities, but that option was stopped in 1988 because residents in unincorporated areas and participating communities felt the practice was unfair to those whose tax support made KCLS resources possible. At that time the KCLS Board took a strong stance that the selling of cards was counter to KCLS' mission of providing free and open access to library services for all, regardless of one's ability to pay.

ORGANIZATIONAL CHART

Denise Siers reviewed the overall organizational chart noting that direction from the Board regarding policy is handed down through the Administration Planning Team (APT), the members of which manage the major departments of the library and are responsible for the operational decision-making within the organization. She highlighted each department's responsibilities, noting that seven (7) of the ten (10) departments are critical support areas with the remaining three (3) positions dedicated to Public Services. Bill Ptacek noted that this organizational chart is a compartmentalized view of how the library operates. He emphasized that the lines between the responsibilities are blurring. While it's important to have one person responsible for a particular project, those initiatives are beginning to transcend more than one operational area. For example, if KCLS were to offer WASL preparation classes, Bruce Schauer would be responsible, but would likely need assistance from Bruce Adams if materials are involved, or Jed Moffitt if technology is involved, etc.

In addition, Denise Siers reviewed a draft of the plan for organizing the management of the clusters. She explained that this plan utilizes a common management structure that is applied consistently among the clusters, while dealing with the differences in sizes of libraries within each cluster. She noted that these documents are drafts because KCLS' current organization doesn't fit the model outlined in them.

Under this structure, the Cluster Manager (at the top of the chart) works directly with Cluster Liaisons, Site Managers and Section Leads/Supervisors. If applicable, the Teen Lead, Children's Supervisor and Supervising Library Assistant report to the Cluster Manager. The Children's Supervisor oversees the children's librarians and the Supervising Library Assistant oversees the Lead Library Assistants and Library Assistants. The Lead Library Assistants direct the work of library assistants and/or pages depending on the size of cluster libraries.

In addition, medium or larger sized libraries in a cluster have a Site Manager who oversees the Reference Librarians, teen staff (unless the library has a Teen Lead), children's librarians (unless the library has a Children's Supervisor) and the Pages. Site Managers will work in other libraries within the cluster at times, but will be stationed primarily in one site for a defined time period (i.e. 1 to 2 years) to create some stability and allow time to familiarize themselves with the operations of a community library before they work at another. Denise Siers explained that the site manager is responsible for day-to-day operations at a particular location; and provides a presence to ensure staff and public knows who is "in charge" at any given time. Due to their geographic location, the Vashon and Skykomish libraries will each have a Site Manager.

Richard Eadie asked if this structure was discussed with the Union. Charlene Richards said the creation of the Teen Lead position was the result of Labor Management meetings. She also noted that the Union agreement reached in August regarding work schedules was predicated on this general model utilizing the site manager. Regarding the new managerial position, Jessica Bonebright asked if site managers would spend their time in the office or working with patrons. Bill Ptacek said Site Managers will need to know what's happening in a particular library. As such, they will be working managers who spend some time working directly with the public.

Lori Robinson asked for clarification regarding the asterisk, which was intended to indicate libraries that were not to have a Site Manager. Denise Siers apologized that use of the asterisk was unclear and explained that due to size, a Site Manager is not currently proposed for the following libraries: Tukwila, Greenbridge, Library Connection @ Crossroads and the Library Connection @ Southcenter. These libraries will be associated with the site manager at a nearby cluster. Jim Bowen explained that he has been concerned about Nancy Smith being tasked with supervising 16 Cluster Managers. He said the span of control is too great compared to the previous model in which three people each supervised 14 to 15 managers. He then expressed concern that the Cluster Managers will also be dealing with an equally difficult span of control ranging from 12 to 15 staff members.

For clarification purposes, Bill Ptacek explained that Library Assistants are primarily involved with circulation activities (checking out materials, general directional assistance, etc.). Librarians are responsible for providing reference assistance and other professional activities including children and teens services.

