

**FORT VANCOUVER REGIONAL LIBRARY DISTRICT  
Board of Trustees Retreat**

*June 9-10, 2003*

**1. CALL TO ORDER**

Chair Merle Koplan called the retreat to order at 11 a.m. on Monday, June 9, 2003 at Goldendale Community Library. She moved the meeting immediately into executive session to discuss union negotiations. Executive session adjourned at 12:02 for lunch, then reconvened from 12:25 to 1 p.m. Koplan reconvened the public meeting at 1:20 p.m. and noted that no action was taken during executive session.

**2. PRESENT**

Chair Merle Koplan presiding. Board members: Marilyn Butler, Jack Burkman, Jerry King, Shirley Morgan, Karen Peterson and Elena Smith.

Staff participating included: Bruce Ziegman, Executive Director; Patty Duitman, Associate Director; Candy Morgan, Associate Director; Doreen Turpen, Associate Director; Sue Vanlaanen, Associate Director; David DiCesare, Vancouver Projects; and Becky Pettigrew and Debbie Hose, recording.

Other attendees:

- *Day 1*—Harry Chandler
- *Evening of Day 1*—Naomi Fisher, Bob Seborer, Ruth Brunks, Judy Thomas, Kathleen Good, Vivian Miller, Judy Bane
- *Day 2*—Rick Smithrud

Koplan thanked Hose and Pettigrew for preparing the food and noted that the district is saving money by bringing food to the retreat rather than having it professionally catered.

**3. AGENDA**

The agenda was approved as presented.

**4. GOALS AND OBJECTIVES**

**A. 2002-2003 update**

Ziegman said that for the past two years, we produced a document called “Strategic Direction” as well as a document outlining the board’s goals. Ziegman suggested consolidating the two documents going forward. He summarized his June 2003 Progress Report, a 13-page document that includes the board’s goals and then outlines how those goals were met over the past 18 months. Questions and comments during his summary included:

- What is our level of involvement in partnerships? For example, in our early learning partnerships, are we teaching others how to do lap-sits or doing them ourselves? Turpen explained that there are several different programs related

to early learning. Some lap-sits are done at our branches by staff and partners are doing others at outside agencies.

- Are repeat visitors taken into consideration in program attendance statistics? C. Morgan explained that there is a combination of first-time and repeat visitors. Also, story times are geared to certain ages and as children grow they move into the next program age group.
- Where do we get the books for our deposit collections? C. Morgan explained that the books for the deposit collections are obtained from grants or donations, or from the First Book program. The books are not entered into the library's catalog and so they can remain in deposit collections indefinitely.
- Is there a need for senior services coordination? It was acknowledged that the Vancouver librarian's position once included coordination of senior services. DIS employees are assigned to special projects and Meg Zaleski's former position (which was eliminated due to budget cuts) used to include some of this work.
- How are we promoting the new workstation that is designed for patrons with disabilities? Turpen said we are not advertising it very loudly yet as we only have one workstation—it's already getting use and we are evaluating the workstation before we go to the next step.
- How well used are our business resources? Ziegman said employees use the business resources frequently to answer patron questions, but as far as business people coming in to use the resources – we're not attracting them very strongly. We would need to discuss whether we want to work on this to get more use.
- Do we plan to continue the baby book bag program? Turpen said she has been pursuing a partnership with an organization but nothing is confirmed yet. It was also asked if the book bags were successful. Turpen said that there is already so much involved in the birth, it was recommended that we find other ways to distribute book bags to new parents other than at hospitals. Other locations were identified. Even though we weren't able to give them out at the hospitals, we still distributed a large quantity to new parents.
- What are "Bravo!" notes? Employees use the notes for peer-to-peer recognition. Vanlaanen said she would get a notepad to Burkman. Koplán said we should be sure to include the notepads in new board member packets. Ziegman acknowledged that although this program has been in existence for about a year, it is still being used by employees and is a great way to provide acknowledgement to coworkers.
- Did any of the employees' suggestions from the budget listserv get incorporated into Ziegman's recommendations? Ziegman said that there are several really important ones that are being included: overdue notices and

books by mail versus self-pickup. This topic will be discussed at length later in the retreat.

- What kind of usage is the automotive database getting? Turpen said the database has been used both by patrons coming into the Vancouver library and employees making copies of diagrams for patrons who have called in. Patrons have been impressed with how easy the database is to use, how quickly they are able to find what they need and how clearly the automotive diagrams print.
- C. Morgan mentioned that La Center will not open until early 2004 because our major grant source (Meyer Memorial Trust) changed their grant cycle, affecting when we might be able to receive grant funds to help finish the project.
- Duitman said that the satellite systems had to be replaced on the new bookmobiles since the original ones did not work (they were replaced at the expense of the company we purchased them from). All three bookmobiles now have fully functioning satellite dishes.
- Ziegman said we plan to move more aggressively toward self-checkout. Future self-checkout stations will not be like the expensive stand-alone version that we bought for Three Creeks; instead, we will use our older PCs (since self-checkout doesn't require much memory), coupled with a receipt printer and barcode-scanning device.

Koplan acknowledged FVRL staff for their outstanding work over the past year. The meeting adjourned for a short break from 2:25-2:35 p.m.

