

**PUEBLO CITY-COUNTY LIBRARY DISTRICT BOARD OF TRUSTEES  
WORK SESSION MINUTES**

**January 13, 2015**

**I. CALL TO ORDER AND ROLL CALL**

Ms. Bregar, President, called the meeting to order at 3:00 p.m. in the Ryals Room on the 4<sup>th</sup> floor of the Rawlings Library.

Board Members Present: Marlene Bregar, President; Lyndell Gairaud; Philip Mancha; Roy Miltner; Donna Pickman; Jim Stuart

Board Members Absent: Fredrick Quintana, Vice President

Attorney Present: Nicholas Gradisar

Staff Present: Jon Walker, Executive Director; Chris Brogan, Chief Financial Officer; Sara Rose, Human Resources Director; Abby Koehler, Strategic Planner/System Librarian; others not recorded

**II. CORRECTIONS OR MODIFICATIONS TO THE AGENDA**

A new Item IV. E. was added to discuss the Executive Director Evaluation.

**III. DISCUSSION ITEMS**

**A. Audit Engagement Agreement**

Ms. Bregar said in May 2013, the Board of Trustees accepted a proposal from Swanhorst & Company, LLC, to perform annual audits for PCCLD for up to five years. The first year of this five-year agreement completed earlier in 2014 with an audit report by Swanhorst of PCCLD's 2013 financials. An engagement by Swanhorst now to audit PCCLD's 2014 financial statements and related activities is proposed for a fee not to exceed \$23,000. This amount is within budget.

Mr. Walker distributed the engagement agreement and said in May 2013, the Audit Committee solicited proposals, and Swanhorst was selected for one-year engagements for a period of up to five years. Swanhorst just completed the first year of that process. This is the engagement letter proposed for the 2014 audit, and it is in line with expected costs with no change to report. Mr. Walker said the auditor works for the Board of Trustees, so it is important for the Board to consider this.

There was discussion that Swanhorst has done a great job with the audit as well as keeping the Board informed and patiently clarifying any issues. It was also noted that this is the second five-year period that Swanhorst has been preparing the audit, but it is not unusual to have the same auditor for a number of years. Mr. Walker added that the Pueblo Library Foundation has agreed to a separate engagement letter with Swanhorst. Mr. Miltner asked if the Foundation audit is what is referred to as additional fees for a "Single Audit" on page 3, but Ms. Brogan explained that would only be required if the library received a federal grant of \$750,000 or more, which is not anticipated.

The Board requested this be added to the January meeting agenda.

**B. New Libraries Construction Changes**

Ms. Bregar said changes to the new libraries construction project will be presented for discussion.

Mr. Walker distributed changes to the construction contract with H.W. Houston. The projects are nearly all complete, and he expects this may be the last change for the Board to consider. Mr. Walker said the Board has considered two other changes to date, and this will be the third. Mr. Walker then reviewed the changes on the lists provided which is broken out by library.

Each of the libraries added a window in the Manager's office, and there was an additional charge for window coverings for those new windows. There is also a cost to add restroom doors at each of the libraries which was a design error, and OZ Architecture will reimburse half the cost of adding

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restroom doors. The intent had been to have doorless restrooms, but it did not work out well and the design allowed views that were inappropriate. Adding doors was a change to the H.W. Houston contract. The change also includes deletions of trash receptacles which were ordered through the library's purchasing process, and the deletion of a porch light fixture that was unnecessary on two of the libraries.

Mr. Walker said the Lucero Library was completed last and was furthest from completion with the last change. During landscaping at Lucero, it was determined that there was too much slope for plants and maintenance on the building's east side, and the recommendation was made to add a retaining wall. The disconnect pad was required by the City for a utility disconnect which was also on that slope. The City required a flat pad where utility workers could easily get in to disconnect utilities if necessary. A fiber mulch blanket was recommended to insulate the Lucero landscaping for spring growth. One of the donors to the Lucero Library requested special consideration in terms of a display, and that request has been accommodated at a cost of \$500, which was more than offset by the donation.

Mr. Walker said the total for all of the changes is \$31,190.19, and the budget shows that the library has the money needed to accommodate the changes.

The Board requested this be added to the January meeting agenda.

