



## Collaborative Summer Library Program

### Board of Director's Retreat

ZOOM Video Meeting

April 27-30, 2020

#### **Monday, April 27, 2020**

##### **Roll Call – Karen Day**

BriAnne Newton, Anne Lemay, Chrissie McGovern, Jamie Chipman, Deanne Dekle, Beth Yates, Karen Yother, Josephine Camarillo, Cindy Christin, Deborah Dutcher

Admin: Luke Kralik, Karen Day, Melissa Hooke

Call to Order- Josephine

Meeting was called to order at 8:06amPST

#### **Meeting overview**

##### **Approval of Consent Agenda**

- April Minutes
- Management Report
- Budget Report
- Committee Liaison Reports

Motion of approve consent agenda by Chipman, second by Yother, motion passes.

##### **Board Retreat mindset- Luke**

Luke shared his screen about the goals of the retreat (these powerpoint slides will be added to the minutes). Board retreat mindset:

- What can we do better?  
Remove ambiguity, all on the same page.  
Simplify the message/purpose.  
Increase participation. Create a stronger organization.
- What can we do different?  
Why do we want to change? Identify what isn't working. Concrete examples/focus.
- What can we do more of?  
What needs expansion? Why are we currently not doing this?

We don't need to change our identity but let's pick up some new things. We will look at our policies and procedures. We can spend more time adding to the policy/procedure document

to be discussed Wednesday. We have ten board members and five sections, and we can meet outside of the board meeting to put down questions and ideas.

Five sections:

1. Artwork – Deanne, Jamie
2. Membership, Board of Directors/Officers, State Reps – Beth, Chrissie
3. Manual – Brianne, Anne
4. Committees and Annual Meeting – Josephine, Deborah
5. General – Karen, Cindy

### **Board assignments for retreat**

Discussed pairing an expert with a newer person for the sections. See assignments above.

Meeting adjourned 9:05am PST

### **Wednesday, April 29, 2020**

Meeting called to order 10:05am PST

#### Online Store and Warehouse Update – Luke Kralik

Hopes that everyone can share what they have accomplished with the policies and procedures tomorrow.

Overview of order process from order to payment, and the issues that popped up this year. Will discuss sales and general improvements we can make. Luke presented a slide show illustrating the 2 – 2 ½ months from order to payment. The order is placed (4-6 weeks to process), order is shipped (1-2 weeks in transit), order received and invoiced (1 week to process), and payment received within 30 days.

Luke explained how this year's issues have impacted CSLP. Some of the problems:

- Software updates were confusing in terms of notifications to customers. Website crash on server and templates were reset; it was quickly fixed.
- Product categories broke early on. . . ability to look at different products in categories was problematic.
- Shipping charges did not work with many state vouchers. Every state order got shipping charges. We will find a different system for next year to have voucher system connect with shipping charges. Thanks to Luke, Karen, and Melissa for dealing with these flawed reports.
- We didn't have enough ordering status to begin. There were mixed messages sent, and now we have more information about the status of the orders to send out.

Shipping issues: There were too many additional freight charges; one trucking company handing off to another created problems. We had a few products that didn't fit into boxes with the other products, such as the dragon grabbers.

The boxes that Demco ships in do not make good shipping boxes for us.

We lost a pallet in the warehouse for one library. . . temporarily. The pallets are jammed with products.

