



# King County Library System Board of Trustees Meeting

KCLS Service Center  
5pm ♦ March 27, 2019

## PRESENT

### KCLS BOARD

Angélica Alvarez  
Ron Higgs  
Robin McClelland  
Pamela Grad  
Anne Repass  
Lalita Uppala

### KCLS Staff

Julie Acteson  
Beth Castleberry  
Jenny Engstrom  
Maria Hatcher  
Nicholas Lee  
Tess Mayer  
Cynthia McNabb  
Jed Moffitt  
Lisa Rosenblum  
Bruce Schauer  
Greg Smith

## MOTIONS APPROVED

1. Board Meeting agenda
2. February 27, 2019 Board Meeting minutes
3. March 11, 2019 Special Meeting minutes
4. Payroll expenditures
5. General Fund #0010 expenditures
6. Capital Project Fund 2005 #3070 expenditures
7. Resolution 2019-01 Surplus Resolution (Vehicles)
8. Executive Director's 2019 Compensation

## CALL TO ORDER

President Lalita Uppala called the meeting to order at 5:03pm.

## APPROVAL OF AGENDA

*Pamela Grad moved approval of the Board Meeting agenda. Anne Repass seconded and the motion passed unanimously.*

## APPROVAL OF BOARD MINUTES

*Anne Repass moved approval of the February 27, 2019 Regular Board Meeting minutes. Pamela Grad seconded and the motion passed unanimously.*

*Angelica Alvarez moved approval of the March 11, 2019 Special Board Meeting minutes. Pamela Grad seconded and the motion passed unanimously.*

## PUBLIC COMMENT

KCLS staff member Linda Jarvis submitted the following comments:

*My name is Linda Jarvis. I appeared before the Board last December to express my concerns over the mismanagement of public funds visible in the many payroll errors occurring in the past two years, and more specifically the overpayment of 40-hour personnel and the recovery of those funds.*

*My first question was regarding accountability. In January this question was addressed somewhat broadly. I may be wrong, but I understood the reason for the overpayment was because a KCLS employee miscalculated the number of hours full-time staff worked in a year. This was not a problem with ADP. We are all human, we all make mistakes. However, we need to admit and learn from the mistakes.*

*My second question was how much money was erroneously paid versus the costs the taxpayers are shouldering to recover these funds? Independent auditors, employee hours tracing and correcting the problems, hiring temporary payroll staff to deal with problems, certified letters, and lawyer consulting fees, the public must be informed of all these expenses. This question is still unanswered.*

*While I accept the repayment was LEGAL, I question whether the law was intended to prevent embezzlement of public funds and the unintended consequence was removal of employee protections. In the private sector, employers have 90 days to rectify payroll problems. We*

*would all agree KCLS took much longer. I do not understand why KCLS did not mitigate the damages earlier.*

*Several people have reported overpayments with their March 15 paychecks. When will these ongoing errors end? It is ridiculous that employees must budget to repay KCLS for their constant mistakes.*

*My third question was going forward, what procedures will be implemented to monitor, identify and ensure that all KCLS projects are not wasting taxpayer money or placing undue hardships on their employees? This question was partially answered by the hiring of a Project Manager and the establishment of a project to reassess KCLS' payroll needs. The question of who and how to monitor projects remains open.*

*I am now concerned that KCLS intends to install a new payroll system in 2020. This seems like a short time frame to define requirements, analyze and choose a system, thoroughly test that system and develop system interfaces.*

*Recently employees have been informed that in 2020, our regions will be reorganized and our work schedules and workplaces will be modified. This seems like an ambitious workload.*

Issaquah homeowner Steve Pereira said he has lived in Washington since he was nine years old and expressed his overall thanks for a robust library system and noted that the recently added Kent Panther Lake Library is located near his old elementary school. He said he had several questions for the Board. First, what is KCLS' vision once all projects are done and where can he find information on how new operating costs will overlap with that vision. Second, he said he observed two Redmond librarians intervene between two angry patrons. He thanked them for mediating a rough situation and acknowledged them for doing something that isn't typically associated with library work. Third, he said he is bothered by recent news reports that Seattle Public Library plans to increase its library levy but remove late fees. He said he doesn't want to see the same thing happen at KCLS, as late fees are a good source of revenue. He also asked where he could find information explaining why the two systems can't merge. Four, he has attended Issaquah Library Advisory Board meetings and would like to know where he can find information about their purpose or connection to KCLS. Finally, he would like the three-minute time limit increased during the public comment period.

