

Oregon State Library  
**BOARD OF TRUSTEES MEETING**  
June 21, 2013  
Oregon State Library, Salem

Board members present: Sue Burkholder, Ebonee Bell, Aletha Bonebrake, Sam Hall, Susan Hathaway-Marxer, Shannon Applegate, Ray Miao.

Guests present: Ismoon Hunter-Morton, incoming Board member; John Russell, LSTA Advisory Council; Sarah Miller, Deputy Chief Operating Officer.

Staff present: MaryKay Dahlgreen, Shawn Range, Jessica Rondema.

Chair Sam Hall called the meeting to order at 10:00 a.m.

### **APPROVAL OF MINUTES**

Burkholder moved to approve the minutes of the April 24, 2013, Board meeting. Hathaway-Marxer seconded, with amendments. The motion passed unanimously.

### **REPORTS OF BOARD CHAIR AND TRUSTEES**

#### **Executive Committee Report**

The Board members reviewed the minutes of the Executive Committee meeting on May 28<sup>th</sup>.

#### **Nominating Committee Report**

Burkholder and Applegate put forward the names of Aletha Bonebrake as Board Chair, and Susan Hathaway-Marxer as Vice Chair. With that recommendation, the nominations were closed. Both Bonebrake and Hathaway-Marxer are willing to serve. Burkholder moved to approve the nominations as presented. Applegate seconded. The motion passed unanimously.

Their one-year terms begin next Monday, July 1<sup>st</sup>. Applegate remarked that the Board has loved having Hall as Board Chair. Burkholder said that Hall has been an eager chair at a particularly fortuitous time, as he has been on the Board to appoint two state librarians. Bonebrake mentioned that Hall is an incredible inspiration. He will serve on the Transformation Project Team, even though he is no longer the Board Chair.

#### **Other Board Reports**

Hall and Burkholder visited the Library Development team, who have settled into their new quarters and are very pleased with the space. The RFP for the database program has been a big job, but they are pleased so far. Responses need to be in by August 1<sup>st</sup>, and, after being evaluated, the findings will be presented to the LSTA Advisory Council. They hope to have recommendations for the Board at the December meeting. The last time this process occurred was five years ago, so there are significant differences. They are putting out four different packages, to satisfy the needs of academic libraries as well. LD has let libraries know that there may be co-pays this time. Burkholder commented that we should be prepared for less LSTA

money in the future, and look at what the Board sees as the best uses for the money. The LSTA Advisory Council would like to meet with the Board to discuss priorities for the future. Katie Anderson reported on Project Ready to Learn, from Pendleton, which is receiving national interest. It should enable the impact of library children's services to be measured more easily and more concretely.

Dahlgreen suggested that the Board invite LSTA Advisory Council members to attend the Board's strategic planning meeting on December 12<sup>th</sup>, before the regular Board meeting on the 13<sup>th</sup>. Hall mentioned that the Board relies on the Council to screen the grant proposals; therefore, the Board and the Council need to be on the same page.

Miao met with the Library Administrative Services team, who discussed the reorganization/transformation. They mentioned not having enough information about the transformation. But they understand that they may be on some of the transformation committees. They would appreciate the opportunity to give feedback, and are not sure how that will happen. They do not have a high level of anxiety, however; just uncertainty.

Applegate and Bell met with the Government Research Services team, who did not seem as anxious as they had in the past. The team mentioned not knowing Dahlgreen's vision. Jerry Curry of GRS wants to advocate for increased staffing in GRS. He mentioned the idea of the Legislative Research Office, which was disbanded. The Legislature is apparently interested in recreating this resource, and GRS may be the perfect group to handle this research from non-lobbyist points of view. Curry mentioned that this could become part of what the State Library does. Applegate mentioned that the staff was concerned about losing partnerships and services such as poetry, genealogy, and the lecture series. Applegate feels that the lecture series is worth keeping for many reasons, as it gives the State Library a face and allows people to visit, and the cost is virtually free. The morale of GRS was as good as can be expected. The representatives who could provide the union point of view were not present for this meeting.

