

**MEETING MINUTES**  
**ORANGE COUNTY LIBRARY SYSTEM BOARD OF TRUSTEES**  
**September 14, 2006**  
**Eatonville Branch Library**  
**200 East Kennedy Boulevard**  
**Eatonville, Florida 32751**  
**407.835.READ (7323)**

- 06-141 I. **Call to Order**  
Board Members Present: Sara Brady (8/2); Matthew Pardy (8/0); Livia Rivera (8/0); Gregory Lee (6/0)  
  
Board Member Absent: James Tyson (8/2)  
  
Library Administration Present: Mary Anne Hodel; Debbie Moss; Robert Tessier; Carla Fountain; Eric Atkinson; Craig Wilkins; Sally Fry; Kathryn Robinson; Tracy Zampaglione; Milinda Neusaenger  
  
President Brady called the meeting to order at 7:00 p.m.
- 06-142 II. **Public Comment**  
Public comments of items listed on the agenda will occur just prior to the Board's discussion and possible action of the agenda item. Public comments of items not listed on the agenda will occur at the end of the meeting agenda.  
  
If a request is made for written comments to be included in the official record of this meeting, it is helpful if the requestor is able to provide the comments in an electronic format. However, this is not required. This is to ensure the completion and accuracy of the official record when posted on the Library's website, [www.ocls.info](http://www.ocls.info) . For more information, contact Milinda Neusaenger at 407.835.7611 or [neusaenger.milinda@ocls.info](mailto:neusaenger.milinda@ocls.info) .
- 06-143 III. **Approval of Minutes:**  
**Library Board of Trustees Meeting ~ August 10, 2006**  
**Library Board of Trustees Supplemental Meeting ~ August 29, 2006**  
Trustee Pardy, seconded by Trustee Lee, moved to approve the minutes for the August 10, 2006 Board of Trustees Regular Meeting and the August 29, 2006 Board of Trustees Supplemental Meeting. Motion carried 4-0.
- 06-144 V. **Financial Statements and Summaries: August 2006**
- 06-145 VI. **Statistics and Summaries: August 2006**
- 06-146 VII. **Action Items**
- 06-147 **Consent Agenda**  
At the request of Trustee Pardy, consent agenda items 06-148 and 06-150 were pulled for discussion.

06-148            **New Defined Contribution Pension Plan**  
Comptroller Tessier gave a brief overview of the proposed new Defined Contribution Pension Plan for future employees and the philosophy behind it. Trustee Pardy inquired about the existing Defined Contribution Plan in place for current employees and Comptroller Tessier explained that it would remain intact. Brief discussion ensued. Trustee Pardy, seconded by Trustee Rivera moved to approve the key features of the new Defined Contribution Pension Plan. Motion carried 4-0.

06-149            **Strategic Plan Add-On Year: FY 2010**  
Trustee Lee, seconded by Trustee Pardy, moved to approve the Strategic Plan add-on year for FY 2010. Motion carried 4-0.

06-150            **Rules of Conduct Revisions**  
Security and Maintenance Department Head Craig Goetzke summarized the revisions to the current Rules of Conduct. Trustee Pardy stated his concern about staff safety and any potential engagement to search the belongings of individuals. Mr. Goetzke explained that customers are asked to stop if the alarm sounds when they are exiting the building, but that if they do not stop security is alerted and staff members do not pursue. Brief discussion ensued. Trustee Lee, seconded by Trustee Pardy, moved to approve the Rules of Conduct Revisions. Motion carried 4-0.

06-151            VIII. **Discussion and Possible Action Items**

06-152            **Board of Trustees Meeting with Staff**  
Keith Graham – Southeast Branch Manager spoke regarding staff and Library Service.\*

Ken Gibert – Hiawassee Branch Manager spoke regarding staff and Library Service.\*

Donna Bachowski – Reference Central & Mobile Reference Manager spoke regarding staff and Library Service\*

Jim Myers – Special Services and Delivery Manager spoke regarding staff and Library Service.\*

Nicole Heintzelman – Orange County Resident spoke regarding staff and Library Service.

