

Mission Statement

The Hamilton Public Library unites people and ideas in a welcoming environment. The library's staff, collections, and access to global electronic resources help to enrich the lives of individuals. The library actively champions literacy, access to information, and the joy of reading.

Strategic Commitments

Unified Library System Sustainable Library System Accessible Library System

HAMILTON PUBLIC LIBRARY BOARD

**Regular Board Meeting
Wednesday, December 17, 2003
Central, Board Room**

5:00 p.m. Meeting
7:00 p.m. Cocktails/Dinner – Chamber of Commerce

AGENDA

1. Discussion Period
2. Acceptance of the Agenda
3. Minutes of the Hamilton Public Library Board Meeting of Wednesday, November 19, 2003 Attachment #3
4. Business Arising
 - 4.1 Library Card Recommendations - BH Attachment #4.1
 - 4.2 Central Library Services Review - MS **Suggested Action: Recommendation**
Attachment #4.2
 - 4.3 Budget Update 2003 – WG/KR **Suggested Action: Receive**
Oral Report
 - 4.4 Budget Update 2004 – WG/KR Oral Report
5. Correspondence Attachment #5
 - Thank you from the Public Library Marketing Committee
6. Reports

7. New Business

7.1 Non-Union Job Evaluation Appeal - LF

Attachment #7.1

Suggested Action: Recommendation

7.2 Chief Librarian's Workplan - KR

Attachment #7.2

Suggested Action: Discussion

7.3 2004 Strategic Objectives - KR

Oral Report

7.4 2004 Meeting Dates

Attachment #7.4

Suggested Action: Receive

7.5 Library Board Executive

Attachment #7.5

Suggested Action: Recommendation

8. Board Development

9. Private and Confidential

9.1 Labour Relations Update

Oral Report

10. Date of Next Meeting

Wednesday, January 21, 2004

Central, Board Room

5:30 p.m. Dinner

6:00 p.m. Meeting

11. Adjournment

UPCOMING/OUTSTANDING ISSUES Proposed Revisions

Issue	Date Action Initiated	Board Member/Staff Who Initiated	Month item will appear on Agenda
Budget Definitions	From Jan. 16/02 agenda		New term
Friends of the Library Policy	March 2003	Board	Once response received from Friends Group
2003 Strategic Plan Final Report			January 2004
Adult Services		Maureen Sawa	January 2004
Human Resources; Training		Linda Foley	February 2004
Collections		Beth Hovius	March 2004
Electronic Services		Kit Darling	April 2004
Facilities		Bill Guise	May 2004
Capital Assets/Capital Plan			June 2004
Communications/2004 Strategic Plan Update		Maureen Sawa	September 2004
2005 Strategic Plan			October 2004
Youth Services Report		Helen Benoit	November 2004

**HAMILTON PUBLIC LIBRARY BOARD
Regular Meeting**

**Wednesday, November 19, 2003
Regular Board Meeting
Board Room
5:30 p.m. Dinner
6:00 p.m. Meeting**

MINUTES

PRESENT: Doreen Horbach, Peter Rogers, Glen Whitwell, George Geczy, Anne Gravereaux, Mavis Adams, Chris McLaughlin, Maureen McKeating, Councilor Caplan, Councilor Jackson, Joyce Brown, Anita Culley

REGRETS: Mac Carson, Dawna Petsche-Wark

STAFF: Ken Roberts, William Guise, Kit Darling, Linda Foley, Helen Benoit, Maureen Sawa, Beth Hovius, Karen Hartog

The meeting was called to order at 6:00 p.m.

1. DISCUSSION PERIOD

1.1 Canadian Parents for French

Ms Rosalind Minaji presented a cheque in the amount of \$2,500.00 for additional French resources for the Library. Ms Horbach thanked Ms Minaji for the kind donation.

1.2 Hamilton Branch of the Monarchist League of Canada Presentation

A framed picture of Prince Philip was presented to the Library to be hung in the Board Room. The picture was presented by the Hamilton Branch of the Monarchist League of Canada.

2. ACCEPTANCE OF THE AGENDA

Add: 8.2 Future of Library Board - PR

MOVED by Mr. Whitwell, seconded by Ms Brown,

THAT THE AGENDA BE APPROVED AS AMENDED.

MOTION CARRIED.

3. MINUTES OF THE HAMILTON PUBLIC LIBRARY BOARD MEETING OF WEDNESDAY, OCTOBER 15, 2003

MOVED by Ms Gravereaux, seconded by Ms Adams,

THAT THE HAMILTON PUBLIC LIBRARY BOARD MINUTES OF WEDNESDAY, OCTOBER 15, 2003 BE ADOPTED AS PRESENTED.

MOTION CARRIED.

4. BUSINESS ARISING

4.1 2004 Operating Budget

MOVED by Mr. Geczy, seconded by Ms Brown,

THAT THE HAMILTON PUBLIC LIBRARY BOARD SUBMIT A 2004 OPERATING BUDGET, TO THE CITY OF HAMILTON, THAT REFLECTS THE CURRENT KNOWN COST OF MAINTAINING EXISTING SERVICES.

MOTION CARRIED.

4.2 2004 Draft Strategic Plan

MOVED by Ms McKeating, seconded by Ms Adams,

THAT THE ATTACHED STRATEGIC PRIORITIES BE ACCEPTED BY THE LIBRARY BOARD.

MOTION CARRIED.

4.3 Dundas Pay Equity

MOVED by Mr. Rogers, seconded by Mr. Whitwell,

THAT THE MEMORANDUM OF SETTLEMENT REACHED BETWEEN THE HAMILTON PUBLIC LIBRARY AND CUPE 932 REPRESENTING EMPLOYEES OF THE FORMER DUNDAS LIBRARY SYSTEM, BE APPROVED AND THE TOTAL PAYMENT OF \$107,878.36 BE PAID AS PROVIDED FOR IN ATTACHMENT A OF THE SETTLEMENT.

MOTION CARRIED.

