

MEETING NOTICE

There will be a meeting of the Board of Trustees of the L.E. Phillips Memorial Public Library on **Thursday, January 18 at 7:00 a.m.** in the **Library Board Room** of the Library at 400 Eau Claire Street, Eau Claire, WI.

AGENDA

1. Member roll call
2. Approval of the minutes (page 1)
3. Reports of the President of the Library Board of Trustees and the Capital Campaign Committee (page 4)
4. Communications
5. MOTION TO CONVENE IN CLOSED SESSION
Motion to convene in closed session to consider labor negotiations with AFSCME Local 284A, and to consider compensation and benefits for professional staff, pages and child care workers, which, for competitive or bargaining reasons, is permitted to be considered in closed session pursuant to Section 19.85(1)(c) of the Wisconsin Statutes.
6. MOTION TO RECONVENE IN OPEN SESSION IMMEDIATELY FOLLOWING CLOSED SESSION
7. Committee reports
8. Report of the Friends of the Library
9. Report of the Representative to the IFLS Board
10. Report of the Library Director (page 5)
11. Staff presentation: MORE Operations by Renee Ponzio

12. [The December Financial Report is not available. The *End of the Year Report* will be presented when the City financial offices have completed the preliminary close of the City's records for the calendar year.]
13. Action on bills and claims (page 11)
14. Review of the monthly statistics (page 17)
15. Other business
 - a. Discussion and action on the 2007 Library Board work plan and schedule (page 19)
 - b. Consideration of approving a transfer of \$105,900 from the operating budget to the capital fund (information attached). (page 20)
 - c. Consideration of Labor Agreement with AFSCME Local 284A.
 - d. Consideration of 2007 Pay Plans for Professional & Confidential Employees, and Hourly Employees, and Employee Benefits. (page 21)
 - e. Discussion and possible action on selection of a contractor for a "culture audit" of the L. E. Phillips Memorial Public Library. (page 24)
 - f. Discussion and action on recommendations regarding the evaluation process for the Library Director.
 - g. Discussion and action on the recommendations on the proposed changes to the Bylaws of the L. E. Phillips Memorial Public Library Board of Trustees.
16. Directives from the Library Board of Trustees to the Library Director
17. Adjournment

In order to accommodate the participation of persons with disabilities at this meeting, the Library will provide the services of a sign language interpreter or make other reasonable accommodations on request. To make such a request, please notify the Library at (715) 833-5318 at least 2 days prior to the meeting.

Trustees: If you are unable to attend this meeting, please notify the Library's Administrative Office by calling 839-5002.

L.E. PHILLIPS MEMORIAL PUBLIC LIBRARY
Minutes of the Meeting of the Board of Trustees

A meeting of the Board of Trustees of the LE Phillips Memorial Public Library was held on Thursday, December 21, 2006 at 7:00 am in the Board Room of the Library. The following members were present: Dickey, Fraser, Jurmain, Olson, Luehrsen, Radtke, Schneider, Simonsen, Stelter and Von Haden.

MINUTES OF PREVIOUS MEETING

On a motion made by Bob Fraser and seconded by Katherine Schneider, the Board unanimously approved the minutes from their November 16, 2006 meeting.

REPORTS OF LIBRARY BOARD PRESIDENT AND CAPITAL CAMPAIGN COMMITTEE

Mary Jurmain shared a thank you letter from Downtown Eau Claire and a memorandum from Dale Peters regarding the recruitment cost incurred in the hiring process for our new Director.

COMMITTEE REPORTS

Legislative Committee

Linda Stelter reported that four Board members, one Friends Board member and our Assistant Director will be attending Legislative Day. There were discussions regarding the Speak Up For Your Library Campaign from the South Central Library System and how our Library could develop a similar plan. Michael Golrick will look into working with Friends to develop a postcard and adding something to our website. Michael Golrick will report back his findings at the next meeting. Linda Stelter answered questions regarding the insert in the Board packet from the Wisconsin Department of Public Instruction Biennial Budget Highlights For Libraries.

REPORT OF THE FRIENDS OF THE LIBRARY

Kathy Schneider reported that a successful Give-a-Kid-a-Book campaign was coming to an end for this year. The Friends annual meeting will take place in April this year. This spring Friends will be giving departments gifts to cover items that the budget does not allow for.

REPORT OF THE REPRESENTATIVE TO THE IFLS BOARD

Bob Fraser reported that this is Sandy Robbers last week of employment. Bob Fraser will draft a document in reconnection of Sandy Roberts service. John Stoneberg will be inviting Sandy Roberts to Legislative Day and inviting her to ride down to Madison with the group.

REPORT OF THE LIBRARY DIRECTOR

During Legislative Day Michael Golrick will be attending the ALA Midwinter Meeting in Seattle. The Management Team will start sending Michael Golrick monthly reports that Michael Golrick will include in his report to the Board. The board packet was successfully sent to Kathy Schneider as a PDF this month. As an added bonus we will now be able to post the packet on our website.

REVIEW OF FINANCIAL REPORT

The Board reviewed the November Financial Report.

ACTION ON BILLS AND CLAIMS

On a motion made by Bob Fraser and seconded by Jean Radtke, the Board unanimously approved the Bills & Claims for November 9-December 7, 2006, as well as the Additional Bills & Claims.

REVIEW OF MONTHLY STATISTICS

The Board reviewed the November Statistical Report and noted a lot positive comments have been received regarding the auto renewal.

OTHER BUSINESS

On a motion made by Kathy Schneider and seconded by Bob Fraser the vote was unanimous to approve the revised 2007 Operating and Capital Improvement Budgets as presented by Library staff. The revisions were minor and briefly discussed.

The Library Board voted unanimously to approve the 2007 Resources Library Agreement between L.E. Phillips Memorial Public Library and the Indianhead Federated Library System on a motion made by Kathy Schneider and seconded by Bob Fraser.

The Board discussed the 2007 Agreement between L.E. Phillips Memorial Public Library and the Indianhead Federated Library System to Provide Library Access to the Residents of the Town and Village of Fairchild. Kathy Schneider made a motion to approve. Those voting in favor were Barb Dickey, Mary Jurmain, Sue Olson, Jean Radtke, Pat Simonsen, Linda Stelter and Bob Von Haden. Voting against was Bob Fraser.

On a motion made by Barb Dickey and seconded by Sue Olson the 2007 MORE Host Site Agreement between L.E. Phillips Memorial Public Library and the Indianhead Federated Library System was approved by unanimous vote.

There was discussion on the 2007 Library Board work plan and schedule. Pat Simonsen and John Stoneberg will look into holding a couple of the Board meetings offsite. The revised meeting dates will be ready to distribute by the next Board meeting. Michael Golrick and the Executive Committee will be looking into different options for improving relations with the Counties.

Changes in the structure and tasks of Board Committees of the L.E. Phillips Memorial Public Library Board of Trustees. will be brought before the Board at the next Board meeting for action.

Work is in process on developing an evaluation process for the Library Director. A recommendation will be brought before the Board at the next Board meeting.

The proposed changes to the Bylaws of the L.E. Phillips Memorial Public Library Board of Trustees is in process and will be brought before the Board for discussion at the January meeting and action at the February meeting.

On a motion made by John Lureson and seconded by Bob Von Haden, the Executive Committee was authorized to expend an amount not to exceed \$7,500 to conduct a survey of library employees and the library work environment in mid-2007. The vote was unanimous in favor. The Library has a quote form for any expense over \$5,000.

John Stoneberg and Barb Dickey will be working together on the welcome reception for new Library Director Michael Golrick.. A tentative date and time of February 8th at 4 PM has been discussed. Friends will be cosponsoring the event.

The Board considered a resolution for John Stoneberg for his work as Interim Library Director. In addition to the resolution, Bob Fraser expressed that John Stoneberg is a very valuable credit to his profession because of his extensive involvement in the Library, the City, and the County of Eau Claire. The Library is lucky to have John.

