



**BOARD OF TRUSTEES  
PIERCE COUNTY LIBRARY SYSTEM  
REGULAR MEETING, JUNE 11, 2008**

**CALL TO ORDER**

Chair Allen Rose called to order the regular meeting of the Pierce County Rural Library District Board of Trustees on June 11, 2008, 3:34 pm. Board members present were Paul Chasco, Eugene Matsusaka, J.J. McCament and Budd Wagner.

**PUBLIC COMMENT**

There was no public comment.

**CONSENT AGENDA**

1. Minutes of the May 14, 2008 Regular Meeting of the Board of Trustees
2. May 2008 Payroll, Benefits and Vouchers in the total amount of \$2,070,216.85
  - a. Payroll Warrants 2680 – 2695 dated 05/06/08 – 05/21/08 in the amount of \$7,466.99
  - b. Payroll Disbursement Voucher dated 05/06/08 in the amount of \$538,969.26
  - c. Payroll Disbursement Voucher dated 05/21/08 in the amount of \$537,415.72
  - d. Accounts Payable Warrants: 602863 - 603182 dated 05/01/08 – 05/30/08 in the amount of \$986,364.88
3. Resolution 2008-04: Declare Furnishings and Equipment Surplus to Public Needs

Mr. Wagner moved for approval of the consent agenda. Mr. Matsusaka seconded the motion and it was approved.

**BOARD MEMBER REPORTS**

There were no reports.

**OFFICER REPORTS**

**55+ Summit:** Cindy Bonaro, Managing Librarian, was available at the meeting to answer questions about the recent 55+ Summit event. In response to a question about the 55+ Advisory Council, Ms. Bonaro reported that there were 10 organizations on the council, all of which provide services to 55+ citizens. When asked what she would do differently with a second event, Ms. Bonaro noted that funding would be a challenge. The summit had been funded primarily through grant funds from the Pierce County Library Foundation and the Library Services and Technology Act.

**Read Into Spring:** Judy Nelson displayed the posters designed for prize winners of the “Read Into Spring” effort. Three classrooms received a Read Into Spring poster designed for them and the posters are on display at each school’s library and PCLS neighboring library.

**Facilities Director:** Georgia Lomax reported that 70 applications had been received for the position of Facilities Director. The applicants were narrowed down to 7 finalists and interviews were held. Ms. Lomax intends to make an offer to the top candidate shortly, noting the candidate would be a great match for the library system.

**Property Values:** Cliff Jo reported that as property rates decline, it will affect the library's future mill rate. There is no immediate impact on revenue.

**San Francisco Public Library Values Report:** Ms. McCament asked if serving entrepreneurs will be a future focus for PCLS? Ms. Lomax responded that there was a lot of interest by staff and the public in better serving the business community, start-up businesses and assisting job seekers. Mr. Wagner asked if a methodology standard for cost benefit analysis had been established by libraries. Ms. Parikh noted that the University of Illinois tried to set a standard, but it proved to be very expensive as it involved data retrieval and extensive surveying.

## UNFINISHED BUSINESS

**1. University Place Project:** Ms. Lomax reported that the project has moved into the construction document phase and staff are reviewing design documents to resolve concerns and details. An open house was held at the temporary University Place branch. The public was invited to view the design, ask questions and comment. The architect and designer were available to meet the public and answer questions. Approximately 50 people came to the open house.

*Capital Campaign: Update:* Ms. Hoffman reported that University Place Steering Committee members are being approached about possible donations.

**2. Fife Annexation: Update:** Ms. Parikh reported on recent activities, noting that the city is particularly focused on getting more information to citizens about annexation to the library. A council member visited the DuPont branch for approximately two hours, asking questions about specific services and the community aspect of a library branch. Two meetings were held with Steve Worthington. The discussions were primarily related to the value of library services and an appropriate size for a library branch in Fife.

Mr. Worthington presented a communications plan and a timeline to the city council on June 10<sup>th</sup>. The city council has decided not to place the annexation question on the November general election ballot. The city will send surveys to Fife residents in utilities bills and look for other survey methods. They will also hold a public hearing in August on the question of provision of library services. Ms. Parikh noted that if an annexation election were successful in the spring, funding would be available in January 2010.

The Board reviewed a chart estimating value of library services provided to the City of Fife, including the indirect administrative and service costs and direct branch management and Outreach service costs. The chart is intended to show direct expenditures for establishing and operating a branch in Fife and at the same time, quantify the value of the system overhead and infrastructure that supports the branch. The chart shows that total value of the PCLS investment in Fife exceeds the revenue PCLS receives from Fife.

Ms. Parikh discussed an appropriate size for a library branch in Fife for inclusion in the annexation agreement. Staff had been considering a 5,000 sq. ft. building. However, future Fife population projections indicate that a 6,000 sq. ft. building would better serve the area. The Board agreed with the assessment that a 6,000 sq. ft. facility would be appropriate to include in the agreement.

**3. Capital Fund Transfer:** In line with the library's Fiscal Management Policy, Mr. Jo recommended that \$950,000 of unanticipated 2007 revenues and operating savings be transferred into the capital improvements fund.

Mr. Chasco moved to adopt Resolution 2008 -05, to transfer a portion of the fund balance of the general fund to the capital improvements fund. Mr. Matsusaka seconded the motion and it passed.