5. **CORRESPONDENCE**

No correspondence

6. **REPORTS**

6.1 Youth Services Report

Ms Benoit was commended on her report. The report was received for information.

A discussion ensued on how the Library could measure outcomes. The business plan will be placed on the December agenda.

7. **NEW BUSINESS**

7.1 Violence in the Workplace

Ms Gravereaux raised some concerns regarding some aspects of the policy. Ms Foley will consult further with Ms Gravereaux and the Occupational Health and Safety Commission. The Library Board requested that this item be placed on the January Board Agenda.

MOVED by Ms Adams, seconded by Mr. Rogers,

THAT THE INTERIM WORKPLACE VIOLENCE PREVENTION POLICY BE APPROVED FURTHER TO REVIEW WITH THE OCCUPATIONAL HEALTH & SAFETY COMMISSION AND THAT FULL IMPLEMENTATION OF THE POLICY TO COMMENCE

**UPON THE DEVELOPMENT OF AN EMPLOYEE AND
MANAGERIAL TRAINING PLAN.**

MOTION CARRIED.

MOTION CARRIED.

7.2 Capital Budget

MOVED by Councilor Caplan, seconded by Ms Culley,

**THAT THE ATTACHED CAPITAL PROJECTS BE APPROVED
AND THAT THOSE REQUIRING CITY CAPITAL FUNDING BE
SENT TO THE CITY OF HAMILTON FOR RATING.**

MOTION CARRIED.

7.3 Central Library Services Review

Ms Sawa provided a presentation outlining the conceptual model of the Central Library Review.

Board Members commended Ms Sawa and the conceptual model and requested that the more detailed suggestions/ideas be placed on the January agenda.

7.4 Change in LTD Carrier

MOVED by Councilor Caplan, seconded by Mr. Geczy,

**THAT THE HAMILTON PUBLIC LIBRARY ACCEPT THE
RECOMMENDATION PRESENTED TO THE LIBRARY BY
BRADY FINANCIAL GROUP, THE BENEFITS CONSULTANT OF
RECORD, TO CHANGE LONG TERM DISABILITY INSURANCE
CARRIER(S) TO AIG LIFE CANADA EFFECTIVE JANUARY 1,
2004. THE LONG TERM DISABILITY COVERAGE OF THE
FORMER DUNDAS SYSTEM WILL REMAIN WITH MARITIME
LIFE UNTIL THE FIRST COLLECTIVE AGREEMENT OF THE
NEWLY AMALGAMATED LIBRARY IS COMPLETED.**

MOTION CARRIED.

7.5 Sheffield Branch

Received for information.

MOVED by Councilor Caplan, seconded by Mr. Whitwell,

THAT THE HAMILTON PUBLIC LIBRARY BOARD REQUEST STAFF TO MEET WITH THE GROUP TO DISCUSS THE SHEFFIELD BRANCH.

MOTION CARRIED.

7.6 OLA Conference

Received for information.

7.7 Mentoring/Twinning Proposal with Greentstone Library

Received for information. The Library Board approved the request in principle but requested that Mr. Rogers provide a copy of the more specific proposal.

7.8 Chief Librarian's Report

Received for information.

8. BOARD DEVELOPMENT

8.1 Governance Committee

It was suggested that the board meet for a few hours a couple of times a year to discuss "blue sky" suggestions. A committee consisting of Ms Adams, Mr. Whitwell, Ms McKeating, Ms Horbach, Mr. Geczy and Mr. Rogers be struck to review the board bylaws.

MOVED by Mr. Whitwell, seconded by Ms Brown,

THAT THE COMMITTEE UNDER MR. ROGER'S DIRECTION, REVIEW THE BOARD GOVERNANCE POLICY.

MOTION CARRIED.

8.2 Future of Board

Board members were informed that the advertisements for board member applications will be in the paper sometime in December.

Ms Horbach will contact the Library Board members to obtain the numbers of current trustees who will be reapplying for the next term.

9. PRIVATE AND CONFIDENTIAL

MOVED by Mr. Rogers, seconded by Ms Adams,

THAT THE HAMILTON PUBLIC LIBRARY BOARD MOVE IN-CAMERA TO DISCUSS LABOUR ISSUES.

MOTION CARRIED.

MOVED by Mr. Rogers seconded by Mr. Whitwell,

THAT THE IN-CAMERA SESSION BE ADJOURNED.

MOTION CARRIED.

10. DATE OF NEXT MEETING

Wednesday, December 17, 2003

Central Library, Board Room

5:0 p.m. Meeting

7:00 p.m. Cocktails/Dinner – Chamber of Commerce

11. ADJOURNMENT

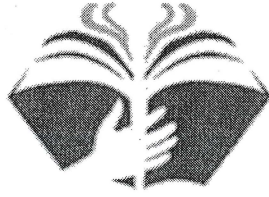
MOVED by Ms McKeating,

THAT THE HAMILTON PUBLIC LIBRARY BOARD MEETING OF WEDNESDAY, NOVEMBER 19, 2003 BE ADJOURNED.

MOTION CARRIED.

The meeting was adjourned at 9:55 p.m.

Minutes recorded by Karen Hartog.



Hamilton Public Library

*Growing minds.
Growing community.*

DATE: December 11, 2003

REPORT TO: Chair and Members of the Board

C.C.: Ken Roberts, Chief Librarian

FROM: Beth Hovius, Service Coordinator

SUBJECT: **Extension of Library Cards Privileges**

RECOMMENDATION: that *Board Policy 23 – 1 Registration Policy and Procedures: Types of Membership* be amended to include in the definition of resident, students who attend school in Hamilton or people who work in Hamilton. This policy will be effective January 12, 2004.

FINANCIAL/STAFFING/LEGAL IMPLICATIONS: The loss of revenue is minimal.

BACKGROUND:

The proposed revised policy is appended.

This is a recommendation from the Management Group. This change will simplify registration procedures so that people who live, work, or study in Hamilton are treated the same. It will also make it easier to issue cards so that more people can use the library's computers. The non-resident and reciprocal borrower cards (renamed Limited Use cards) will be available those who do not fit within this definition.

