

**Kalamazoo Public Library  
OFFICIAL MINUTES OF THE BOARD OF TRUSTEES  
REGULAR SESSION**

DATE: September 27, 2010  
TIME: 4:00 p.m.  
LOCATION: Oshtemo Branch Library  
Meeting Room  
7265 West Main Street  
Kalamazoo, MI 49009

**PRELIMINARY BUSINESS**

Roll Call: Trustees present: Cynthia Addison, Fenner Brown, Robert Brown, Lisa Godfrey, Cheryl TenBrink, and James Vander Roest Absent: Valerie Wright

**REGULAR SESSION**

President Godfrey called the meeting to order at 4:00 p.m.

Agenda Approval: There were no changes to the agenda.

**I. RECOGNITIONS, RESOLUTIONS, COMMUNICATIONS**

There were no recognitions, resolutions or communications.

**II. PERSONS REQUESTING TO ADDRESS THE BOARD**

No one addressed the board.

**III. CONSENT CALENDAR**

A. Minutes of the Board Meeting of August 23, 2010

B. Personnel Items

**New Hire**

**Terry New** began in the newly created full time, S-T level 5 Human Relations Manager position, on September 16, 2010. She most recently held the position of HR Manager at Pulver-Dryer USA, Inc. in Galesburg.

**Additional Assignment**

**Matt Smith** added a half-time assignment as (.5) Library Associate within Adult Services to his current half-time (.5) Library Associate position, also in Adult Services and assigned to the Law Library. In the added position he will be working primarily at the reference desk.

Director Rohrbaugh introduced Terry New to trustees who welcomed her to the staff.

Disposition:

**The board accepted the Minutes of the Meeting of August 23, 2010 and the personnel items as presented.**

**IV. FINANCIAL REPORTS**

A. Financial Reports for the Period Ending August 31, 2010

**Recommendation:** A. Rohrbaugh recommended the board accept the Financial Reports for the Period Ending August 31, 2010 as presented.

**MOTION:** R. BROWN MOVED AND F. BROWN SUPPORTED THE MOTION TO ACCEPT THE FINANCIAL REPORTS FOR THE PERIOD ENDING AUGUST 31, 2010.

J. Vander Roest commented the reports reflect expected activity at this point in the year. Director Rohrbaugh noted the total gifts received to date in honor of Mary Doud on the occasion of her retirement is \$7970.



**Motion carried 6-0.**

**V. REPORTS AND RECOMMENDATIONS**

ACTION ITEM

A. Budget Revision

**Recommendation:** A. Rohrbaugh recommended the board approve allocation of \$17,500 in the general fund automation budget for the purchase of CollectionHQ.

Executive  
Summary:

One of the priorities set through our strategic planning process is “reading, viewing, and listening for pleasure.” As we determined that was a priority for us, we also identified some organizational competencies that would be needed to meet the goals of the priority. We realized we need to manage our collection better and to understand what our patrons are reading, viewing, and listening to, in order to be able to build and maintain a collection accordingly. This need is increasingly being identified by the library community generally and, not surprisingly, the market has responded with a software product that many libraries have already purchased: CollectionHQ.

CollectionHQ has been identified as a collection management software tool specifically designed for public libraries to provide both detailed collection data and management summaries. It provides the data to make collection management measureable, provides selectors with real data for ordering new materials, helps to identify materials for weeding and replacements, monitors the demand for materials by subject, author, and/or branch and is all based on our circulation system and collection. A two-page product summary is attached.

CollectionHQ has been quoted for KPL at \$17,500, based on our district population size. Their normal \$5,000 set-up and training fee will be waived if the system is ordered by September 30<sup>th</sup>. A budget revision increasing the General Operating Fund Automation budget by \$17,500 would be required for purchase.

This recommendation has been reviewed and is supported by the Finance & Budget Committee.

**MOTION:** J. VANDER ROEST MOVED AND C. ADDISON SUPPORTED THE MOTION TO APPROVE THE RECOMMENDATION TO ALLOCATE \$17,500 TO PURCHASE COLLECTION HQ.

Discussion: President Godfrey asked if this would be an annual expenditure. The director said it would, that it is an annual subscription that operates on RFID tags in materials and works with the Sirsi system. Directors of other libraries who have purchased it are enthusiastic about the product. J. Vander Roest said the KPL selection staff is very enthusiastic about the purchase and that it was reviewed and supported by the Finance & Budget Committee.