**B. Looking forward to 2004**

Everyone brainstormed basic goals, values and objectives. Included in the list were:

- |   |  |
|---|--|
| - Free books / free information                           | - Reach out to citizens to tout services that are available to them, with the goal of increasing usage |
| - Balance the budget                                      | - Charge for extra services?   |
| - Maximize access through outreach                        | - Look for and cultivate community sponsors  |
| - Develop improved board/staff interaction                | - Utilize staff to do training in the community  |
| - Literacy as a priority                                  | - Utilize and increase specialized volunteer activities  |
| - Improve library reputation as an organization           | - Increase staff efficiencies  |
| - Minimize the digital divide                             | - Collection   |
| - Work closely with the FVRL Foundation to identify goals | - Information services staff   |
| - Rural access remains a priority                         | - Adequate buildings   |
| - Maximize hours of operation                             | - Increase public participation in government  |
| - Maintain personal interaction with patrons              |  |
| - Well-trained staff                                      |  |

- Strong support for youth programs
- Support economic development
- Focus on lifelong learning
- Continue a focus on targeted audiences (seniors, teens, ages 0-3, people with disabilities, cultural diversity, business)
- Educations, cultural and informational programming
- Utilize non-profit center
- Community partnerships
- Employee recognition and communication to create positive work environment
- Provide adequate remuneration
- Efficient, well-run organization
- Support bond measure
- Provide individual choice
- Library as a public forum
- Equity
- Have fun

Further discussion of these ideas helped narrow the list. Each board member selected five items they considered top priorities from the list, narrowing it to:

- Maximize access through outreach
- Youth programs
- Diverse collection (books and technology)
- Literacy
- Strong, well-trained staff
- Maximum hours of operation
- Adequate remuneration for staff
- Strong information services
- Improve efficiency
- Balance the budget
- Adequate facilities
- Lifelong learning
- Continue a focus on targeted audiences
- Educations, cultural and informational programming
- Charge for extra services?
- Community Partnerships
- Rural access

Those items included as top choices by three or more board members were identified, which narrowed the list even further:

- Diverse collection (books and technology)
- Adequate facilities
- Lifelong learning / continue a focus on targeted audiences
- Maximum hours of operation
- Balance the budget
- Strong, well-trained staff

Core visions and values were also separated out from the list:

Core Visions:

- Free
- Provide individual choice
- Library as a public forum
- Equity
- Efficient, well-run organization
- Community involvement
- Have fun

Values:

- Balance
- Branch identity

The group then discussed Ziegman's document, "Looking Ahead: Goals for 2004." Questions and comments during this time included:

- Does the focus on ages 0-3 relate more to teaching and education? Ziegman explained that there are currently no free literacy services for that age group in our communities. C. Morgan added that we're growing library users and educating parents so that they will use the library. Also, we already serve school age kids and adults very well with our collection. We developed the "targeted audiences" based on areas that needed emphasis due to their lower library usage. This does not mean that we are giving these targeted audiences higher priority. Turpen also noted that these are areas where our communities have taken an interest. The early brain research initiatives are an example. We have been able to get involved in partnerships due to strong community interest.
- Peterson suggested clarifying that we're marketing our services to small businesses (not to the corporate business community).
- Public relations and marketing need to be included in our goals (for example, PR related to the non-profit resource center).
- Will our partnership with Clark College change when they separate from our automated system? Ziegman said that our processes will change but we will do everything we can to continue to serve one another's patrons. The details are still being worked out.
- How will we quantify our participation and set limits on how much time and resources are dedicated to partnerships? Ziegman said that we've allotted a certain amount of staff and time to each project. Butler said that it's possible for an increasing number of partnerships to whittle away at our time until we are no longer able to dedicate adequate resources to our core services. Peterson suggested documenting what we get out of partnerships and how much time is spent. She wondered if this might also be good feedback for the public.
- Should we include customer service with our goal on training? C. Morgan noted that this is an essential function of all public service employees so it would be included automatically. It was agreed that this should be included as an example in Ziegman's "Looking Ahead" document.
- It was agreed that goal #7 would remain, but the word "create" would be changed to "maintain."
- What happens if another building project comes up? Koplan said the board should discuss this at a future meeting.

Koplan suggested that Ziegman add more detail to the 2004 goals document he prepared. The board did not finish its discussion of the goals, but due to the time

had to recess. They agreed to continue this discussion tomorrow. The meeting recessed at 4:30 p.m.

The public meeting reconvened at 6 p.m.

**5. MINUTES**

The minutes of the May 12, 2003 meeting were approved as emailed.

**6. CHAIR ANNOUNCEMENTS**

Koplan thanked the Friends of Goldendale Community Library for the wonderful dinner they served. Teddy Cole expressed pleasure at hosting the board meeting in Goldendale. Koplan also said she truly appreciates the use of the meeting room and noted that the library space is very pleasant.

**7. CITIZEN COMMENTS**

Bob Seborer spoke regarding the USA Patriot Act. He said that people in this county get upset when the government tells us these things; they feel that officials are intruding on our rights. He said public hearings would be held across the nation on July 3. Seborer provided some printed information to the board. He suggested that we put a sign at the checkout desk to raise awareness of the dangers to our freedom. As an example, he read words from a sign posted at the Santa Cruz Library: "The Santa Cruz Library makes every effort to protect your privacy. Under the Patriot Act it states that library records could be obtained by federal agents." He would like to make this information available to citizens and requested that we post this information in all our libraries. He added that instead of directing comments to the Attorney General we should address them to our congress.

C. Morgan said she shares Seborer's concern regarding the Patriot Act, in particular Section 215. However, she said she is not in favor of posting signs for several reasons. We are trying to reach out to our Russian and Spanish-speaking citizens. Many came from areas where there is significant government intrusion. It has taken a great deal of effort to assure these citizens that we protect their privacy. This may end up scaring them to the extent that they discontinue use of the library. C. Morgan said we work carefully with officials to see if this is the only way they are able to obtain the information or if there might be a better way; and to make sure that the request is official. This issue has been hotly debated. She believes a way the library might be able to help is to share what we do to protect, how we protect, and what our procedures are and when information would be released. Also, there are two bills right now that would exempt public libraries and bookstores from Section 215. Sending letters to your congress to let them know about the bill and how you support it would be one way for citizens to take action. It's not a unanimous congress in relationship to libraries and bookstores. She felt this type of action would have more impact where it is more feasible. It was also noted that C. Morgan is planning to do a program in Goldendale about the Patriot Act.

Seborer stressed that it's important to increase awareness, especially with the people who use the library because most don't know. Kathleen Good said that they are developing a mailing list and plan to include information about the Patriot Act in a future mailing.

Smith suggested posting information on community bulletin boards, including the community bulletin boards in our libraries.