Trustee Pardy opened the conversation by stating that after hearing from everyone the list of six demands made by the librarians is not something he completely supports. He stated the librarians in Community Relations are great and do not need to be transferred. He stated that Director Hodel proactively changed the requirement of program development to an elective job duty. He also expressed his concerns regarding adequate staffing at Main and Branches and that the Library should move forward in hiring librarians and defining their roles. Trustee Lee stated he appreciates hearing from everyone and that while change is not easy, everyone needs to work together toward improving library service. Trustee Rivera stated that OCLS is a great system

and loves the direction of Director Hodel and thinks she's had a great impact on the service and system. President Brady stated that there is an old history with regards to the issues and that the Board needs to help Director Hodel work beyond the issues and toward a solution that is best for the Library System.

Director Hodel shared information regarding the national trend of library service reductions and library closures which are in direct correlation with budget cuts and library tax and bond defeats by voters in communities around the country. Libraries in communities such as Binghamton, New York and Salinas, California have closed or drastically reduced open hours and their citizens found library services to be insignificant or irrelevant. Thus, OCLS must pay attention to the needs of our community and take serious the fiduciary responsibility that has been entrusted to all Staff Members. The national downward trend of the product *reference service* is a result of more advanced internet technology and use by consumers. Director Hodel explained in order for OCLS to remain a viable organization, it is imperative to look at market share and consider the changing needs of the community. The community needs are shifting from reference service to educational and entertainment products such as programs, technology classes and electronic databases.

Director Hodel explained that previous proactive changes were made as a direct result of librarians expressing their concerns regarding their work load. The librarians made it very clear they did not want to deal with computer problems, so in 2002 computers at all locations in Main were moved to one area, resulting in the Computer Resource Center (CRC), and the Technical Customer Support Specialist (TCSS) position was created to assist customers with any computer problems. This was expanded to branches as well. Director Hodel also stated that OCLS has continually been in search for qualified librarian candidates. Recruitment trips are routinely made to FSU and USF, Florida colleges offering the MLS program, and job advertisements are regularly placed in *Library Journal*, *Library Hotline*, the Florida Job Line and Careerbuilder. Recently fifty-five candidates applied for the advertised librarian openings. Forty-one did not meet the MLS requirement. Director Hodel addressed the librarians' concern of the intermingling of duties performed by clerks and librarians and stated that it is a practical problem when customers are seeking service, but not reference service. Segregating staff based on service would create negative experiences for customers as they would be less efficiently served. This would also break down the team environment and create discontent among the clerks who would work the busy circulation service points while librarians waited for customers seeking reference assistance. The OCLS Team has always worked together and pitched in as needed and this often includes some staff "working down."

Director Hodel addressed the concern of six branches lacking librarians. She indicated that one librarian could be transferred from the branches staffed with two librarians to the branches that do not have a librarian. She said however, the librarians consider transfers a form of punishment rather than a service solution. She stated that this would be an immediate solution, but one that has not been implemented out of deference to the negative feelings about it. Director Hodel also offered that librarians' schedules could be changed to begin at 10:00 a.m. or 11:00 a.m., the time after branches open, so that their coverage would conform to the times of highest use by customers. This would be in lieu of beginning their days at 8:30 a.m., during which time clerical duties are performed by librarians. Director Hodel also stated that Managers routinely

work at customer service points, which was another demand made by the librarians. She also reported that she recently worked the desk in Reference Central for two hours and stayed productive by shelving books as there were not any reference questions to answer during that time.

Director Hodel asked the Board as to which direction they would like for the Administration to take and Trustee Pardy requested for the dialog to continue at the next meeting. He also said that most of the issues were administrative in nature, but that the number of librarians to hire and their work locations would need to be discussed. He also commented about the lack of qualified applicants and Director Hodel indicated that enrollment in MLS programs is flat and that some schools have closed in the last five to six years. Trustee Pardy also requested Comptroller Tessier to provide some financial options regarding the hiring of librarians. President Brady stated she is interested in transferring librarians to address the shortages in some locations.