Dahlgreen mentioned that she and Sarah Miller have been reaching out to SEIU, meeting with their government relations staffer, organizer, and two libraries staff members, Eugene Newbill and Alice LaViolette. Dahlgreen and Miller have been meeting with them every two weeks to give an update on the transformation process. Additionally, every two weeks Dahlgreen has been giving a transformation update to the entire staff, with an email summary for those absent. She has also begun sending "This Week at OSL" emails to alert staff of upcoming events and meetings. The Oregon State Library Transformation Project will launch next Tuesday, June 25<sup>th</sup>. The Project Manager, Mr. Kelly Jensen, has been hired from Mass Ingenuity. On the Project Team is Dahlgreen, Jensen, the managers, Hall, Alice LaViolette, Eugene Newbill, and Elke Bruton selected by the Union, and Jen Maurer and Luis Navarrete, selected by Dahlgreen. Certain members of the project team have been asked to convene workgroups. At the Project Team's meeting on July 1<sup>st</sup>, the members will determine who will participate in those workgroups.

Bell clarified with Dahlgreen that the GRS staff members are correct in thinking that their program may be spared. Dahlgreen confirmed this, saying that the current understanding in the General Government subcommittee is that GRS will change but not be eliminated completely. Hathaway-Marxer and Bonebrake reported that the Talking Book and Braille Services team is continuing business as usual, and seem very pleased about their new space as well, trying to be

courteous to their new neighbors. They commented that Elke Bruton is very good at communicating details with her team members, conveying information as she receives it. TBABS is much more service focused than politically focused. They are thrilled about the magazine cartridges, potential for a new service, new media relations, and more usage. They feel that the transformation may make some positive changes. They gave a wonderful explanation of the new, more flexible shelving system. They are anticipating more outsourcing options, so they want to be intentional about their outreach, etc. TBABS members also mentioned the confusion about the office hours of our HR consultant Vicki Jorgensen, but reported that an FAQ was created, and things have improved. They also feel that there is more depth in this HR resource, because Vicki Jorgensen has additional contacts in her HR department.

Burkholder said that since we are being charged by the Department of Administrative Services (DAS), the Board ought to look at cost savings. Dahlgreen commented that the state is saving a lot of money, which is the point of enterprise services. Hathaway-Marxer mentioned that there was concern amongst the staff because performance evaluations have not been done in a while.

Dahlgreen mentioned that a large number of staff have always gone to our HR manager, rather than their program manager, with issues. Dahlgreen is trying to change this behavior. Dahlgreen also said that we have fallen behind on our evaluations, mostly because one of our managers has taken on another team. She understands the concerns of the staff. She agrees that there was confusion with the HR consultant, and we have now corrected the problem and learned from that issue.

Burkholder said that performance evaluations are not usually the happiest job and that it is often the job of HR to remind people that this needs to get done, which is always helpful. Hunter-Morton mentioned that in her experience, employees are barely hanging on and have just been too busy to do performance reviews.

## **REPORTS OF THE STATE LIBRARIAN AND STAFF**

### **Activities Since the Last Meeting**

Dahlgreen participated in the Beaverton Library Director interviews. They have hired Abigail Elder as the new director of the Beaverton Library.

Dahlgreen and Darci Hanning were invited to attend the Governor's Oregon Broadband Advisory Council meeting. Hanning will continue to attend these meetings.

Our HR Consultant, Vicki Jorgensen was introduced to the Board. They asked about the procedure for the State Librarian's performance evaluation regarding whether the deliberations and evaluation can be done in executive session or if it needs to occur during open session. Jorgensen will find the answer.

The state librarians who visited Washington, D.C. for American Library Association's National Library Legislative Day met with the president's domestic policy council to discuss early learning and other topics. Dahlgreen talked about Project Ready to Learn and Ready to Read.

The 2013 – 2015 general fund Budget has passed the House and the Senate, and is awaiting the Governor's signature. It increased the Ready to Read grant to 94 cents per child. However, it

does not increase the eligible ages to include 15-17. We have been asked to determine whether this will be the appropriate way to serve that population. We were asked why it is called Ready to Read, when it includes children up to age 14. The name may need to change.