Koplan said she is pleased to hear patrons are protective of their rights and noted that police officers would have to go through a process including a subpoena in order to obtain patron information. It was also noted that the library does not retain long-term circulation records. Once materials are returned, they are cleared from the patron's record.

## **8. BOARD BUSINESS**

### **A. Expenditure Approval**

**MOTION:** Elena Smith moved and Marilyn Butler seconded approval of the accounts payable, payroll and payroll payables as presented. The motion passed unanimously.

### **B. Three Creeks Library Capital Facility Area Expenditure Approval**

**MOTION:** Elena Smith moved and Marilyn Butler seconded approval of the Three Creeks Library Capital Facility Area expenditures. The motion passed unanimously.

### **C. Fiscal Management Policy**

King explained that both the Budget and Policy Committees have reviewed this policy. The new draft policy is a consolidation of the Investment and Fiscal Management policies. It also reflects some updated language. The previous policy specified how much we intended to keep in reserves. Both committees thought it would be better to identify a period of time that reserve funds should cover, as a safety measure should we experience a loss of revenue. As a result, the new policy states that 3 months of operating expenditures would be kept in the reserve fund. King summarized some of the other statements in the new policy.

**MOTION:** Jerry King moved and Shirley Morgan seconded approval of the new Fiscal Manage Policy, as presented. The motion carried unanimously.

The new policy states that the executive director is responsible for establishing cash management procedures. Ziegman said this has been completed and was included in the board's packet. Duitman reported that she checked with other library districts in our state (per board direction) and found that we are the only one with a board-adopted Fiscal Management policy.

## **9. REPORTS**

### **A. Community Services**

C. Morgan said it is a delight for her to act as liaison to local communities and she is glad to be working with Bob Seborer in that respect. She then introduced Community Librarian Naomi Fisher. Naomi introduced other Friends and staff who were present.

Fisher explained the role of the Goldendale Library Board. C. Morgan added that the group has been very supportive of the branch when there are needs.

The Goldendale branch is participating in the diversity grant funded by the Washington State Library. The grant is making it possible for the branch to provide outreach to Spanish communities in Alderdale and on the bookmobile at Mercer Ranch.

Recent programs at the branch included a slide show and lecture on the topic of Xeriscaping, a high school arts show and several student music and choir performances.

C. Morgan also reported that several years ago, Klickitat School District applied for a Century 21 grant to help raise student performance. These grants usually involve the entire community. The Library was included as a partner in the grant. Mill A School also had a Century 21 grant through ESD 112. The Library was not included in the grant, but the school asked the Stevenson Community Library to provide programs at the school as a part of the grant program. We agreed to do so, but asked that we be considered for partnership for future grants. More recently, ESD 112 included our Stevenson and Washougal branches in a 5-year grant. The grant will provide \$5,000 each year to each branch for programming (but it won't pay for anything we're already doing). Although the grant stipulates that the Century 21 kids have to be invited, attendance is open to the entire community.

Fisher gave an update on Goldendale's adult literacy program. Klickitat County has been burdened with one of the highest unemployment rates in our state. As a result, community interest led to the initiation of the program about 4 years ago. They have since trained 17 volunteers, 7 of which are currently working. Five students are in the program right now. Their coordinator is Barbara Patterson, who has a master's degree in adult education and who coordinated a literacy program in The Dalles for a number of years. Goals achieved by students in the program include obtaining a CDL license, getting a job, writing a resume or working on special problems such as dyslexia. An elderly gentleman who worked on a farm all his life and only completed 2<sup>nd</sup> grade managed to work his way up to a 6<sup>th</sup> grade reading level on the program. Young mothers have improved their reading skills so that they in turn could help their children read better. Another woman wanted to become a singer-poet but didn't have enough skills to write down her ideas. There is a constant interest in the program. Most of their students stay in the program for 6-8 months. The community is very proud of the program. There is growing interest in developing an English language conversation circle as an offshoot of the program.

C. Morgan mentioned Yale's recent successful vote to obtain library services. As you may remember there was some discussion about whether to limit the partial-county library district to the boundaries of the Fire District or to include the entire precinct. The Let's Read Committee and the Library agreed that the entire precinct should be included. It was discovered recently that when the decision was made Cowlitz County staff didn't go back to check the deadlines. As a

result, we found out just recently that the deadline to certify the boundaries for a taxing district that is not contiguous with a current district was June 1, 2003. As a result the new library district won't be able to start collecting taxes until 2005. C. Morgan noted that the "Let's Read" committee's immediate response was to seek grant funding so they might begin services sooner. The Yale PTO has already given \$200 towards it.

We have signed a reciprocal borrowing agreement with Kelso Public Library. We already have reciprocity with the Longview Library.

In La Center, we had planned on applying for a grant from Meyer Memorial Trust to provide the additional \$300,000 needed to finish the new library. Just as James was ready to send in the grant application, the Trust changed their review schedule. So the earliest date we would hear whether our grant is successful is September 2003, with funds being available in October 2003. This would make it very difficult to finish the branch this year. C. Morgan also said it is time to start thinking about dedications for the La Center Community Library. The Colf family will be thinking about how they want it dedicated. The board was impressed with the Colf family's generous contributions and commitment to the project and agreed that dedications should definitely include honoring them.

**B. Support Services**

Duitman reported that employees in Accounting and Human Resources have been doing a lot of costing (including costing the ideas generated by employees through the budget listserv) and helping to look for other efficiencies.

Employees in Information Technology completed work on the bookmobiles' satellite dishes and are now focused on SAM Internet management software implementation. They hope to have at least one branch implemented by July 1, 2003.

**C. Communications**

Vanlaanen's written report is attached. During her report, the board viewed the new FVRL informational video (details about the video are included in her report). The board expressed enthusiasm for the video. Koplan said it is a very professional video and will be a useful tool in the community.

**D. Vancouver Activities**

Turpen's written report is attached. It was noted that the SARS presentation was videotaped by CVTV and will also be available in the library for checkout.

