



MOTIONS APPROVED

1. Motion to approve the Board Agenda
2. Motion to approve the January 30, 2007, as amended
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 that, as a matter of policy, KCLS not contract for library services with cities that are not part of the KCLS and/or that operate their own library, or library system.

PRESENT

KCLS BOARD

Jessica Bonebright
Judge Richard Eadie
Lucy Krakowiak

KCLS Staff

Bill Ptacek
Linda Glenicki
Jeanne Thorsen
Greg Smith
Julie Wallace
Charlene Richards
Bruce Adams
Nancy Smith
Bruce Schauer
Denise Siers
Kay Johnson
Jed Moffitt
Jennifer Wiseman

GUESTS

Jim Bowen
Lori & Gary Robinson
Michael Nelson
Ray Mielbrecht
Yoshiko Saheki
Lisa Fernow
Susan Veltfort
Margaret Nelson
Robin Feiner

CALL TO ORDER

Lucy Krakowiak called the meeting to order at 5:10pm.

PUBLIC COMMENT

On behalf of the Ad Hoc group, Jim Bowen reflected on the Board's accomplishments for 2006. These included moving to a larger meeting room to accommodate patron participation; working to improve the microphones; encouraging patron to comment at the beginning of each meeting or during quarterly public forums; and testing a later start time for public forums to allow more to attend. In addition, the Ad Hoc group credited the Board for authorizing the independent cluster evaluation and for listening to patron views that were at variance with staff. The Board was also applauded for acknowledging and supporting adherence to the original bond commitment to the Federal Way 320th Library, for observing that library security is needed and for listening to patron comments regarding lack of commitment by staff to meeting library construction goals (Vashon, Newcastle, Black Diamond and Sammamish). Finally, the Ad Hoc

group thanked the Board for ensuring that attachments on KCLS' website could be opened by the public and establishing procedures for the Director's performance review.

Comment further about the Waldron report, Jim Bowen quoted LeRoy McCullough as saying, "it was painful to read." Jim Bowen said the Waldron report, which is about more than clustering, identifies poor communication, lack of planning, inadequate implementation and ineffective leadership and management as areas that have adversely affected the morale of KCLS staff. Referring to the Director's Report, and the mention of engaging Waldron & Company to work with KCLS in addressing the recommendations of the report, he recommended that the Board and staff formulate a strategy that will restore patron confidence in the organization. He said it is unfortunate that many of the library staff have had to suffer through up to five years of turmoil, trial and error. He said the Ad Hoc group will have a formal commentary about the Waldron report at the March public forum.

Reminding the Board that reflection is a recognized leadership practice, Gary Robinson shared Howard Shultz' recent reflection on the direction of Starbucks (a company KCLS has been compared with). Gary Robinson explained that in the reflection, Howard Shultz is questioning whether Starbucks' drive for growth and efficiency has diluted the Starbucks experience. Howard Shultz was quoted as saying: "Many of these decisions were probably right at the time, and on their own merit would not have created the dilution of the experience; but in this case, the sum is much greater and, unfortunately, much more damaging than the individual pieces." He said the Starbucks executives' had conceded the risk that expansion would move the company away from its roots. Howard Shultz took full responsibility for the decisions Starbucks made, saying: "We desperately need to look into the mirror and realize it's time to get back to the core." Gary Robinson said the soul of KCLS is the Vision, which states "KCLS is the heart of the community." He asked whether KCLS' actions have been consistent with this direction and if KCLS is in danger of losing its soul on the altar of business and bureaucratic expediency.

Having visited 90% of KCLS libraries, Michael Nelson said the Open Hours brochure is very helpful. He noted that he recently visited the Skykomish Library, which he said could be considered the regional library for the northeast corner of the System. He said Skykomish is a pleasant little village with a perfectly sized library. He said, however, that the library was closed during his visit. He added that a young man came walking down the street clutching his laptop to use the Internet outside the closed library. He said KCLS should open this charming library more.