**Motion carried 6-0.**

## REPORTS

### B. Strategic Planning

Presentation: Director Rohrbaugh said, like the budget, the strategic planning process took months of work, but is distilled to a few pages for presentation to trustees. The process involved a community planning committee, staff and trustees. Management Team has been pressing on with strategic planning as has been reported on briefly at each monthly board meeting. We've been meeting weekly over the summer to complete the various work forms and have completed the final two: *Planning to Implement New or Expanded Activities* and *Planning to Eliminate, Reduce, or Streamline Activities*. We are now ready to proceed with implementation! In an ideal world we would be able to separate planning from implementation, but have had to make some reductions simultaneously - all in all the process has gone relatively smoothly.

The outcomes are summarized in the document *Action Plan to Implement Strategic Planning Process Outcomes*. The five service priorities and the eight supporting goals were approved by the board early in the process. The objectives, also shared with the board previously, are the measurements we will use to determine progress towards accomplishing the goals. The new information is the list of new or expanded activities we feel will contribute to achieving the objectives for each goal.

Staff contributed significantly to the new and expanded activities list for each goal through the group work done during the consultant's final visit, discussion opportunities on our staff electronic forum, and at departmental staff meetings. Management Team reviewed each idea through the various steps on relevant work forms. In addition, Management Team considered activities or services to be modified to increase their effectiveness or reduced or eliminated because they no longer fit our priorities or were judged to be ineffective.

The second document lists the organizational competencies we developed. These are capacities that are necessary for us to achieve our goals; they address our infrastructure and operations. In the past, competencies of this type would have been included in our tactical plan. As we move into the implementation stage of strategic planning, the sequence and timing for addressing these tasks will become clearer. She expects they will form the basis of a future tactical plan or annual work plan.

It will be important to measure and report to the board on progress towards meeting the objectives included in the Action Plan. Staff is discussing new statistics that need to be gathered, additional breakouts of current statistics, and surveys we need to undertake. She expects we will continue to report monthly statistics similar to our current system and report quarterly on the specific objectives for each goal.

Staff have been kept informed of progress through work forms on the forum and reports at monthly staff meetings. In early October, she plans to discuss this action plan with the 35 staff members who worked with the consultant in April. As we begin implementation, all staff will be involved through departmental staff meetings.

Although strategic planning has been a labor intensive process, it has been valuable for us to consider our priorities from the range of possibilities, to focus our resources on what is important to our community, and to establish measurable goals and objectives. Now it is time to move to strategic implementation.

Discussion: In response to a question from President Godfrey about whether the new or expanded activities that have been developed to support the new priorities, the director explained the relationship between the Action Plan and the current budget. When the budget was developed in late spring, some outcomes were foreseen, some were not. The best example of that is ending bookmobile service as a result of staff reductions. On the other hand, changes in physical spaces are not currently budgeted, but decisions and funding for implementation will be addressed over multiple years.

J. Vander Roest wondered about how the quantifiable measurement will be achieved. A. Rohrbaugh said this is yet to be determined but will likely be done through various types of surveys. He also confirmed there will be materials for those who enjoy reading nonfiction for pleasure and that “marketing” books at storytimes refers to promoting books in the library’s collection for check out, not selling books. He agreed it would be a good idea to re-label books in childrens’ areas to make them easier to locate. He also was interested to hear about the hope to re-imagine the teen advisory board group to keep up with the changing interests of teens.

The director clarified how system projections for the annual percentage increase for objectives were determined and what baseline figures were used in response to a question from C. TenBrink.

R. Brown appreciated the amount of energy and work devoted to the planning process and believes it will lead to good results. He wants to be sure we will continue to look for active ways to listen to patrons; Director Rohrbaugh indicated she thinks we will listen more to patrons, not less, as a result of the process and implementation.

F. Brown suggested purchasing more foreign language software, asked for more information about what was meant by gaming and music kiosks, and about time limits for patron access to computers in relation to the objective to remove fines and fees barriers. He also was enthusiastic about the possibility of providing a cultural/fundraising calendar.