Ziegman said that almost all of the funding for the Nonprofit Center is coming from the Community Foundation for Southwest Washington and the FVRL Foundation. The library district's contribution includes using existing employees to assist patrons and providing the small amount of space that it requires. Also, the Nonprofit Center database will be available in every library branch.

**E. Greater Vancouver Building Project**

DiCesare reported that planning for the Firstenburg Community Center is moving along. We continue to remain involved in the project to assure that we will be allocated enough space for a larger Cascade Park branch.

Also, we recently learned that a presidential preference primary election will be held on March 2, 2004. It would save the district money to hold our bond measure in conjunction with it.

**F. FVRL Foundation**

S. Morgan said she was unable to attend the FVRL Foundations retreat but understands that they are moving from a hands-on to a policy making board. Ziegman said that Smithrud would be making a presentation tomorrow on the Foundation's plans.

Ziegman also said that the Foundation's annual dinner was held this past Thursday and it was very successful with about 380 in attendance. The speaker was Larry Colton, author of *Counting Coup* and *The Goat Brothers*.

Koplan said that since the Foundation is the overall fundraiser for the library district, their successful events benefit us all.

**10. DIRECTOR'S REPORT**

Ziegman said he has been involved in a number of Foundation activities, including their retreat, the annual dinner and the Feasibility Study Committee. He also spent considerable time during the last month working on the library's budget planning, goals, objectives and other related topics.

The State budget will be voted on this month and it will include a 20% cut in the Washington State Library's funding with a 20% cut in their FTE. As a result, the State Library plans to eliminate service to government, which was their fundamental mission. Going forward, they will be a depository and will continue to provide some services to the library community.

Peterson inquired about the status of the bill about elected library trustees. Ziegman said that the bill died in the House committee, as did all other bills that would have impacted libraries.

**11. CITIZEN COMMENTS**

Vivian Miller said she works for Washington Public Employees Association and is speaking on behalf of the district's union employees. She provided the board with a handout. She acknowledged that the union is currently in negotiations with management and that management looks to the library board to get approval. They have been in negotiations since last August. She urged the board to consider a market adjustment raise for library workers even though we are in difficult budget times. WPEA looked at the salary level of management and other staff and think that management is making higher wages than classified staff. She calculated that it would cost about \$26,668 per year to give a 2% increase to union employees. She believes union employees are about 17.5 %

below market rates. She also cited cost of living increases in our area. She said that these employees are providing the services that the board wants the community to have. She asked the board to provide employees with their support.

Koplan thanked Miller for her comments.

Judy Bane said she works at the Goldendale branch and drives the Klickitat County bookmobile. She has been employed with the library district for many years. She understands the need to cut the budget and noted that she participated in the budget listserv. She expressed concern about how our health insurance is going to be impacted. Also, she said the union asked for a 2% raise and the counterproposal was a ¾% raise. She said that union employees do a lot of work. She'd hate to see employees suffer from lack of raises. She urged the board to consider these issues. She also thanked the board for their service to the library.

Koplan said that the board has employee's best interests at heart. Bane said she admires the trustees' efforts and knows they have always tried to do their best for staff. She said she is just urging them to keep employees in mind during these difficult times.

**12. BOARD COMMENTS**

Smith said she is glad to represent Klickitat County and is thrilled that the board is having their retreat here.

Koplan said she attended the Foundation dinner and it cost \$40 per person. It was a wonderful event and a great fundraiser. As good as the program was, many of the programs we hold in our libraries are just as good and are free. So, how do we get 380 people to a library program for free? Duitman said that some day, when we have a space that will accommodate that many people, it might be possible. Koplan said that people really value things they pay for.

**13. NEXT REGULAR MEETING**

The next regular meeting will be on Monday, July 14, 2003 at 6:30 p.m. at the Woodland School District Offices. An executive session will begin at 4:30 p.m.

**14. SETTING NEXT RETREAT DATE**

Koplan said that since it was so difficult to set a retreat date last time, we could try to set the next one far in advance. Ziegman recommended we return to an April date, since this is when we are usually ready to discuss supplemental budget.

It was agreed that a Thursday through Friday retreat is the best schedule for everyone and that the retreat would be combined with the regular board meeting (the board meeting would be held on Thursday night). April 15 and 16 were suggested dates. Pettigrew will look into it further and then send out a confirmation.

Koplan recessed the meeting at 7:45 p.m.

**Tuesday, June 10, 2003**

Koplan reconvened the meeting at 8:15 a.m.

**15. GOALS (CONTINUED)**

Ziegman said he spent some time looking at the priorities that were identified yesterday and developed them into a list of possible goals:

1. FVRL will maintain a collection of library materials in a variety of formats, representing a diverse range of viewpoints, adequate to meet the informational and recreational needs of its patrons.
2. FVRL patrons will have the use of adequate library facilities so that their visits to FVRL libraries will be more enjoyable and productive.
3. FVRL branch libraries will maintain hours of service within budgetary constraints to provide maximum access to its resources.
4. Staff will be well trained so they can deliver high quality service to FVRL patrons.
5. FVRL will provide a variety of programs and services to a variety of age and interest groups district-wide.
6. FVRL will operate within the context of an annually balanced budget while maintaining adequate reserve funds.
7. The library will be an integral part of the communities in which it provides services so that by partnering with Friends, the Foundation and with other organizations, citizens receive programs that might not otherwise be available.
8. FVRL will make training available to its patrons in order to improve their ability to effectively use information resources and thereby improving their Information Literacy.
9. Patrons of the district will be well informed about library services so that they can most fully utilize them and perceive the district as an important, effective provider of services in the community.
10. FVRL will seek feedback from its constituents to assist us in determining our future service offerings.
11. FVRL will provide employee recognition and communications channels to maintain a positive work environment and enable staff to do their jobs well.
12. The library will utilize current technologies to improve the quality and cost effectiveness of its services.
13. FVRL policies will be reviewed in a systematic manner to insure that they accurately reflect current needs.