### **C. AMH Maintenance and Support**

Ms. Bregar said the library district has budgeted maintenance costs for the AMH (Automated Materials Handling) equipment operating at the Rawlings, Pueblo West, Lamb and Barkman Libraries. An invoice has been received for \$58,770, which is the contracted annual amount. Board approval is required since the invoice exceeds \$25,000.

Mr. Walker distributed the invoice and part of the original contract from when AMH was introduced. This is based on those contract amounts. That price was guaranteed for five years, and the amount has been budgeted.

Dr. Mancha asked how well they are performing. Mr. Walker said they are doing a good job. The equipment works, and there have been times when maintenance has been required. The first call for maintenance goes to IT or Facilities. Mr. Walker explained that PCCLD's staff will do some work on the equipment at the direction of the vendor, and on two calls spent more than just a few minutes. The library has requested that they reimburse some of those hourly costs, and that discussion is underway and they seem amenable to it so there may be some reimbursement. Dr. Mancha asked how fast they come. Mr. Walker explained that they subcontract some of the work to a local electrical firm, so the response time has been pretty good.

The Board requested this be added to the January meeting agenda.

### **D. Employee Policies**

Ms. Bregar said a 2015 PCCLD objective is to review and update PCCLD employee policies. Sara Rose, Director of Human Resources, will provide an overview of the process.

Ms. Rose distributed the 2015 Employment Guidelines Review Project as an overview. The Guidelines review is a goal for 2015. The last time the library did a complete review was in 2006. Although policies have been updated as needed, it is a good practice to regularly review the governing documents.

Ms. Rose explained that the Steering Committee and members of the management team will review the guidelines and identify areas that need updating or may be unclear, and she is already getting feedback from employees. Ms. Rose expects there will be a couple of rounds of revisions before presenting a recommended document for the Executive Director to approve. Mountain States Employers Council will provide a two-part review. First, an HR professional will review it to make sure all areas are covered and for overall format and language. A second review will be done by their attorneys for legal compliance. Ms. Rose said the review by Mountain States is included in the library's membership fees. The Employee Guidelines are expected to be brought to the Board for approval in July. After it has been approved, HR will print a limited number of copies as well as

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publish it to the Portal for staff access and to the website for public access. Ms. Rose will then attend department meetings to discuss the changes that were made.

Dr. Mancha said the Board should be made aware of any controversial issues before being asked to approve the changes. Ms. Rose plans to keep the Board apprised of progress and to discuss some changes in more detail. Ms. Rose said she does not anticipate a major overhaul. Because some changes have been recent, such as no smoking includes vapor, the effort will be focused on identifying any areas that have not been updated.

Mr. Walker thanked Ms. Rose for the presentation and mentioned the Board recently recommended a regular review of policies, and the Employee Guidelines will be the first section of policies reviewed in that cycle. Ms. Rose pointed out one of the most recent changes is the pay-for-performance process. There was a discussion of the process for employees to receive and acknowledge receipt of the Employee Guidelines so they have an opportunity to know what the expectations are. Mr. Walker said the Executive Director's office notifies all employees electronically of any changes which also are updated on the website.

No formal Board action is required at this point.

### **E. Executive Director Evaluation**

Ms. Bregar said Ms. Rose will guide the Board through the evaluation process over the next month.

Ms. Rose distributed the Executive Director Performance Review form which she will also send to the Board electronically. Ms. Rose asked Board members to complete the form in the way easiest for them, either online or manually, and return the forms to her. Those will be compiled into a single document. Ms. Rose requested that the form be returned by February 9 to allow the Board time to review the compiled document at the February 17 Work Session.

Ms. Rose also provided the letter agreement with the Deferred Compensation Incentive Pay Plan so the Board may discuss any action to be taken.

Mr. Walker reminded Board members that the document will be provided to the Board President, and there is usually an opportunity at the February meeting for the Board and the Executive Director to meet and go over the evaluation.

No formal Board action is required at this point.

### **F. Key Results**

Ms. Bregar said Abby Koehler will review 2014 PCCLD key result outcomes and 2015 key result goals.