ETHICS AND PUBLIC DISCLOSURE

Bill Ptacek introduced Tammy Watts from Preston, Gates & Ellis who talked briefly about Washington's Open Public Meetings Act (RCW 42.30). Referencing a copy of a presentation given to the Board several years ago, she highlighted the following:

- The entities who are and are not subject to the Act
- What meetings are and what types of meetings are not covered by the Act

- Procedures for meetings and special meetings
- Statutory provisions about Executive Session
- Ramifications for violating the Act

Since a “meeting” is defined as gatherings where action (meaning transacting business of the governing body including public testimony, deliberations, discussions, considerations, reviews, evaluations and final actions), is taken, she explained that most KCLS meetings will fall under the requirements of the Act. She noted that social gatherings, if no “action” is taken, are not covered by the Act, but she cautioned that governing bodies may not hold a study session, retreat or other event where agency issues are discussed, because this becomes a meeting. In addition she pointed out that there are implications for phone or email correspondence between Board members as it relates to the Act (i.e. a chain of emails on a particular subject could constitute a meeting).

Lucy Krakowiak asked for confirmation that the Act has “no prohibition against limiting time allocated for each speaker” at a meeting. Tammy Watts affirmed.

Referencing a previous opinion obtained from Attorney General Rob McKenna on the topic, Lori Robinson asked whether it is permissible for Board members to meet and/or speak with patrons separately and together. Tammy Watts explained that it would depend on the circumstances. She said having them attend isn’t a problem, but advised that if all Trustees attend, they should not all sit together because it presents the opportunity for Board members to talk amongst themselves about library business. If the members of the Board attended such a meeting, which wasn’t publicly noticed as a Board meeting, she cautioned that the subject matter not drift into one about library business. Bill Ptacek added that such situations raise a question about who speaks on behalf of the Board. Jessica Bonebright asked if it mattered whether the number of Board members in attendance at such a gathering was less than a quorum. Tammy Watts said that not having a quorum of Trustees would reduce the chances of triggering the requirements of the Act, but pointed out that if a Board committee acts on behalf of the Board, such meetings would be subject to the Act regardless of whether there is a quorum or not.

If a Board member is invited to a meeting with members of the public, and the Board member knows that there is a hot topic that the group may or may not want to persuade Board members towards, LeRoy McCullough asked if there is any concern about attending or declining to attend. Tammy Watts said that in situations with only one or two Board members present (who aren’t committee members making decisions on behalf of Board) the Act would not apply. She noted, however, that if the Board as a whole was present and there was a possibility that they could be drawn into discussion about an issue, she recommended that the Board call a Special Meeting under the provisions of the Act. LeRoy McCullough emphasized that he has declined such invitations and has encouraged patrons to discuss such issues at the regularly scheduled public meetings.

Richard Eadie asked if the Act would be implicated if Board members were not invited as a group, but one after another. Tammy Watts said Trustees should avoid any circumstance that can be interpreted as the Board conducting business sequentially rather than at an open, public meeting. There is a risk that such interactions, potentially aimed at gaining consensus among Board members, could be interpreted as a meeting.

Richard Eadie went on to ask if the distinction between legislative roles and quasi-judicial roles applies. Tammy Watts said there isn’t such a distinction except for those issues excluded from the Act (to occur in Executive Session). She added that Executive Sessions do not need to be scheduled at a regular meeting. She said the Board can call a special meeting solely for the purpose of an executive session if the governing body meets the notice requirements of the Act.

LeRoy McCullough asked if Board committee meetings are required to be opened to the public. Tammy Watts said that KCLS committees vet issues, rather than act on behalf of the Board, and are comprised of less than a quorum. As such, Tammy Watts said these meetings are not generally considered governing body meetings subject to the Act. Jessica Bonebright asked if the quorum requirement is based on the number of members present or the number of members formally assigned to committee. Tammy Watts said a quorum is most likely triggered by the number in attendance. She noted that KCLS could certainly choose to do so, but are not required to open committee meetings to the public. A question was raised regarding opening some, but not all committee meetings to the public. Tammy Watts said the primary consideration would be practical and not legal in that situation. Doing so could confuse people, create complications and raise public concern. Richard Eadie reiterated that KCLS Board committees do not act on behalf of the Board, but discuss issues that will come before the Board as a whole.

