



**Library Board of Trustees Regular Meeting  
December 19, 2017  
APPROVED MINUTES**

**Anyone requiring these minutes in an alternate format, such as large type, Braille, or an audio recording, please contact WCLS at (360) 305-3600.**

Location	Administrative Services, 5205 Northwest Drive, Bellingham WA 98226. (Note: “Library” refers to the Whatcom County Library System—WCLS.)
Attendance	<b>Trustees:</b> Marvin Waschke, Chair; June Hahn, Vice Chair; Lori Jump, Board Secretary; Brad Cornwell. <b>Absent:</b> Erika Nuerenberg <b>Staff:</b> Christine Perkins, Executive Director; Michael Cox, Deputy Director; Jackie Saul, Director of Finance and Administration; Thom Barthelmess, Youth Services Manager; Lizz Roberts, Community Relations Coordinator; Carmi Parker, Online Experience Coordinator; Dana Klootwyk, Payroll Specialist as Administrative Assistant <b>Red Rolk:</b> Sherri Huleatt, Marketing Director; Megan Cook, Art Director
Call to Order	Marvin determined quorum and called the meeting to order at 9:01 a.m.
Open Public Comment	There was no public comment.
Staff Report: A. Executive Director	<ul style="list-style-type: none"> <li>• Christine expressed appreciation to Ziad Youssef of MyTrafficMan.Net for his Slow Down and Read campaign which has raised over \$30,000 for the Whatcom County Library Foundation.</li> <li>• Roof repairs at North Fork Community Library are mostly complete. In the new year WCLS will consult with its attorney to initiate title transfer.</li> <li>• Signage at the future Birch Bay Library site is in progress. Archaeology consultants have witnessed digs for light and sign post installation. In the new year Christine will organize a meeting between WCLS, the Lummi Nation, architects, Zervas Group, and other stakeholders to ensure that the project gets off on the right foot.</li> <li>• In the Icelandic tradition of “Christmas book flood” Christine presented each Trustee with a personal token of appreciation and thanked them for their support and service. The Trustees thanked her.</li> </ul>
Staff Report: B. Deputy Director	<ul style="list-style-type: none"> <li>• WCLS expects to attain over 2 million circulations in December.</li> <li>• December 18 saw the first meeting of Birch Bay design committee. Attendees included Lori and Marv, as well as some WCLS staff and Friends of the Birch Bay Library. The committee is drafting an RFQ for architectural design team schematics and hopes to increase opportunity for community input.</li> <li>• Michael and Carol Oberton plan to travel to Point Roberts this afternoon. Full enclosure of the structure is expected in January. Brad requested that Michael and Carol ensure that Hansen takes appropriate dry-out measures before enclosing. The Point Roberts Park Board anticipates handing over the keys to WCLS around March 31. In preparation for improved service at Point Roberts,</li> </ul>

	<p>WCLS is investigating a second weekly delivery to ensure that its Library Express is fully stocked.</p>
<p>Staff Report: C. Youth Services Manager</p>	<ul style="list-style-type: none"> <li>• Thom displayed the 10<sup>th</sup> annual Whatcomics and complimented Tamar Clarke for being the “boots on the ground” to solicit teen work, and to Sally Crouse and Suzanne Carney in PubGraphics for their production efforts.</li> <li>• 2017 marked the 25<sup>th</sup> year of “Let’s Make Presents.” Robert Mittendorf published an <a href="#">article</a> in the <i>Bellingham Herald</i> on November 28, including pictures and the schedule. Kudos to Tammy LaPlante and Tessa Bundy.</li> <li>• WCLS is preparing to purchase book returns for schools. The look will be similar to our vehicle wraps. Brad asked about the standard for returns. Thom responded that WCLS already has several different models in use; some are drive up, and others are walk up. For schools, he and Christine decided to go with walk up for safety. Christine added that the top can be turned for flexibility. Lori asked if the returns will include each school’s name, and Thom replied that they will be branded only as WCLS with its URL. Amy Jones is working on a design.</li> <li>• Ferndale School District has completed the parent notification component of ConnectED. Next, Carmi will work with the School District’s IT department, and we expect a launch in January.</li> </ul>
<p>Staff Report: D. Services Committee and Performance Measures</p>	<ul style="list-style-type: none"> <li>• Regarding the 2016 door count overages, Michael noted that the predicted margin of error is consistent with 2017 actual numbers. Marvin requested a note in the Performance Measures.</li> <li>• WCLS began collecting volunteer statistics for CS in July to capture work performed for the “Books for Babies” program. A spreadsheet error in volunteer tracking was discovered and has been corrected.</li> <li>• Brad asked about the Circulations per Open Day chart, and if WCLS is going to re-set the benchmark from 2015? Christine responded that the original goal was 10% over 2015. We are revising the goal each year, but will continue to use 2015 as benchmark. For next year, Marvin suggested adding a third line for the previous year.</li> </ul>
<p>Staff Report: E. Community Relations Coordinator &amp; Committee</p>	<ul style="list-style-type: none"> <li>• Lizz highlighted the overwhelming success of the vehicle wraps. After a few minor adjustments, wraps on a Dodge Caravan and one Prius will be complete early next year. The Trustees stepped out of the meeting briefly to examine a wrapped delivery truck.</li> <li>• WCLS will be highlighted in the “library marketing” chapter of a new Library Science textbook by Pat Ragains.</li> <li>• The Community Relations Committee will share its Marketing Plan at the January meeting. Today we will hear Red Rokk’s 2017 review and 2018 plan.</li> </ul>
<p>Staff Report: F. Personnel Committee</p>	<ul style="list-style-type: none"> <li>• Brad reported that final paperwork to update bargaining agreement and health insurance sign ups is being completed. The committee has completed the Executive Director’s annual review.</li> </ul>
<p>Staff Report: G. Whatcom County Library Foundation</p>	<ul style="list-style-type: none"> <li>• Brad reported the WCLF did not meet in December. At the January meeting they will discuss the agreement between WCLS and WCLF, and WCLS’s annual grant request.</li> <li>• Peter Young was elected President, Dick Little as Vice President, Cat Wallace as Secretary, and Trish Navarre as Treasurer.</li> </ul>