DIRECTIVES FROM THE LIBRARY BOARD OF TRUSTEES TO THE LIBRARY DIRECTOR

Mary Jurmain recommended that Michael Golrick brings a list of his priorities has he sees them to the next Board meeting. On a motion made by Jean Radtke and seconded by Kathy Schneider the vote was unanimous.

ADJOURNMENT

Kathy Schneider made a motion to adjourn the meeting. This was seconded by Sue Olson and the vote was unanimous.

Respectfully submitted,

Jackie Depa
Associate II

Library Board President's Report January 2007

I don't have as much as usual to report this month. With the holidays and my son's ten-day visit home, it was a quiet month.

Meetings and Events

January 4 – Executive Committee Meeting
January 5 – Capital Campaign Meeting
January 8 – Meeting with Steve Bohrer to discuss bylaws
January 10 – Volunteer 2007 Kickoff Event

Executive Committee

The executive committee met once to continue work on the bylaws. I had hoped to have this wrapped up in time for the board meeting, but we received a response a few days ago from the Assistant City Attorney, Steve Bohrer, that resulted in additional questions and required clarification from him. Most of our questions have been answered, and we can continue work on the bylaws. Most committee descriptions have been completed, with the exception of the Planning Committee. Jean's and Michael's upcoming meeting about strategic planning should help clarify what the Planning Committee does.

Capital Campaign Committee

The committee has only met once so far, but a lot is being accomplished "behind the scenes." The new Giftworks software is proving to be a powerful tool for organizing donor and volunteer information. Rick Jurmain, Alan Jenkins, Charles Graaskamp, and Jerissa Christianson have had several meetings to brainstorm and to record data. Jerissa is a quick study and already has a basic understanding of Giftworks. We are collecting information that will be useful for many years, not just for the Capital Campaign, but for the Endowment Fund and for ongoing annual giving.

The campaign continues to need many more volunteers to call on prospective donors. Please volunteer yourself if you can, and recommend other potential volunteers.

Volume One and the Leader-Telegram published a letter from a library user who opposes the remodeling effort. My response to that letter was published in Volume One and I expect the Leader-Telegram to publish it shortly as well. Katherine Schneider and John Wallace also wrote responses.

Katherine Schneider and Pat Simonsen gave a presentation to the Clearwater Kiwanis that was warmly received and resulted in acquiring another campaign volunteer.

The volunteer kickoff event January 10 was not well attended. I suspect this is a reflection of holiday burnout and the low number of volunteers currently engaged in the campaign. It is definitely something the Campaign Committee will focus on improving. Sue Olson made delicious snacks.

On a positive note, campaign contributions broke 900K this week, so we are fast approaching the million dollar mark, and are over a quarter of the way towards our goal. Not bad for only four months work. We look forward to the upcoming Big Penny campaign and musical event at the Stone's Throw as opportunities to get the Campaign in front of the public again.



L.E. Phillips Memorial Public Library

Library Director's Report January 2007

Library Director's Report

I have spent a fair amount of time over the past month working with the Capital Campaign Committee on various aspects of the campaign. Elsewhere you will receive the report on the status of the campaign. My first public event for the campaign is the kickoff for volunteers. I look forward to working on this effort.

I regularly attend the City Department Heads meeting to represent the Library. I continue to be impressed with the skill of the City Manager and the thoughtful contributions from the other City Department leaders. In February, we will spend at least a day at a session to discuss *Servant-Leadership* and to begin to develop a strategy for meeting the early 21st century needs of Eau Claire's city government.

Holidays result in shortened schedules, and a limited number of group meetings outside the building. During this time I traveled to Connecticut twice, once for the holiday week, and a second time for a long weekend. My future travel plans include a trip to Seattle for the American Library Association Midwinter Meeting from January 17 through 24. There will be future trips to Connecticut, but those have yet to be scheduled.

The agenda for the January meeting includes a request to approve the new contract with Local 284A. While I have had experience working in a union situation, this was my first experience with contract negotiations. Assistant City Attorney Steve Bohrer did an excellent job of working with the management group. Library staff negotiating for the Library were Julie Gast, Laura Miller and me. Library Board Member Bob Van Haden was part of the group. John Stoneberg met with the group, but did not participate in the actual negotiating meetings.

This month's report is my first attempt to create a regular monthly report. The format of this report will evolve over time. My initial inclination is to organize by division. In my first effort I have already found that there are some items which cross divisional boundaries. I welcome suggestions and comments on the contents, format, and organization. I would note that in the remainder of the report, most of the words are not mine, but are excerpted in large sections from the reports of the division and area staff responsible.

From the Management Team

Shelving issues

Shelf space for DVDs and videos are getting crowded again and adjustments were made to create a temporary solution. John Stoneberg began to weed videos to attempt to reduce the shelving pressure. Pages shifted books in fiction to relieve a crowding problem with audio books on cassette but there is also limited shelving space in fiction as well.

The integration of biographies into the non-fiction collection on the second floor may occur sooner than planned to alleviate both print and non-print shelving problems on the first floor. The print reference collection may also be shifted to help.

Displays

When the group for the December display case was unable to utilize the unit, Jenny Karls created a display titled "Twenty Eight Years of ArtsWest" highlighting posters, brochures, and photos of past ArtsWest exhibits. Jenny is in charge of booking the Library's main lobby display case for community groups to promote their services or special interests.

Jenny also installed a photography exhibit on birds in the new materials area using the photos of Paul Blanchard, a recent Library program presenter. Several customers commented favorably on the bird pictures display on the far side of the new book area. The pictures were considered striking and well done.

The two readers' advisory tables for December were All Wrapped Up, information on gift wrapping and Christmas done by Cindy Westphal and New Year's Resolutions by Renee Ponzio which emphasized sports, hobbies, and health.

Staff and Human Resources

In addition to my starting at the Library on December 4, 2006, Chrissy Knoelke started on the same day as the new Youth Services Librarian. We were welcomed with a "first day morning brunch." Youth Services page Will Jacoby resigned his page position mid-December and Chrissy and Laura Miller conducted interviews for his replacement at the end of the month. Kaylene Holman was hired and will begin in January.

The Staff Affairs committee coordinated and put on a wonderful Christmas/Holiday party for staff. The event was held in the Eau Claire Room which had been decorated festively and the meal and desserts were enjoyed by all staff.

Assistant Director

Assistant Director John Stoneberg, met with me regularly during his first three weeks at the Library to introduce me to staff and the building, to review policies, practices and procedures, and to begin to cover major topics of interest and concern.

Chippewa Falls Library Director Rosemary Kilbridge and John met with Maggie Waggoner, Director of the Kaukauna Public Library at the Plaza Hotel & Suites Conference Center to tour the facilities for the 2007 Wisconsin Association of Public Libraries (WAPL) Conference in Eau Claire on May 2-4. Maggie is the WAPL Spring Conference Chair and Rosemary is the Local Arrangements Chair for the conference. The last WAPL conference in Eau Claire was in 1997. It was agreed, as is tradition, that as the public Library in the host city, our Library, would host an all-conference reception on the Thursday evening (May 3) of the conference.

In 2006, MORE added a multiple holds project for audio books to the existing one for DVDs. John continued to serve as the agent for these projects, as he has for the DVDs since 2004. Jean Nemitz in Technical Services assists him in this. Although it is time-consuming, it is well worth it for customers. This year, over 750 DVD items and over 250 unabridged audio books were added to the MORE catalog from these projects. The audio books project also added new titles that no MORE Library owned. John developed and distributed a new survey for MORE libraries for 2007 participation.

John returned to regularly scheduled shifts at the Information and Reference desk. Among his first requests there was a question from the City Manager's office regarding the text for a citizen creed from ancient Greece. This was in preparation for the retirement activities for Darlene Cornell, long-time assistant to the City Manager. He was able to find it and the City Manager's staff was very appreciative. It is called the Athenian Creed and he found it especially appropriate to all who unselfishly perform public service in a variety of ways: "We will ever strive for the ideals and the sacred things of the city. Both alone and with many, we will unceasingly seek to quicken the sense of public duty. We will revere and

obey the city laws. We will transmit this city not only not less, but greater, better and more beautiful than it was transmitted to us.”