Lucy Krakowiak said she believes it is important to individually meet with special interest groups outside of Board meetings. She said that when she does so, she is only responsible to listen and is not concerned with other

Board members and their thoughts on the issue. She acknowledged, however, that there may be situations where it is appropriate to call a special meeting and discuss issues among a broader group. Tammy Watts agreed that meeting with a special interest group is not, in and of itself, a violation of the Act, but suggested that the Board be aware that sequential meetings can be interpreted differently. Richard Eadie also commented that Board members are geographically dispersed to represent various KCLS constituent groups, and as such, they visit Library Advisory Boards and other local meetings or events. He expressed concern, however, that when there is a particular topic to come to the Board for a vote or decision, there is a danger in having a series of meetings with individual Board members. Tammy Watts summarized that there is nothing wrong with meeting with constituent groups; however, caution should be used when considering meeting with groups with an agenda or hot topic to discuss to avoid the perception or appearance that sequential meetings are used to reach consensus outside of public meetings subject to the Open Public Meetings Act. Board members generally agreed to make time for public testimony, especially on hot topic issues, at regular Board meetings.

Jim Bowen acknowledged that the institution of public forums has enabled patrons to communicate more directly with the Board. He questioned, however, that the Planning Committee had decided to continue clustering and merely evaluate it. He explained that if patrons had been at that committee meeting, they would have given committee members input about how they felt about the issue. He reiterated that if that committee made such a decision, then the meeting should have been open to the public. Richard Eadie told Jim Bowen, that with all due respect, his understanding is incorrect. He emphasized that Board committees do not make decisions on behalf of the Board. He also pointed out that a motion to continue with clustering and do an evaluation was made in a regular Board meeting, open to the public, as evidenced in the minutes. LeRoy McCullough, who made the motion, said he did so in a public meeting, not at a Planning Committee meeting.

INTELLECTUAL FREEDOM, CENSORSHIP & PRIVACY

Bruce Adams presented an overview of Intellectual Freedom. He shared the following key documents:

- ALA's Intellectual Freedom Q & A
- Summary of KCLS' Materials Selection Policy & Materials Complaint Procedure
- ALA's Library Bill of Rights
- ALA's Interpretation: Library Bill of Rights
- ALA's Freedom to Read
- ALA's Libraries: An American Value (not adopted by KCLS Board)
- WLA's Intellectual Freedom in Libraries

He explained that these documents are most often used in discussion with patrons and staff on the topic. Noting that the Board had approved KCLS' Materials Selection Policy in 1997, before any of the current Board members had been appointed, Richard Eadie emphasized that it is important Board members review this policy. Bill Ptacek agreed that it is important that the Board understand the policy when they are approached by a patron requesting that an item be removed from the collection. He reiterated that staff bases purchasing decisions on the criteria in the Board-approved policy.

In addition, Bruce Adams presented samples of comments and responses received via KCLS' Materials Complaint Procedure. He explained that KCLS staff goes to great lengths in responding to patron challenges, detailing why KCLS selected a particular item as it relates to the KCLS' Materials Selection Policy.

Bruce Adams pointed out that the KCLS Board had not yet approved ALA's statement titled "Libraries: An American Value," a one page statement describing Intellectual Freedom as a proactive, two-way process that involves listening to patrons and considering their suggestions, as well as recognizing and valuing diversity in library resources. Board members agreed to consider adopting this statement at an upcoming meeting.¹

In regards to privacy and confidentiality of patron records and files, Bill Ptacek explained that KCLS requires law enforcement officials to obtain a court order, which has been reviewed by a judge, before being allowed access to patron records. Richard Eadie asked for clarification about how long KCLS keeps patron records. Jed Moffitt explained that ITS only retains computer log-in records for 24 hours. Patrons can voluntarily retain their checkout information/reading record with the current library catalog.

Bill Ptacek also reiterated that library staff does not only support Intellectual Freedom, but are also advocates for it. Referring to a recent challenge in the Sno-Isle Libraries, he explained that Seattle Public Library (SPL)

Director Deborah Jacobs, as well as himself; we're called upon by the television media to talk about other library systems' philosophies about Intellectual Freedom.