<p>Consent Agenda</p>	<p>The Consent Agenda included minutes of the November 21, 2017 Board of Trustees Regular Meeting as well as the following expenditures:</p> <p><b>General Fund:</b></p> <ul style="list-style-type: none"> <li>-November 1 - 15, 2017 Payroll: Nos. 1013415826 – 1013415842, (Voucher Nos. 534360 - 534503) Totaling \$174,539.17 and November 16-30, 2017 Payroll: Nos. 1013589554 - 1013589569, (Voucher Nos. 534509 - 534656) Totaling \$171,040.35</li> <li>-Claims 2017-31 G: Nos. 1042753-1042759 Totaling \$11,425.75</li> <li>-Claims 2017-32 G: Nos. 1043064-1043100 Totaling \$25,334.68</li> <li>-Claims 2017-33 G: Nos. 1044246-1044309 Totaling \$265,889.17</li> </ul> <p><b>Capital Fund:</b></p> <ul style="list-style-type: none"> <li>-Claims 2017-23 C: Nos. 1043101-1043103 Totaling \$65,558.15</li> <li>-Claims 2017-24 C: No. 1044310 Totaling \$1,224.00</li> </ul> <p><b>June moved to approve the Consent Agenda as presented. Seconded; approved.</b></p>
<p>Financial Report Finance Committee Report: A. Finance Committee Report</p>	<ul style="list-style-type: none"> <li>• Jackie stated that at 92% through the year the accounting office is very busy with wrapping up 2017 purchasing, accounting, and payroll.</li> <li>• Through November 30, all but \$38,000 of property tax revenue has been received.</li> <li>• Intergovernmental revenues are slightly under projections, which could impact the 2018 transfer into the capital fund, unless funds are received in December. We may transfer more from the general fund reserves, or decide to postpone projects. It is too soon to make a decision, but Trustees should keep this in mind for next year.</li> <li>• Expenses are currently slightly under budget, because collection purchases are ongoing, and personnel spending was lower than expected. Expenditures will likely close out at 90-95% of budgeted.</li> <li>• Capital projects update: <ul style="list-style-type: none"> <li>○ The Lynden remodel is nearly complete, with only minor purchases still required. The project came in at \$88,000 spent of \$95,000 budgeted.</li> <li>○ North Fork paving ended slightly over budget due to expenses related to assistance from an engineering consultant, which was money well spent.</li> <li>○ Point Roberts is rolling ahead.</li> <li>○ At CS, the Mendery refresh was completed. Ergonomic desks and chairs were purchased in 2017, with a few more scheduled for 2018.</li> </ul> </li> </ul>
<p>B. 2017 Budget Report</p>	<p>The Trustees accepted the 2017 budget report as presented with no questions.</p>
<p>C. Resolution 12/19/17-24 Adopting the Final 2018 Budget</p>	<p>Jackie explained the few changes since the preliminary budget reported in November.</p> <ul style="list-style-type: none"> <li>• Open Enrollment occurred in early December, which added some expense. A few items in Collection Services omitted from the preliminary budget have been added. The amount budgeted for a facilities audit has been increased to allow a cushion. Expenses related to ownership of the North Fork library (snow removal and landscaping) have been added.</li> <li>• The sum of changes was an additional \$42,000 in expenditures, which has been offset by ending 2017 in better shape than expected, resulting in zero change to the bottom line fund balance.</li> </ul>