We had some salary savings from this biennium, but unfortunately, we will not see these benefits. Dahlgreen commended Range for actively trying to solve this issue. We are not able to fill any positions until the February 2014 session; however, we are trying to hire a temp to take on cataloging duties, while Heather Pitts works to fill some of the duties of our vacant electronic services position.

Margie Harrison and Susan Westin have been attending a project management class, which requires a test after each session. Their knowledge will be very valuable to us once we reach the project implementation stage. Sarah Miller was the person who offered us these two slots for our managers, for which we are very grateful.

The budget issue we were faced with in April regarding the \$500,000 we were overspent is going to work out well, since we saved some money due to contracting our HR services. The LAS team has also economized this biennium, so we have additional funds to replace some old computers. Range, Harrison, and Westin have done an amazing job making sure we are spending the money that needs to be spent.

Robin Speer, together with the Volunteer Cross-team Workgroup, has put together a Volunteer Program Strategic Plan. Speer has been working hard to look at the future of volunteerism, taking advantage of skilled baby boomers looking for opportunities.

The Board looked at a letter from the Task Force on Statewide Collaborative Reference Service to the LSTA Advisory Council. They had a meeting on Wednesday, which consisted of a very good group of people.

At the end of April, we hosted our Chinese visitors from our sister province of Fujian, China. This was part of the Horner Exchange, and the remaining funds have been given to OLA for the exchange in 2016, as that will be the last year of our current Memorandum of Understanding with the Fujian Provincial Library. The visitors were very pleased with their trip, and our staff worked very hard to prepare events for the day. Jerry Curry arranged for them to be acknowledged on the Senate floor and Jess Rondema made the day's arrangements. Alice LaViolette, Joel Henderson, Arlene Weible, and Renata Pilotto also contributed to this event.

The managers decided to send five staff members to a training called Lead the Change. There was some dissatisfaction from teams about not being able to self-select who attended this training. Robin Speer, Andrea Blake, Luis Navarrete, Arlene Weible, and Elke Bruton attended the training and will be leading a training session for the rest of the staff. There will be two sessions of this mandatory staff training, so they can share this valuable information with the entire staff.

TBABS hosted the Western Regional National Library Service conference in May. Thirty people from around the West attended the conference. Westin and her staff did an amazing job putting this together, with so many other projects occurring at the same time. TBABS made a few minor adjustments to their layout after their move, but seem very happy to all be in one space. The spring donation appeal was just sent out.

The GRS team has been staffing the Legislative Library since the beginning of the legislative session. They have also just digitized the National Guardsman newsletters, which are now available to the public through our website.

LD has moved and has been working on the RFP, the Statewide Collaborative Reference Task Force and the Letters about Literature Award.

Miao asked how sending staff to the Lead the Change training will fit in with the transformation. Dahlgreen will screen the training first, so she can hear the content. Then the staff will figure out how this fits into the transformation, or if there are additional training needs.

## **OPEN FORUM**

No one was present to comment.

## **NEW BUSINESS**

### **Board Procedure for Annual Evaluation of the State Librarian**

Vicki Jorgensen supplied Chair Hall with an answer about holding an executive session during the annual evaluation. The person being evaluated has the right to request an open meeting. The Board can have a closed session as well for discussion, but cannot make decisions during closed session. More details about this will be included in the next Board packet.

Burkholder mentioned that several years ago, the Board requested information from teams, managers, and stakeholders before they did their evaluation to help them with the process.

Bonebrake asked when the Board selects those who will be asked for feedback. These people have already been identified by their position, as people whom Dahlgreen works with closely. She has added DAS, and taken out OASL, as it is now a division of OLA, which is already on the list.

Bell made a motion to approve the Board's procedure for the annual evaluation of the State Librarian. Burkholder seconded. The motion passed unanimously.

### **Recommendations of the LSTA Advisory Council**

Rondema handed out updated versions of the 2012 Budget and Budget Plan for FFY 2013 and 2014 and the LSTA Advisory Council Recommendations to the Oregon State Library Board of Trustees. John Russell of the LSTA Advisory Council presented the recommendations.

The amount for competitive grant awards is decreasing. The Council had a discussion about Answerland. The task force that Dahlgreen put together to look at statewide reference has met and discussed what future services might look like, related to the hosting and the cost. The Council also discussed the MLS scholarship, and whether it is a higher priority than some of the grant proposals. They are trying to include the State Library Board to have broader conversations.