The board discussed ways to approach setting goals. In the past, the goals have been a work plan and then objectives for how to carry them out were outlined with each goal.

DiCesare felt that these goals actually resemble ongoing principles. He suggested that we maintain these as our principles from year to year, but set specific goals that focus on what's most important for that year.

The board was not able to reach consensus, so they proceeded to the discussion about fiscal issues.

**16. FISCAL ISSUES**

Duitman said that the new draft budget reports provide more detail as well as tracking information related to library revenue and expenditures.

In the past, accounting was required to use an encumbered system. We are now able to move to a cash basis, which provides a much more accurate picture of the budget. Burkman asked how often reports would be updated. Duitman said they would be updated annually. The new reports allow us to project the next year's peaks and valleys in revenues and expenditures. Duitman said that there would be an adjustment period before the reports are complete as this is a significant change in our accounting system.

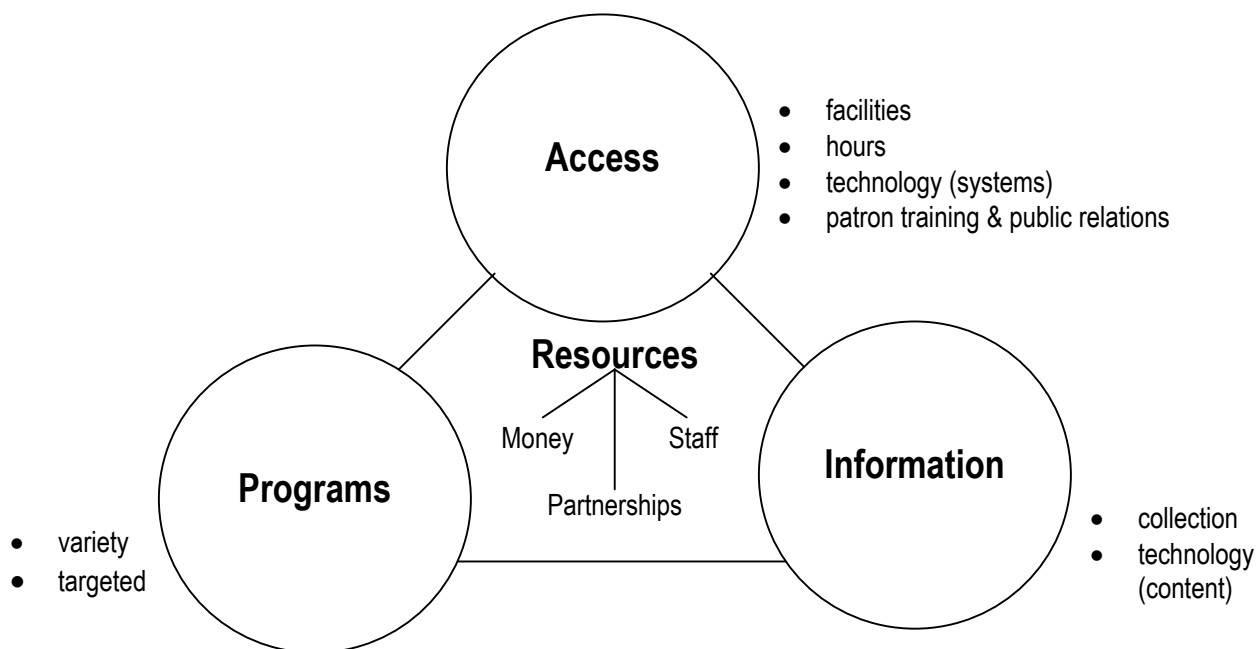
King asked if all the reports presented were new. Duitman explained that we used to be in a Category 1 accounting system that reported on an encumbered basis. This type of system follows the GASB system and includes a great deal of government reporting. We were very involved with the auditors in seeing if we could move to a Category 2 cash basis system. Duitman said that even though we were on an encumbered system, we still monitored cash closely. As a result, the old system was a great deal more work.

Another report Duitman shared has to do with the board's monthly review of bills. The report contains a list of vendors and payments. This would be sent to all trustees for review prior to the board meeting. Koplán asked if a column identifying categories of each expense could be added. She proposed using the same categories that are on the expense tracking report. Since this report is generated by the accounting system, Duitman thought it unlikely the system would be able to provide that information in a format useful to the board; however, staff could manually enter it. The board discussed whether or not as trustees they needed to see this level of detail. It was agreed that a "category" column would be added only if the accounting system is able to generate it; otherwise the report would remain as it was presented. It was also agreed that a trustee would continue to review bills each month as in the past.

Koplán recessed the meeting for a break from 9:25-9:50 a.m.

**17. GOALS (CONTINUED)**

Peterson said that during the break an idea came up on how to better organize our values, principals and objectives. She drew the following diagram on the white board, with input from trustees and staff on how to add the goals presented by Ziegman that morning:



Discussion about the diagram and goals in general included:

- Access, Programs and Information are interlinked and driven by the budget.
- Several board members expressed concern that we had too many goals in the list Ziegman presented this morning. Butler suggested limiting ourselves to 3 or 4 goals because otherwise they get diluted.
- It was noted that the three areas (Access, Programs and Information) would not always be in balance; less emphasis might be placed on one due to budget constraints. An example that was mentioned is reducing the program budget while maintaining the very core services of access and information. However, the long-term assumption is that they would balance.
- C. Morgan asked everyone to keep in mind that individual branches might have programs in addition to or separate from district wide programs.

#### 18. **BUDGET OPTIONS FOR 2004**

Ziegman explained that further cuts are needed to bring us in line with our anticipated reduced revenue for 2004. With input from library employees, a plan was formulated that would save the district approximately \$200,000. This plan includes:

- Books by Mail and Overdues: (a savings of \$100,000)
  - Change the books by mail program by encouraging patrons who are able to opt for pickup of their holds, with the goal of achieving a 50/50 ration between the two choices. Currently the ratio is 67/33 with more books being mailed.
  - Change the way overdue notices are handled by eliminating one, changing the timing back to last year's model and encouraging patrons to opt for notices by email or TeleCirc. Also, we would explore the use of a new "pre-overdue" email notification feature and notification of hold pickup via TeleCirc.
- Reduce the reference materials collection budget by \$37,000. Included in the reduction are less heavily used print resources.
- Reduce the circulating collection budget by \$63,000.