	<ul style="list-style-type: none"> <li>• Per Marvin’s November request, Jackie added graphics to the Final Budget. Fund summaries reviewed in November were recapped. Fund balance trends depicted in blue and orange reflect a dip due to the Birch Bay purchase. The spike in revenue trends for 2018 is attributable to the inclusion of transfers in from 2017 excess revenue. June asked that this detail be footnoted; Marv suggested depicting it with a dotted line. Jackie responded that the budget could be approved with a note to update the graph.</li> <li>• General fund expenditures include collection materials at 13% of the total budget. Salary and wages saw an overall 8% increase coming from implementation of the Classification and Compensation study, but offset by keeping healthcare relatively flat.</li> <li>• There were no changes to the capital budget since the preliminary in November.</li> </ul> <p>Trustees reviewed the materials presented. Brad and Marvin complimented the added clarity from the graphs. There were no further questions or comments.</p> <p><b>June moved approval of resolution 12/19/17-24, adopting the Final 2018 Budget, with revision of the revenue trends graph. Seconded; approved.</b></p>
<p>Policy Updates: Sick Leave Policy 12.22</p>	<p>Initiative 1433, approved by voters in 2016, changes Washington state law, requiring employers to provide paid sick leave to all non-exempt employees, regardless of benefitted status. Currently, WCLS’ sick leave policy for benefitted staff is covered in the Union Contract article 14, Employee Benefits Policy 12.07, and Sick Leave Procedure 12.07.10, and in Management Benefits and Leave Policy 12.20 for Exempt staff.</p> <p>Christina drafted a new policy covering accrual rate (1 hour of paid sick leave per 40 hours worked), use, carryover, notice requirements, and employer and employee responsibilities. The draft has been reviewed by legal counsel, the management team, and WCLS supervisors.</p> <p><b>Marvin moved to approve Policy 12.22 Sick Leave. Seconded; approved.</b></p>
<p>BREAK</p>	<p>Marvin adjourned for a break from 9:45 – 10:02 a.m. During the break, the group discussed the many impacts of recent changes to net neutrality law. Lori requested that Christine arrange for Trustee Education on the topic in 2018. June suggested inviting the BPL Trustees to join.</p>
<p>2017 Holiday Gift Guide Report</p>	<p>Carmi joined the meeting to report on the 2017 WCLS Holiday Gift Guide. She and Tammy LaPlante riffed on Nancy Pearl’s recommendations because they help with holiday shopping, and encourage books as gifts. About 10 WCLS staff helped with content, while Amy and Sally did the design. The report includes verbatim patron comments.</p> <p>A key aspect of the project was measuring how various elements performed. The Holiday Gift Guide was emailed to 30,000 recipients through MailChimp (which is also used for “Library Hacks”), promoted on multiple social media, included as a slide on wcls.org, and provided as paper copies at multiple branches.</p> <ul style="list-style-type: none"> <li>• The clickthrough results of the email campaign were disappointing, but may have been related to timing, as the email was sent right before Thanksgiving, when most people are busy with other preparations.</li> </ul>