Burkholder had a question about the revised budget regarding e-reference. The amount should be \$294,500 instead of \$345,000.

The top three projects on the grant proposals recommendation page were shifted to FFY2014, as decided by the Board. The conversations regarding the new competitive brief proposals were very different than in previous years, revolving more around available money, because we can't fund everything. A resulting trend was that none of the academic proposals were voted to go forward. Proposals that had more than two "do not invite" recommendations were not invited to submit full proposals. The council was looking for ways to pare down the list, and only taking one of Multnomah County's proposals, the top-rated project, was one way to do this.

Some of the grants that were not invited back were given this recommendation because the projects were deemed important, but not a priority. Some have appeared in the past already, and are trying again. Some just needed to be pared down when compared to others, due to having fewer funds.

Miao had a concern about Multnomah County's Rockwood Studio project. How can they be sure this music will be something that brings people in? He wondered why they have not done research to see if this is the right program for the area. Bell and Hathaway-Marxer explained that this will be a very popular program, should attract the kids in the area, and be replicable in other areas.

Dahlgreen commented that Multnomah County has gathered many community responses in the past and are very good at responding to community needs. The Board can ask to see the evidence that this will fulfill a community need in a full proposal.

Hathaway-Marxer made a motion to accept the LSTA Advisory Council's first recommendation to invite the two returning and the six new proposals to be fully developed for review in fall. Burkholder seconded. Burkholder asked if the budgets could be tightened up a bit, so they may have a better chance at getting funded. Russell said that LD staff can also remind people with proposals that this is a very competitive grant process now.

There was some ambiguity about what was promised to the three grants shifted to FFY2014. But the Board agreed that these would be funded (if funds are available) and this is what the grantees have been told. The Board discussed funding the Astoria/Seaside and the St. Helens projects. The motion passed with one abstention.

Dahlgreen explained that we now have to make very difficult choices. Our LD staff can make it very clear to the grantees in their invitation letter to submit a full proposal that we will only be able to fund about half of these projects. They will communicate the concerns from the Board. Burkholder would like to ask that they tighten up their budgets a bit, while keeping the criteria the same.

Russell discussed the second recommendation from the Council, which supports funding both Extending Services to the Unserved proposals, from Astoria/Seaside and St. Helens, which would like to continue and expand their efforts. Burkholder read this proposal as being very exciting and that investing in a couple more years would be beneficial. Hall mentioned that this would mean we are putting \$100,000 into their proposal each year, in a time when we are short on funds. Dahlgreen said that the point of these proposals is to serve the unserved, which the Board has made a very important part of its work.

We also remind the grantees that they may not get funding for an additional year of a project. We cannot promise a multiyear grant. Dahlgreen said that as we move forward, would the Board rather only receive the amount of grant proposals that can be funded, or have a rich, competitive pool of applicants? Priorities are shifting as the grant proposal process becomes more competitive.

Miao commented that for many agencies who receive only the first year of a two year project, funding for the second year is contingent upon the results of the first year. So the request for the second year should illustrate how they have been successful during the first year. Miao asked why this Astoria/Seaside project does not give evidence of their success for the first two years.

Burkholder said that in service to the unserved, the hope is that in reaching out to all these people, you build up an understanding of what a library can do, and gain a commitment. So when the time comes to ask tax payers to fund the library, people will talk about why to vote yes. It helps to get a positive vote if you have people with that experience.

Dahlgreen said that the Astoria/Seaside libraries are on the brink of being successful and have enough momentum to continue. We have learned that timing is everything regarding serving the unserved. Other areas gained districts in part because of the timing. The librarians in Astoria and Seaside know when they have the critical mass that they need from policy makers and businesses. In the past, we've tried to second guess communities in terms of districting, and it hasn't worked. We need to have confidence in the people on the ground.

Hall was supportive of approving funding for this year, but would be hesitant to fund another year.

Burkholder moved to approve funding the Astoria and Seaside Public Libraries Serving the Unserved projects. Bonebrake seconded. Bonebrake said that this is an opportunity to see if this initiative will be successful. The motion passed unanimously.

