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**2009 Levy Election Failure  
Budget Adjustments  
Overarching Principles**

At the February 25, 2009 Board meeting, the Timberland Board of Trustees gave the following principles to the administrative staff to guide their process and decision making in developing their plan for managing the finances of the District following the failure of the Lid Lift measure.

**RESPONSE TO COMMUNITY**

Timberland exists for the people we serve and our mission is to serve them as best we can with whatever resources we have. Our programs and services were developed in response to community needs. As we determine where to trim them back or eliminate some of them, we need to continue to be aware of the needs of our communities. We need to listen carefully to what is said at the Town Hall meetings and carefully consider what we learn from public input.

**SERVICE IS DEPENDENT ON WELL TRAINED PROFESSIONAL AND PARAPROFESSIONAL STAFF**

Our staff is dedicated, service-oriented, and expert in their jobs. We value them and recognize that as a service organization, our people are our most important resource.

**MATERIALS – COLLECTION – QUALITY AND ACCESS**

The primary mission of the library is to provide free access to a wide variety of quality materials. Other services and programs are secondary to the collection.

**OUR LIBRARIES AND SERVICE POINTS**

Open hours and days, staffing, and programming can change within the context of the needs of a community and resources, but without a service point in operation, the community is denied the library services for which they are taxed.  We are ready to explain why each service point is important in the provision of service to our geographic area. It may be advantageous to share staff and coordinate hours between Libraries that are close together geographically.

**EQUITABLE SERVICE ACROSS THE DISTRICT**

We have always prided ourselves on equity (not necessarily equality) of service across the District. We need to ensure that that equity continues.

**KEEP TRL A PLEASANT PLACE TO WORK**

While it will be necessary to cut back on training, conferences, travel, meetings, etc., we should not cut them out completely. We do not want to lose valuable staff because it has become an unpleasant place to work.

**BE CANDID, HONEST, TRANSPARENT, COMPASSIONATE**

Our discussions need to be candid and open. We need to be free to express our opinions honestly and openly. As much as possible, our actions should be transparent, and we need to be compassionate in dealing with our staff.

**LOOK AT EVERY OPTION -- NO “SACRED COWS”**

We need to be willing to put everything on the table. Nothing is too small to consider. We cannot be afraid to discuss certain things because someone will be threatened or angry. As we discuss a program or service, we may find ways to make it better, more efficient, or more productive. We need to be free to consider such concepts as corporate sponsorships and encouraging patrons to be more self-reliant, without being restricted by “the way we have always done it.” We can't continue doing things just the way we have been doing them--resources and the changing nature of our business won't allow it.

**COMMUNICATION OF PROCESS AND RESULTS**

We must communicate openly about the process and about the results. When changes are going to be implemented, we need to give as much advance warning as possible.

**WE ARE ALL IN THIS TOGETHER**

From the Board, to the Administration, to managers, to each page, courier and front-line paraprofessional, we are a team. We all stand ready to make sacrifices for the good of the District.

**PLAN FOR THE FUTURE**

While we are discussing the 2010 budget, we must be aware that we also have to continue through 2011, 2012 and beyond. We should make changes that are sustainable and help build a bridge to a more effective TRL in the future.

With these as our guiding principles, TRL established eight task forces, charged with developing recommendations to be passed on to the Director’s Council. Some of the recommendations were accepted, and some were sent back to the task force for clarification or further development. When a recommendation was accepted, three things could happen.

1. The recommendation could be sent to the Board for discussion and possible action.
2. Parts of the recommendation could be implemented immediately to result in savings in 2009.
3. The recommendation could be set aside for further study and possible implementation at a later date.

The Task Forces were:

Open Hours Task Force OH Staff name

Publicity and Outreach P&O

Circulation and Collections C&C

Partnerships and Memberships P&M

Service Center Savings SCS

Other Expense Reduction OER

Other Revenue Generation ORG

Staffing Task Force STF

The recommendations from the Task Forces were considered by the Director’s Council in the light of the Overarching Principles, resulting in the following Action Plan.