### C. Director’s Goals

Presentation: Last year, 2009- 2010, and this year 2010 – 2011, have been / are years of transition as we have undertaken strategic planning. We began the process mid way through 2009-2010 and will complete planning and move into implementation by mid 2010-2011. The strategic planning process has included determining service priorities and setting goals and objectives. Organizational competencies have also been identified. Those goals and objectives and the organizational competencies will become a new version of a tactical plan for 2011-2012. As we move from strategic planning to strategic implementation, the specifics of our tactical plan for future years will become clearer. The following are the director’s large goals for the year:

1. Complete strategic planning and move into strategic implementation
2. Align programs and services with priorities
3. Implement revised organizational structure: branches to Patron Services; AV to Adult Services
4. Take on supervision of public services: Heads of Youth Services, Patron Services, Adult Services, and Marketing and Communication report to director
5. Redistribute work due to elimination of deputy director position
6. Add HR Manager position: identify work; advertise, interview, hire, orient (position filled in September, orientation and redistribution of work underway)
7. Address health insurance costs at all levels
8. Negotiate contract with KPLA (completed and ratified in July)
9. Begin planning for retirement of Head of FM and Assistant to the Director
10. Consider library’s fund development strategy
11. Secure sustainable funding for ONEplace
12. Participate in community emphasis on literacy

Disposition: Trustees received the information.

## REPORTS

### D. Bylaws Revision – Preliminary Report

Presentation: President Godfrey provided a “marked” copy of the Kalamazoo Public Library Board of Trustee Bylaws with the suggested changes recommended to date.

She also suggested the board discuss a modification of Section 3.11 (1) and (2). These sections deal with the “job descriptions” for two of the standing committees. She is concerned that the paragraphs as they are currently written are not helpful to the workings of these committees and are not consistent with the description developed for Fund Development and Allocation, e.g., it might be advisable to rework some of the language in the current bylaws as duties of the treasurer and move it to the committee description.

At the very least, we need to develop a better understanding of what is intended by the sentence in each of the current descriptions for these committees where it states that responsibilities are outlined as policy statements of the Board which is not accurate.

When she first looked at the issue of bylaw revision, it seemed like there was only one small change but a more in depth review indicates that this is a larger task. The chairs of the two standing board committees, J. Vander Roest (Finance & Budget) and V. Wright (Personnel) will review their respective sections with input from committee members, and suggest appropriate revisions to be brought to the full board.

It is not the intent to get carried away enumerating duties, but there should be some connection to the bylaws, especially for future trustees. She also suggested reviewing whether we have a sufficient records retention policy and possibly developing a whistle blower policy.

### E. Summer Reading Games

Presentation: Kevin King, Head of Patron Services, and Bill Caskey, Children’s Librarian reported to the board about this summer’s reading games for children, ‘tweens, teens and adults. The general trend this year was fewer registrations but higher participation than normal. Some changes are expected for next year, particularly in the adult game; it is likely titles written by Michigan authors will be featured. They especially thanked the Friends of the Library for sponsoring the overall program again this year and also thanked staff in a variety of work groups and trustees for their support of the program and the end of summer party.

Disposition: Trustees received and appreciated the reports; President Godfrey, on behalf of the board, thanked the Friends for their funding of summer reading.

## VI. COMMITTEE REPORTS

### Finance & Budget Committee

**J. Vander Roest:** reported the committee will be meeting to review the annual audit prior to the October board meeting. This year, in addition to the annual call he received from the auditors as Treasurer of the board, the auditors also sent letters to trustees to solicit any questions they might have.

### Personnel Committee

**R. Brown:** did not meet.

Director's Advisory Building Committee

Director Rohrbaugh reported the committee met to review plans to consolidate public computers in the second floor rotunda area at central library and to remove the reference desk at Oshtemo to consolidate reference and circulation services at one desk.

**VII. OTHER BUSINESS**

A. Directors Report

Director Rohrbaugh noted an organizational chart reflecting a number of recent changes and indicating ONEplace external funding was attached to the written report. She told trustees the maximum fines for items which have significantly dropped in price have been reduced. We are hoping the final sale of the bookmobile to the MSU Law School for use as a mobile legal clinic will be finalized soon. She mentioned that trustees and retirees who would like to donate to United Way but do not do so through an agency could give through the library to add to our institutional giving total. In response to a question from C. TenBrink about how the transition of meeting room duties from the Administrative office to the Facilities Management is going, the director said it is going smoothly. Some streamlining and consolidation of redundant work related to the FM calendar and work forms is being worked through with IT staff.

Disposition: Trustees received the information.

**VIII. PERSONS REQUESTING TO ADDRESS THE BOARD**

No one addressed the board.

**IX. TRUSTEE COMMENTS**

**L. Godfrey** said the Rotary program earlier in the day featured the Loaves & Fishes food pantry and the great need for food in our community. She commended KPL's staff for their long-time efforts to collect food for Loaves & Fishes.

**X. ADJOURNMENT**

Hearing no objection, President Godfrey adjourned the meeting of the Kalamazoo Public Library Board of Trustees at 5:45 p.m.

---

Fenner Brown II, Secretary