Ray Mielbrecht from Vashon Island said KCLS staff provided the Board information prior to the meeting, including comments from a public meeting held on February 13, but pointed out that the Vashon Park District (VPD) held a follow-up meeting on February 21 at which the Board of Commissioners adopted a resolution disapproving of a remodel and extension of the lease of the existing library building. He asked Board members if they received correspondence about this from the VPD. The Board affirmed, noting that it arrived after they received their meeting packets.

Yoshiko Saheki, from the Shoreline Library, asked if it is true that enough Cluster Managers have filed with the Washington State Council of County and City Employees, AFSCME, AFL-CIO to necessitate a vote to determine if the group will form a union. Charlene Richards affirmed that KCLS had received notice of this from the Public Employment Relations Commission (PERC).

Susan Veltfort addressed the Board on behalf of the 550 members of Local 1857. She noted that the KCLS Board approved the Collective Bargaining Agreement between Local 1857 and KCLS on January 30, the same meeting at which Waldron & Company answered questions regarding the Independent Evaluation of Clustering. She said the Collective Bargaining Agreement and the cluster survey intersect at the point of clustering—KCLS' term for a reorganization structure that was implemented System-wide in January 2006. While clustering had existed before, with less than favorable reviews, she said it was full implementation that resulted in schedule upheavals and work location rotation for nearly all library staff and a vote of no confidence in the Director. She said the Waldron report statistically captures many of the problems with clustering: staff frustration with the reorganization structure, the downside of scheduling, unnecessary rotation of staff and a decline in staff morale. Furthermore the report is rich with articulate comments from staff that add additional condemnation of clustering. She also said the Waldron report addresses more issues than clustering, which she stated she is confident the Board will examine in the near future.

She went on to express concern about the way clustering is addressed in the union contract. At last month's meeting, she said it was implied that staff were not being forced to rotate and that the recently signed contract (with accompanying Memorandum of Agreement) resolves all outstanding issues with clustering. She said the Union, however, has serious concerns with clustering issues that are not completely resolved by the contract—specifically the core number of community library staff to be maintained. She said the Memorandum of Agreement states what community library staff provide: teamwork within assigned community library structure; knowledge of the operational workings of the community library; continuity of service for patrons using a particular community library and an in-depth knowledge of the community directly surrounding the community library. In addition, she said the Board has heard from the public why community library staff members (who are exclusively assigned to a specific library) are essential to ensure the high quality service that defines KCLS' outstanding reputation. Currently, she said all new employees, promotions and transfers become "cluster" staff (that will likely work at several locations). Because the Union is concerned with maintaining a reasonable number of community library staff at each community library, Susan Veltfort said they intend to monitor the changes in the number of community library staff at each location. She said it is their expectation that KCLS' tradition of community library staff will continue and that the Union will not need to return to the Board or the public to have concerns addressed. As the elected representative for the members of Local 1857, she said she intends to ensure the quality in the libraries remains with a stable core of community library staff.

Margaret Nelson asked if the Collection Development Policies and Procedures presented at the January Board meeting completely supersedes the KCLS Weeding and Replacement Plan (2002) and the KCLS Collection Evaluation and Replacement Plan (2004). She said the 2002 plan had a goal to reduce various parts of the collection by particular percentages; however, the 2007 plan lists no such goal. She further asked if this means there are now no predetermined weeding percentage goals to reduce the collection in any area and, if so, whether it would be announced to the weeding teams. Referencing photos of the Federal Way Regional Library shelves, she reminded the Board that weeding was done to "free up" the top and bottom shelves of books and to display some of the books cover out. This "freeing up," she said, increased empty shelf space and drastically reduced the size of the collection, resulting in the loss of many expensive, librarian selected books. She then asked if keeping top and bottom shelves completely empty and intermediate shelves three-quarters full or less was still a weeding goal. If not, she asked that the change be announced to all staff involved in weeding before

the next weeding occurs, so staff can use their judgment based on their knowledge and experience rather than "bookstore-marketing shelf look" goals. She suggested that patrons' ability to find what they want on the shelves, without having to use holds or interlibrary loan, should be a measure of success. She said a library is here to serve all needs, not just to have popular items. She reiterated that the weeding plan's emphasis on current, popular books is not the only, or the best, measure of a good collection. If KCLS is one of the busiest libraries, she said it should set the standard for collection depth, availability of books and convenient access. Finally, she asked the Board if they had heard about the shooting in the Federal Way Regional Library parking lot last month. The Board affirmed. Bill Ptacek said staff would respond to Margaret Nelson's questions.