Ms. Koehler introduced herself as the Strategic Planner/Systems Librarian for the district. Ms. Koehler reviewed the 2014 Key Result goals for 2014 which was: 1,900,000 Circulation, 1,300,000 Visits, 750,000 Digital Use, and 135,000 Program Attendance. She noted that the library had blown past those goals in 2014.

There were 2,484,858 circulations in 2014 which was almost a 50% increase. She used a more typical average circulation increase of 3.1% and projects an additional 500,000 circulations from the new libraries. The proposed 2015 Circulation goal is 2,900,000, which is one million more than last year's goal. Ms. Koehler noted that she had very little actual data available since the opening of the new libraries. She also noted that last year the library took action to reduce barriers and increase borrowing limits, which has worked well.

The Board discussed the impact of automatic renewals, efforts to make sure the library is meeting demand, and adjustment to calculations for the potential impact on some locations resulting from the new libraries.

Ms. Koehler said there were 1,423,303 library visits in 2014 which was almost a 13% increase. She projected an average yearly increase of 7.7% and projected 450,000 visitors to the new libraries. The proposed goal for Visits in 2015 is 1,900,000.

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Dr. Mancha asked if the library keeps track of unique visitors, and Ms. Koehler said Visits are determined by gate counts which only measure each time a person walks through the gate. There are other tools to determine unique visitors using databases and circulation.

Program Attendance was 179,351 in 2014 which was a 47% increase, and a more typical average yearly increase of 13.1% was projected with 96,000 expected to result from the new libraries. The proposed Program Attendance goal for 2015 will be 300,000.

Ms. Bregar asked about the blip in opening activities at the new libraries, and Ms. Koehler responded it will be balanced by the regular programming not yet underway but acknowledged that there is limited data available for the new libraries.

Digital Use in 2014 was 906,548 with an increase of about 28%. Ms. Koehler said there is only data available from 2011 when they started consistently measuring the data. She projected an average yearly increase of 20.2%, and she expects the number of wireless access points to keep the number high, so the new libraries are projected to add 280,000. The proposed Digital Use goal for 2015 is 1,300,000. Ms. Koehler pointed out that her calculations only include computer use because wireless and database use are measured for the entire district. She will look at trends in the 1<sup>st</sup> Quarter which may require adjustments.

Ms. Bregar asked how her use of a laptop in the library is measured. Ms. Koehler explained that it may also count when someone brings in a cell phone using the library's wireless. If someone uses the cell phone as well as a laptop, those are each counted, but they are counted for the entire day, i.e., if someone uses their laptop, leaves and comes back, it is only counted once because the system recognizes the device.

Mr. Walker commented on the remarkable results from getting staff buy-in. People begin thinking ingeniously and talk about "my gate count." He also shared his analysis of a five-year comparison of 13 peer libraries which include Pueblo, and in every area Pueblo has risen in comparison. Pueblo is at the top nationally in terms of Program Attendance, and Circulation is an area where Pueblo has lagged, but he expects to move from 8<sup>th</sup> to 4<sup>th</sup> place this year in comparison with similar libraries in Colorado. Mr. Walker emphasized that Pueblo is reaching these levels with the same population base.

There was additional discussion of efforts to insure computers meet demands, translating the numbers into economic impact, and the intangibles that cannot be measured. Mr. Walker emphasized that as the library begins strategic planning, it is important to focus on key results, the importance of getting everyone focused to get great outcomes and how that will affect decision-making going forward. Mr. Walker said he encountered a young girl using a computer at the Lucero Library and despite a lack of resources and without her realizing it, the library was giving her an opportunity to learn to interact digitally.

Dr. Mancha asked what should be done with the results. Mr. Walker said we should celebrate them. 2014 was a great achievement and gives us instruction for working on the strategic plan for what choices to make going forward.

There was additional discussion about the achievement occurring while building three new libraries, guiding children's use of computers, helping people access a variety of information, and adequacy of community meeting room space in the new libraries.

No formal Board action is required at this point.

### **G. Election of Board of Trustees Officers**

Ms. Bregar said the Bylaws provide, "The annual meeting shall be held at the time of the regular meeting in January. Officers shall be elected at the annual meeting." Nominations for President and Vice President should be made and an election held at the January 22 meeting.