Hathaway-Marxer commented that an investment in St. Helens is like an investment in ourselves. Hall would like to see the city contribute to the cost of a library card, as there is very little local contribution.

This grant also includes creating teen programs and a video-gaming night to attract teens to the library, not simply supplying the library cards. Hall discussed possibly dropping the amount we pay to \$20, rather than \$39 per card. Dahlgreen said it is up to the Board whether they want to spend LSTA money on return on investment or use it to do something innovative and creative in communities that do not have the resources. Burkholder would like to fund them for one more year, if they think about their ultimate outcomes.

Sixty cards were distributed out of a total of 752 cards. The \$30,000 was spent on cards and \$45,000 was for staff and materials. They received a grant modification request signed by the State Librarian and the Library Development Program Manager. It was changed to pay for 150 cards, using the rest for other things to help achieve the goals in their original grant.

Burkholder would like them to tighten it up a bit and include in the proposal on what they are really going to spend the money.

Dahlgreen clarified that grantees can shift money around if it is less than 10% of the grant total. If they want to move larger amounts, they have to get a grant modification. It will only be approved if it is part of the grant's original intent. We do grant modifications for many of the projects.

Russell commented that this discussion is evidence that the Board has evolved in its thinking about what is being funded. Perhaps the method of serving the unserved needs to be revisited.

Hathaway-Marxer agreed that we can ask them to tighten up the numbers, and see the evaluations, to complete the cycle of giving the grant, so we can learn that they learned.

Burkholder moved that we approve this request, but reduce the contractual amount for library cards to actual cards given up to 250. Bonebrake seconded. The motion passed unanimously.

The Board reviewed a letter from the Douglas County Library Foundation. Their proposal requested LSTA funds for some unallowable costs. The Council is recommending that the Council direct the foundation to fix the problems, with staff assistance, and come back with a updated request.

Dahlgreen said that this is a very important issue for the Board. The past practice has been that if someone needs some extra project money, they went to the State Librarian, who suggested that they write a letter. When this letter came in, Dahlgreen brought it to the Executive Committee, who agreed to go along with past practice. Often these were issues that needed immediate attention. Dahlgreen asked for guidance from the Board on how they would like her to deal with these situations, and she will give guidance to the Library Development staff. We also need to know if we should put aside a contingency fund, to be used at the discretion of the Executive Committee.

Burkholder suggested that the Board's planning session in December would be a good time to discuss this process. Money will be tightening and issues are getting more difficult. Applegate asked why the letter did not go to the person it was addressed to, and then to the experts. Hathaway-Marxer would like the letter to go to the Board member it was addressed to before it appears in the Board packet. Bonebrake made a motion to put this issue on the agenda for the next meeting, and to approve the recommendation from the Council. Miao seconded. The motion passed, with one abstention.

The fourth recommendation was to change the LSTA Advisory Council representation to reduce a school librarian position and add an information technology representation. Further conversation led to the recommendation to no longer have disadvantaged persons representatives, but to have three "underserved" representatives. Burkholder was concerned that this would take away one of the library user representatives. The information technology representative came about because there have been many technology related questions. The original suggestion for the other recommendation began with the idea to have someone from a cultural heritage institution. Then the conversation moved to discussion about helping the underserved.

Burkholder felt that two underserved/underrepresented representatives is sufficient, and that the library user representatives should remain at three. Bonebrake agreed with this. Both agreed with

adding the information technology position. The only citizens, rather than staff members, are the library users and the underserved/underrepresented representatives.

Hunter-Morton felt that the term disadvantaged has negative connotations and diversity, cultural competency, and literacy needs to be central to library missions in the future.

Burkholder moved to approve the LSTA Council's recommendation to change one of the school library representative positions to an IT representative position, and to change the wording of "disadvantaged persons representatives" to "underserved/underrepresented persons representatives," but not to accept the recommendation to delete one library user representative and add one position to the new category. Miao seconded. The motion passed unanimously.

There was concern in the LSTA Advisory Council that we should be involved in the Oregon Broadband Advisory Council. Darci Hanning of our staff has agreed to go to the meetings. We will report back to the LSTA Advisory Council that Hanning is involved.