Regarding the recent example, in which an Arlington woman urged libraries to institute a rating system on library materials, Bruce Adams mentioned that KCLS has circulated the title in question 365 times since its release in 2005. Julie Wallace added that Sno-Isle Libraries have received overwhelming opposition to this form of censorship from local residents. While the American Library Association (ALA) tries to provide guidance about Intellectual Freedom through the aforementioned documents, Bill Ptacek noted that individual library systems must make their own decisions regarding these issues. Bruce Adams added that KCLS complies with the spirit of ALA's interpretations of the Library Bill of Rights, though it is not in compliance with every single aspect of those interpretations. Bill Ptacek mentioned that KCLS maintains free and open access to all materials in the collection regardless of a patron's age. He noted that from the Library's perspective, only parents and legal guardians have the authority and responsibility to decide what materials their own minor children can use. LeRoy McCullough asked how the public is informed of this stance. Bruce Schauer explained that when a minor applies for a library card, a postcard notice (available in seven languages) is sent to their parent or caregiver explaining the policy and encouraging parents to monitor the use of the library by their children. LeRoy McCullough expressed concern that there may be many instances where children using the library have not applied for a library card and their parents were thus not informed. He suggested that KCLS post a notice to the same effect in the libraries. Despite the volume of similar, library-related notices posted in the libraries, Board members agreed that it is important to provide a gentle reminder to parents, in the library, regarding their responsibility for their children's library use.²

INTERGOVERNMENTAL RELATIONS & ANNEXATIONS

Bill Ptacek said that in his monthly Director's Report is a section dealing with Government Relations. Generally, he explained, KCLS is in a very interesting position mitigating the needs of KCLS as a special purpose district, against the multi-faceted responsibilities of the jurisdictions KCLS serves. He alluded to the inherent conflict KCLS faces as a regional provider amongst local jurisdictions. He said KCLS works to maintain a steady stream of communication with the cities within its service area and also encourages them to appoint Library Advisory Boards to serve as liaisons between the city and the Library System.

Bill Ptacek went on to explain that KCLS is facing a new issue with those unincorporated areas of King County that may be annexed to cities that are not part of KCLS. These include Fairwood, White Center, Boulevard Park, Skyway and Greenbridge. Since the Fairwood incorporation vote failed in September, this area could be annexed to the City of Renton. KCLS will need to determine how to proceed (i.e. dispose of the building, move the collections, reallocate the staff, etc.). He noted that even in areas that are annexed to a city outside KCLS' service area, residents will continue to pay on the 2004 bond measure. Discussion ensued among Board members regarding the fact KCLS promised voters that the Fairwood Library would be expanded. They raised questions about whether bond resources could be transferred to the City of Renton to fulfill that promise, the implications of gifting public funds, etc. Bill Ptacek reminded the Board that the City of Renton has committed to maintain current service level of library service, despite the fact that their current level of funding is lower than that of KCLS. He added that KCLS may be approached to contract for services by these cities, but pointed out that the Board ceased the practice of contracting to ensure all patrons pay at the same rate (based on assessed valuation). The Board agreed that further discussion needs to occur on this subject at a future meeting, in particular regarding the Board's position regarding contracting for library service.³ By the request of the Board Tammy Watts agreed to identify the pros and cons of contracting for library service to aid them in developing a policy regarding the practice.

Bill Ptacek also mentioned that KCLS will continue to conduct cross-use studies with neighboring library systems, to include Renton Public Library, Sno-Isle Libraries, Pierce County Library System and Enumclaw Public Library.

BUDGETING AND STRATEGIC PLANNING

Linda Glenicki provided a budget analysis of the Capital Plan. She explained that, based on current approved project costs including last month's Board-approved revision to outsource project management, Board-approved costs total \$160,444,500. She noted that voters approved \$172 million, leaving about \$11.5 million in yet undesignated bond funds. In addition, KCLS earned \$2.8 million because the bonds were sold at a premium, as well as \$2.8 million in cumulative interest earned (no arbitrage reduction required because interest earned to-date is below the bond yield). This totals to \$17,238,662 in authorized funds remaining. She also mentioned that \$4.1 million will be received from the sale of the current Burien Library.

Linda Glenicki then briefly explained arbitrage. Since KCLS has borrowed on a tax exempt basis, we cannot borrow at these lower rates and then invest at higher rates and keep the difference. Anything KCLS earns in excess of the bond yield must be returned to the federal government. For 2006, KCLS was allowed to earn \$1,675,235 in interest, but has received \$1,822,398, leaving an arbitrage of \$147,163. She explained that KCLS can net this amount with the previous year's arbitrage underage, which means that at the present time KCLS does not have any positive arbitrage.