**4. Security Breach:** Mr. Jo reviewed measures taken in response to a security breach that occurred in May. The IT Manager locked down the network as soon as the breach was discovered and has since put together an 18-point plan to improve security of the network. Eight have been accomplished and two are currently underway.

Measures have been taken to inform staff and assist them in being more conscious of credit and fraud issues. There have been no reports from staff about suspicious activities in their credit reports.

Mr. Jo investigated whether the library could legally reimburse credit monitor costs for affected staff. The auditor's office advised that such reimbursements may be considered a taxable benefit, but would not be considered a gift of public funds. Mr. Jo investigated credit monitoring services and recommended that affected staff be allowed reimbursement of \$10.00 per month at a maximum of \$60 for six-months of credit monitoring. Participation in credit monitoring would be optional for affected employees and is offered only as a remedy to a specific incident.

Mr. Matsusaka moved to approve reimbursement of credit monitoring services up to \$60.00 for staff members affected by the recent security breach, until the end of 2008. Ms. McCament seconded the motion and it passed.

## **NEW BUSINESS**

**1. Balanced Scorecard: Refresher:** Ms. Lomax gave a brief overview of the Balanced Scorecard process. In 2005, PCLS chose to develop a Balanced Scorecard as its strategic planning and measurement tool. Staff first looked at the library's Mission, Vision and Goals statements to ensure they were still appropriate. After identifying the library's strengths and weakness, staff looked at the Library's business from four different perspectives (the "balance"): develop employees, run the business, manage resources, and serve the customer. Four specific strategies were developed to be applied to initiatives under the four perspectives that will help the Library reach its vision: remove access barriers, extend service to target populations, meet changing marketplace needs, and serve the customer well. Target markets were identified as early learning, teen services, and 55+. It was recognized that there is a changing marketplace and collections may be fleeting, such as playaways. Serving the customer is the primary goal. Barriers can be anything that makes use of the library or resources inconvenient or difficult – from bureaucratic rules to lack of parking to an unpleasant encounter with an employee.

The Balanced Scorecard along with community input was reflected in the goals of the levy projects and various projects undertaken in the past 2 years.. Things originally identified as weaknesses have been or are being addressed, such as reciprocal borrowing, provision of teen services, better open hours and addition of more computers.

Strengths and weaknesses are constantly evaluated and some things listed as "strengths" have been reexamined as our focus and service goals change. For instance, Community Outreach, long on our "strengths" list, has been reviewing who and how they provide service. ("Weakness" does not mean "bad", it means opportunity and a chance to ask ourselves if we need to change or have ways to do even better.)

The Balanced Scorecard process forces the library to examine itself honestly, ask questions and development measurements to ensure goals are met. Developing measurements has been a challenge as new techniques and definitions are developed, such as not relying on the number of cardholders, but instead looking at the percentage of population in the service area who are cardholders. Department scorecards are used to develop the specific initiatives.

The Balanced Scorecard helps the library focus and think about the most important things we need to do and is a communication tool to assist in a learning organization. Ms. Parikh noted that the process is designed to cascade to all levels and every employee. Branches have developed their balanced

scorecards and are using them. By the end of this year, all departments will have balanced scorecards. As everyone becomes familiar and comfortable with the Balanced Scorecard, ideas and initiatives should begin to be generated from the front-line/customer contact staff, which then informs the initiatives needed on the indirect service staff. PCLS is on the cutting edge of libraries using the Balanced Scorecard process in Washington.

**2. Staff Changes: Report:** Holly Gorski reported that the library began heavy hiring activity in 2007 to reach staff goals to meet the levy promises. During 17 months, 76 new regular staff members were hired, which included 18 librarian positions, 36 non-librarian direct public service positions, 11 custodial/maintenance positions and 11 administrative/support positions. There was an increase of 22.5% in people eligible for medical benefits. Total regular staff increased 18.4%. Demographically, the makeup of regular staff did not significantly change. Ms. Lomax noted that staff increases related to more open hours, staff development and training, more time to work with the public, and to significantly improve services to youth.

**3. Survey of Community Residents:** Mary Getchell reported on results from a Public Opinion Survey conducted in April 2008. Using responses from the 2007 survey, 2008 questions were specifically constructed to gather information about customers and potential customers' awareness, opinions and attitudes about Pierce County Library System. The survey showed that improvements were made in the areas of increased awareness and familiarity with the library. The library needs to continue to focus on maintaining/improvement quality of services, enhance contemporary services and/or public perception of services, improve the public's familiarity with the library, and increase the number of branch visits.

**4. 2008 Mid-Year Budget Process:** Mr. Jo reported that the 2008 mid-year budget process has begun and will be presented to the Board for approval at its regular July meeting. The mid-year budget process is an opportunity to see if departments are on track with their budget allocations. Because of revenue forecasts, the library needs to closely monitor expenditures and be particularly strategic, so Department Heads have been asked to be conscious of savings that can be returned to the general fund.

#### ANNOUNCEMENTS

Mr. Chasco asked if there were any libraries that offered a drive-up window service. Ms. Lomax responded that such services were available in a few locations in Arizona and Hawaii, but are not heavily used. In some cases, it hasn't worked well because the building had to be retrofitted for the service.

#### ADJOURNMENT

The meeting was adjourned at 5:45 pm on motion by Mr. Chasco, seconded by Mr. Wagner.

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Secretary

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Chair