Recommendation six has already been discussed, involving meeting with the Board and the Council to discuss future directions.

Sarah Miller, Deputy Chief Operating Officer at the Department of Administrative Services, spoke to the Board about the transformation process. She is the Project Sponsor, which indicates the support coming from the Chief Operating Officer's Office and DAS. Miller and Dahlgreen worked together to change the tone of the conversation during the legislative process. The COO's office is assisting us with this project and will be assisting the State Library in funding the project manager. We are the test for a process that the state hopes to replicate for other agencies. Miller also assured the Board that she will be touching base with them as the strategic governing body of the State Library.

Mass Ingenuity is the company we are contracting with for the Transformation of the Oregon State Library. They have a proprietary management methodology framework, and have worked with numerous state agencies. Our intention is not to organize our current work, but to look at it as evaluative criteria for decision-making. We have negotiated with the General Government Subcommittee that we are following the spirit of the Governor's Recommended Budget. During the February 2014 legislative session, we will report about the project, and will have touched bases with the co-chairs of the subcommittee in September and November. Workgroups will be assessing current services and identifying alternative models, looking at whether the State Library is the best place for a certain service or collection. We will check with the subcommittee about our suite of services and bring up policy questions. Based on their feedback, the workgroups will build implementation plans. In November, changes to statutes or administrative rules will be addressed.

We will be very engaged with labor and staff will be expected to contribute often. Sarah Miller and MaryKay Dahlgreen have been meeting every other week with SEIU delegates.

Representative Smith, one of the co-chairs of the General Government Subcommittee, has requested that we develop a business plan. We need to look at what cultural changes will occur, what technology needs there are, and how to support such changes. We want to be sure that the voices of the constituents are heard, but the decision-making power does not lie with them.

Miller explained that the Board had been asked to make change before, but not enough progress was evident, according to the legislature.

The September legislative days are scheduled for September 16<sup>th</sup> – 18<sup>th</sup>. The Board may meet in late August instead of mid-month, so they can review the draft before it goes to the legislature in September.

Miller and Dahlgreen have been working on communication strategies to be sure everyone receives the same information. We will inventory programs and evaluate them, to see which items are appropriate uses of state resources.

The entire agency is going through the transformation, not just the Government Research Services team. We will systematically go through the evaluation, and then our job will be to implement what the policy-makers tell us is the right answer. It will be important to package our message to legislators carefully, telling a story.

Bonebrake and Dahlgreen thanked Miller for spending the time to assist us. The Board also thanked Miller for allowing two of our managers, Harrison and Westin, to attend the Project Management training. This is an investment in our managers who will be able to assist in the implementation of the transformation process.

### **Recommendations of the TBABS Advisory Council**

Talking Book and Braille Services was not granted the funding that they requested in the budget policy packet, which asked to shift one position and some operations back to general fund. The TBABS Advisory Council has suggested that we use donation funds for 2013-2015 biennium, and then continue to try to get the requested funding. Hall has asked Westin to check how much of the endowment cannot be spent on anything else, and how much is made up of undesignated gifts that the Board decided to add to the endowment, knowing they could be taken out again.

Burkholder moved to approve the Annual Donation Expenditure Plan for 2013-2014 for Program Enhancements and Solicitation. Bonebrake seconded. The motion passed unanimously.

## **CONTINUING BUSINESS**

### **State Library Reorganization/Transformation Report**

The Oregon State Library Transformation Kick-Off is next Tuesday. The first task of the Project Team is to create the workgroups, which are as follows: Services to Libraries and Oregonians, Services to State Government, Collections, Technology Usage, Finance Modeling, and Internal Organization and Culture. Hunter-Morton expressed interest in being part of the Technology Usage workgroup; Hathaway-Marxer may participate in the Internal Organization and Culture, Miao expressed interest in Services to State Government, and Hall may be involved in the Finance Modeling workgroup.

## **PLANS FOR NEXT MEETING**

The next Board meeting will take place on Thursday, August 29<sup>th</sup> at the Oregon State Library in Salem. The Board will plan to hear a report on Benchmark 38 and one regarding Foundations.

The meeting adjourned at 4:32 p.m.