

**BOARD OF TRUSTEES  
PIERCE COUNTY LIBRARY SYSTEM  
REGULAR MEETING, JANUARY 9, 2013**

**CALL TO ORDER**

Chair Linda Ishem called to order the regular meeting of the Pierce County Rural Library District Board of Trustees on January 9, 2013, 3:34 pm. Board members present were Donna Albers, Robert Allen, J.J. McCament and Allen Rose.

**PUBLIC COMMENT**

There was no public comment.

**CONSENT AGENDA**

1. Minutes of the December 12, 2012 Regular Meeting of the Board of Trustees
2. December 2012 Payroll, Benefits and Vouchers in the total amount of \$2,613,334.20
  - a. Payroll Warrants 3375 - 3382, dated 12/01/12 – 12/31/12 in the amount of \$5,997.38
  - b. Payroll Disbursement Voucher dated 12/06/12 in the amount of \$525,102.79
  - c. Payroll Disbursement Voucher dated 12/21/12 in the amount of \$744,337.07
  - d. Accounts Payable Warrants 619267 - 619493 dated 12/01/12 – 12/31/12 in the amount of \$1,337,896.96

Mr. Allen moved for approval of the consent agenda. Ms. McCament seconded the motion and it was passed.

**OFFICER REPORT**

**Jamie Prothro:** Neel Parikh, Director, introduced Jamie Prothro, new Customer Experience Manager. Ms. Prothro noted that she was previously with the Wichita Public Library. She said that the library's values really drew her to the library system. Chair Ishem welcomed her to Pierce County Library System.

**November Dashboard:** Ms. McCament said she noticed that the check-out and transitions figures did not include eBook usage. Georgia Lomax noted that the library is unable to separate out the numbers at this time.

**2013 Legislation of Interest to Libraries:** Ms. Parikh reported that in an audit of a neighboring library system, the Washington State Auditor defined libraries primary purpose as a repository for books and materials and believes that Washington State libraries are operating outside of their authority by engaging in community activities. Partnership relationships with the community organizations were declared not appropriate. Ms. Parikh said that there is no solid library definition in the Revised Code of Washington. Libraries will be discussing this issue and consider the most effective method to address it.

**University Place Condominium:** Ms. Parikh reported on an effort to determine the specific expense percentage of common areas. Initially it appeared that the Library owned a controlling share of the building, but during the review, it was determined that the Library has less ownership. Bill Holt discovered that the condominium declaration had been updated by the City after signature by all parties, and the updates changed the ownership percentages. The City has agreed to file an amended

declaration to correct the percentages of ownership. The Atrium is a common area and the library pays 50% of its costs. Fee for the common areas are based the percentage of ownership between the library and the city. Parking is figured by dividing the number of stalls per lot. The library pays for the share of stalls on the library's lot, approximately 15%.

**Paul Allen Grant:** Lynne Hoffman reported that the Foundation had received a grant from the Paul Allen Foundation to deliver services to customers virtually. It was noted that the \$150,00 was the highest grant award the library has ever received. The Gamification platform fit perfectly into the goals of the Paul Allen Foundation to support innovative measures by libraries. The gaming format allows participants to learn about new books of interest, join a community of readers, and explore databases all without making a trip to the library. Ms. Hoffman noted that the project relates to readers' advisory, connecting with other readers, and connecting to resources available at the library. Ms. Lomax noted that the word "gaming" is very broad and not really descriptive of the efforts.

**Key Center Branch:** Ms. Hoffman reported donations for the Key Center project have reached \$43,000. A donor reception will be held on February 2<sup>nd</sup>, the building will open February 4<sup>th</sup> and a public reception on February 16<sup>th</sup>. This was a very successful community fundraising effort!

**Public Services Video:** Mary Getchell reported that Emerald City Pictures produced two videos of customers sharing their library stories and experience. Emerald City Pictures has a personal commitment to quarterly produce an in-kind project for a community agency, and specifically chose PCLS. Mr. Allen asked if PCLS held the rights to the videos, and the answer is yes.

## UNFINISHED BUSINESS

1. **Paper Management System:** Sally Porter Smith reported on the "Vend to Print" system that will soon be available in library branches. This automated system will replace the current honor box method whereby customers pay cash for printed pages. The customer will need to pay for the copies before the computerized system will release them for printing. This will avoid inadvertent printing. Customers will be able to choose from black and white, color, Wi-Fi or mobile devices printing, and various paper sizes. The new system allows for paying fines and print costs through debit or credit cards. Pilot testing will take place in February and go live in March and April. The Library has estimated that 50% of pages being printed are not being paid for through the honor system. There will be a learning curve for customers and staff. The estimated cost is \$150,000, but the project is currently under-budget by \$10,000.

## NEW BUSINESS

1. **2012 Operational Changes for Efficiencies and Savings:** Ms. Lomax reported that the Library has made a continual effort to find operational efficiencies and savings. An effort was made to capture specifics and put solid numbers to the savings.

In looking at operational savings, the first focus was "do more at less cost." The Library took the approach of examining what we are doing and what has the least value, which might be service or a step in the process. Questions asked included: do we need to stop something, automate, work differently, empower our customers and can we generate some revenue. In 2012, using those approaches, there was a \$230,000 cost savings. The time savings equaled 7 FTE, although some of that saved time is applied in other areas.