	<ul style="list-style-type: none"> <li>• The social media campaign did very well, especially right after Thanksgiving, when people were in shopping mode. Many people downloaded the PDF version from the website.</li> <li>• For 2018, WCLS would like to improve upon the offering by including more content categories and matching media to books.</li> <li>• Carmi reported that more data has just come in, so a final update on the successes and opportunities will be forthcoming.</li> <li>• Lori suggested cooperating with local independent booksellers.</li> <li>• Christine complimented Carmi for her entrepreneurial skill in executing a great side venture outside of planned strategic projects.</li> </ul>
<p>2018 Addendum to the Whatcom County Library Foundation Agreement</p>	<ul style="list-style-type: none"> <li>• As the meeting was ahead of schedule, Christine suggested taking up the 2018 Addendum to the Whatcom County Library Foundation Agreement ahead of the marketing presentation. The Trustees agreed to revise the Agenda.</li> <li>• Christine reminded the Trustees that this is a standard agreement, legally required to spell out the relationship between WCLS and WCLF. It is updated annually to reflect wage amounts, and to indicate proportionately reciprocal degrees of commitment between the two parties.</li> <li>• Marvin asked the attendees to share their understanding of the role of the foundation. He stated that WCLF’s work on WCLS’ behalf will be increasingly important as we move into a future where tax revenue may not be sufficient.</li> <li>• June asked if public libraries have endowed manager positions, like universities have endowed chairs. Christine responded that some library foundations may fund staffing for specific projects, but she has not heard of anyone doing it on a long-term basis; it would be difficult due to limited levels at which most foundations are able to fundraise. For example, WCLF’s endowment just crossed the \$100,000 mark, but \$1,000,000 would be needed to generate sufficient yield to cover the Foundation’s annual operating budget. June responded that it may make more sense to envision the Foundation as having a larger role in fundraising for buildings.</li> <li>• Jackie suggested that foundations can support ongoing costs, but in the short term WCLF is currently not anywhere near that capacity. She suggested that WCLS look for ways to help build WCLF up now so WCLF might be better situated to reciprocate support in the future.</li> <li>• Thom noted that foundations can buy things libraries can’t, because of laws preventing the gifting of public funds, such as Books for Babies and Summer Reading rewards.</li> <li>• Marvin suggested structuring WCLS budgeting so we can take most advantage of what WCLF can provide and expand services that we can’t provide without the Foundation. June agreed that the Foundation is a mechanism for achieving those goals. They agreed to think of an expanded role for the Foundation in the future, it gives WCLS a new degree of freedom for how we plan.</li> <li>• Christine reported that she and Jenn recently met to discuss an appropriate “ask” for the WCLF annual grant. There are a few “reach” items that are more expensive, but that the Foundation might work toward as a multi-year goal. Christine suggested that the WCLS Finance Committee work together with the Foundation Finance Committee to brainstorm. June commented on the importance of goal-driven fundraising.</li> </ul>

	<ul style="list-style-type: none"> <li>• Christine also mentioned that WCLF will need to wrestle with planned giving. BPL recently received a planned gift of more than \$2 million, with no solicitation. Thom shared that in his work on the board of the Whatcom Literacy Council, the Whatcom Community Foundation recently sponsored a webinar on non-profit planned giving. A demographic reality is an upcoming number of individuals/couples who are coming to end of life with no children to inherit.</li> <li>• Brad stressed the importance of recognizing WCLS’ systemic differences from a city library. We serve multiple communities, and have strong tradition of friends groups “owning” their libraries. The Foundation has a developing role to come alongside Friends groups to work on system-wide visions. June would like to see all Friends groups fall under the umbrella of the Foundation.</li> <li>• Marvin added that people in Whatcom County are slowly gaining awareness that this is a county library <i>system</i>; initiatives like “Explorations” and wrapping the vehicles expands horizons beyond a local branch experience.</li> <li>• Brad promised to take these comments back to the upcoming January 11 WCLF meeting. Brad feels energized by the foundation board, and foresees lots of opportunity. The All Friends and Foundation Gatherings help to expand horizons of friends groups, and the Birch Bay project has the potential to be a great catalyst for Friends and Foundation working together, as well as a model for future projects.</li> </ul> <p><b>Lori moved to approve the 2018 Addendum to the Whatcom County Library Foundation Agreement as presented. Seconded; approved.</b></p>
<p>Red Rokk’s 2018 Marketing Plan for WCLS</p>	<p>Sherri Huleatt and Megan Cook joined the meeting and presented a PowerPoint focused on 2017 recap and 2018 goals and plans.</p> <p><u>2017 Recap: Successes and Opportunities</u></p> <ul style="list-style-type: none"> <li>• With Red Rokk and WCLS staff working together, as of Oct 2017, WCLS realized a 10.3% monthly average circulation increase compared to 2015 (the goal was 4%) and met its 2% cardholdership increase goal. In social media, the results of which are calculated based on likes and follows, WCLS saw a 35% increase in Facebook, 15% increase in Instagram, and a 9% increase in Twitter.</li> <li>• <a href="#">Library Hacks</a> was a 9-month campaign focused on a wide range of library services and tools to show the full scope and keep WCLS at top of mind.</li> <li>• The WTA/WCLS cross promotion partnership has been very successful.</li> <li>• Cardholder retention focused on patrons who haven’t used a library card in 6 months. Optimizing the email subject line and content improved results from 5% to 18% return.</li> <li>• Facebook ads got lots of likes and impressions.</li> <li>• Vehicle wrap funding came from the John Cotton Dana award. The objectives were for the wraps to be fun, welcoming, bright, and diverse. Quotes provide emotional pull, and graphics were chosen for longevity, which resulted in a cool consistent message that increases the number and frequency of WCLS’ touchpoints all over the county.</li> <li>• National Card Sig- Up Month &amp; WCLS Pet Selfies: Red Rokk built off 2016’s Book Brain Challenge to come up with pet selfies – animals engaging with library materials. The campaign was diverse and engaging, showing the community that libraries are fun. While we didn’t hit the goal of 1000 signups,</li> </ul>