It was noted that the most effective way to reach a patron is at the checkout desk. It was agreed that we would make it a very strong goal to have employees encourage each patron who checks out books to go to email or telephone notices.

Regarding books by mail, Burkman wondered if we should set a cap on how many books people can get by mail. Ziegman said that rather than placing limits, he would like to see a communication campaign that encourages patrons to opt for pickup themselves. A balance is needed so that we don't have to buy a new courier van and add an additional driver. Too many hold-pickups would also result in a need to remodel libraries to provide space for all the waiting books.

Smith noted that hold pickup affect access in that the books sit on shelves longer. It also takes more staff time. She said that mailing books is a service that patrons truly appreciate and one that gives us a great reputation.

S. Morgan suggested a "subscription" option so that people who prefer the convenience of mail could opt to voluntarily contribute so they don't feel guilty.

Concern was expressed about making changes to the books by mail service because it is so valuable to patrons. However, it was noted that this would be more about better informing patrons. But it was expressed that we don't want to use guilt to get people to do it.

DiCesare said that patrons who are getting their books by mail don't see why we'd need a new building because the services they want are coming to them. Then those who don't use the service see it as wasteful and think we should cut it instead of getting money through a bond measure.

Koplan asked if the recommendation about books by mail was realistic and how we would know how we're doing? Ziegman said changes in postage and statistics would clearly tell us if it's working. If it doesn't work out he has listed some alternative cuts in his document.

**DECISION REGARDING BOOKS BY MAIL: It was agreed that we would try the recommendation, but with the addition of encouraging patrons to donate to the books by mail fund. Other stipulations included that we should not guilt people into it, especially those who are far away or not able to pick up their books. It was agreed that we would revisit the topic in 6 months (January 2004) to see whether it's been successful.**

District Information Services Manager and reference materials selector Tom Taylor reviewed our reference materials collection, looking at usage trends and costs. This led to the recommendation to reduce the reference materials budget.

**DECISION REGARDING REFERENCE MATERIALS: The board agreed to make the recommended \$37,000 budget cut.**

Cuts to other areas were discussed briefly as a way to avoid cutting the collection budget. Many employees are involved in some way in programming, and the potential to save money by cutting programs is not as clearly defined as a cut in the materials budget. Other alternatives Ziegman provided in his handout would impact specific branches rather than the district as a whole. Also, training opportunities in 2004 include a conference that will be held locally. The board agreed that it would be wise to take advantage of needed training when it becomes available locally and is therefore less expensive. It was recognized that a cut in the materials budget would be short-term. It was also mentioned that severe crowding in some branches makes it difficult to increase our collection.

**DECISION REGARDING THE CIRCULATING COLLECTION:** The board agreed to reduce the circulating collection budget by \$63,000, to be worked out by Collection Development staff.

Koplan recessed the meeting for a short break from 11:20 to 11:30 a.m.

#### **19. PROGRAM BUDGETING**

Duitman said that staff would like to move from line item to program budgeting. Using the diagram drawn by Peterson, staff would be able to determine how to allocate resources into a program budget. Duitman proposed moving to the new format with the supplemental budget that would be presented to the board in April 2004.

The new format would include identifying and allocating staff time to different projects (e.g., circulation, information services or programs).

The board discussed how they would use this information. The new format might be helpful when deciding where to dedicate library resources based on usage, cost and the overall budget. They would be able to see the return on investment. Duitman said that we already gather some information in a program budget format. More extensively categorizing staff time would be new to our process. C. Morgan acknowledged that it would be extremely cumbersome to allocate employees' time on their timesheets over an hour-by-hour basis, but we could identify it in other ways. For example, we could look at how often programs are offered and then estimate how much time it takes employees to provide this service.

Butler said program budgeting is a great tool that will help staff identify and analyze how money is spent. It will lead to more comprehensive reports for the board. King said that the reports would not be the only determining factor as to whether programs are continued; many other factors would also be considered. S. Morgan felt the new format would be useful in determining administrative or indirect costs when applying for grants or considering partnerships.

**DECISION REGARDING PROGRAM BUDGETING:** The board agreed that staff should proceed in moving to a program budget format beginning with the April 2004 supplemental budget. They also agreed that trustees do not need a month-by-month report; instead, annual reports and reports at trustee retreats are sufficient.

**20. 2003 FINANCIAL TRENDS**

Duitman reported that a number of employees have been working on trend analysis and costing. The district is still at 100% employment. Our personnel expenditures are within budget, but are not in keeping with past trends. Supervisors are making more conservative usage of substitute employees. We are developing substitute usage guidelines that should help.

Cost savings have been found through staff-imposed reductions in utilities. This includes turning off lights when not being used, installing energy efficient light bulbs, reducing use of air conditioning and heating, changing sprinkler system water sources and using less expensive lighting in the tennis courts.

Employees are also using supplies more sparingly or finding other sources for supplies. This includes using scratch paper in staff printers. We've also changed cell phone plans and identified other telecommunications savings.

Duitman said these efforts have brought us to 1% under where we were last year. We were 5% under for May 2003. Duitman said she is very proud of library staff for their outstanding efforts.

In revenue, Duitman reported that we recently received some unexpected timber revenue, but warned everyone not to be too optimistic about this because we don't know what will happen at the end of the year. Uncollected taxes for the first half of 2003 are a little higher than previous years. We will likely recoup this, but it may be a few years out. Everything else is pretty much on target. Also, the City of White Salmon has been contributing toward the collection as part of White Salmon's building campaign.

Duitman predicted that if we continue our careful spending patterns, we may be just slightly under or right at what we've budgeted for 2003.