APPROVAL OF THE AGENDA

Richard Eadie moved approval of the agenda. Jessica Bonebright seconded and the motion passed unanimously.

APPROVAL OF THE MINUTES

There having been no changes to the draft January 30, 2007 minutes, they were deemed approved.

FINANCE REPORT

Linda Glenicki reviewed current finances noting January expenditures were \$6.4 million, versus a new monthly budget average of \$7.2 million, which represents 7.5% of the budget versus 8.3% of the year completed. This compares to January expenditures in 2006 of \$6.1 million (7.4% of the budget). Growth in expenditures is at 5.5%. She explained that insurance expenditures in January of \$122,000 reflect the new accrual accounting procedure that was adopted in 2006. Any insurance expenses for 2007 that were prepaid in 2006 were classified as a prepaid expense at the time of payment and are now reflected on the expenditures report at the beginning of 2007. KCLS' insurance policies renew annually in May.

Linda Glenicki also provided an update to the December 2006 year-to-date expenditures, noting that it is still preliminary as the 2006 books will not be officially closed until February 28. Full year 2006 expenditures are at \$76.4 million or 93.1% of budget, which reflects 0.9% growth versus the prior year. This will leave KCLS in a position to have at least as much ending fund balance as was budgeted.

January revenues were \$406,000 with the largest component being property taxes related to 2006 assessments. In 2006, KCLS received \$365,000 in revenue during January. Credit card payments in January equaled 25.8% of the month's receipts for fines and lost materials, as compared to 21.4% in 2006.

There were no expenditures in the 302 Fund for January. All invoices received were for 2006 services; spending in 2006 stands at 48.1% of the budget.

Linda Glenicki presented an updated report for the 307 Capital Project Fund 2005, explaining that it now includes two new columns: *Total Project Expended* and *Total Project Budget*. The new format, she said, would allow the Board to track total expenditures for each of the current bond-related projects against the amount budgeted for them (regardless of the year expended). She highlighted the bottom line, which shows the \$160 million approved by the Board in the Capital Plan. In addition, the new report shows expenditure and budget information for current and completed projects. It also includes the amount budgeted for "Unstarted Projects."

PAYMENT OF BILLS

Jessica Bonebright moved approval of Payroll Expenditures in the amount of \$2,118,960.40; Checks January 1-15th Chk #: 139651-140691; 134789-134960 and January 16-31st Chk #: 140692-141734; 134961-135136. Richard Eadie seconded and the motion passed unanimously.

Richard Eadie moved approval of General Fund #0010 Expenditures January 2007 in the amount of \$6,185,498.54; (Travel Advances) Chk #803-808, (1/5) Chk #99128-99138; 99139-99142; 99143-99230; 99231-99242, (1/16) Chk #99243-99358; 99364-99373; 99374-99426; 99427-99514, (1/17) Chk #99515-99517, (1/18) Chk #99530-99533; 99534-99545, (1/19) Chk #99546-99658; 99660-99697, (1/22) Chk #99698-99704, (1/23) Chk #99705-99706, (1/24) Chk #99707-99725; 99726-99882, (1/26) Chk #99885-99950; 99951-100030, (1/30) Chk #100036, (1/31) Chk #100038-100089; 100090-100119, (2/1) Chk #100132-100219; 100220-100231; 100232-100242; 100243-100246, (2/5) Chk #100247, (Voids) Chk #99130; 99700. Jessica Bonebright seconded and the motion passed unanimously.