we did receive 723, which was the third highest amount ever, and at least 100 people participated. Christine noted that videos seem to keep people's attention longer than photos, which may explain why the Book Brain Challenge was more successful.

- Sherri applied for the John Cotton Dana Library Public Relations Award without telling WCLS, and winning was a huge surprise, with in \$10,000 prize money and tons of exposure. It is the most prestigious library marketing award.
- Library Marketing Conference – Sherri and Lizz did two presentations and had great turnout at their sessions. Marvin opined that all of Whatcom County should be as proud of WCLS' accomplishments as we are.

#### 2018 Goals & Approach: Maintain Momentum

- Goals:
  - Increase cardholdership by another 2% (6% over 2015)
  - Increase circulation by another 2% (6% over 2015)
- Focus Areas:
  - Engaged lapsed patrons, increase new patrons, promote services, and make it trackable.
  - Research based on focus groups of lapsed patrons and non-users to learn about library perceptions and value, why people don't use the library, how the library can fit into lives, and which messages and/or benefits resonate. Marv asked about the method for recruiting focus groups? Sherri responded that they will use the patron database to contact lapsed clients, and will spend money on Facebook ads for non-users.
- PLAN: Usage & Awareness
  - Tactics include constant service promotion with two emails per month, social media, and videos that highlight WCLS' playful personality. Christine added that WCLS is still working with WWU on video book talks (1.5 minutes each).
  - Optimizing retention: Using insight from lapsed patrons, update retention emails, and experiment with playful teasers. Lori asked if we are losing younger patrons because they don't use email. WCLS and Red Rokk staffs promised to look into text notification software.
  - Community partnerships – promote WCLS in the airport, ferry terminal, and Amtrak station. Continue WTA partnership (free bus passes, more posters/ads, and perhaps add storytime on the bus)
  - April Fools' Day – plan a humorous campaign with coordinated press release, email, social medial and webpage banner.
- PLAN: Usage & Awareness
  - Use Facebook ads to promote getting a card, A/B testing, and video
  - Update the "Get a Card" page
  - Teach youth responsibility and increase cards per household (leading into Summer Reading)
  - Card Raiser campaign – Annual September cross promotion where each new library card sign up triggers a business donation to a non-profit. Goal is 1000 sign ups.

	<p><u>Questions:</u></p> <ul style="list-style-type: none"> <li>• Brad complimented Red Rokk’s good work and national recognition, and charged everyone to keep up to the high bar already set.</li> <li>• June inquired about the facility used for focus groups. Sherri responded that Red Rokk has conference rooms in Bellingham and can also do online virtual meetings. Lizz asked about using library meeting rooms. Sherri answered that using a library facility might sway results; Red Rokk would be willing to find alternate neutral locations around the county.</li> <li>• Lori suggested providing “Gold” or “elite status” library cards to recognize very supportive patrons. Red Rokk and WCLS staff are working on this.</li> <li>• Christine added that WCLS will be working on a new card design to mirror the new vehicle wraps.</li> <li>• Lori noted that some elementary school students get free teeth cleaning through Unity Care; could WCLS partner with that type of organization?</li> <li>• Lizz noted that 2019 will be WCLS’ 75th anniversary.</li> <li>• Thom commented that Reading Conversations helped WCLS intentionally align internal culture and operations with marketing.</li> <li>• Sherri complimented Lizz on the great job she does at WCLS. Everyone thanked Sherri and Megan for attending.</li> </ul>
Announcements and Adjourn	<ul style="list-style-type: none"> <li>• 2017 mileage reimbursements are due.</li> <li>• A new Administrative Assistant begins January 2, 2018.</li> <li>• The January 19 meeting will be held at Blaine Library.</li> </ul> <p><b>Marvin adjourned the meeting at 11: 18 a.m.</b></p>

Signed by Lori Jump  
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 Lori Jump, Secretary

January 16, 2018  
 \_\_\_\_\_  
 Date

Signed by Dana Klootwyk  
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 Dana Klootwyk, Meeting Secretary