#### Artwork Issues

- We did the right thing in cancelling products.
- Very difficult to deal with requests for refunds and all the questions. It shows that we do rely on our state reps to communicate with our librarians. (Oct-Nov 2019)
- Both Georgia and Massachusetts orders were derailed, both huge orders.
- We pulled about 12 % of our offerings, and pulling these caused these dollars to go elsewhere, on different items. People bought more of magnetic bookmarks, for instance. We can't learn lessons from this year because of this unique situation.
- BriAnne asked if states moving to online summer programs may affect future buying. Luke responded that we have ordered the same number of products for next year, but we may learn more from 2021 sales. At the time of ordering for 2021, we didn't know the scope of library closures and the duration of the pandemic. Re-ordering is not easy and costs rise. It makes more sense to over-order at the beginning than to re-order later.
- Toys and incentives run out early, and that may affect when libraries put in their order next year. These are very difficult to restock. Shipping deadlines create enormous periods of activity. . . lots of last minute orders right before the deadline. Lemay wonders if we can spread out the "deadlines" to address this issue. Kralik says it's in CSLP's interest to have libraries order one large order as opposed to many orders. Shipping charges don't begin to cover the costs.
- We will have to re-do shipping charges this year to play well with the voucher system, so that might be a good time to see if we can make some changes. We can continue to revise each year.
- Dekle brought up Missouri's suggestion to add costs to the items and make shipping free. Kralik points out that *I Reads* items all cost about double ours; they may already be doing this. Again, lessons learned this year were not necessarily reliable data. Yates says that free shipping often means lots of small orders rather than one large order. Tana charges \$2.00 for the first item, and 15 cents for other items. Kralik would like a summer of reliable data before we make systematic changes.
- We can afford to make some mistakes as we serve our libraries; we are not answering to stockholders.

No cushion for mistakes. . . We didn't leave any room for mistakes. If someone ordered 500 bookmarks and they got wet, we didn't have the extra product.

We have had days where 75 boxes are returned to the warehouse, which triples shipping charges. UPS will often only try once to deliver now. There has been some rise in cancelled orders. Stop-gap measures are super time-consuming. Tana is considered an essential service; she has a staff of 11 in alternate shifts.

### **Sales Data** (slide displayed)

17 states used the voucher system, and for the most part it went smoothly (except for a few states). Two states had custom orders (NY and NJ). About 2.3 million in sales; our best year with Demco was 3.5. CSLP will get 22-32% of the sales, and still needs to pay off our loan, but we are in pretty good shape.

### **Improvements for 2021**

- A new larger warehouse! Accuracy has been good overall. 1761 Oak Street in Torrance, CA.
- Grouped product orders will make for easier order fulfillment.

### **Questions?**

Some libraries may want to do “Imagine Your Story” theme *next* year. Would there be any products available? Kralik thought we could put up some in stock 2020 items for sale next year. McGovern reminds us that libraries can make their own posters and t-shirts with relaxed rules of use.

Melissa updated 900 email addresses, some on more than one order. Will continue to do this. We’ve had a lot of people not respond, and Luke, Melissa, and Karen are resolving these.

FYI from Karen Day: Our bank and accountant encouraged CSLP to apply for PPE Grant, and we got \$14,000 to cover salaries for 8 weeks. This may help with some of our shipping charges by paying salaries, and giving funds to shipping.

CSLP has a lot of 2020 puppets; will CSLP be doing puppets for 2021? Custom puppets require a very large order; we will do standard animal puppets for 2021. We will do felt items and can offer four colors of aprons. Tana has a full-service t-shirt printing shop and custom t-shirts may increase. CSLP ordered 10,000 puppets and we have over 8,000 puppets remaining. Lots of discussion about how to sell these.

Camarillo: With the amount of work that went into this past year, do you see the workload increasing? Karen Day retires end of May. Fax and phone-in orders were handled by Karen and took a lot of time. Hopefully we won’t have the chaos of the art issue and the pandemic. Karen, Luke, and Melissa will meet next week to talk about tasks. A part-time person to help with customer service might be good. More project managers? Tana is a great partner, and maybe we could pay someone there to help with customer service. Lemay would like to put something in the budget for next year including a possible part-time person. We will have a better sense of when things get overwhelming this year.

Kralik assures us that they will ask for help if they need it.

Meeting was adjourned at 11:49AM PST.

**Wednesday, April 29**

Called to order 10:04AM PST

### Policies and Procedures

Luke shared his screen of draft policies. Policies need to be approved and voted upon by the Board. He would like a policy document with procedures attachment. Procedures do not need to be approved by the Board.