### **REGION REORGANIZATION**

Director of Library Operations Jenny Engstrom thanked Tess Mayer, Director of Library Outreach, Programs and Services for collaborating on the presentation, which follows last year's presentation to the Board on KCLS' Community Library Staffing Model.

KCLS currently has approximately 1,000 employees working in 50 community libraries spread across 12 regions. Although each region has its own management team, the current configuration is very imbalanced. Considering significant increases in the personnel budget due to the results of the Classification/Compensation Study and anticipating the retirement of three regional managers within a span of 10 months, regions will be reorganized in alignment with the existing staffing model, which has proven to be robust and working well.

A Region Composite Score (RCS) was developed to understand the various factors affecting the relative workload of each region. The RCS is based on a weighted average of total labor hours per week (36 percent); adjusted traffic (36 percent); circulation (18 percent); and estimated service area population in 2021 (9 percent). The RCS was used as a starting point to numerically compare different configurations. Staff also compiled other data from each region to evaluate, including but not limited to school districts, cities or jurisdictions served; open hours; and number of managers and direct reports.

The study produced 29 unique potential scenarios. Staff worked through scenarios that appeared viable, considering how each would play out in terms of the number of libraries grouped together in the same city; level of disruption to regions impacted by the change; differences in workloads across regions; and differences between regions with heavier patron interactions or materials handling.

Based on the study, KCLS will reduce the number of regions from 12 to nine, which will resolve the unfunded Regional Manager position and eliminate two vacant regional manager positions due to recent retirements. KCLS is currently recruiting for the remaining Regional Manager vacancy.

The decision was communicated to all staff in March and implementation is planned for the duration of 2019. The new organizational structure is anticipated to be fully implemented in early 2020.

Jenny said the Region Reorganization study and implementation is a collaborative effort involving staff at every level. She thanked Executive Director Lisa Rosenblum and Human Resources Director Cynthia McNabb for advising the Steering Team; Joint Labor Management Collaborative (Local 1857-M and Local 1857-S units) and Scheduling Process Committee; Public Services and Library Operations Leadership Teams; and the KCLS Leadership Team.

### **MEDIA ANALYSIS**

Community Relations and Marketing Director Julie Acteson said her staff is responsible for promoting KCLS, providing timely information about library programs and events, and protecting the organization's reputation. She said KCLS' media strategies fall into three categories: Proactive, Reactive, and Issue Management, and are weighted respectively by the amount of time and energy put into each one. Her staff spends most of its time proactively building relationships with the media, issuing press releases or pitching stories about the programs and services KCLS offers. Staff spends a fair amount of time reacting to media requests for television, radio or print interviews, and hopes to spend the least amount of time managing issues. The Community Relations team monitors social media and industry trends to stay ahead of news or sensitive situations that could affect the Library System.

KCLS uses a Cloud-based public relations platform called Cision to connect with reporters, journalists, editors and other media influencers to make sure KCLS is reaching the right people in its marketing efforts. Staff uses the tool to distribute 50-70 press releases KCLS issues each month, and then monitor and analyze responses. KCLS also uses Cision to upload program and event information directly to targeted news sites, averaging 800 uploads a month and higher during Summer Reading. KCLS also connects with the media through the Newsroom page on kcls.org; partnerships with local outlets such as King County TV (KCTV), and Twitter feeds specifically for editors and reporters.

Julie said Cision is used to generate a monthly media report that includes totals for Mentions, Reach and Publicity Value. Mentions includes the number of times KCLS was mentioned in the news. Reach measures the potential number of people exposed to KCLS media coverage. Cision uses a patented algorithm to estimate the value generated by the publicity, but does not include value assigned to social-media platforms.

Cision correlates all coverage into positive, negative or neutral trends. Neutral trends are typically location-based mentions, while negative trends usually relate to specific incidents, such as weather-related closures.

Type and Top Articles/Outlets illustrates how much people rely on Twitter and other social media for their news. Microblog refers specifically to Twitter and accounts for 75 percent of coverage by media type. The Word Cloud compiles the most prominent terms that were part of the month's coverage.

Year-over-year data analysis provides percentage increases or decreases in mentions, reach, and publicity value over the previous year. For 2018 compared to 2017, there was no percentage comparison for publicity value because Cision changed its algorithm.

### **FINANCE REPORT**

Fiscal year 2019 revenues are budgeted 2.8 percent higher than 2018. Year-over-year revenues received increased \$335K, or 15 percent, and is mostly attributable to prior year property-tax receipts.