23-1 REGISTRATION POLICY & PROCEDURES

Policy Level: Board

Author: S. Beattie

Revision Date: November 2001; April 25, 2002; October 21, 2002; March 2003

Date of Formal Board Approval: May 22, 2002

POLICY

Types of Membership

The Hamilton Public Library Board establishes who may obtain a Hamilton Public Library card. The registered card holder of the Hamilton Public Library system is responsible for following the rules, regulations, policies and procedures of the Hamilton Public Library.

Residents: Hamilton Public Library cards are issued free of charge to the following list. A nominal charge is levied for the replacement of lost or stolen library cards. Residents include:

- An individual with either a permanent address in Hamilton or who pays taxes to the City of Hamilton. (See also: juvenile; young adult residents.)
- A student who attends a Hamilton educational institution.
- A person who works in Hamilton.
- Hamilton day care centres and institutions that provide care or services to institutionalised persons who, because of age, illness, disability or special circumstances, are unable to obtain access to the Library's resources. Some limitations may apply.
- Schools, businesses, government agencies, associations, charitable and non-profit organizations, and group homes located in Hamilton may obtain a library card for up to 1 year, renewable. Some limitations may apply.
- Elementary and secondary school students (JK-OAC) who are non-residents of Hamilton but attend school in Hamilton are eligible for Hamilton Public Library cards until the student turns 18 years of age. The card allows students to borrow limited numbers of materials consistent with the reciprocal borrowers cards.
- Persons living at a temporary address for a limited time period (short stay) are eligible for a Hamilton Public Library card. All applicants must be staying at a Hamilton agency and must present one piece of acceptable identification **plus** a letter from the agency confirming their stay there. The letter must be on the agency's letterhead. This card expires after six (6) weeks, but is renewable. Some limitations may apply.
- Staff (full and part time employees, pages and shelf readers) may obtain a library card, are exempt from paying fines on overdue Hamilton Public Library material and from

paying non-resident fees. Staff must pay fines on overdue Interlibrary Loan material. It is expected that staff will not abuse these privileges.

Limited Use Cards (formerly reciprocal borrowing): Hamilton Public Library has entered into a reciprocal borrowing arrangement with the following library systems:

- Burlington Public Library
- Cambridge Public Library
- Grimsby Public Library
- Haldimand Public Library – 2004 implementation
- Milton Public Library

Limited Use cards are provided to residents who live within the geographical area served by the above library systems. These cards permit holders of valid cards from any of these library systems (including holders of their non-resident cards) the opportunity to use the Hamilton Public Library system on a limited basis upon registration for this service. Identical privileges are offered to valid Hamilton Public Library cardholders (including holders of non-resident Hamilton Public Library cards) at these library systems. Non-residents who wish to have full borrowing privileges can purchase a non-resident card. (See also: Reciprocal Young Adult; Reciprocal Juvenile)

Non-residents: A non-resident is someone who does not have a permanent Hamilton address, who does not pay taxes to the City of Hamilton or who does not fit into any of the above categories. Non-residents who want Hamilton Public Library membership privileges are charged an annual, non-refundable fee. (See also students; young adult non-residents).

December 12, 2003

Hamilton Public Library: Central Library Review 2003
Selected Central Library Review Background Material

The modern library environment:

- Public opinion survey on the future of libraries in the digital age, from the Benton Foundation: <http://www.benton.org>
- New Library: The People's Network:
<http://www.ukoln.ac.uk/services/lic/newlibrary/full.html>

Urban renewal:

- Project For Public Spaces – Building Community, Creating Places, Using Common Sense: <http://www.pps.org/index.html>
- Boston Indicator Projects: <http://www.tbf.org/indicators/>

The digital divide:

- <http://www.gatesfoundation.org/Libraries/>

Attracting youth to library services:

- Singapore's innovative 'teen-centred' library:
<http://www.hklib.org.hk/newsletter/2002jun/orchard.html>

Viewpoints from other library systems:

- Collections: www.branching-out.net/talkingshop/view_hosted_all.asp?idno=305
- SWOT analysis (Public Library Review Secretariat, United Kingdom):
<http://panizzi.shef.ac.uk/library-review/london/hill.html>
- Menu of services offered (Sunderland Public Library, United Kingdom):
(<http://www.sunderland.gov.uk/Public/Editable/Themes/Lifelong-Learning/home-page.asp>)

Customer feedback:

- What the Public Library Could Learn from Barnes & Noble, *Mankato Free Press*, June 3, 1996: <http://www.doug-johnson.com/dougwri/bn.html>
- Through the eyes of a secret shopper, *American Libraries*, Nov2002, Vol. 33 Issue 10, p56, 2p.

Information Commons:

- Toronto Public Library: <http://www.tpl.toronto.on.ca>
- Beagle, Donald. "Conceptualizing an Information Commons," Journal of Academic Librarianship, March 1999, Vol. 25, Issue 2 (from MasterFile Elite)
- Cowgill, Allison, Beam, Joan Wess, Lindsey. "Implementing an Information Commons in a University Library." Journal of Academic Librarianship November 2001, Vol. 27, Issue 6 (from Masterfile Elite)
- Fisher, Heather. "A Teenage View of the Public Library: What Are the Students Saying?" Aplis 16(1) March 2003.
- Fritz, Linda, Kichuk, Diana, Nussbaumer, Alison. "University of Saskatchewan Information Commons: Reconfiguring the Learning Environment." University of Saskatchewan Library, Saskatoon, Saskatchewan. (from the Internet)
- Kratz, Charles. "Transforming the Delivery of Service: the Joint-Use Library and Information Commons." College & Research Libraries News 64 no2 F 2003.
- Halbert, Martin, "Lessons from the Information Commons Frontier," Journal of Academic Librarianship March 1999, Vol. 25, Issue 2 (from MasterFile Elite)

Security:

- Security guidelines for libraries from the ALA LAMA Division (2001):
http://www.ala.org/Content/NavigationMenu/Our_Association/Divisions/LAMA/LAMA_Publications/Library_Security_Guidelines_2001.htm

Library Foundation:

- Seattle Public Library:
http://foundation.spl.org/yourhelpmatters_roleofprivategifts.asp

Attracting youth to library services:

- Singapore's innovative 'teen-centred' library:
<http://www.hklib.org.hk/newsletter/2002jun/orchard.html>

GALE LIBRARY JOURNAL
LIBRARY
 of the Year **2003**

By John N. Berry III

THEY LISTENED TO the people, but the key to their success was in what they did about what they heard. It started back in 2000, when the Las Vegas–Clark County Library District (LVCCLD), NV, began the planning process and the massive improvements that have led to its being chosen the Gale/LJ Library of the Year 2003. The services and collections of every branch library in the district were scrutinized. The district's technology infrastructure, organizational effectiveness, budget allocations, and demographics were studied to assess revisions since LVCCLD's last changes in service and physical plant. Throughout the branches—the system has no central library—the best and brightest were given educational opportunity and the power and responsibility to tackle current library problems.

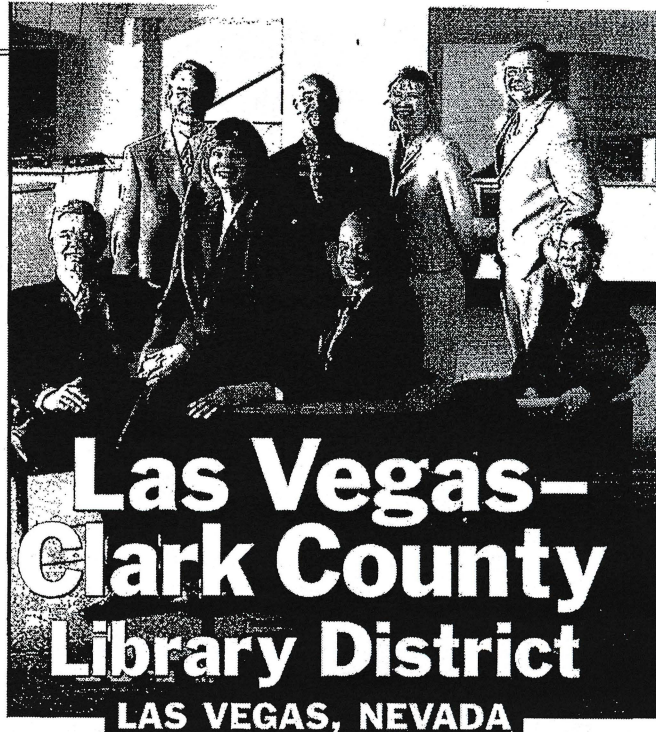
The Las Vegas edge

It is easier for a “new” city like Las Vegas to redefine its library. Having no central library is both good and bad, says LVCCLD Director Dan Walters. The library doesn't have a deep historical collection, incredible depth and expertise in subject reference services, or that monumental symbol. Walters's experience includes directing the very traditional library system in Buffalo, NY, which boasts a grand central library. He now sees central libraries as “exceedingly difficult to operate because they are so expensive.”

He proudly points out that the system serves 1.5 million people with only 24 branch libraries. Only 12 of those libraries are in what Walters calls the urban area, where 95 percent of the populace live. The reason LVCCLD can spend 20 percent on materials and invest

PHOTO BY MARK ROBERT HALPER

John N. Berry III is Editor-in-Chief, LJ



heavily in technology is that it is a newer system with fewer libraries, which means less expense and fewer service points per circulation.

“Every city in the nation is fighting the lack of permanent activity in its central core, and that is where the central library is located,” Walters asserts. Without a downtown central library, “we are no longer forced to invest in a place where people don't congregate.” This allows the library to shift resources to have more open hours. The branches are bigger, spread throughout the county and city; all but one are greater than 25,000 square feet. They can contain good-sized young peoples', adult, circulating, and reference collections. They can provide good technology and sizable meeting rooms. Several LVCCLD facilities have a theater or lecture hall. All in all, that gives LVCCLD a bit of an edge in dealing with the challenges of the place it serves.

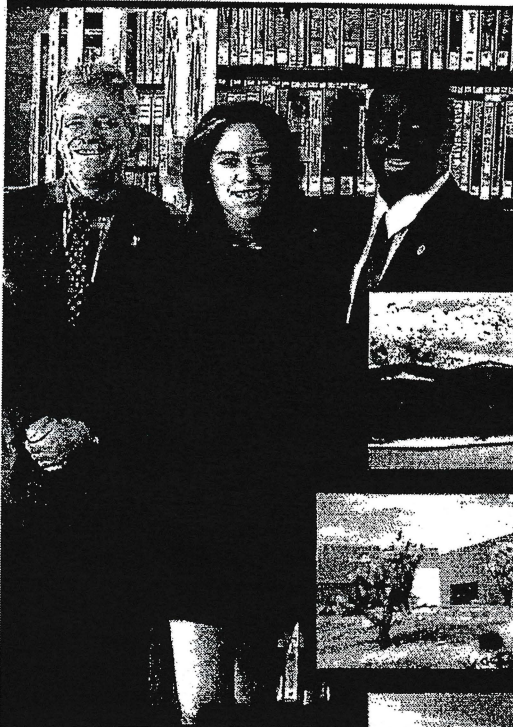
To develop the plan, public meetings were held in every branch. Focus groups and written customer surveys

elicited deeper evaluative information on the services, hours, locations, and programs of the libraries. The process, which was managed by a team of consultants put together by Ron Dubberly, resulted in a five-year Strategic Service Plan. Experienced library hands like Jeanne Goodrich, Yolanda Cuesta, George D'Elia, Sandra Nelson, Julie Hunter, and Diane Mayo were on the consulting team.