06-153 IX. **Information**

06-154 **Update: Non-Directive Employee Attitude Assessment Work Group ~ Librarians**

Consultant Bob Case gave an overview of the progress and direction of the librarian / management meetings. President Brady shared her concerns regarding the pace, parameters and progress of the meetings. She asked Mr. Case to provide the Board with written monthly progress updates. She also said that she wants to see some movement from the participants in the meetings and that deadlines need to be set. President Brady stated that another population of OCLS staff spoke at the supplemental meeting and they are proud to come in and do their job. She does not want to see the staff become fragmented over these issues. She said all employees need to take ownership of their work and that all need to work together to keep OCLS running smoothly.

06-155 **Director's Report**

► We are very proud of Lynette Schimpf who applied and was awarded a grant from the Florida Library Leadership Program to attend the Florida Leadership Summit (<http://www.famefl.org/home/home.asp>).

► We have had a wonderful opportunity to send some staffers to a presentation by Joan Fry Williams on 19 Sept in Tampa. She is a compelling speaker on the future of librarians and what libraries need to do to be ready. We opened the opportunity up to any staff member who wanted to go. The Library will cover the mileage, parking and registration fee. All staff who applied are being sent.

► Gaming is alive at OCLS. Currently, we have 3 "gaming pods" in full use by the public at 3 locations: Main, Herndon and West Oaks. Each location gives out tokens which can be used for the games. They are popular with the young 9-14 crowd. A valid library card is needed to use the system.

► Kat Gordon, Orange County School Board Member Board called to ask us if we still providing the FCAT Tutorial. She asked us if we would participate in a meeting at Oak Ridge High with parents and teachers.

Approved October 12, 2006

► Ms Sheffer of the Queens Public Library and 5 of their Administration will be visiting OCLS on Sept. 21<sup>st</sup>. They are interested in our practices for Self Check, Mystery Shopper, Greeters, Vocera, Olive, Mobile Reference, and Ready Set Go.

► The Director made a presentation to a design charrette looking at the components of the new Randall Park Town Center being planned near Moss Park/Narcoosee Road. She pitched the idea of having a “LEEDS” Green Library at the heart of their community and it was well received.

06-156                    **Second Floor Renovation Project Summary**

06-157                    **Public Comment: Non-Agenda Items**

Madeline Noboa and Ivette Mercardo-Cortes – Southeast Branch Circulation Clerks spoke regarding customer service and specifically about their customers wanting self check-out service at Southeast.

X.     **Adjournment**

President Brady adjourned the meeting at 9:23 p.m.

Next Meeting Dates: October 12, 2006 ~ Orlando Public Library; 101 East Central Boulevard; Orlando, Florida 32801 ---  
November 9, 2006 ~ Alafaya Branch Library; 12000 East Colonial Drive; Orlando, Florida 32826.

If any person desires to appeal any decision with respect to any matter considered at a Library Board of Trustees meeting, such person will need a record of the proceedings; for this purpose, such person may need to ensure that a verbatim record of the proceedings is made to include the testimony and evidence upon which the appeal is to be based.

In accordance with the Americans with Disabilities Act, any person requiring special accommodations to participate in this proceeding due to a disability as defined by ADA may arrange for reasonable accommodations by contacting the Director’s Office on the fifth floor of the Main Library in person or by phone at 407.835.7611 at least two days prior to the meeting.

**\*Verbatim comments have been provided and included in the official record of the September 14, 2006 Orange County Library Board of Trustees Meeting.**

Good evening. My name is Keith Graham and I am the Southeast Branch Manager. Some of us have chosen to speak to you this evening to offer you some feedback about the recent demands of some OCLS librarians. To save your time we are being represented by this commentary by myself and Ken Gibert, Hiawassee Branch Manager. This also represents; Renae Bennett, Alafaya Branch Manager; Bethany Corbett, Southwest Branch Manager; Lynette Schimpf, Herndon Branch Manager and Lisa Stewart, South Trail Branch Manager.

We feel that librarians are an important and viable part of our organization. EQUALLY AS IMPORTANT as managers, clerks, custodians, shelvers, computer techs, and all other staff that together make up the OCLS workforce.

HOWEVER, there is more to being a librarian than just answering “reference questions” which is the predominate theme in these demands. We see this as a narrow definition of the librarian’s role and function in our library and their position in the big picture that is OCLS. Their work is not just answering reference questions.