General-fund expenditures for the month of February decreased \$776K, or 3.9 percent, compared to the previous year.

Capital Investment Plan (CIP) expenditures in February were 0.2 percent of the total CIP budget, which includes categories for Major Maintenance, New Construction/Remodels, and Replacements.

As of February 2019, total budget expended for the Kent Panther Lake and Boulevard Park projects is 78.5 percent and 60.8 percent, respectively.

#### **APPROVAL OF MONTHLY EXPENDITURES**

*Ron Higgs moved approval of Payroll expenditures for February in the amount of \$2,913,098.21: Feb 1-15 Ck#173382-173449; 50001-51241 and Feb 16-28 Ck#173450-173521; 70001-71243. Anne Repass seconded and the motion passed unanimously.*

*Anne Repass moved approval of General Fund #0010 expenditures for February in the amount of \$4,946,185.31: Travel Advances - Ck#1361-1366; (02/14) Ck#1115553-1115624;5010617-5010619;1115625-1115632; (02/14) Ck#1115633-1115647; (02/15) Ck#1115648-1115669; (02/20) Ck#5010620-5010663;1115670-1115707; (02/21) Ck#1115708-1115746;1115747-1115795;1115796-1115851; (02/22) Ck#1115852-1115918; (02/27) Ck#5010664-5010689;1115919-1115935;1115936-1116010; (02/28) Ck#5010690-5010692;1116011-1116021;1116022-1116029; (03/1) Ck#1116030-1116123; (03/5) Ck#1116124-1116126; (03/6) Ck#5010693; Voids - Ck#. *Angélica Alvarez seconded and the motion passed unanimously.**

*Angélica Alvarez moved approval of Capital Project Fund 2005 #3070 expenditures for February in the amount of \$195,194.98: (02/15) Ck#3073936; (02/21) Ck#3073937-3073943; (02/22) Ck#3073944; (02/27) Ck#3073945-3073951; (02/28) Ck#3073952. Pamela Grad seconded and the motion passed unanimously.*

#### **RESOLUTION 2019-01**

Lalita Uppala read the resolution, which declares one vehicle as surplus to the current and anticipated needs of the King County Library System and authorizes the sale of the property in accordance with the Library District's purchasing policies. *Pamela Grad moved approval of Resolution 2019-01. Angélica Alvarez seconded and the motion passed unanimously.*

#### **DIRECTOR'S REPORT**

Lisa Rosenblum reminded the Board that the renovated Boulevard Park Library is scheduled to reopen on May 18 and invited them to attend the festivities.

Calling attention to last month's Director's Report, Lisa clarified that the KCLS Foundation raised \$470,000 at the Literary Lions Gala in March.

The KCLS Foundation is also launching Library Giving Day on April 10 in conjunction with other library foundations across the state and country. ALA, PLA, and the Washington State Library endorsed the one-day fundraising event.

#### **TRUSTEES REPORT**

Angelica Alvarez said she arrived early at the Kent Panther Lake Library opening and enjoyed watching as patrons approached the building. It warmed her heart to see children and families from all walks of life, cultures and languages come together. She recognized that it takes an incredible amount of work for things to go so smoothly and thanked Julie Acteson and staff for organizing such a warm and welcoming event. She said she could not think of a better thing to replace the former casino.

Pamela Grad said the opening ceremony was a fabulous community event and that the building looked amazing. She said people came in droves, and she actually sat next to folks who grew up down the street from her husband. She said she knows how much the library means to the community and is proud to say that it will now be her home library.

#### **EXECUTIVE SESSION**

At 6:40pm, President Lalita Uppala announced that the Board would convene in Executive Session for approximately 15 minutes per RCW 42.30.110, Section 1 (g). She said the Board would reconvene the regular meeting at the conclusion of the Executive Session.

At 7pm, Robin McClelland announced that the Executive Session would be extended 15 minutes.

At 7:20, the Executive Session was extended 20 minutes.

**RECONVENE REGULAR SESSION**

President Lalita Uppala reconvened the regular meeting at 7:30pm. She said that after deliberation in Executive Session, she wanted to propose a motion that the Board of Trustees approve a four-percent increase in salary in 2019 for the Executive Director along with an additional grant of three executive leave days.

*Pamela Grad moved approval of the motion and Ron Higgs seconded. All voted in favor and the motion passed unanimously.*

**ADJOURNMENT**

Lalita Uppala adjourned the meeting at 7:32pm.

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Lalita Uppala, President



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Pamela Grad, Secretary