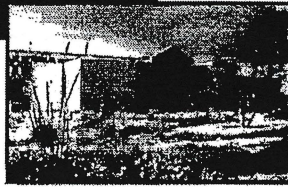
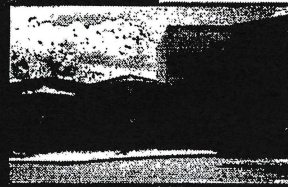
The LVCCLD board and staff immediately began to implement changes. Dramatic results continue to roll in. Library service to the citizenry of the district has been radically improved.

Building collections for use

The library system “is busier than ever before in its 17-year history,” acknowledges Ricki Barlow, chair of the LVCCLD trustees. Citizens had asked for more timely access to current materials and more copies of the most popular items. The library provided additional popular books, movies, and CDs, including best sellers; they were on the



Beating the Odds in Las Vegas: (this page, l.-r.) Executive Director Daniel L. Walters with Board of Trustees Vice Chair Elaine Sanchez and Chair Ricki Barlow. Council members (opposite page, l.-r. standing): Robb Morss, Albert Prendergast, Patricia Marvel, Stephen J. Rice; (seated, l.-r.): Bud H. Pierce, Nancy Ledebor, Frederick J. James, and Suzanne Hackett-Morgan. This stellar group ably oversees 24 branches, serving 1.5 million people



Branching Out: With no central downtown library, resources are better allocated to the branches, including (from top) the West Las Vegas Branch, Whitney Branch, and West Charleston Branch.

shelves faster than ever. The result has been a 65 percent increase in circulation in three years.

"We took a serious look at collection turnover in every branch," says Walters. "We found we had great collections, but nobody in town liked them as much as we did. It is the oldest problem in the business. We have these wonderful buildings, but we had to confront the fact that we were using them to warehouse materials that were not really circulating."

Barlow reported that citizens asked for more material by ethnic writers and in languages that reflect what he calls "the changing diversity of the community." In response, the library added more than 21,000 new items in Spanish to the collections; 203,000 items in languages other than English circulated in the last year.

"There was a tremendous reorientation toward the popular, and toward out-

reach and the Spanish language collections and services," Walters says, about the library's unique attempt to combine its diversity efforts with attention to in-demand reading.

"The bulk of our Spanish-language collections had been oriented toward citizenship and ESL. We didn't have many popular materials in Spanish. At the end of a long day, someone who principally reads and speaks Spanish wants to watch a movie without subtitles, wants to read a potboiler or a Western in Spanish, a romance," Walters says.

"We hired consultants who conducted both English- and Spanish-language telephone surveys in order to get at nonusers. The Latino community indicated that they would use the library

much more if our collections were more diverse," Walters adds. "This year we will circulate more than 200,000 items in Spanish." The system strives for diversity in language and format (video, DVD, audiobooks, etc.).

Technology & learning

Because of their expressed demand in the planning process, citizens can now apply and get a library card, browse the catalog, request to borrow and renew items from the collections, search licensed databases and sources, access their own individual accounts, and ask reference questions online from any computer with Internet access.

One result has been some 60,000 Internet sessions provided in each branch of the system. Use of the computer facilities has increased some 41 percent over the previous year. Every branch has high-speed computer connections, hardware, and access to online resources. Seven urban branches have 15- to 30-seat computer labs.

The library also provides computer classes for seniors and to introduce students to electronic resources. Two mobile computer labs created by a \$186,000 federal grant are sites for the Computer Assisted Literacy in Libraries (CALL) program and its free classes year-round. Adult basic education, English, comput-

"We found we had great collections, but nobody in town liked them as much as we did. It is the oldest problem in the business. We have these wonderful buildings, but we had to confront the fact that we were using them to warehouse materials that were not really circulating"

—LVCCLD Director Dan Walters

er use, citizenship, and GED preparation courses are offered to adults 17 years old and up. Priority is given to those whose skills fall below the eighth grade level. More than 1000 adults a year complete

LIBRARY EXTERIOR PHOTOS COURTESY LVCCLD

six or eight weeks of intense classroom instruction, "graduating" to a higher reading level or other goals.

The library's Web on Wheels program reached more than 100,000 school children in the county, showing them how to use the library web site and other electronic resources and register for library cards. Through more than 1000 visits to schools at various times last year, 83,779 students were moved to register for library cards and use them. Another 6,022 children were connected to the library through outreach at preschools and some 299 community events.

Reaching out

The system's dedicated community outreach librarian brought library service, programs, and resources to ESL classes, community events, Family Literacy Nights, and to many social service providers, reaching another 7000 adults. The LVCCCLD web site received awards from the Technology Business Alliance of Nevada for its integration with the library's service program.

Walters says LVCCCLD will be the first in the nation to install a kind of reserve software on the library system that will interface with credit and debit cards so library users can use them to pay for printing, fines, rentals, and the like. Ultimately, Walters sees the library operating like Amazon.com, even to the point of mailing materials to patrons.

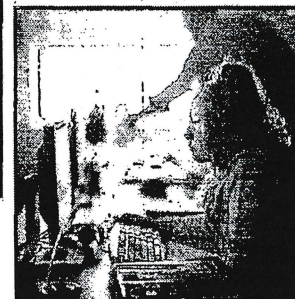
Already there has been a substantial shift in use now that digital services have been made available: more people are using the library from locations outside the library. In December 2002 alone, some 30,000 electronic user visits were counted. Over 11,000 loaned items were renewed that same month, and that remote use is growing.

Walters concludes that expansion of LVCCCLD will ultimately be more in "virtual terms." The real growth in the use of licensed databases is already from beyond library walls. LVCCCLD will construct some buildings, but ex-

ternal electronic use "will easily be the equivalent of a busy branch."

Building a staff

LVCCCLD has a long tradition of aiding staff development and of supporting the growth and promotion of staff members. The heads of the divisions of LVCCCLD for public services and collection development are "home-grown" professionals who started as



pages. The library district contributed to their MLS degrees. It provides funding for staff to study for both BAs and the MLS.