Youth Services

Chrissy Knoelke and Jill Patchin have worked on ideas for a new site design for the Youth Services portion of the web site. Shelly Collins-Fuerbringer, Chrissy, Shu Cheng and Jill met this month to brainstorm ideas for the 2007 summer Library program. Chrissy is looking into the possibility of a Library MySpace account. She is doing a bit of research and will discuss further in January with other Library staff.

Shelly Collins-Fuerbringer has been working as part of the Big Penny Campaign committee. This month, she sent out letters to 17 day care centers to let them know about the campaign and ask for their support. The Youth Services staff presently visit or have visited all of the centers as part of the Daycare Visit Program. Jill is working on a fun display for the Youth Services entryway to go up at the beginning of February.

The Young Adult Advisory Board (YAAB) held a Crazy Holiday Craft day on December 16. Over 30 kids attended this drop-in program to make a variety of crafts. A number of parents commented that they really appreciated that Youth Services offered the program because it gave their kids an opportunity to make presents to give over the holidays. YAAB conducted two bake sales during December and collected over \$150 for the capital campaign. They also collected \$40 in donations during the Crazy Holiday Craft Day.

Jill has been busy working with IT staff to implement Pharos on the Discovery Stations. She has been working specifically on the look of the login screen for the queue stations with Kris Nickel and developing a promotional piece to show the login procedure step-by-step for users. Jill continues to prepare for “My Book Café,” an after school book discussion group for 4th and 5th graders. She sent posters to all of the elementary schools to promote the program that will begin in January and run through May.

Circulation

As usual for December, Circulation slowed down a bit as customers prepared for the holiday season. Because Christmas Eve and New Year’s Eve fell on Sunday this year, the Library was closed both those days and the following day for the actual holidays of Christmas and New Year’s Day. Items checked out are not due on days we are closed and as a result the circulation check-in for the day after these holidays was twice the usual volume. The local schools had one week of holiday vacation and staff were busy with school age and family visitors the last week in December. Circulation desk staff also gave out a larger number of guest Internet passes that week as visitors came to use this service while in Eau Claire.

Circulation desk staff has expressed positive feedback regarding the new DVD security cases purchased over the last several months. The old DVD cases, which utilized the “strip” security, were difficult to unlock. The new cases allow for a simple swipe over a magnet that unlocks the case. The pages simply need to swipe the case the opposite direction before shelving to lock them. These new cases have eliminated the supply problem we were having with the flow of DVDs.

The most recent automated Library system upgrade in late November provided circulation with some new features that have positively affected customer service. Customers are now able to see in *MY ACCOUNT* how many times they have renewed an item and can see from their list of holds which items are ready to be picked up and when they expire. Circulation staff has access to a customer’s recent holds history and more information about paid fines that will facilitate better communication.

Mary Blakewell worked with Steve Stoflet to create quarterly township reports. These lists of addresses of current cardholders in the 16 municipalities in Eau Claire County (not within the City limits) are prepared and mailed the first part of January to Town Chairpersons as per the County contract.

Reference Services

Reference staff decorated their area with packages and Christmas trees, several staff members pitched in and decorated the *Give a Kid a Book* tree and participated in taking it down. Renee Ponzio has been working on getting the *What Do I Read Next?* database and *New Reader* online book club information to be added to our web site, as well as updating the existing *BookLetters* pages. Online Sanborn Maps for Wisconsin were added to the website in December. Sanborn Maps were originally created for assessing fire insurance liability in urbanized areas in the United States. The maps include detailed information regarding town and building information in approximately 12,000 U.S. towns and cities from 1867 to 1970. Author Kim Keister describes the legacy of Sanborn maps: "Stated simply, the Sanborn maps survive as a guide to American urbanization that is unrivaled by other cartography and, for that matter, by few documentary resources of any kind." They are a highly useful resource for historical research, planning, preservation, genealogical research, sociological studies and research of urban geography.

The federal tax forms have arrived. Cindy Westphal reorganized shelving in the new book area to make the tax forms more visible to customers. (This seems to be an ongoing issue in many public libraries.) Library staff (and customers) are anxiously awaiting the arrival of the state forms. The Library distributed more than 50,000 forms last year.

Cindy Westphal worked on a China and Chinese culture information guide; the information was compiled in response to the Chinese Friendship and Scholarship Association wanting to work with the Library to have books in Chinese and about China in our collection.

There are currently 167 customers receiving the Home Delivery service. Kathy Herfel gathers materials on a weekly basis for participants. As part of the grant that the Library received and Kathy manages, \$50.00 was used to purchase paper for the quarterly newsletter which will be produced for Home Delivery participants in 2007.

Safety and Security

Larry Nickel worked with a vendor on the planned renovation of the Library's burglary alarm system. This renovation, scheduled for late January 2007, will include replacement of several key components of the system that are no longer supported by the manufacturer. This system allows staff to alert the police of emergency situations requiring their assistance simply by pressing a button.

Larry worked with the security vendor to determine the cause of a fire alarm inadvertently being sent to their central monitoring station after a brief power outage at the Library. The fire department was dispatched by the central station in response. A service call located a short circuit that may have been caused by the power interruption. Larry reviewed the process of clearing an emergency call to central station with Reference staff.

Technical Services

The annual inventory of items was completed. The scanning was done by of volunteers and the Technical Services staff. Jean Nemitz organized the volunteers and coordinates with Circulation to ensure that all recently returned material is shelved. One group of volunteers came regularly for six Mondays for 1-2 hours before the Library opened. They scanned the music CD collection. These volunteers enjoyed themselves and have offered to come back.

Donna Swenson is working on a special headings report clean-up project. A regular headings report is generated into a file once a week by a cataloger for the purpose of looking for duplicate author entries, new subject entries, invalid headings, typographical errors, authority record problems, etc. that have been added to the database as new items are added. Once the file is created, the cataloger will review each entry. The file is created automatically from records used in the purchasing and cataloging of materials. It is somewhat hidden, and had grown to over 6,500 bibliographic record entries. Donna has worked on for the last 2 ½ weeks and it is now at approximately 2,800 records.

Technical Services, Information Technology and the Library Business Manager have been reviewing the data available from the automation system to integrate the financial reporting aspects with the City's accounting system. This integration will result in more accurate and timely reports with the detail which meets both the needs of the City and Library staff.

Sharon Price formed a temporary committee to clarify item status codes, to analyze the search pattern by MORE staff when an on-hold item is at a different status than available; and to study the feasibility of adding a new Youth Services item status.

Public Relations and Programming

Melany Bartig completed the design and layout of the inside pages of the ArtsWest 28 brochure. This year, for the first time, Library staff created the layout of the interior of the brochure in-house, while a student from a U. W. Eau Claire graphic arts class designed the poster, program cover and front cover of the brochure. This gave staff more control over the content of the brochure, which invites artists to participate and gives them the entry information they need.

Larry Nickel was able to complete the layout of the Library history publication. The publication includes nearly 30 photos and more than a dozen "sidebars," i.e., background information about the community and the times. A cover design and proofreading remain to be done before meeting with the printer. Larry worked with Greendoor Graphics to update the Library's outdoor publicity banners. A new banner has been installed. End of the year purchases by the department include a digital camera, a DVD player, an office chair and a paper shredder.

Larry also managed the purchase and installation of a flat panel television in the Library Board Room. Although the plasma screen is somewhat smaller than the original plan for a projector, the dramatically brighter television image makes it considerably easier to see throughout the room.

Bess Arneson has also been working on the Art Committee's directive to establish an annual call for artists inviting area artists to submit proposals for exhibits. The Art Committee will review proposed documents and procedures in January.

Information Technology

Supporting the hardware and software that is the heart of the MORE system is one of the core activities of the Information Technology (IT) Division. At the very end of November the main server was upgraded to the 2006 release of the Innovative Interfaces software. This upgrade entailed work not only at the server level, but also necessitated the upgrade of software in each personal computer in the Library. It also required significant testing and modifications to the web pages which constitute the online catalog. Some of the new features were activated as a test for other members of the consortium to review prior to implementation-making decisions.