### Artwork Review -- Jamie Chipman and Deanne Dekle

The opening statement was edited. Several of the ideas were procedures, so those will be discussed at later date. Outside organizations and contact with state reps before the final product were included. We can use book challenge procedure in libraries to deal with CSLP artwork challenges.

Yates commented that the policy should just include that we have a procedure for challenges. Slogans tend to sharpen the theme and we should look at theme selection especially in light of "inclusive" and "social justice" issues. Lemay notes that perhaps we try to please too many people. This year we included mythology in our fairy tales, and that proved problematic. McGovern talked to state reps about narrowing down the theme.

How slogans and themes work: Survey sent out to state reps to poll their librarians, and state reps choose the top five. There are different words for similar themes, and Newton has put them together as a string of common themes. This is part of our "collaboration" and why Newton doesn't remove similar words/ideas.

Dekle: Should at some point the artwork committee review the theme and the slogan to narrow it down before we send to the artist? Newton agrees that we should have this additional layer of review to narrow down the topic. Perhaps we have a theme/slogan committee?

Kralik: Policies will help us make decisions in an ethical, consistent fashion. Policy could be that before themes are voted on they are distilled down to one or two words. This might be a better decision for CSLP rather than include everyone's ideas. *Policies should push us towards clarity and not nuance.* Dekle and Chipman feel that several ideas together puts a lot of pressure on our artist. Newton: our old process with Demco isn't working for our new way of working with our artists directly. A theme/slogan committee should include manual chair and artwork chair. Membership as well? Other critical eyes should look at the theme/slogan before it goes to state reps. McGovern thinks maybe we can ask state reps to serve on committee, or they could recommend frontline librarians to serve from their state. It would be good to get new people each year.

These changes take the burden off artwork committee of too many responsibilities. Next we need to draft the artwork procedures. Kralik is asking for an outside authority to ensure

cultural sensitivity. Perhaps we can say something like we will get outside feedback each year, and maybe include state reps in the decision. These outside organizations or individuals can be decided on at a later time, and will probably change each year.

**Membership, Board of Directors/Officer, State Rep Responsibilities** –Beth Yates and Chrissie McGovern

There is a lot from the Bylaws in this policy. Policy should be more vague and procedures include the specifics. What areas need to be in a written policy? Anything with a time frame needs to be in procedures: annual meeting dates, terms, etc. Requirements of state reps should be in procedures. Board member duties can be in procedures as well. We don't want to get locked into who is on the Board and who isn't. Kralik will make copy of notes on the document, but will ask Board members to create a new draft.

US Military bases description is in the Bylaws. Is this an out-of-date bylaw? We can address this in solid policies and procedures from this point. This paragraph is not causing any problem right now because anyone on a military base can use CSLP. But if we go forward with DOD in four years, it may need to be re-written. Newton points out that military bases should have a voice in CSLP if they choose so that summer reading is available to kids on bases. How can they be included in the process? This was discussed regarding what programs bases can use; now the DOD is committed to I Read for the next four years. To change this bylaw will require a future meeting.

We discussed discrepancy between policy and bylaws in terms of new members "required to send a letter of intent to the CSLP Office committing to join for two program years." Has this been enforced? Is there a fiscal penalty? Day responds that it's pretty loose. CSLP has not had a contract signed with members. Usually they let us know ahead of time, but we haven't enforced it. Day feels it's important that we do know in advance for inventory purposes, especially with large states. Bylaws says "must give notice to Board of Directors one year in advance." The policy says must present to the general assembly at the annual meeting. Action: Pull this out of the policy and let stand what is in the Bylaws.

When CSLP didn't have many members we asked to agree to join CSLP for two program years, written on letterhead. Now that we have many members we haven't required this letter.

**Manual** – Brianne Newton and Anne Lemay

This was more an exercise of separating policies from procedures. Perhaps the policy needs a good job description of each chair and how they serve. Included the Inclusion Committee. Procedures are very detailed. Brianne shared the manual timeline, chapter breakdown, and other specifics of the manual committee. Should the manual policy look similar to artwork? Should there also be a challenge procedure in place? Kralik recommends that we look at

manual policy first and that may inform our response. Newton would like some way for members to address challenges, one simple form for both artwork and manual.