Ms. Lomax presented a slideshow of different processes that delineated between staff doing the task and customer self-service. It showed that there had been a significant decrease in time spent by staff doing the manual task of checking out items. The number of customers paying their fines online has also increased significantly. Ms. Lomax pointed out other efficiencies that have seen a significant return,

including using a van instead of the bookmobile to support ESL classes, the digital Board packet and rebates received for using credit cards for purchasing.

Ms. Lomax introduced Justin Moser, the Supervisor of the Delivery Team. She wished to highlight one department's efforts to increase efficiency and reduce costs. Delivery is essential in moving materials through the system to meet hold requests and distribution of new materials. In interviewing for the Supervisor position, the Library was looking for someone with high customer service skills and creative ideas for production and delivery. Justin has demonstrated that he was about organizing for efficiency, setting realistic targets and expectations and meeting customer needs. In addition, he built on the strengths of his staff members.

Mr. Moser noted that he came to PCLS with 13 years of experience. Initially, he rode with drivers on the delivery routes, watched actual processes and learned what worked and what didn't. He changed the start time for drivers to 5:00 am to avoid the heavy traffic and congested parking lots in the branches. Both conditions impeded smooth and timely delivery. He also had an ergonomic specialist ride along on deliveries to observe the delivery processes. The specialist noted the drivers were handling individual crates approximately 70 times during the day due to the initial loading, unloading crates, picking up new crates and continuing organizing of materials in the crates. The process was changed so that crates are now organized at every location and the materials are consolidated into fewer crates, which reduced the number of crates being handled and carried into branches. Routes were reorganized into a west and east route. The longest being 90 miles and the shortest is 70. Materials are delivered to branches six days a week. The results of the changes include a dramatic decrease in overtime and additional work hours, and the absorption of responsibilities and tasks previously handled by other personnel, such as management of the loading dock and outside deliveries, special trips to branches to deliver furniture or pick up discard items. In addition, the delivery team has been able to absorb the addition of one new branch without adding additional staff hours. Ms. Lomax ended the presentation by noting that this was an example of the creative thinking and collaboration the library is encouraging.

**2. 2013 Board Calendar of Work:** At the beginning of each year, the Board develops a Calendar of Work, planning discussions on topics of interest or relevant issues. As there are three relatively new Board members, Ms. Parikh suggested that a discussion on the Facilities Master Plan (completed in 2010) be held. There have been a number of changes to the library system and the community since first developed and the FMP was intended to be a living document updated as needed. She also suggested a presentation related to Intellectual Freedom as the Board and Library System have responsibilities in this area and it would be a good foundation for understanding the related issues, such as the Internet Policy. Other topics include the Technology Plan currently being developed by staff, and a plan to develop Virtual Services in 2013. When asked for clarification of "Virtual Services", Ms. Parikh said that it would be services that aren't limited to a physical building and how to help people make a connection with the library, such as the Teen summer program using gamification and the Military webpage on the Library's website.

Mr. Allen stated in looking at the Library's Jobs and Business Center, they are heavy in the jobs section but not so much in the business. He would be interested in exploring if that is a direction the library should move in and what it should look like. Ms. Parikh suggested an assessment of what we do, would we like it to grow and in what direction.

Ms. McCament stated that she was interested in professional development, particularly as relates to how many PCLS librarians there are per-capita, with an overview of staff development activities. She was also interested in knowing how many current staff members are studying to become librarians and activities to support that study. She also is interested in self-publishing of eBooks. She finds that direction very interesting and would like to know more. She asked if the Library purchases self-published books and Lisa Bitney responded yes.

Chair Ishem said she would like to add Board self-evaluation on the Calendar of Work to enable the work to look at its performance and contributions. She also noted that at some point, the Board will need to discuss qualities the Board would like to see in the Executive Director's position.

**3. Core Skills and Qualities:** Holly Gorski, Staff Experience Director, reviewed the 9 Core Skills and Qualities and reviewed how they were developed and incorporated into practice. In 2008, a committee developed behavioral competencies to describe qualities needed in all Pierce County Library System staff. The effort was intended to help employees reach their potential and assist in being successful. As part of that work, interview questions were rewritten to help supervisors hire staff who exhibited those competencies and to incorporate them into training, and coaching staff. A performance evaluation form based on the competencies was created. All staff members have been evaluated using the new form and an evaluation of the results is being undertaken to see what worked and what didn't. An excerpt of a draft video as played to show examples of how information about the Core Skills and Qualities is being shared with staff. The video will be used in training of all new employees. At the end of the presentation, Chair Ishem commented that she liked how it was incorporated into the evaluation process.

#### **EXECUTIVE SESSION**

At 5:23 pm, Ms. McCament moved to enter into executive session as per RCW 42.30.110 for 15 minutes for discussion of personnel matters and negotiations. Mr. Rose seconded the motion and it passed. The session was reopened to the public at 5:45 pm

#### **ANNOUNCEMENTS**

There were no announcements.

#### **ADJOURNMENT**

The meeting was adjourned at 5:46 pm on motion by Mr. Allen seconded by Mr. Rose.

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Neel Parikh, Secretary

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Linda Ishem, Chair