Jessica Bonebright moved approval of Construction Bond Fund '88 #3020 Expenditures January 2007 in the amount of \$417,182.39; (1/17) Chk #99518, (1/26) Chk #100031-100032, (1/31) Chk #100120-100122. Richard Eadie seconded and the motion passed unanimously.

Richard Eadie moved approval of Capital Project Fund 2005 #3070 Expenditures for January 2007 in the amount of \$289,441.07; (1/17) Chk #99519-99529, (1/26) Chk #100033-100035, (1/30) Chk #100037, (1/30) Chk #100123-100127. Jessica Bonebright seconded and the motion passed unanimously.

Jessica Bonebright moved approval of Gift Fund #6010 Expenditures for January 2007 in the amount of \$3,468.13; (1/16) Chk #99359-99363, (1/19), Chk #99659, (1/24) Chk #99883-99884, (1/31) Chk #100128-100131, (2/5) Chk #100248. Richard Eadie seconded and the motion passed unanimously.

SITE SELECTION - VASHON LIBRARY

Bill Ptacek explained that since last month's Board meeting, a public meeting was held on Vashon Island to discuss the options for the new library. He said the Vashon Park District held a subsequent meeting, information about which was sent to the KCLS Board. Kay Johnson then introduced Robert Miller from Bohlin Cywinski Jackson who presented several site options for the new library, highlighting the pros and cons of each iteration (building size, budget impact, parking, site constraints, etc). After working with cost estimators, he said KCLS would be able to add about 3,000-square-feet to the existing library or build 5,000-square-feet of new building with the budgeted \$4.2 million. Based on community feedback on February 13, Robert Miller also reviewed the options for a combined library/park district building, which he said would involve significant remodeling costs. Robert Miller also briefly reviewed a project chronology and referred to cost trends. He explained that general construction costs are up 4% for 2006 (up 22% since 2004). He mentioned that the prices of steel, cement and concrete, and copper and aluminum are also up. He pointed out that the price of lumber is down. By his estimates, Robert Miller said KCLS loses about 1,000-square-feet per year as construction is delayed.

Kay Johnson said staff had planned to present the following three alternatives: 1) Pursue the extension of the ground lease from the Vashon Park District (VPD) in order to design and construct an expansion and renovation of the existing library; 2) Design and construct a new library on the existing Ober Park parking lot as proposed by the VPD; 3) Build a new building that abuts the existing library and re-divide the space so that the library square footage increased and the Park District could have office space. KCLS and VPD would share the meeting room, entry and public restrooms. Bill Ptacek said staff would have preferred to expand the existing library; however, received word from VPD that they will not approve an extended lease for this purpose. He added that staff would have a hard time recommending building a new library that is smaller than the existing one and explained that staff would like to continue working on this issue. Lucy Krakowiak proposed that staff continue looking at the alternatives in light of the information from VPD indicating that "they will not approve an extended lease for the purpose of expanding the existing library and will not approve an extended lease for this purpose." Jessica Bonebright said the Planning Committee's recommendation was the same. The Board affirmed this direction.

WAY-FINDING

Julie Wallace explained that one of the opportunities identified from the patron research in 2005, was for KCLS to make it easier for patrons to access the collection and the full range of products and services offered. One strategy proposed to accomplish this is to improve the physical way-finding through our libraries, including general library layout, signage, posted announcements, merchandising and display of the collection. For that reason, KCLS staff began deepening their knowledge of way-finding in 2006 by bringing together learning in the field and best practices from other organizations. KCLS way-finding issues, framed from the point of view of the patron, were also identified through the work of the staff team who extracted insights from the prior "Welcoming Library Project," observed patrons as they navigated through libraries and tracked the types of way-finding questions asked by patrons. In late 2006, KCLS developed parameters to identify firm(s) to assist us in translating the learning and ideas into an actionable plan. KCLS hired Studio SC/Arhart Creative in early 2007. She said two of the six sequential steps that will lead to the completion of the project have been completed:

- **Phase I:** Thorough analysis of the various branch types assessing traffic flow, site lines, departmental adjacencies, desk locations, lighting and fixtures and comparing these findings to the issues identified in the patron survey results (*completed in early February*).
- **Phase II:** Development of a Directional Strategy to reveal the thinking and provide a foundation from which all the design and execution will flow. It includes a situational analysis with diagram detailing the

consumer path, sightlines, departmental adjacencies, signage and focal opportunities, merchandising and fixture directives, as well as KCLS branding opportunities within the space.