Turpen suggested we look at the budget challenge and our responses to it as an opportunity to promote our partnership with the public in the use of their tax dollars.

Koplan said she would like to go back into executive session to discuss union negotiations at the end of the meeting. She then recessed the meeting from noon-12:45 p.m. for lunch.

Turpen said she just found out that Vancouver Community Library has been selected as the winning library in the Major League Baseball promotion (a national promotion). Only one library was selected. Mike Jansen from Vancouver's Youth Services department found out about the promotion and filled out an entry form. The award includes Mike Jansen's attendance at the All Star Break and participating in other activities. We will also be able to have Sharon Robinson (Jackie Robinson's wife) come to the library and do a program.

**21. GREATER VANCOUVER LIBRARIES BOND MEASURE**

DiCesare reported that at the board's direction, we have been working towards a February 2004 bond measure. We recently learned that the state will hold a March 2,

2004 presidential primary. After discussing this new date with Citizens for Better Libraries, DiCesare said he is recommending that we slate our election to coincide with the presidential primary. Surveys and pollsters indicate that we would be better served to go along with the presidential primary. The board would need to take action on this in July or August 2003.

The presidential primary includes three ballots and our measure would be listed on all three. The polls would be open. So far, there is nothing else on the ballot. We continue to work with other agencies to ensure that voters will not feel divided between different tax initiatives. We have also been working with the school districts and ESD 112 to get their support. Next week, DiCesare will be speaking with the Chamber of Commerce.

The election will cost about \$95,000 if we time it with the presidential primary. We will not have a problem validating the election.

DiCesare shared a timeline created by Citizens for Better Libraries campaign manager Paige Richardson. Richardson has a tremendous amount of experience in running campaigns. Her recent experience includes running the campaign for Brian Baird.

During the February 2002 school elections, 87% of those who went to the polls voted "Yes." DiCesare said we have 91,000 registered voters in the proposed LCFA and 35-40% regularly go to the polls.

Vanlaanen said that if ballots go in the mail on February 11, then our information must go out by February 5 so that citizens are informed before they complete their ballots. There will also be a voter's pamphlet with this election.

It was clarified that board members and library staff are able to provide information in relation to the bond measure. It is only individually as citizens, separate from their board or staff activities and roles that they might advocate for the measure.

Jan Oliva is the campaign chair and DiCesare said she is doing an outstanding job. She is working on raising an additional \$100,000 above what was originally identified. Ziegman noted that the FVRL Foundation has given the maximum allowed by law towards the campaign, which comes to \$15,000 over their last 2 fiscal years. Turpen said that the Friends of Vancouver Community Library are interested in helping fund the library's informational communications. Since the Friends are under the Foundation's umbrella (and the Foundation has already given the maximum amount allowed), they see this as a way to contribute to the effort.

DiCesare said he has considered whether our timing is better now than it was in January, when the board decided to postpone the measure. The Dow Jones was at 7,900 then and it's inching over 9,000 now, so we've seen a 14% increase in the market since we delayed. The war issue is not nearly as elevated as it was. Consumer confidence continues to grow. DiCesare felt that if these trends continue we can be hopeful that voters who would have been swayed due to the economy will support it now that the climate is improving.

Many positive comments came Ziegman's way from people who appreciate our careful approach. Koplan added that interest rates are way down and people are refinancing their homes, which counts in our favor.

DiCesare requested that the board reaffirm its commitment to the bond measure. We've been in a quiet/delay mode but will want to get a firm commitment from the board in July or August 2003. After that, a major campaign would begin.

Vanlaanen provided a handout about the library's communication plan for the information campaign.

Ziegman said it's important to reach our senior citizen population. Many seniors with fixed incomes may not realize the great value they would get from new, larger libraries. C. Morgan pointed out that there is a senior exemption for those with lower incomes and we need to make sure people know about it. As part of the campaign, DiCesare said that one of the targeted areas we intend to reach is seniors. Val Ogden plans to provide him with a list of people who could be involved in this.

We are still getting advice and support from the pollsters, according to DiCesare. King wondered if another poll would help assure us whether we're on track. DiCesare and Ziegman both expressed confidence in the information we have already gleaned from polls regarding public values and which segments of our population are supportive. Vancouver desperately needs larger libraries and that need won't diminish.

Ziegman shared the following points about building new libraries in Vancouver:

- An energy audit was performed last year on the current Vancouver Community Library to determine how renovating and expanding the building would impact operational costs. There would be no increase in utilities costs, since we would be bringing the building up to more efficient standards.
- The district would save about \$175,000 through the elimination of the lease at the Operations Center Annex and the remaining debt at Cascade Park.
- There is a possibility of a levy lid lift if our ongoing revenue falls low enough. A levy lid lift only requires a 50% yes vote and allows us to reach our 50 cents per \$1,000 maximum tax collection.
- New buildings will be designed so that they are as efficient as possible, including more efficient employee workspaces and utilizing as much patron self-service as possible (such as self-pickup, self-checkout and self-sorting of return of books).
- Partnerships could seriously contribute to our services. For example, we could bring in people to conduct programs in our new space such as an early childhood professional for programs in the children's area

Turpen added that we are currently examining ways to become more efficient. Finding staff efficiencies now means that later, we could shift existing employees around so that they will be able to adequately provide service in a much larger facility.

Butler said that all this is encouraging news.

**22. FVRL Foundation Plans**

Smithrud gave an update on FVRL Foundation activities. The Foundation just completed its feasibility study. An executive summary will go out to participants soon. The study determined that the Foundation has the capability of raising \$5 million. While the study did not test participants' desire to give to the Foundation (it only tested their capacity), many of those interviewed expressed great support for the library and shared interest in identifying other potential donors. From those surveyed, 88% said they would personally contribute to the campaign.

The Foundation will be developing an 18-month plan. They are determined to do a \$5 million campaign. Use of funds they raise depends on the bond measure. If the measure passes, the funds would go toward new buildings. If it doesn't pass, funds could go toward programs.