Walters says LVCCCLD's support of staff development is the key to the system's success. He crowns about the three members of his management team—Salvador Avila, Felton Thomas, and Paula Wilson—who all succeeded in the unique Urban Libraries Council (ULC) Executive Leadership Institute. ULC and Johns Hopkins partner in this exceptional program where library systems come up with service- or management-related problems for evaluation.

LVCCCLD proposed teams with Walters as sponsor or mentor, and the three managers as members. Avila found a way to develop a new branch in the dense urban east side Las Vegas Latino community—an effort that inspired *LJ's* sibling *Criticas* magazine to name him the Librarian of the Year for 2003. Thomas and Wilson developed new alternative virtual branch services

Services Galore (clockwise from top): Felton Thomas, Manager of the West Las Vegas Branch and an LJ Mover & Shaker 2002, and Paula Wilson, Virtual Library Manager, work on the Frontier Library, identifying alternative services for developing areas without existing physical libraries; the Computer Assisted Literacy in Libraries (CALL) class provides free assistance in adult basic ed., language literacy, computer use, and GED prep; the Web on Wheels van makes the trip in living color

for the growing areas of the community where LVCCCLD doesn't have or plan to have buildings. Thomas was an *LJ Mover & Shaker* for 2002. Through a partnership with the University of Nevada-Las Vegas, library staff have been able to fulfill on-campus requirements for the University of Texas distance LIS master's degree. The library also has a full-time trainer to work with staff on human resources and other issues.

Walters's management style is based on his own experience. "Great mentors were the key to my success," he says. "They let me put my foot in it, let me screw up. Young managers need opportunities for growth and great gen-

2003 Library of the Year Special Mention

Exceptional libraries exist nationwide, as illustrated by the difficulty of choosing from many submitted for this year's honor. Several of them feature the service philosophy and dedication to community that signify a Library of the Year. As we can only choose one library for our award, we take this space to acknowledge those others we feel are exemplars in the field:

Cerritos Library
Cerritos, CA
Waynn Pearson, City Librarian

Denver Public Library
Denver, CO
Rick Ashton, City Librarian

Fayetteville Public Library
Fayetteville, AR
Louise Schaper, Director

King County Library System
Issaquah, WA
Bill Placek, Director

Worthington Libraries
Worthington, OH
Meribah Mansfield, Director

WOW VAN CO LVCCCLD; ALL OTHER PHOTOS BY MARK ROBERT NALDER



Mixing It Up: Community Outreach Librarian and Criticas magazine Librarian of the Year 2003 Salvador Avila (far left) is delighted with the ever-growing Spanish collection. The system is attuned to its ethnic mix, with brochures (L.) touting the library's programs and staff and friends taking it to the streets in a parade honoring diversity (top r.)

erosity in supervision." They get it at LVCCLD.

The library has another staff advantage, according to Walters. The line staff, the people who greet the community, have been there for a long time. Library patrons know and like them.

The Las Vegas challenges

The major challenges to its library are the instant growth and great diversity of Las Vegas and Clark County. The population increased 100,000 in the month during the judging of this award. It is increasingly diverse. That growth and diversity create heavy demands. The library, now organized to be fast and flexible, knows how to study the desires of a changing population and how to change fast to meet them.

LVCCLD has a diverse governing board with absolute governing authority. Five members are appointed by the Las Vegas City Council, five by the Clark County Commission. They represent a variety of neighborhoods and that has been a tremendous strength, allowing the library to build a mix of services that reach out to all segments of the city and county.

Diversity on the board, as on any board, heightens the group's awareness of issues on all fronts. It not only defines the library's collections, staff, and services, diversity impacts on its contracting and levels of outreach. "You can only improve your standing in a diverse community when you practice

truly equitable contracting, hiring, and outreach," Walters says.

"Because we are an absolutely independent district, we have taxing authority: we levy the tax, collect it, and bank it. We do our own payroll, our own legal, and our own personnel. The board hires one person, the executive director. Everything else is delegated by the board through management. That means that we have to do more than many librarians. It means, for example, that the city is not our banker, Wells Fargo is. We bid out our banking," Walters explains.

The capacity to change

In the four-and-a-half years since Walters was hired, LVCCLD has increased every aspect of its services and collections and transformed the way it operates.

"I'm proudest of the capacity of the district to be willing to look at itself critically and not be so bound by traditional preconceptions about what we should be," Walters boasts. "I'm proud that we were willing to engage the community in a planning process that really changed the library.

That process refined how and why we build collections and services and how we organize our outreach efforts."

During his first years in Las Vegas, Walters has dealt with LVCCLD's first union contract. He has learned to approach a population that is loaded with retirees who came because of the city's low taxes. He admits that there are tough issues to face, not the least of which is perceptions about Las Vegas and gaming.

2003 Library of the Year Judges

LJ thanks the following library professionals who volunteered their valuable time to help select this year's Library of the Year:

Saul Amdursky, Director, Kalamazoo Public Library, MI, LJ's 2002 Library of the Year

John W. Berry, Immediate Past-President, American Library Association

Raymond Santiago, Director, Miami-Dade Public Library System, FL, LJ's 2002 Librarian of the Year

Dedria Brylonski, Executive Vice President, Global Market & Customer Services, Gale

The panel also includes LJ staff:

John N. Berry III, Editor-in-Chief

Francine Flalkoff, Editor

Brian Kenney, Senior Editor, LJ & netConnect

Rebecca Miller, Senior Editor, Features

Norman Oder, Senior Editor, News

"Most people see the strip as Las Vegas," Walters says. "In truth, there are 1.5 million people who live in Las Vegas and Clark County. Their kids play baseball, football, and soccer, and they go to recitals and pay for piano lessons. We've got a great public library system here. Living here is a lot like anywhere else where there is a service-based economy that has an income a bit above the national household average and lower property costs. People here use their library." That library went to those people, listened to them, and radically changed its services and organization to serve them.