Work on the new Library web site is progressing. In December Jeff Burns and Gus Falkenberg held a variety of meetings with staff to review areas of responsibility for content, review individual user rights to edit selective pages, introduce the interface, discuss the navigation, and discuss issues related to setting up and using content management software. Maintenance of the existing website ranged from updates to the Capital Campaign pages to new art show photos. The electronic version of the newsletter was published and new pages and code for un-subscribing was tested.

The network upgrade is one of the largest projects we have done in the past six years and is almost complete. This project includes replacing or upgrading wiring in the building as well as upgrading the fiber optic backbone cabling. The most critical part was replacing all the network devices that switch or route data and all the configuration that was done to improve performance, reliability, and security. The tasks that remain are related to cleanup, documentation, and training. In January, Library IT staff expect to work with city of Eau Claire IT staff to complete the connections to the new network, oversee the installation of the telephone lines needed to carry voice traffic to non-network entities, and to complete

the background work needed for the cross connection of the old telephone wiring to the so that existing phones can be used on the VOIP system. The Library has received a proposal to perform a wireless site survey. This is the first step taken to investigate the costs and complexity of establishing a wireless network for both voice and data. Other modifications to the physical network this month included changes to either electrical, voice, or data cabling to the YS Desk, Library Board Room, and the Library Director's office.

Respectfully submitted,

Michael Golrick
Library Director

Stories from the Front Lines

Working hard to beat the system: A unique situation occurred this December in which two parents, both of whom had cards blocked for overdue materials and fines, were hoping to use their infant's Library card capabilities in checking out materials. The Library policy does not allow the use of a child's card, without the child present, if the parent's cards are blocked. Aware of this policy, both Circulation and Reference staff believe on at least one occasion, the parents brought an empty baby carrier (it was completely covered for the length of their stay at the Library) so that they could check out materials.

Cindy Westphal was asked by a customer to identify Black-owned businesses traded on the stock exchange. This took considerable time and effort. The customer had no other information than stated. Using the internet Cindy was able to find information on Black-owned businesses and then some that were traded on the stock exchange.

Bess Arneson and David Dial worked on finding a title for a customer. He'd heard the author on the radio a couple of years ago. But it was also an older title, one that had been influential with Abraham Lincoln--on his thinking about African Americans and emancipation. The old title was a diary, so the new one was a reworking of the diary and it had something to do with a sea voyage, a shipwreck on the Canary Islands, and slavery for the survivors in an African caravan Sahara something. Going through the interview process and using available online resources they were able to come up with the answer, "*Skeletons on the Zahara*" which the Library owned but the book was checked out so they placed it on hold for the customer

David Dial took a reference question from a customer who had read a play a few years ago. She didn't know author or title. She thought British but could be American. There was a dead artist, a family with a maid who had a certain valuable painting, a portrait of the maid in their possession, but fraudulent art dealers were trying to take it away. The customer thought it was probably a male author that it was in a Modernist vein (and so the play, not just the painter, was from around the early 20th century) and that she felt it was longer than a one-act. David looked at several sources before finding the play *The Late Christopher Bean* by Sidney Howard. River Falls had it in an anthology which was requested for the customer.

LE PHILLIPS MEMORIAL PUBLIC LIBRARY

Additional Bills & Claims Listing

December 2006 (MTD)

CUSTODIAL OPERATING BUDGET:

VENDOR	DESCRIPTION	AMOUNT
Various	Salaries & wages, overtime	\$ 10,231.34
Various	WRS, SS, life, disability	\$ 1,717.63
Various	Health insurance, deductible	\$ 2,435.47
Northern Electric	Street light fixtures	\$ 223.48
Traci's Green Interiors	Plant rental	\$ 247.52
Traci's Green Interiors	Plant rental	\$ 247.52
G & K Services	Rental, floor mat, oil mop	\$ 44.45
G & K Services	Rental, floor mat, oil mop	\$ 44.45
G & K Services	Rental, floor mat, oil mop	\$ 45.45
G & K Services	Rental, floor mat, oil mop	\$ 45.87
G & K Services	Rental, floor mat, oil mop	\$ 45.87
Wil Kil Pest Control	Pest control, monthly	\$ 20.00
Waste Management	Rubbish, garbage, recycling	\$ 164.93
Menards West	Building materials, misc.	\$ 15.74
Neher Electric Supply	Electric lamps and ballasts	\$ 358.10
		\$ 15,887.82

LIBRARY OPERATING BUDGET:

VENDOR	DESCRIPTION	AMOUNT
Various	Salaries & wages, overtime	\$ 184,496.54
Various	WRS, SS, life, disability	\$ 35,617.99
Various	Health insurance, deductible, EAP	\$ 26,972.48
City of Eau Claire	Unemployment	\$ 242.84
City of Eau Claire	Monthly insurance charges	\$ 2,583.33
		\$ 249,913.18

LE PHILLIPS MEMORIAL PUBLIC LIBRARY
Statistical Report - December

2004	2005	2006	Chng. Prev. Yr.
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AVERAGE ADJUSTED DAILY NUMBER OF LIBRARY VISITS IN BUILDING

983	963	1,016	5.5%	Month of December
1,249	1,241	1,247	0.5%	Year to date

AVERAGE DAILY NUMBER OF LIBRARY VISITS TO YOUTH SERVICES

539	563	588	4.4%	Month of December
765	803	804	0.1%	Year to date

% SHARE OF CHECKOUTS AND IN-BUILDING RENEWALS (Does NOT include outgoing MORE transactions)

71.6%	70.8%	71.3%	0.7%	City of Eau Claire
15.3%	16.4%	16.1%	-2.0%	Remainder of Eau Claire County participating in Countywide Lib. Services Agreement
13.1%	12.8%	12.6%	-1.4%	All other users checking something out or renewing from this building

Figures given for billable period according to contract (July-December)

NUMBER OF CUSTOMERS CHECKING SOMETHING OUT FROM THIS BUILDING:

12,252	12,355	12,812	3.7%	Month of December
178,489	180,166	183,344	1.8%	Year to date

NUMBER OF ITEMS CHECKED OUT FROM LIBRARY BUILDING*

65,551	63,484	65,659	3.4%	Month of December
983,007	967,459	972,662	0.5%	Year to date

RENEWALS FROM LIBRARY BUILDING*

5,343	4,224	3,953	-6.4%	Month of December
68,405	63,420	58,125	-8.3%	Year to date

**Does not include remote renewals or telephone renewals*

REMOTE & TELEPHONE RENEWALS OF ITEMS OWNED BY LE PHILLIPS LIBRARY

Telephone renewals

1,160	1,314	1,147	-12.7%	Month of December
12,060	16,233	16,815	3.6%	Year to date

Web renewals

13,591	13,618	13,916	2.2%	Month of December
141,320	167,645	177,845	6.1%	Year to date SEE NOTE 1

MORE CONSORTIUM CHECKOUTS ("Blank Code" field not included)

Incoming materials (included in "Checkouts from Library Building" above)

5,589	6,249	6,885	10.2%	Month of December
67,445	80,738	92,438	14.5%	Year to date

Outgoing materials (NOT included in "Checkouts from Library Building" above)

5,660	7,384	7,634	3.4%	Month of December
71,438	91,640	109,104	19.1%	Year to date

MORE CONSORTIUM CHECKOUTS OF JUVENILE MATERIALS

Incoming materials (included in "MORE Consortium Checkouts" above)

902	775	942	21.5%	Month of December
8,942	11,292	12,525	10.9%	Year to date

Outgoing materials (NOT included in "Checkouts from Library Building" above)

801	994	1,199	20.6%	Month of December
9,864	12,967	16,055	23.8%	Year to date

2004	2005	2006	Chng. Prev. Yr.
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INTERLIBRARY LOANS

Incoming materials (NOT included in "Checkouts from Library Building" above)

282	220	187	-15.0%	Month of December
3,306	3,062	2,841	-7.2%	Year to date

Outgoing materials (included in "Checkouts from Library Building" above)

635	445	497	11.7%	Month of December (without renewals)
8,032	7,675	6,446	-16.0%	Year to date (without renewals)

Outgoing materials (included in "Checkouts from Library Building" above)

9	7	6	-14.3%	Month of December (renewals)
110	84	114	35.7%	Year to date (renewals)

HOME DELIVERY (included in "Checkouts from Library Building" above)

799	1,174	1,249	6.4%	Month of December (without renewals)
11,332	11,549	12,373	7.1%	Year to date (without renewals)

HOME DELIVERY RENEWALS (included in "Checkouts from Library Building" above)

148	80	n/a	n/a	Month of December Renewals
1,146	988	n/a	n/a	Year to date Renewals

UNIQUE VISITORS TO WEBSITE

10,548	11,969	n/a	n/a	Month of December
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NOTE 1

This statistic was corrupted during a server upgrade in September 2006. The software vendor for MORE has been contacted for analysis.