Linda Glenicki went on to review the Long Range Capital Plan by project. She explained that if the \$17,238,662 in authorized funds remaining, combined with the funds anticipated to be realized from property sales, were to be equally distributed amongst the projects it would allow for a rate of 4.0% per year of cost of inflation. She pointed out that the Burien, Muckleshoot, Snoqualmie, Fall City and Carnation library projects were not adjusted for inflation because their budgets are already set. Doing so, she explained, was an effort to pro-rate the same inflation rate across all projects through the duration of the ten-year plan. In reality, she said, there will be variance between now and the completion of the total bond program. The Board discussed their responsibility to ensure all the libraries receive a fair share of the bond proceeds, especially in the current construction environment. Jessica Bonebright asked if money from KCLS' General Fund can be used if necessary. Linda Glenicki affirmed.

CAPITAL PLAN & CONSTRUCTION PROJECTS

Kay Johnson briefly reviewed the following:

- The Greenbridge Library Project, a partnership with the YWCA, WSU Extension and the King County Housing may be impacted by annexation. Since Seattle may annex this area, the Seattle Mayor's office has committed verbally to maintain the library in the event of annexation.
- Design work for the expanded Covington Library is complete. KCLS is working to obtain the appropriate permits from the City.
- The contractor and the architect cost estimates for the joint Burien Library/City Hall estimate are not fully reconciled. The significant shortfall can only be made up by reducing the size of the building and altering some of the elements. Staff from KCLS and the City of Burien are going through various options that would bring the scope of the project within the authorized budget.
- In Black Diamond and Muckleshoot, capital projects have been delayed. In Black Diamond, KCLS is waiting for the necessary approvals prior to submitting documents for a building permit. Native American artifacts were discovered on the library site in Muckleshoot. Efforts have now turned to the protocols required to determine the importance of these items.
- A public meeting was held on Thursday, November 9 to finalize the community's preferred design for the parking expansion at the Shoreline Library.
- Staff will have recommendations regarding the site for the new and expanded Sammamish and Kenmore libraries in the near future.
- A public meeting is scheduled for November 2, 2006 to present the conceptual plans for expanding and renovating the Vashon Library on the current site. The planning process, which began earlier this year, will be completed based on the outcome of this meeting. KCLS, the Vashon Parks District and the public have investigated alternative locations for the library on Ober Park.

An audience member asked how KCLS intends to operate the new and expanded libraries. Bill Ptacek said KCLS is developing a plan to address this issue. In doing so, KCLS will consider the changing nature of the library profession, as well as the impact of new technologies. He explained that understanding and defining the role of public libraries today and in the future, including the core services offered will be an important part of this planning process. He referred the Board to the following article: www.ala.org/ala/pla/serviceresponesthree.pdf.

Following a break, LeRoy McCullough explained that Board would consider agenda items 8, 9 and 10 before discussing the Director's Performance Evaluation.

BOARD COMMITTEE MEETINGS

Based on the previous discussion, LeRoy McCullough said Board committee meetings are not subject to the Open Public Meetings act. He suggested that the Board take formal action regarding this issue at a future meeting.⁴

TIME AND LOCATION OF BOARD MEETINGS/PUBLIC FORUMS

Based on feedback from members of the public at a recent Board meeting, and assuming that the location of the meetings will continue to be based on the Community Study schedule, discussion ensued about accommodating attendance at Board meetings by changing their start time. Options discussed included: 1) receiving public comment later in the meeting, after the Board conducts its business; 2) start the meeting 30 minutes to one hour later; 3) changing the time of the quarterly Public Forums only. The Board agreed to take formal action regarding this issue at its next Board meeting.⁵

PROCESS FOR PROVIDING FEEDBACK FOR PUBLIC COMMENT

Lucy Krakowiak explained that she would like to make the process for public comment more user-friendly. She suggested that the Board make a concerted effort to provide immediate feedback to public comment when possible (i.e. following public comment with the Director's Report may address a number of issues raised by members of the public. LeRoy McCullough added that the Board will continue to direct staff to follow-up on those issues that cannot be addressed as quickly.