NEVA PHOTO BY TAKER ROBERT HALLER; PARADE PHOTO COURTESY LVCCLD

Ontario Public Library Week

October 20 - 26, 2003



The Public Library Marketing Committee
would like to express its sincere thanks
to the

Hamilton Public Library
Board and Staff

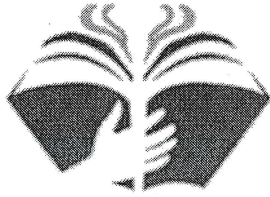
for hosting the provincial launch of
Ontario Public Library Week 2003.

The dedication shown by your staff
is greatly appreciated,

The Public Library Marketing Committee

Communities Alive...

@your library™



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DATE: September 16, 2003
REPORT TO: Chair and Members of the Board
C.C.: Ken Roberts, Chief Librarian
FROM: Linda Foley, Manager Human Resources
SUBJECT: Job Evaluation – Union Positions

RECOMMENDATION:

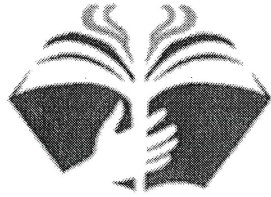
That the rating for the Web Assistant position change from Classification 17 to Classification 18 as reviewed by the Joint Job Evaluation Committee in January 2003, be approved.

FINANCIAL/STAFFING/LEGAL IMPLICATIONS:

The related salary and benefits cost of \$1,449 is over and above the 2003 compensation budget.

BACKGROUND:

In accordance with the Job Evaluation Programme and Pay Equity Plan – Manual of Procedures for Clerical, Technical and Professional Jobs coming within the scope of Local 932 Canadian Union of Public Employees approved by the Library Board on May 29, 1991, the Joint Job Evaluation Committee reviewed and rated an appeal for the above position.



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DATE: December 11, 2003

REPORT TO: Chair and Members of the Board

FROM: Ken Roberts, Chief Librarian

SUBJECT: Chief Librarian's 2003 Workplan (May – December)

I have used several different terms to describe the current status of goals. "Complete" indicates projects that are indeed completed. "On track" indicates the status of projects that were not to be completed by December, 2003 but which are well underway. "In progress" indicates projects that have been started but which, for some reason, are behind schedule. The most likely reason is that they require the cooperation and assistance of other agencies or organizations and our workplan goals do not match the timeframe in which the other agencies would like to see something accomplished.

We are a bit behind in some of our technology implementations, such as the re-design of the Intranet. The worm virus that attacked our systems during the summer months as well as the problems with IP telephony created a more immediate priority.

The period of time from June – December has proven difficult. Power problems, SARS, IP telephony, the Central Library renovations, and significant labour issues created the need to spend much of our time addressing problems that were not on the workplan.

**Hamilton Public Library
2003 Workplan (May – December) Report**

**Ken Roberts,
Chief Librarian**

1. Enhance public use and satisfaction with the library system

Success Measure	Objectives	Status	Actions to be taken
1.1 Increase student awareness and use of the library system	<p>Increase participation in the school class visit program.</p> <p>Submit, to Admin, a report on the feasibility of introducing a pilot homework help program in cooperation with community partners</p> <p>Increase curriculum-related support services for students</p>	<p>Cooperative initiatives are in place but there is not yet an MOU.</p> <p>Children's Strategic Report.</p> <p>On track</p>	<p>Develop a MOU with both school boards to include class visits and other cooperative ventures</p> <p>Develop curriculum support material for Grade 4 students, in cooperation with the school board(s)</p>
1.2 Services designated as appropriate for the Central Library will create a popular, warm, and relevant library location.	Acceptance by the Board of a "model" for a renewed Central Library	Plan submitted to board.	<p>Complete environmental scan.</p> <ul style="list-style-type: none"> • Determine strengths and weaknesses of the existing Central Library services. • Develop potential changes that could be made. • Develop a model that incorporates these changes at a reasonable cost.

1.3 Library services are increasingly relevant to the community	Investigation of tools to measure the opinions and thoughts of our users and non-users. Determine public opinions for at least two library initiatives	Up-dated Business Plan. City survey instrument not yet developed. We are in talks with city. Ward survey were completed. On track Complete	Investigation of standard methods for the measurement of public opinion. Participation in city driven surveys of public opinion Participation in the "Opening Doors" survey and measurement of what lessons we can learn from the process itself Use "focus groups" to help determine public reactions to Central Library proposals/concepts and measurement of this tool for other purposes.
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2. Unify our organization

Success Measure	Objectives	Status	Actions to be taken
2.1 Improve public understanding that we are a single library system	Create a single external look to our libraries Prepare a board presentation to Council on the achievements of the first library board for the new system. Activate the approved "Communications Plan"	Not complete On track On track	Replace at least ten of the external signs that refer to a library system other than the Hamilton Public Library

2.2 Unify our workforce	<p>Present the board with a first collective agreement for approval.</p> <p>Present the board with an inventory of all legislative/compliance issues that the new library system faces, as well as recommendations for meeting the requirements of all such issues.</p> <p>Identify and come to agreement on labour issues that affect "middle managers"</p> <p>Create an Administration workspace that reflects the library system.</p> <p>Create an Electronic Services workspace that reflects the library system.</p>	<p>Almost Complete</p> <p>Prepared</p> <p>On track</p> <p>Complete</p> <p>Complete</p>	<p>Complete negotiations of a first collective agreement.</p> <p>Conduct a legislative inventory to ensure that we are in compliance with all such legislation. Develop recommendations for compliance where we fall short of such legislation.</p> <p>Encourage stronger communications with middle-managers on labour issues that affect them</p> <p>Establish issues that should be addressed cooperatively.</p> <p>Design a new Administration workspace on the Fifth floor of the Central Library. Work with the city on the renovation of this space. Move administration into the workplace</p> <p>Design a new Electronic Services workspace on the Sixth floor of the Central Library. Work with the city on the renovation of this space. Move administration into the workplace.</p>
2.3 Strengthen our organizational culture	<p>Introduce annual "workplans" for all management staff members</p> <p>Work within a set of clearly understood roles and responsibilities.</p> <p>Improve communications channels</p>	<p>On track</p> <p>On track</p> <p>On track</p> <p>Complete</p> <p>Not complete</p>	<p>All managers will have 2004 workplans.</p> <p>Complete, with all managers, agreement on the organizational structures that will make decisions.</p> <p>Implement the changed structure for decision-making.</p> <p>Use "Manager Groups" to increase ability of middle managers to raise issues in an informal setting.</p> <p>Re-design library Intranet to improve communications.</p>