Julie Wallace introduced Greg and Ashley Arhart from Arhart Creative and Mark Sanders from StudioSC, who presented a brief visual audit, a walk-through of "The Patron Path," and the directional strategy for the Way-Finding effort. The presentation is available at: <http://www.kcls.org/board/022707agenda/WayfindingPres.pdf>. Ashley Arhart explained that their intention is to provide KCLS with a master plan or "kit of parts" that can be implemented incrementally in the existing and newly designed buildings as budget and space allows.

Richard Eadie asked if the design concepts result in a reduction of shelf space. Ashley Arhart affirmed, noting that the firm has yet to quantify the extent to which this would occur. She added that the goal would be to create a perception of greater abundance, achieved by removing books from the upper and lower shelves and decreasing sense of clutter. Richard Eadie also asked what the basis for shorter versus longer stacks was. Ashley Arhart explained that stacks in excess of 15 to 18 feet create search fatigue. Research shows that short sections are less psychologically demanding (i.e. Why We Buy: The Science of Shopping by Paco Underhill). Richard Eadie asked what, from a public library standpoint, could be compared to an increase in sales. Ashley Arhart explained that the retail model maps directly to the patron survey comments about "the experience." She emphasized that a consumer experience is created regardless of whether you're selling anything. Access to books, resources and knowledge, as well as increased circulation, were also given as equivalents to sales.

KCLS-U LEARNING 2.0

Bruce Schauer introduced David Wasserman who briefly highlighted the KCLS-U Learning program, aimed at increasing staff understanding of web-based technologies through self-guided lessons. He said the goals of the voluntary program are to improve the patron experience by increasing cumulative KCLS staff technology IQ and to support KCLS' strategy to create adept staff. In addition, the program is intended to energize and engage community library staff (Library Assistants and Librarians) through lifelong learning opportunities and a MP3 player incentive. David Wasserman reiterated that KCLS-U Learning 2.0 is an opportunity for staff to refresh skills and work collaboratively. In response to a question about Pages, David Wasserman explained that Pages and substitutes aren't eligible to earn the incentive, but can informally participate.

2006 YEAR IN REVIEW

Julie Wallace presented the newly formatted Year in Review booklet which outlines KCLS' accomplishments for 2006 as they related to the budget priorities. Read it at: www.kcls.org/about/2006%20YIR%20Post.pdf.

ANNEXATION AND CONTRACTING FOR SERVICES

As a follow-up to the December 19, 2006 meeting, Jessica Bonebright said the Planning Committee discussed whether a policy regarding contracting for services should be adopted, especially in light of the annexation of unincorporated areas of King County, currently served by KCLS, to cities outside of KCLS' service area. *Jessica Bonebright moved that, as a matter of policy, KCLS not contract for library services with cities that are not part of the KCLS and/or that operate their own library, or library system for the following reasons: 1) It would create unclear lines of responsibility to library patrons/taxpayers; 2) It would conflict with KCLS' System-wide approach to library services; 3) It could lead to different levels of service; 4) It creates a disincentive for the city to fund and develop its own library. Richard Eadie seconded and the motion passed unanimously.*

DIRECTOR'S REPORT

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

- Senate Bill 5522 is still in play in Olympia. It was referred to the Senate Way and Means Committee (chaired by the sponsor of the bill Senator Margarita Prentice) to be heard February 27, 3:30pm. While this legislation, which requires that library district assets (building, collection, etc.) be transferred to the city at zero value, works its way through committees in Olympia, KCLS continues to negotiate with the two cities to resolve these issues. Linda Glenicki said that in an attempt to reach a compromise with the City of Renton, KCLS has proposed an alternative solution under which KCLS could offer Renton a discounted price for the building (below fair market value) and would offer the pro rata share of KCLS' capital assets to the city. She noted that federal tax laws specify that KCLS cannot transfer bond funds to the city, which means KCLS

would have to transfer the amount from the General Fund. This would leave an additional \$3 million in the capital budget, but would create financial pressure for the operating finances.