**L.E. Phillips Memorial Public Library
Library Board 2007 Calendar**

January 18, 2007	Board Meeting
January-February	Planning Committee prepares recommendations for 2007 Goals and Objectives
February 15, 2007	Board Meeting – agenda includes approval of 2007 Goals and Objectives
March 15, 2007	Board Meeting
April, 2007	Public Hearing
April 19, 2007	Board Meeting
May 17, 2007	Board Meeting – agenda includes report of the Nominating Committee’s recommendations for Board Officers; report of the semiannual evaluation of the work performance of the Library Director
June, 2007	Finance Committee meets to review proposed 2008 operating and capital budgets and prepares recommendations for budget changes.
June 21, 2007	Board Meeting – agenda includes election of officers, approval of 2008 Operating Budget request, the 2008-2012 Capital Improvement Plan.
July 19, 2007	Board Meeting
August 16, 2007	Board Meeting
September 20, 2007	Board Meeting
October, 2007	Public Hearing
October 18, 2007	Board Meeting
November 15, 2007	Board Meeting – report of the annual evaluation of the work performance of the Library Director; discussion of compensation for the Library Director.
December 20, 2007	Board Meeting – approval of the final operating budget and capital improvement plan; approval of the annual agreements with IFLS and MORE.

LE PHILLIPS MEMORIAL PUBLIC LIBRARY

Annual Transfer from Operating Budget to Capital Improvement Budget - 2007

250 1010	Cash (Library operating)	\$(105,900.00)
250 2040 7044	Tsf to Capital Improvements	<u>\$ 105,900.00</u>

490 1010	Cash (CIP)	\$ 105,900.00
49001 5114	Transfer from Library	<u>\$(105,900.00)</u>

jg

LE PHILLIPS MEMORIAL PUBLIC LIBRARY
 Recommended Professional Staff Pay Plan
 January 1, 2007 - December 31, 2007

CLASSIFICATION	MINIMUM	MIDPOINT	MAXIMUM
Professional 1 Electronic Resources Facilitator Network Administrator	\$38,973 \$18.74	\$45,064 \$21.67	\$51,154 \$24.59
Professional 2 Business Manager Circulation/Human Resources Manager Programming & Reference Librarian Reference Services Manager Technical Services Manager Youth Services Librarian	\$42,361 \$20.37	\$48,058 \$23.10	\$53,756 \$25.84
Professional 3 Head, Youth Services	\$45,241 \$21.75	\$51,323 \$24.67	\$57,405 \$27.60
Professional 4 Information Technology Manager	\$48,899 \$23.51	\$55,478 \$26.67	\$62,054 \$29.83
Professional 5 Assistant Director	\$52,255 \$25.12	\$59,698 \$28.70	\$67,138 \$32.28
Library Director	No approved range		

LE PHILLIPS MEMORIAL PUBLIC LIBRARY
 Union Staff Pay Plan
 January 1, 2007 - December 31, 2007

CLASSIFICATION	BEGINNING	END OF PROBATION	STEP 1	STEP 2	STEP 3
Desk Clerk N01	\$10.53	\$10.94	\$11.36	\$11.79	\$12.19
Library Assistant I N02	\$25,623 \$12.32	\$26,483 \$12.73	\$27,347 \$13.15	\$28,213 \$13.56	\$29,075 \$13.98
Library Assistant II N03	\$29,080 \$13.98	\$29,946 \$14.40	\$30,806 \$14.81	\$31,669 \$15.23	\$32,533 \$15.64
Library Associate I N04	\$32,532 \$15.64	\$33,912 \$16.30	\$35,297 \$16.97	\$36,677 \$17.63	\$38,058 \$18.30
Library Associate II N05	\$36,376 \$17.49	\$37,756 \$18.15	\$39,136 \$18.82	\$40,517 \$19.48	\$41,899 \$20.14

A longevity increment of 3% of employee's salary on January 1 will be paid semi-annually after completion of eight (8) years of continuous service. After completion of twelve (12) years of continuous service, this increment shall be 6% of employee's salary on January 1.

LE PHILLIPS MEMORIAL PUBLIC LIBRARY
Hourly Wage Rates
January 1, 2007 - December 31, 2007

Library Page

With less than 1 year continuous service	\$7.60
With 1 year or more continuous service and a current performance rating of "good" or "excellent". Pages may only be moved up to this rate in April or in September	\$8.40

Child Care Worker

\$8.40

January 11, 2007

To: Library Board of Trustees

From: Michael Golrick
Library Director

Subject: Consultant for Culture Audit of the Library

Attached are the two proposals received by the Executive Committee for the “culture audit” or “organizational wellness study.”

The first proposal is from Richard Fields who spoke to the Committee. (1 p.)

The second proposal is from Kari Dahl at UW-Stout.

Board President Mary Jurmain will lead the discussion at the Board meeting.

L.E. Phillips Memorial Public Library Organizational Wellness Assessment Proposal

December 13, 2006
Richard P. Fields, Consultant
715-379-6006

1. Suggested Timelines:

- a. **December:** Finalize assessment parameters with Director and Bd.
- b. **January:** Meet with stakeholders early in January to inform. Stakeholders decide to hold an assessment or not. Form teams, identify assessment dates, identify report-out dates, finalize details.
- c. **February:** Hold assessments (2 days), write the report, and report-out within a two-week timeframe.

2. Budget Proposal: \$5750

- a. Assessment Team: 10 @ \$100 per day for two days= \$2000
- b. Assessment Leadership: 4 days @850/day= \$3400
- c. Lunches and refreshments for assessment team: \$350

3. Agreement to invest resources and time into addressing report considerations:

L.E. Phillips Memorial Library leaders and staff agree to use the report as a basis for improvement for the next two-three years.

A Proposal for LE Phillips Library
Facilitated by Kari Dahl, Chair of People Process Culture Center, University of Wisconsin, Stout

An approach that I am suggesting is called “Organizational Wellness”. This develops healthy mental and physical systems in organizations so that the people in your organization have an increased capacity to solve problems, communicate better, make better decisions, learn, and contribute as committed enthusiastic staff working together for a common purpose. This process is based on assessing where your organization is presently at, and suggested processes for continuous improvement. It is long term, dynamic, and created by your staff.

The process begins with an assessment that gathers data about your organization through interviews with primary stakeholders that you determine. The data that is gathered is then used to diagnose three pivotal areas: your organization’s culture, processes (communication and decision making) and your professional growth practices. All which are vital to a successful organization.

This will be a powerful learning experience for you...

1. It provides a clear picture of where your organization is currently at that can be used as a benchmark for growth in all areas.
2. It can provide guidance and options for strategic planning and goal development
3. It is done in a very efficient, non-disruptive manner
4. It is done in a deeply respectful, inclusive, private and positive way.
5. It uncovers strengths upon which to get better
6. It identifies immediate and long term improvement areas
7. It leaves the organization’s staff and administration in control of decisions that need to be made.