Up until recently, the Foundation has been a managing board. They are trying to transition to a policy board. They had a retreat recently and are planning a series of retreats that will help them through this transition.

Smithrud said that the Foundation wants to do everything they can to make sure the bond measure passes. This includes being advocates and rallying for support. They've already given the maximum allowed to the political action committee. They will write editorials, make phone calls, do signs and whatever else is needed. They are very excited about seeing the measure pass. Ziegman praised the Foundation for their dedication and said he is pleased with how synchronized the messages are between the library, Foundation and political action committee.

The Foundation's audit has gone well according to Smithrud, however there are some internal audits in the Friends books that are being suggested. The auditors will provide recommendations for future years. Financial reports are being improved so that they are more useful to the Foundation board and Friends. The Foundation is covering the cost of the audit for the Friends.

Smithrud also reported on the annual dinner event held last Thursday. It was a very hot day. Larry Colton was a great speaker. Their original caterer quit 4 weeks prior to the event, so they had to find a replacement. They managed to get the caterer they had in the past at very close to the rate they needed. The Hoop donated the use of their facility. They also gifted rental of the tables and chairs.

Koplan said that the event was the "who's who" of Vancouver with many well-known community leaders in attendance. It was clear to her that people had a good time. She also thought it was a very affordable event.

As a preliminary estimate, Smithrud thought the dinner netted about \$20,000. Koplan said it was a great public relations opportunity and brought awareness to the library and Foundation. Smithrud expects that donations will continue to trickle in as a result of the dinner.

Construction at the new La Center Community Library is nearly completed. Smithrud said that they would likely be ready to turn the project over to the library in July 2003. If our Meyer Memorial Trust grant is successful, the earliest we might receive funding to help complete the project is October 2004. The Colf Family has contributed a total of over \$900,000 toward the new library. C. Morgan said that Smithrud's involvement has really meant a lot to the La Center Friends.

It was announced that Dean Sutherland and CeCi Smith are new Foundaiton board members.

Smithrud also mentioned the contributions made by the Community Foundation for Southwest Washington and FVRL Foundation toward the Nonprofit Center. A dedication ceremony will be held July 9 and invitations will be sent out soon.

Koplan expressed excitement at all this good news and said she looks forward to a great relationship with the Foundation. C. Morgan applauded Heidi Bixby for her commitment to working with the Friends.

**23. ADJOURNMENT**

Koplan adjourned the meeting at 2 p.m. The board then went into closed session until 2:40 p.m. to continue discussing union negotiations.

*These minutes were approved at the July 14, 2003 meeting.*

**Vancouver Community Library  
Board Report for May/June  
June 6, 2003  
Doreen Turpen**

Programs

Rose Marie Curteman, author of *My Renaissance: A Widow's Healing Pilgrimage to Tuscany* was the featured speaker on May 17.

Clark County Health Department's, Dr. Karen Steingart presented her first hand experiences treating SARS patients in China in a program called "In the Time of SARS".

We had 92 people enjoying the Vancouver Dance Theatre's children's rendition of Swan Lake on May 18. This was a preview performance for the full performance that was scheduled for Fort Vancouver High School.

Science Sleuths continues to draw well with 65 attendees participating at the May 29 program.

Baseball will be featured in three programs sponsored by our Youth Services department. These include baseball stories and a visit from the Beavers mascot in June; ESPN columnist Rob Neyer in July, and a baseball card trading day in July. The July events have been scheduled to coincide with the old-fashioned baseball games scheduled on the Reserve. These programs are in addition to the activities scheduled as part of our Summer Reading program.

Our May Forum will focus on the United Nations and will feature Dr. Nick Forrest who is a political science instructor at Clark College and the advisor to the Model United Nations program.

Services:

We are working toward an early July opening for the Nonprofit Resource Center which is being funded by the Community Foundation of Southwest Washington and the Library Foundation. We have already had people express interest in using the center and asking for orientation and classes on using the database.

The Adaptive Technology workstation is now available for public use. Several people have tested the station and provided feedback and the Information Desk staff have received basic orientation on the operation of the various functions.

District Support:

Meg Zaleski turned over her DIS responsibilities and has moved to the Annex to begin her new role in collection development. We have reassigned FV stacks maintenance functions and the Assistant II who reported to Meg to DIS. Meg's selection responsibilities for Vancouver collection maintenance have been reassigned.

**FVRL Board Report**  
 Sue Vanlaanen, Associate Director-Communications  
 June 9, 2003

General information video

We've wrapped up production of a general information video about the district, to replace the one made in the mid-90s. The video is about six minutes long. We'll provide two copies to each branch -- one for internal training use, the other for circulation -- in either DVD or VHS tape format, and other copies for HR use and speaking opportunities.

Later this summer or fall we'll produce a short additional piece about the bond measure that will primarily feature Bruce talking to the camera, plus some still shots and graphs. We'll make just a few short-term-use copies of tapes/DVDs with the bond measure segment tacked onto the end of the first video, for staff use when going out to community groups to talk about Vancouver's proposed library projects.

Summer Reading program conversion



Example of 2003 Upstart summer reading program artwork

We're examining the possibility of joining a Washington group of libraries that participate in a collaborative summer reading program sponsored nation-wide by the Highsmith Company. Currently 23 states participate in the program. We've estimated that participation would save the district about \$6,500, primarily in not having to advertise for or hire artists, although there are other considerations such as Graphics staff time to work with a "one size fits all" artwork selection. If we do decide to participate in the program, it would probably be for a two-year trial period, after which we'd evaluate whether the expected savings were realized. An additional benefit of participating in the program would be showing support for and buy-in to mutual support with other libraries in the state.

Greater Vancouver Area LCFA/bond measure information campaign

We've completed a communications plan for getting information out to the community in the coming months about the March 2, 2004 LCFA and bond election. The plan identifies key messages and a nine-month progression of tactics such as speaking opportunities, staff training, signage, media relations, direct mail, displays, hand-outs and community events. I'll next complete a calendar version of the plan to help in tracking and scheduling communication activities.