Reference questions are going down. Hiring more librarians is not going to cause our reference questions to rise. The undeniable reality is that people are and will use online resources such as the Internet to find their information. This is not an experience unique to OCLS. It is a world-wide phenomenon. Our professional organizations have posed the question over and over: “how are we to stay relevant in the 21<sup>st</sup> century and beyond? How do we communicate to the community that we are important?” This probably sounds familiar to you, because it’s what Mary Anne and our Administrative Team have been talking about for several years.

Not only are reference questions going down but their COMPLEXITY has changed dramatically over the last few years. That is a crucial element to understand: The majority of questions we receive now are not at a complex level where a librarian’s expertise is needed. The statistics we have show it. The majority of questions we get are directional and general information types: finding materials for school reading lists, where are books on roses, where’s the closest Tag Agency, do you have a copy of the Driver’s License Handbook, do you have this or that DVD? Questions that don’t require a librarian to answer them.

We strive to keep relevant; to recognize why taxpayers come to the library and how best to use their tax dollars to respond to their needs. And they are not coming in great multitude to ask reference questions. What is rising are demands for computer time, computer classes, library cards, children’s and adult programs and materials such as best sellers and DVD’s

We created the Children’s Initiative and The Program and Class Initiative to meet the needs of our schools and customers, tapping our librarians as the flag people for these important projects. Since less of their time is needed for the reference part of their work, then what better way to use their time then to have them spend more of it with projects and initiatives that have traditionally been part of a librarian’s role all along, and increasingly there is more and more time available for them to spend on these things.

What we see reflected in these 6 demands is a narrow focus on just part of what they’re supposed to be doing and only a part of what we as a library are supposed to be providing. It is self-important and not about the importance of all around customer service to our tax-payers that all other staff, not just librarians, offer.

Thank you for taking the time to allow me to speak this evening. I am Ken Gibert, manager of the Hiawassee Branch Library. In addition to the earlier comments by Keith Graham, I'd like to add a few more thoughts on the demands made by the bargaining unit members.

My comments represent myself as well as Renae Bennett, Alafaya Branch Manager; Bethany Corbett, Southwest Branch Manager; Keith Graham, Southeast Branch Manager, Lynette Schimpf, Herndon Branch Manager, Lisa Stewart, South Trail Branch Manager, and Kelly Pepo, Edgewater Branch Manager.

A couple of other thoughts about the demands:

2. "Transfer 4 Community Relations librarians to public service departments."

These librarians provide a vital public service to the community. What is a better use of their time: To be in public service departments waiting for reference questions that aren't there or to act as "connectors" between the library and the public and actively showing how relevant we really are?

3. "Put effective procedures in place to stop the intermingling of clerks doing reference work and librarians performing routine clerical tasks."

How do you put "effective procedures" in place to stop what is, in effect, a team effort to get work accomplished? "This is my dance space and this is your dance space" doesn't work very well when we're getting bombarded with people lined up at the desk to get library cards and discuss their accounts (not to ask a "reference" question) and just want someone to help them. And again, what is "reference" work? There isn't much of that left for clerks to intermingle with anyway.

4. "Hold monthly management meetings with administration acknowledgement that union members can meet as union members with out fear of discipline.

Discipline is clearly defined and outlined in the Bargaining Unit Contract; that's what both parties abide by.

5. "Include frontline staff from the beginning in any decisions involving staff policies, procedures and workflow."

What does it mean to include in decisions? Staff is included in discussions on any number of topics; decisions are ultimately the responsibility of management and administrative staff.

6. "Schedule all managers including Division Heads for regular reference desk time."

Most of us help out in a number of capacities including circulation work, reference work, public outreach, and visiting schools, in addition to management responsibilities in running our branches and departments. Since we've already established that reference work is declining it seems a waste of our salary to schedule ourselves any more to work in an area that doesn't need it. As far as the Division Heads, their time is better spent planning and directing our library system which is what they're supposed to be doing.

Thank you for your time.

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My name is Donna Bachowski, and I am proud to be a librarian. On July 3 I started work at OCLS as Department Manager of Reference Central / Mobile Reference.