**Committees & Annual Meeting** – Josephine Camarillo and Deborah Dutcher

They separated policy and procedures and added information from our website. Committee name and charge are in policy; specifics in procedures. Some of the procedures are duplicates of other chapters and it doesn't make sense to repeat. There are committees that don't have a charge yet; Josephine will follow up with this. Will include who, when and how for each committee.

Annual meeting policy will be vague for now as we are figuring out why we do this. What we do and how we do it can be in the procedures. This can mean virtual or in-person in the procedures, as well as voting, expenses, etc. Policy will include expectations at meetings.

Kralik will send two separate documents out to Board for policies and procedures. The Board agreed to discuss the General policies at the next meeting on Thursday, April 30. We also have to decide about annual virtual meeting next fall (essential items).

Meeting adjourned at 11:38AM PST

**Thursday, April 30**

Meeting called to order 8:01amPST

**General Policies** – Cindy Christin and Karen Yother

Shared a slide and discussed the idea of a regular cycle of reviewing and updating policies. This process may become part of our monthly meetings, and allows for another opportunity for feedback from our members. Perhaps the responsibility for these updates could fall on the past President and Membership chair. We discussed the transition from one chair to another, and talked about creating a CSLP gmail account so that our correspondence stays consistent as people change.

General policies and procedures may include:

A policy to have an annual review of all policies

Online store policies

Board/staff review/Letter of understanding signed by Board member (expectations, roles, etc.)

Job descriptions

Onboarding new board members; training

CSLP email accounts for committee chairs (procedure); USB drive

What to archive and what can we delete/Records retention policy (Karen)

State Reps: List of duties & expectations.

Bylaws review & update

Board meeting policies – what can or cannot happen? What can guests do or not do?

Policy for website updates

Board and Coordinator job descriptions

Other business: Newton's manual committee will draft a challenge form and changes to the theme/slogan process; they will report back to the Board.

### Annual Meeting

Three things that need to happen: slogan voting for oceanography; theme discussion for 2023 (kindness?); and officer election. Manual committee will set up an activity to be used in the future for choosing themes. Kralik mentioned that as the Board we may want to just lead the discussion in choosing kindness while acknowledging that mistakes have been made. This can be a course correction to get back to where we want to be. Maybe there's a way members can submit in writing so we don't have a loose Zoom discussion. We can share these theme ideas with members before the meeting.

June 1 starts new program year; should this discussion include the outgoing states? Is this before the September annual meeting or at the meeting? Choosing a slogan will impact the manual this fall, so it would be good to have a slogan before the annual meeting. Manual committee doesn't have chapter headings until slogan is chosen. We don't want to have a discussion on Zoom with 100 people; annual meeting committee wants to have just the essential business. Could possibly have small group discussion.

Would like to have update to state reps about products and shipping from Luke at annual meeting. All the committees could plan a Zoom meeting that week and the chairs meet with the Board to report. Perhaps we can share our policy and procedure efforts.

Perhaps we can invite frontline librarians to come in live with a CSLP webinar or another presentation (Child Health & Well-Being for instance). This might be a good way to include all frontline librarians in CSLP, maybe by region or time zone. Also the meeting will include a pre-orientation for new people. Guest speaker for diversity may be postponed until 2021.

### Product Naming Activity

Luke created an online game to come up with names for some of the incentives!

### Meeting Recap

Josephine added that she is proud of the work we did with policies and procedures. . . Kudos to all! This is Karen's last Board retreat; May 31 is her last day.

Homework: Continue writing policies and procedures for our June Board meeting, and we can report at Annual Meeting. We all hope to meet in person soon. Go forth and conquer!

Meeting adjourned at 9:10AM PST



Minutes respectfully submitted by Cindy Christin, CSLP Secretary