Process: A team of trained interviewers, and I acting as facilitator of the analysis, would like to come into your organization and interview your staff, administration, customers and anyone else that are primary stakeholders in your library. The interviews last approximately 20 minutes and are strictly confidential. We would need to schedule a day or two, depending on the number of interviews to come to your site. We would be happy to work with someone from your staff to help set this up. It is important to have someone from within to work closely with to help with details. We would need interview spaces set up, as well as a meeting room for the entire team to meet throughout the day(s). We would also be happy to communicate to your staff how important it is to have them participate and that all information is confidential, prior to interviews, if you feel necessary.

After the interview process, you will receive a report with our finding and have it presented to you and the stakeholders. It will include strengths on which to build and

areas to improve upon based on evidence given to us in the interviews. We will also give you suggestions on how to improve in specific areas.

You are under no obligation to use our suggestions. However, we would be happy to actually plan an improvement process with you or provide seminars to your staff. This is a professionally developed process, based in research and best practices of a highly effective organization.

Kari Dahl, the instructor of Organizational Development, has been a consultant in education and business using this process for over nine years in helping organizations grow and be more successful.

We look forward to working and learning with you. You can reach Kari Dahl at 715-308-3411 if you have any questions or concerns, or e-mail at dahlkar@uwstout.edu

Investment:

2 days of interviews with 6 interviewers: each person does 13 interviews over the 2 days
\$2400

Facilitation of analysis and report writing and presenting to staff \$3000.00

Total \$5400.00

Note:

- LE Phillips Library will in addition pay for mileage of interviewers and facilitator.
- Facilitator (Kari Dahl) will e-mail report to client and client will take responsibility for copying and distributing.
- Facilitator will be happy to help the client with strategic planning, training opportunities and intervention implementation after report is distributed at an hourly rate.

Department Wellness Report

An Organizational Assessment

Prepared by

Graduate Students of

Organizational Development

Facilitated by Kari Dahl

This assessment is based on interviews

Conducted on

October 19 and 20, 2004

Table of Contents

Organizational Wellness	7
Introduction	9
Organizational Culture Assessment	14
Processes/Communication Assessment	15
Professional Growth and Development Assessment	16
Conclusion	17
Appendix	19

Organizational Wellness

“People are our most important assets” is a phrase used by many companies, but not many top managers act in this way. Successful service organizations are characterized by a distinctive culture of service, leadership, and role modeling by top management and their active involvement in strategic decisions. Employees are seen as resources that need to be developed rather than costs that need to be minimized. The employees need to be empowered to make their own decisions instead of continually asking their managers for permission. To be successful, organizations need to focus on their employees to understand organizational effectiveness (Lovelock & Wright, 1999; & Fitz-enz, 1997). People’s perceptions become reality.

Employee satisfaction increases with an organization that offers greater skill variety and clear task identity, task significance, feedback, and independence. The combination of customer and employee satisfaction leads to improved organizational performance through repeat business and word-of-mouth recommendations from the customers, as well as improved employee morale, increased effort, and lower turnover and absenteeism from employees (Hales & Klidas, 1998).

A highly effective organization is a means to developing a self-renewing, continuously improving organization. It focuses on developing a healthy culture, effective communication and decision making processes, and professional growth. These three elements are developed simultaneously, since any one affects the other two.

Highly effective organizations are based on several beliefs about organizations:

- Organizations are made up of interdependent people and living systems embedded in a culture, which is constantly adjusting itself in action, moving and breathing.
- People, not the organization, do the work of the organization.
- High performance is the result of: 1) organizational conditions that support the success of individuals and groups, and 2) people with the knowledge, skills, and attitudes needed to do the work.
- Organizational conditions that support success are developed by creating the desired culture and by effective communication and decision-making processes in the systems of the organization.
- The culture is the lens through which the people interpret every aspect of their work and every aspect of the communication and decision-making processes used in the organization.

“Even the most productive organizations do not rest on their oars” (Bernstein, 2004). According to Philip Bernstein author of *Best Practices of Effective Nonprofit Organizations*, Shale Paul, a coach in Personal Effectiveness (2001), and Stephen Covey, author of *The 7 Habits of highly Effective People* (1998), organizations need to continuously evaluate their services and results, their strengths and weaknesses, and the emerging challenges and opportunities. Each of these experts had similar elements of what is already being done and achieved by effective organizations today. Some of these successful elements are:

- Mission/Vision
- Proactive/Learning Organization
- Begin With End In Mind
- Think Win-Win
- Qualitatively-Based Leadership
- Change/Innovation
- Budgeting/Finance
- Planning/Commitment
- Facts/Analysis/ Evaluation
- Decision Making
- Communication/Implementation
- Teamwork/Synergize/Involvement/Community
- Ethics/Values

Organizations can become highly effective in achieving their vision, mission, goals and objectives when they are actively involved with meeting the activities previously listed. Organizations that think proactive establish long-lasting heritage. They pull all elements together into a collaborative synergized unit (Covey, 1989). The principles, practices and skills listed above are hallmarks to organizational success today. They provide the models from which others can learn and forge ahead (Bernstein, 2004). To ensure long-term service quality within an organization, a quality focus needs to be placed on the internal structures and processes in place to support the front line employees who make or break the organization’s reputation.(Gilbert & Parhizgari, 2000). Employees of organizations have invaluable knowledge and expertise.

Introduction

On October 19 and 20, 2004, the Organizational Development class from the University of Wisconsin–Stout conducted interviews with the staff and management of the Department. The interviews were the first steps in an organizational assessment process the class undertook with guidance from instructor, Kari Dahl. The students interviewed Department staff, students, student managers, and the director. Typically, an organizational assessment consists of meetings and interviews with all members of an organization followed by analysis of the data and recommendations based on the information learned through the interview process.

A model of organizational development was used that examines three component areas; culture, process/communication, and professional growth. Strengths and areas for improvement are identified, and recommendations are made for each component area. Strengths and areas for improvement were only included if supported by more than three individuals. The analysis of the interviews provides the basis for establishing the organization's placement on a three phase matrix that illustrates where the organization falls in terms of the characteristics attributed to high performance organizations.

For instance:

Phase One Organizations may display the following characteristics:

- hidden conflict (Culture)
- autocratically managed (Process/Communication)
- little innovation (Professional Growth)

Phase Two Organizations may display characteristics such as:

- lots of emotion (Culture)
- open questioning (Process/Communication)
- pressure and challenging status quo (Professional Growth)

Phase Three Organizations may exemplify the following characteristics:

- tough questions are asked (Culture)
- team based (Process/Communication)
- individuals take risks (Professional Growth)

The result is a model that graphically illustrates where the organization is in the matrix, and the model provides insight into areas that may need improvement. If an organization exhibits some of the characteristics of a high performance organization in terms of

culture and professional growth, but remains with an autocratic management style typical of a Phase One organization, the matrix representation of that situation is illustrated in Figure 1.

Change Levers	Phase I	Phase II	Phase III
Culture			
Process/Communication			
Professional Growth			

Figure 1 Example of multi-phase organization

In addition to illustrating how an organization ranks in the matrix, an assessment provides insight as to how the organization may chart a course to move from one phase to another. These recommendations are tailored to meet the very specific needs of the organization being assessed.

“Libraries are public institutions committed to equitable access and the free flow of information to meet the needs of the public” (Russell, 2003, p.1). Public libraries today are as representative of American culture as apple pie and baseball. From the very beginning these institutions were “advertised as places where American democracy would flourish as all citizens enjoyed equal access to the fruits of the world’s knowledge, wisdom, and art” (Vang, 2003, p. 1). It is common knowledge that in the United States, “public libraries are in essence American institutions, symbols of American faith in education” (Molz and Dain, 1999, p. 1). Even today, with the increasing impact that electronic technologies have on our lives, the public Department remains “the traditional public library—popular, non partisan, community based, and within real, not virtual walls” (Molz and Dain, 1992, p. 2).

Department use is voluntary and it is important to find out why some people use the Department while others do not. These factors may include lack of knowledge of the library’s potential and benefits, lack of knowledge about how to use the library, lack of comfort with Department, or lack of access and/or convenience in terms of location (Vang, 2003).