Ms. Bregar said there will be an agenda item for the election of officers.

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### **H. Selection of 2015 Board of Trustees Meeting Dates, Times and Locations**

Ms. Bregar said the Bylaws provide, "The date, hour and location of the meetings shall be set by the Board at its annual meeting. The Library Board will establish the dates, times and locations for the 2015 regular Board meetings and work sessions at the January 22 meeting.

Mr. Walker referred to changes made switching the February and September meeting locations because the Library @ the Y was not available in September.

This will be included on the January meeting agenda.

### **I. Affirmation of Ethics Statement**

Ms. Bregar said the Trustees approved a revised Ethics Statement and suggested all Board members formally agree to the statement annually. The individual Trustees should read and sign the Affirmation of Ethics Statement for Public Library Trustees and deliver to the Board Secretary.

Copies were provided to each Board member to sign and return to the Board secretary.

### **J. Board of Trustees Assessment**

Ms. Bregar said the Board of Trustees completed a self-assessment, and the Board Secretary has compiled the results. The Board will review the results of the assessment and consider any resulting goals.

The Board Secretary distributed the results compiled from the Board Assessment. Mr. Walker said in the past the Board Development Committee has met after the Board Assessment to identify any action the Board might want to take. For example, item 11, last year the Board Development Committee prepared Committee Guidelines which were approved by the Board in March. This year, items 29 and 30 might be areas where the Board may consider future development.

Mr. Walker said the Board does a remarkable job, with a great deal of involvement and engagement, and it is better represented at the CAL Conference than most libraries and is certainly in the top 5% state-wide. Generally speaking, the Board does a great job.

Dr. Mancha questioned why the "unsure" rating goes unrated. The Board Secretary said it would take down the ratings to include a zero, so an "unsure" is not averaged into the total. Mr. Stuart suggested that a 3-point scale does not allow for much shading, and the Board might want to consider a 5-point scale instead.

Mr. Walker suggested the evaluation be used as a tool to focus on where development might be needed. Last year, the Board identified legal issues as an area for improvement and arranged a workshop to address that need. Mr. Walker said the Board might want to do that, but it should also applaud what it is doing well.

Mr. Stuart noted that Community Relations staff does much of the work with community groups, although it was acknowledged that unpaid advocates can be more effective. There was discussion of meetings and conversations in the community about the new libraries and the potential for Board members to tag-team with staff to address questions the other may not know. Dr. Mancha suggested that during the strategic planning process, the Board be scheduled as part of community outreach, and Mr. Walker said there will be opportunities for the Board to participate. Ms. Bregar pointed out Board members working on Urban Renewal might not necessarily share what they learn with others, and the Board Comment portion of the meeting would be an opportunity for that.

Mr. Miltner said he appreciated Ms. Koehler's presentation and asked if it would be possible to condense that for the Board. Mr. Walker said this is often referred to as an elevator talk card, and he will arrange to provide hard copies of the presentation.

Mr. Stuart requested a report about the staff reaction to recent employee bonuses and rewards to help the Board determine if this is an effective way to recognize employees. Mr. Walker said Ms. Rose will provide a full report on the pay-for-performance outcomes at the February meeting.

### **K. Other**

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Mr. Gradisar said he would like to let the Board know of some possible agenda items. He has an appointment with the Urban Renewal attorney who has received direction from the PURA Board. Mr. Gradisar hopes to find out during that meeting whether they will be able to move forward on the global template agreement. That would be shared with the Board in Executive Session because it will involve negotiations.

Mr. Gradisar also suggested the Board designate the place where public notice of meetings will be posted, and the annual meeting would be a good time to make that designation. There was brief discussion of current practice, and the attorney suggested that the designation be at the Rawlings public bulletin board or a place where the Board can prove it was posted, even though it may be posted beyond that designated place.

### **IV. ADJOURNMENT**

Ms. Bregar reminded Trustees that the Regular Board meeting will be held beginning at 5:30 p.m. on Thursday, January 22, at the Rawlings Library. There will be an Employee Recognition Event before the meeting at 5:00 p.m.

There being no further discussion, the Work Session adjourned at 4:56 p.m.

Respectfully submitted,

Jane Carlsen  
Secretary