FUTURE SERVICE DELIVERY PROJECT

Denise Siers said she is currently working with Amy Egger, a Cluster Manager, on the future staffing project through the Executive Leadership Institute (ELI) through the Urban Libraries Council. She explained that when defining this project, staff first conducted research about the ten-year future of libraries. Denise Siers said Amy Egger produced a report, which draws general conclusions about the future of public services in the libraries (i.e. changing formats, need for children's and youth services, shifting demographics, impact of technology, etc.). As a result of this research, she said KCLS would like to look at the core services KCLS will deliver to serve the convergent needs of the public. She explained that the next step in this future staffing project would be a visioning process to determine what role KCLS wants to play. This information will be vital for determining what staffing complement is necessary in KCLS libraries. By knowing what actions KCLS plans to take to achieve its Vision into the future, staffing decisions will be clearer.

Bill Ptacek suggested a process similar to that in which the Board aided in developing the tenets of KCLS' Vision statement. The Board agreed that KCLS should develop a strategic plan that answers the question "What activities will the Library be involved with to meet the Vision?" and that doing so would help KCLS steward its assets." The Planning Committee was charged with developing a framework for this visioning process, intended to give Board members and staff from throughout the organization a chance to look at the range of service possibilities and prioritize them.

Bill Ptacek noted that Holly Koelling, who was recently selected to manage KCLS' Outreach Services, has been named to this year's Executive Leadership Institute (ELI) through the Urban Libraries Council to work on a project to plan and design services for older patrons. Bruce Schauer, the project sponsor, will assist her with the project and the leadership development activities.

DIRECTOR'S PERFORMANCE REVIEW

Charlene Richards explained that Human Resources did some research to look at various formats for reviewing Library Directors' performance. She said few libraries had any formal documentation, while others were in the process of revising theirs. One format, which involved setting competencies applicable to a Director, was used to draft a formal performance review for KCLS' director. Charlene Richards said this document was created with input from LeRoy McCullough, as well as the Washington State Library's Public Library Trustee Reference Manual. She explained that the cover memo outlines the way in which the evaluation addresses the context of the director's responsibilities in the following categories:

- **Goals & Vision:** as related to the budget priorities, Capital Plan and Vision statement
- **Methods:** communications, planning, staff development & utilization, financial management and Board/Director relations
- **Competencies:** articulate, results driven, resourceful, strategic thinker, collaborative

Charlene Richards explained that the rating scale for the competencies is behaviorally based; measuring how often those behaviors are observed, rather than quality ratings. She also explained that a subordinate appraisal of the director was drafted to provide the Board with additional information about competencies and methods the Board members cannot always directly observe.

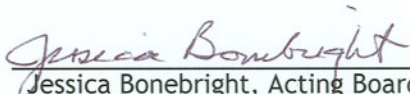
Discussion ensued about the process for the subordinate appraisal, specifically how the information will be gathered, who will collate (internally or externally) and provide it to the Board. Richard Eadie emphasized that all Board members should be working from the same set of information. In addition, the Board talked about filling out the Director's Performance Review form individually, then meeting together to discuss and compare, followed by a discussion of the evaluation with the director in executive session. LeRoy McCullough suggested that the Planning Committee be responsible for drafting a timeline to recommend to the Board.⁶ Luck Krakowiak and Jessica Bonebright suggested that the Planning Committee consider conducting the evaluation in conjunction, just before making compensation decisions. Jessica Bonebright inquired of APT members, whether they would provide honest written feedback if their verbatim, but anonymous comments were shared with the director. APT members affirmed. Richard Eadie commented that he has a couple comments about the form specifics. Charlene Richards encouraged any Board members to contact her regarding such changes.

CHANGES TO THE DASHBOARD

The Board was asked to submit suggestions or recommendations regarding the Dashboard to Jennifer Wiseman.

ADJOURNMENT

LeRoy McCullough adjourned the meeting at 2:56pm.



Jessica Bonebright, Acting Board Chair

ACTION ITEMS

- ¹ Consider adopting ALA's "*Libraries: An American Value*" at an upcoming Board of Trustees meeting.
- ² Post reminders to parents and caregivers, in the library, regarding their responsibility for their children's library use.
- ³ Discuss the subject of annexations as they relate to the 2004 bond measure and contracting for library service at a future meeting.
- ⁴ Take formal action regarding whether or not Board committee meetings will be open to the public at a future meeting.
- ⁵ Take formal action regarding the time and location of Board meetings at next month's meeting.
- ⁶ The Planning Committee is charged with drafting and recommending a timeline for the Director's Performance Review to the Board as whole.