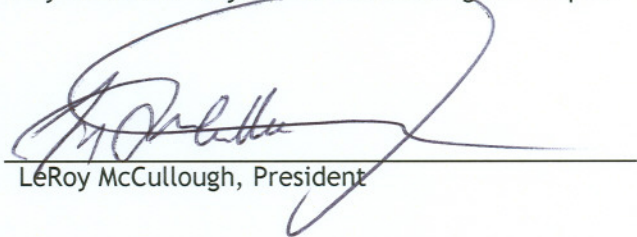
- On February 23, KCLS selected architects for Kenmore Library project (Weinstein AU) and the Sammamish Library project (Perkins + Will). The Sammamish City Council is preparing to finalize an agreement for the property intended for the new library. This project has potential for partnering with other service agencies and the City. For that reason, KCLS will be participate in developing a master site plan, which would look at parking, access and traffic circulation, surface water management and design considerations.
- The Request for Qualifications for Real Estate Developers to co-develop on the sites for the new Duvall and Newcastle libraries has been posted and are due March 15.
- KCLS has engaged Waldron & Company to assist the Administration in making improvements in the way change is managed and communicated and that better teams be developed throughout the organization (as recommended in the cluster evaluation). The firm's knowledge of KCLS from the evaluation, as well as their background in organizational development, will be most beneficial.
- The findings of the preliminary cross-use study with the Renton Public Library, conducted by Berk & Associates shows cross-use is almost equal; however, KCLS will ask Berk & Associates to reexamine the way in which Renton's patrons types are classified because zip codes are not sufficient.

OTHER BUSINESS

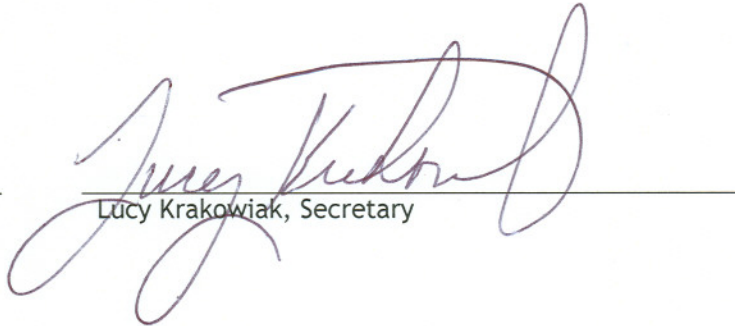
Regarding the Way-Finding presentation, Richard Eadie acknowledged that improving signage and making the libraries easier to navigate is an unquestionably good idea. He questioned the Board's role versus the Administration's role in the endeavor. He expressed concern about using a strictly retail model as the basis for doing so, since retail is focused on increasing profit. He emphasized that KCLS' responsibility to make resources accessible and understandable for the public aren't the same as increasing sales. He noted, in particular, concern about an estimated 10% reduction in shelf space and how it relates to KCLS' general weeding policy. Bill Ptacek pointed out that the Way-Finding tenets may enable KCLS to manage the collection in such a way that more books are checked out. In other words, he said, there would not be fewer books, but rather the books would turn over, or be checked out, more quickly. He added that the retail approach is being considered because similar models haven't been developed specifically for libraries. Richard Eadie reiterated his concern that KCLS' commitment to "the experience" includes considerations for academic and cultural goals, among other things, that don't mirror the goals of the retail experience. Lucy Krakowiak said she was glad the planning process was being supported by research and the results of the patron survey, but said the Board would need more information about the project going forward.

ADJOURNMENT

Lucy Krakowiak adjourned the meeting at 7:11pm.



LeRoy McCullough, President



Lucy Krakowiak, Secretary