3. Sustain our services

Success Measure	Objectives	Status	Actions to be taken
3.1 Support systems for the library are capable of delivering the library's services (Note: Achievement of this goal is dependent upon city cooperation in reaching such agreements)	Complete facilities Service Level Agreement with the City of Hamilton.	In progress	Determine, with the city, appropriate service levels and responsibilities and develop a written agreement.
	Complete a Human Resources Service Level agreement with the City of Hamilton.	In progress	Determine, with the city, appropriate service levels and responsibilities and develop a written agreement.
	Complete a Finance Service Level Agreement with the City of Hamilton.	Not started	Determine, with the city, appropriate service levels and responsibilities and develop a written agreement.
	Update the existing Information Technology Service Level Agreement with the City of Hamilton.	Complete/ Ongoing	
3.2 Improve the quality of the library's collections.	Align our collections with the position statements in <i>Meeting User Needs II, Our Collection Responsibilities</i>	Complete	Finalize the positions statements in <i>Meeting User Needs II</i>
		In progress	Develop a multi-year workplan to implement the position statements.
3.3. Improve patron access to the library's catalogue.	Install the Horizon version of our Dynix product	On track	Complete the unification of the existing catalogue records.
		On track	Replace non-compliant barcodes with barcode labels that can be read by the new system.
3.4 Initiate Business Planning processes	Participate in the city business planning initiative.	Complete/ On-going	

4. Capital Projects

Success Measure	Objectives	Status	Actions to be taken
4.1 Ensure that the library system continues to collect appropriate Development Charge funding.	Ensure that the library's needs are built into the new Development Charges standard	On track	Work with the City to ensure that all previously collected DC funds are accounted for.
		On track	Work with the city top ensure that future library needs are built into the new DC agreement
4.2 Start the expansion of the Ancaster branch	To take the project to the point where a contract bid can be released.	No progress	
4.3 Advance the planning for the South Mountain (Turner Park) library project.	Work with our partners to ensure that the design for the South Mountain location is acceptable.	On track	
	Develop an operational budget for the branch that will give it an improved chance of opening as soon as possible.	On track	

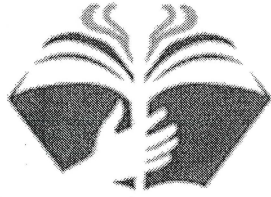
4.4 Open the new Locke Branch.		Stopped	
4.5 Select a carpet vendor for the Central Library and begin the process of re-carpeting the building, to the limit of the available funding.		Complete	

5. Management/Board Initiatives

Success Measure	Objectives	Status	Actions to be taken
5.1. Actual versus budget	The library's 2003 will be delivered within budget (taking the anticipated budget deficit into consideration)	Complete	
5.2 "legacy" document for use by the new library board	The production of a Board driven legacy document that is intended to assist the new library board to understand the current state of the library system and the "in progress" initiatives of this library board.	???	Board driven
5.3 New Strategic Plan and new process	Acceptance by the library board of a 2004 strategic plan and of a new strategic planning process	On track	
5.4 Succession Planning/Knowledge transfer	Encourage staff to develop skills and expertise	On track In progress	Training plan for new managers Increase training opportunities for non-management librarians and paraprofessionals Investigate internal mentoring program

This Annual Plan constitutes the primary components of the strategic work that the owner of the Annual Plan is expected to perform within the next year. In addition, the owner of the Annual Plan is expected to provide good management. The owner of the plan is also expected to suggest revisions to the plan when there are opportunities to advance strategic goals or when specific performance measures cannot be met. The owner of the plan as well as the immediate supervisor will meet at least every three months for the express purpose of reviewing the plan.

Plan Owner:	Date:	Supervisor:	Date:
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Hamilton Public Library

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DATE: December 17, 2003

REPORT TO: Doreen Horbach, Chair of the Library Board

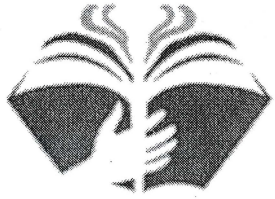
C.C.: Hamilton Public Library Board Members
Ken Roberts, Chief Librarian

FROM: Karen Hartog, Administrative Assistant

SUBJECT: **2004 MEETING DATES**

The following is a list of meeting dates for 2004. All meetings will begin at 6:00 p.m. with dinner at 5:30 p.m.

Date	Location
January 21, 2004	Central, Board Room
February 18, 2004	Central, Board Room
March 17, 2004	Central, Board Room
April 21, 2004	Central, Board Room
May 19, 2004	Central, Board Room
June 9, 2004 (CLA week of June 14 th)	Central, Board Room
September 15, 2004	Central, Board Room
October 20, 2004	Central, Board Room
November 17, 2004	Central, Board Room
December 15, 2004	Central, Board Room



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DATE: December 12, 2003
REPORT TO: Chair and Members of the Board
FROM: Ken Roberts, Chief Librarian
SUBJECT: Board Executive

RECOMMENDATION:

That the Hamilton Public Library Board retain its current executive until such time as a new library board is appointed.

BACKGROUND:

Board by-laws require the Library Board to nominate and elect a new executive at its first meeting each January.

Legally, a new library board may be appointed at any time. It is likely that a new library board will be appointed in February or in March. I would like to suggest, then, that the Library Board do what previous boards have done in similar circumstances and decide to retain its current executive until a new board is appointed.