In the past decade, computers and the Internet arguably have had greater influence on research and scholarly communication than did the invention of the printing press more than 500 years ago. Digital formats and related technological advancements have led to new approaches to teaching, learning, and research by allowing for new methods of accessing information and disseminating scholarly findings. These innovations have in turn required libraries to re-examine their role in higher education and to reconfigure their collections, services, and facilities. Traditionally, research libraries have been perceived as "the heart of the university" where scholarly resources are acquired, organized, and preserved and where learning and research take place. These traditional Department functions have not changed or diminished, but the role of libraries has extended significantly in the last ten years to clinch far more than print collections and on-site services (Pitschmann, 2004).

“Today, the much anticipated "Department of the future" is no longer an unclear concept. Together, the Internet, increased bandwidth, personal computers, scholarly publishing, and the undeniable advantages of digital formats have converged to allow the Department of the future to become today's reality” (Pitschmann, 2004, p. 1).

Future Libraries

While no one has a crystal ball, it is safe to say that in the near future, libraries will be occupied with an array of issues similar to those evident today. These issues include: the production of ever-increasing amounts of diverse collections in a variety of print and electronic formats; selecting and purchasing collections with competing demands and under fiscal constraints; making these and other collections physically and virtually accessible; and preserving existing print and digital collections. While libraries are grappling with these issues, continuous change in the areas of publishing, scholarly communication, and technology will compound the existing problems. This rapid change is a challenge because libraries are required to adapt to it while also being asked to remain the same (Afiti, 2002).

On the way toward the more distant future, libraries will need to undergo profound changes in the way they collect, preserve, and distribute information. Libraries have always been driven by the needs of their users and this desire will be much more

evident in the future. In the future, libraries will have to tailor their collections much more to specific groups and to certain classes of specialized users.

The users of libraries will determine the future of libraries, just as they have done so over centuries. For example, children born in 2001 will be the elementary school children of 2007 and will be the college students of 2019. This population will have grown up on the Internet and with connectivity. They will demand ubiquitous, personalized and speedy access to information. The Department of the future must meet all their needs while still meeting the needs of their parents and grandparents. It must also meet the needs of the people of the world who have been less fortunate than we have been, because of socioeconomic realities, war, corruption, dictatorial governments, or natural disasters.

As a result, the information needs that libraries must meet will range from walking into a building and browsing the shelves or archives to using a personal information electrical device on an airplane to retrieve current and up-to-date information from the worldwide web. Libraries must facilitate the process of information delivery and retrieval when and where it is needed and to every person who needs it. Developments in technology can and will make this “just in time” and “just in place” information access achievable on a large scale (Afiti, 2002).

At some point, libraries will reinvent themselves by perfecting strategies that they have now begun. They will turn out to be more of a synthesis of physical and virtual realms. A great number of people may never even set foot in a library, but at the same time, they will consume many of the resources and services made available to them in cyberspace (Afiti, 2002).

“The most essential characteristics of effective nonprofit organizations are clarity of mission, strong leadership and long-term strategic thinking” (Knerr, 2003). A research undertaken by Anthony Kerr and Associates (2003) suggested that organizations need to think strategically, understand the realization of their mission is dependent upon a longer view that is periodically reassessed and to make improvements accordingly. It is crucial to focus on strengthening the profound drivers of an organization: clarity of

mission, strong leadership, clear three to five years goals and objectives, sound formal plan that serves as a road-map for everything the organization is doing, and continuous strategic focus. Organizations should use their strategic plans as key tools to measure organization performance, support development planning and management, and notify external and internal communications (Knerr, 2003).

Many libraries have used focus groups to better understand their patrons. The intent of focus groups is usually to enhance staff knowledge about the needs of their clientele or to determine customer satisfaction levels with services and/or resources. The use of focus groups can be a valuable tool in determining the future direction of a Department as part of a strategic planning process. Focus groups create active involvement of the staff in both the development and implementation of the organization's strategic plan. (Higa-Moore, M., Bunnett, B., Mayo, H., and Olney, C., 2002).

What follows is an organizational assessment based on the interviews with the staff at the department. This report addresses strengths and areas of improvement regarding organizational culture, processes/communication, and training and professional growth.

I. Organizational Culture Assessment

The culture of an organization is crucial to its successes and failures. Culture can encompass many attitudes, values, norms, beliefs, and artifacts that represent the members of the organization along with their behavior. An organization's culture can become a unique source of strength, or it can become an unsighted weakness if it is not properly attended to and nurtured. For these reasons it is critical that an investment in organizational culture is made.

Several strengths were identified while conducting the staff interviews; however, the assessment also identified nearly as many areas where improvement would be beneficial. There are two attributes that are seen as both strengths and weaknesses, depending on the situation; with this in mind, the Department is currently in a high Phase One/low Phase Two organizational profile.

Examples of Strengths

- Generally, people like to come to work
- Celebrations do occur
- Like coming to work because of positive aspect of people they work with – Peers; Co-Workers very important

Areas of Improvement

- Isolation based on departments or units
- Favoritism for professional development opportunities
- Cliques – feeling of *us* vs. *them*

In order for the Department to move into a complete Phase Two and eventually reach Phase Three, it will be important to make a commitment to the organizational culture and make an attempt to implement several of the short- and long-term strategies. Key leaders in the department environment need to set the standard for the culture to be changed and be supportive to employee resistance, if apparent. Because change can be viewed as a negative impact on organizational culture, it will be critical to make the transitions as positive and supportive for employees as possible. The department values statement emphasizes respect, staff interaction, a supportive mental environment, and trust, and it is evident that a supportive, positive, interdependent culture is an important part of the

department's core values. However, Department staff members should collaboratively create their own core value system.

Short-Term Organizational Culture Strategies

Create cross departmental groups: To enhance morale and create strong employee relations, form cross departmental groups to plan activities for birthdays and anniversaries, celebrations, recognition/accomplishments, hospitality, and off-site activities. Post the information from the suggested cross departmental in a common staff area, include in the staff e-mail, and announce or acknowledge the suggestions at staff meetings.

Long-Term Organizational Culture Strategies

Host periodic appreciative inquiry sessions: Use the appreciative inquiry method to form cross-functional groups to bring out the positive aspects of the culture of the organization. Focus on what does go "right" and how it can be improved. Document and display the findings of these sessions for all in the organization to see.

II. Processes/Communication Assessment

The decision making processes and communication systems within an organization are like the different systems of the body. A healthy body requires that all of its systems to function well. In organizations, communication and decision making processes serve similar functions. Communication and decision making processes are interdependent and deficiencies in one system often negatively impact the other system.

To improve the quality of communication throughout the department, encourage employees to engage in strategic assessment and improvement methods. This includes several projects that can lead employees to interact and increase the quantity and quality of communication while working towards employee-driven, meaningful changes within the Department system. Implementing the following strategies can help bring the Department from a strong Phase One organization to a respectable Phase Three organization.

Strengths

- Overall individuals are supported by supervisors
- Decisions are made by teams and by top down

Areas of improvement

- Stress caused by lack of communication in some ways:
 - Day time staff not available on nights and weekends
 - Unrealistic expectations of day-timers for night workers

Short-Term Process and Communication Strategies

To improve the quality of communication throughout the department, employees need to be engaged in strategic assessment and improvement of the Department as a system. The recommended strategies and plans will encourage employees to interact, increasing the quantity and quality of communication while working towards meaningful employee-driven changes within the Department system.

Simplify strategic goals to increase their applicability: The current set of goals is lengthy and detailed; because of this, employees may be having difficulty meeting the goals. Prioritize goals by determining appropriateness and practicality through survey and focus groups/workgroups. Develop a survey and allow employees to rank their top ten goals.

Long-Term Process and Communication Strategies

Conduct annual renewal of goals: Test goals to determine their validity, and importance. Decide which goals need more focus or should receive greater priority without adding more goals.

III. Professional Growth and Development Assessment

The professional growth of the people in an organization is similar to the development of the various organs and systems throughout the body. Much like a runner trains for a marathon, a healthy organization trains its people for future success. Access to educational opportunities that expand an employee's horizons is an integral component of developing a Phase Three employee and a Phase Three organization.