I started my career as a reference librarian in Broward County. For the seven years I was there, I worked my way up, and my last position was Branch Head. I wanted something more challenging, so I took a position as Director of the Edgewater Free Public Library in northern New Jersey.

It is a Carnegie library, in a community of about 10,000 residents, located on Hudson River directly across from NYC. During my four and half years there, I was able to accomplish some amazing things. We increased circulation 300% and increased walk-in use 500%. During this time, I was the only librarian there. I guided the work, with the full support of the Board of Trustees, and was very fortunate to have superb clerks that really made the difference.

As a point of reference, these increases brought our per capita circulation up to 5.2 and our per capita door count up to 3.6. OCLS is around 7.8 circ and 4 door count.

What does this show? The job title of the people who staff your service point is not important. What is vital is to have the right people there – people who are willing to do what it takes to reach our customers and people who are passionate about what they do.

I was part of a consortium of 73 libraries in the county – the one thing we all had in common was the rapid decline of traditional reference service. This is reflected in libraries big and small across the United States. As librarians, we need to redefine what reference service is and find ways to get from behind our big, intimidating desks and get out to where our customers are. To do this, we need staff who are willing to take on groundbreaking projects and who are willing to stay true to the purpose of librarianship: helping customers get the information they need in whatever form or method they choose.

OCLS had made great strides towards this with mobile reference, outreach, and programs and classes. Unfortunately, due to a small number of individuals, we have been forced to take several huge steps back.

The bargaining unit represents only 7% of the OCLS workforce, and not all of the 7% are in support of the demands presented at the August board meeting. Boards of Trustees are not supposed to be involved in the day to day operations of the library. Their strength is in steering the institution. By getting involved in these demands, however well meaning it may have been, it has had a major negative impact on my job. These are management issues. By addressing these issues without using the proper approach, it has removed authority from Ms. Hodel, from the members of the Administrative team, from my division head, from me, and from all the managers and assistant managers. It has also made the work place a much less friendly place for the other 93% of the staff. I am spending more time acting as mediator amongst staff, which leaves me less time to explore new ways to share our remarkable resources with our customers.

Approved October 12, 2006

I admire what you all have done for OCLS and your guidance has made us into an amazing library system, for customers and staff. I invite each of you to come spend some time in my department – get a first hand look at what we are and aren't doing.

I appreciate your attention. I close by asking that before you make decisions that may impact the progress we have made, please make sure you have a well rounded view of the library system and understand exactly what occurs here.

Thank you.

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In 1990, when I started at OCLS, one of the most essential tools at my branch was a bell. Aside from weekly storytime programs, patrons visited for two reasons: to borrow materials and to utilize the reference collection – usually with the assistance of a librarian. The bell, touched once by clerks, signaled to librarians that patron assistance was needed at the reference desk. Two touches was a signal for staff, librarians included, to come to the circ desk to help with a rush of patrons. Reference work was, at that time, a large part of what we did, a growth product. Yet even then, reference staff worked in collaboration with clerical staff to do the one thing we had to do above all else: serve the patron. 16 years later, patrons visit OCLS locations for a number of reasons. Reference work is still a valuable product, but thankfully, we can no longer easily divide what patrons need into one bell touch or two. Other products have emerged over the last decade to help keep OCLS relevant during a time when libraries nationwide are learning to redefine their place in the community. Staff are learning new skill sets in order to provide different types of patron service. Versatility is more valuable now than ever. Though one cannot argue the impact the Internet has had on the call for traditional reference service, there are still occasions for librarians to conduct reference interviews. But there is also a need to recognize that, just like 16 years ago, when patron needs assistance, we are all librarians to them. Which is to say, we are employed by OCLS, to serve them. They don't want to know if you have an MLS, they want help with their library card account. They don't want to know if you have been a clerk for five years, they want to know the population of Fall River, Massachusetts. We all have our areas of expertise. But putting measures in place to stop the intermingling of duties between clerical and reference staff flies in the face of this Library's tradition of pulling together to help the customer. It would be an attempt to draw a line between one type of service and all others, a line that would be blurry at best as libraries grow into the 21<sup>st</sup> century. And it's a line that has nothing to do with library service.

- Jim Myers