The Value Statements for the Department reflect a strong belief in the importance of encouraging employees to develop and expand their skills. Allowing employees and students to take classes

during work hours and encouraging them to share learning experiences communicates a positive message regarding professional growth. While the policies support professional growth and training, the Department was assessed as a Phase One organization in terms of Professional Growth because training is considered to be inefficient, and once delivered training is not revisited.

Strengths

- Opportunities for growth in pay and position for students
- There is a variety of work

Areas of improvement:

- Professional staff members do not take advantage of opportunities to attend conferences
- No evidence of a formal evaluation process; staff rely on positive and negative feedback from supervisor
- .

Short-Term Training and Professional Development Strategies

Provide opportunities to attend conferences: Encourage employees to join professional organizations (e.g. American Department Association). Such organizations have conferences and workshops that encourage ongoing learning. Make it a requirement that staff members attend one professional conference a year and present information to all employees. Develop a system for tracking this type of education. This activity will be a consideration when it comes to promotions and raises. Quarterly, provide a “lunch and learn” in-service where the presenter provides the latest information from professional resources. This allows everyone to be up-to-date with the latest trends..

Long-Term Training and Professional Development Strategies

Encourage professional development through activities in professional organizations:

Through membership in professional organizations, Department staff could put on a conference and publicize the conference to additional Department staff in the surrounding area. Encourage staff members to set a goal of taking on leadership roles within their professional organization. This experience carries over to the work world.

Conclusion

Organizational wellness is similar in many ways to our own health and wellness. Anyone who has attempted to lose a few pounds or exercise a little more will agree that a series of small changes and perseverance moves us along the continuum to our goal of better health and wellness. Organizations must work in a similar manner toward wellness. Implementing new policies and procedures, perseverance and a continual progress review process will help move the organization along the path to becoming a Phase III High Performance Organization.

There is much to build on at this department. The fact that the staff like coming to work and generally like their co-workers indicates what is right in terms of the department's culture. A feeling of shared support among employees illustrates that communication is evident in the organization. The professional growth opportunities and incentives for increased pay reflect the commitment of the organization to the Department staff. Improving the current culture, communication and decision making processes, and encouraging professional growth will move the organization along the continuum to higher levels of performance.

Appendix

Organization Profile

CHANGE LEVERS	PHASE I	PHASE II	PHASE III
ORGANIZATIONAL CULTURE	<ul style="list-style-type: none"> ▪ disagreements hidden ▪ not a safe place ▪ information flow not open ▪ hidden agendas ▪ power struggles ▪ us vs. them ▪ negative stories are told ▪ a lot of isolation ▪ little innovation ▪ accountability 	<ul style="list-style-type: none"> ▪ identify losses caused by change ▪ people overreact ▪ emotions include anger, bargaining, ▪ anxiety, sadness, disorientation, and depression ▪ chaos ▪ people are "for" or "against" changes ▪ paradigms begin to change ▪ new norms, concepts, and mind sets are formed by individuals and groups 	<ul style="list-style-type: none"> ▪ tough questions addressed ▪ openness to change ▪ all members are caring, passionate, and trusting ▪ shared core values and covenants ▪ stories shared of best practice and praise ▪ people speak from the heart and all are heard ▪ truly collaborative atmosphere ▪ sense of comfort and safety ▪ high value for sacrificing the wants of individuals for the good of the whole group
PROCESSES- DECISION MAKING & COMMUNICATION	<ul style="list-style-type: none"> ▪ administration exercises authority over staff ▪ autocratic ▪ no processes others can use to get better ▪ indecisiveness ▪ people are not sure what is expected of them ▪ people agree to one thing, but do something else ▪ people don't question decisions ▪ people are not asked for input ▪ no one rocks the boat or causes problems ▪ conflicts are avoided ▪ there are power groups and political maneuvering 	<ul style="list-style-type: none"> ▪ staff begins to demand input and influence on policy and practices ▪ questions like: "What are we trying to accomplish? What are we doing?" emerge ▪ outside or inside pressures begin to challenge the status quo ▪ people want someone else to step in and solve the problem 	<ul style="list-style-type: none"> ▪ vision/goals/mission/site plan – working together ▪ empowered people, inclusive systems ▪ systems in place which gather everyone's input ▪ reasons for decisions come from the group ▪ administration creates conditions for staff success ▪ people are secure in understanding what is expected of them ▪ open-ended problem solving ▪ leadership changes and is shared ▪ mutual commitments ▪ people take action ▪ people take risks ▪ reward reflect volunteerism and initiative ▪ high value of diversity - many ways to accomplish the same goal ▪ people from win-win solutions to conflict ▪ tough questions are valued
PROFESSIONAL GROWTH	<ul style="list-style-type: none"> ▪ dangerous to raise issues, have conflict ▪ totally directed by others ▪ just sit-n-get or pull-out ▪ not able to be used in real world ▪ poor use of resources ▪ sees learners as empty vessels ▪ to be filled ▪ no formal training system in place ▪ no continuous learning occurring 	<ul style="list-style-type: none"> ▪ management and staff develop new skills and capabilities ▪ old ways of doing things are questioned ▪ planning of professional development and how it relates to individual growth as well as organizational growth occurs 	<ul style="list-style-type: none"> ▪ initiated by staff ▪ needs-based ▪ fits into real world ▪ people's skills honored/used/shared ▪ tremendous use of resources ▪ clear understanding of many ways to learn ▪ continually constructing better ways ▪ many paths of learning allowed to reach ▪ common goals ▪ staff reflection valued ▪ 3 - 5 year Individual Growth Plan which connects individual/organization needs

Appendix

Organization Profile Matrix

Change Levers	Phase I	Phase II	Phase III
Culture	■		
Process/Communication	■		
Professional Growth	■		

Appendix

Staff Values Statements

Decision Making:

Decision-making will be patron-based under a policy that supports the belief that all individuals at all levels possess the integrity needed to either, 1) Make a decision on an issue, or 2) Delegate/refer the issue to the proper individual (s) who should make the decision.

Environment:

The Department will provide to internal and external Department patrons a physical environment that is quiet, distraction less, well lightened, with clean, fresh air and an aesthetically pleasing décor.

Job Responsibilities:

Employees are responsible and accountable for assigned duties. Each employee's work is important to the whole of the library.

Employees will be allowed to find creative ways of accomplishing tasks. Each employee must be empowered to solve problems within the context of assigned duties. Communication of problems and decisions with the supervisor and other Department staff is essential to this empowerment.

Employees need to have variety in their work with a fair balance of duties. Responsibilities and priorities need to be set in an ongoing process between the employee and supervisor within the context of agreed upon Department goals.

Open Communication:

We want to have a working environment where everyone, regardless of rank, can feel free to express their ideas, opinions or feelings without fear of retaliation; where the staff is open to new ideas and is able to cooperatively solve problems or resolve differences by honest, open discussion.

Planning:

Department planning will incorporate a positive, enthusiastic, visionary, proactive and participative PROCESS including ALL staff. The process would be conducive to improving user services in a quality environment.

Respect:

Department staff will demonstrate respect for each other regardless of position by accepting the professional worth and abilities of everyone and being considerate of other's feelings and opinions.

Staff Interaction:

The ideal working environment involves all staff actively listening to each other and providing feedback in a non-judgmental manner.

Supportive Mental Environment:

It is important that we work within a supportive environment where we honor and acknowledge each person's abilities and achievements, and enjoy moments of humor and celebration together.

Trust:

To foster promotion of the principles of trust and trustworthiness, both individually and collectively, for Department staff, students and patrons.

Definitions:

Trust—A firm belief in the honesty, truthfulness, justice or power of a person or thing; something managed for the benefit of another; something committed to one's care; leave without fear; to allow to go somewhere or do something without misgiving or fear of consequences; condition of being relied on; a confidence reposed in a person; obligation or responsibility imposed on one whom confidence or authority is placed.

Trustworthy—That can be depended on or trusted; deserving confidence; reliable.

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