

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

January 16, 2018

I. CALL TO ORDER AND ROLL CALL

Ms. Martinez, Vice President, called the meeting to order at 3:03 p.m. in the Ryals Room on the 4th floor of the Rawlings Library. Ms. Martinez welcomed Stephanie Garcia as the newest member of the Library Board of Trustees

Board Members Present: Fredrick Quintana, President; Doreen Martinez, Vice President; Marlene Bregar; Lyndell Gairaud; Stephanie Garcia; Philip Mancha; Jim Stuart

Attorney Present: Kate Shafer

Staff Present: Jon Walker, Executive Director; Sherri Baca, Chief Financial Officer; Sara Rose, Chief Operating Officer; Jill Deulen, Director of Technical Services and Collection Development; Alan Rocco, Facilities Superintendent; others not recorded

II. CORRECTIONS OR MODIFICATIONS TO THE AGENDA None. Mr. Stuart announced that Kate Shafer, attending for Nicholas Gradisar, had recently been named a partner at the firm of Gradisar, Trechter, Ripperger & Roth and offered the Board's congratulations.

III. DISCUSSION ITEMS

A. Board of Trustee Appointments

Mr. Quintana welcomed Stephanie Garcia to the Library Board and announced the reappointment of Lyndell Gairaud and Marlene Bregar to another five-year term on the Board of Trustees. Mr. Walker added his appreciation for their service to the library.

B. QuickView Books

Ms. Martinez said Jill Deulen, Director of Technical Services and Collection Development, would present a report and recommendation for QuickView Books.

Ms. Deulen reviewed a presentation of the library's leased books provided through Baker & Taylor, and the library orders 150 copies a month of four or five new release best sellers. These books have a lower price point at \$14 to \$18 per copy compared with \$25 to \$30 to purchase. As the books lose popularity, the books can be returned to the vendor for credits.

Ms. Deulen provided a presentation and noted that QuickView DVDs had been introduced in October with half of DVDs to fill holds and the other half available to customers in the library to find on display. QuickView DVDs were limited to a three-day checkout and five per checkout. The addition of QuickView DVDs resulted in an approximate increase of 4,000 checkouts per month as well as increased customer satisfaction.

Ms. Deulen would like to expand the program to provide QuickView Books to begin April 1. QuickView books would expand the lease program by 1,800 books in 2018 and allow the library to double its best-seller collection. The contract price works out to roughly \$16.60 per book. QuickViews would fill a customer gap of displaying new material so items are not sitting on a hold shelf waiting to be picked up. QuickView books will also have a shorter checkout period which will result in faster turnover and more circulations. The cost of the program will be \$30,582 for 2018.

Mr. Walker said Baker & Taylor is a vendor the library typically works with, and this is part of their book leasing program. Because the contract amount exceeds \$25,000, it requires Board approval.

Mr. Stuart said he hopes this program would help flesh out the novel collection in the library. He had heard complaints that Books Again has more books than the library, and people are feeling shortchanged. Ms. Martinez said she liked the idea of being able to return extra copies to the

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vendor rather than donating them to Books Again where they sometimes get too many copies of a single title.

Mr. Stuart recalled several years ago the library had leased books and asked why it had stopped. Ms. Deulen responded that there was some difficulty in locations returning items, and there will be someone in Technical Services designated to manage it.

Ms. Martinez said QuickView Books should be added to the January meeting agenda.

C. Freegal Music

Ms. Martinez invited Ms. Deulen to present a report and recommendation for renewal of services for Freegal Music.

Ms. Deulen said the library has had Freegal Music for six or seven years. The renewal to continue the subscription for 2018 will cost \$29,000. Freegal includes streaming and downloadable music that customers may keep on their own device. In 2017, Freegal had 76,203 circulations, including both streaming and downloads, which works out to about 38¢ per circulation. Customers may download up to five songs per week.

Ms. Martinez suggested the service be marketed to students at CSU-Pueblo, and Ms. Deulen agreed it is a great deal for customers. Mr. Walker said he uses Freegal personally quite a bit. It offers about 13 million recordings and is a great resource with all sorts of genres. Ms. Gairaud asked how to find it, and Ms. Deulen said it is on the library's website but could also be accessed through the App Store on a cell phone.

Ms. Martinez said Freegal Music should be added to the January meeting agenda.

D. Rawlings Library Siding Repair

Ms. Martinez said the Rawlings Library sustained significant roofing and siding damage during a severe storm on March 23-24. The roofing repair was completed some time ago. A bidding process for siding repair work had been completed, and Alan Rocco, Facilities Superintendent, would present a report and recommendations.

Mr. Rocco said Pueblo had a bad storm in March, and the copper panels are the last items to be repaired. The copper panels were blown off the building into the street, and Mr. Rocco displayed photographs showing missing panels and some that are loose and damaged. The panels are very heavy and treacherous. They received a bid earlier in the year for \$20,000 that was then changed to \$160,000, and they had to rebid the project and received three good bids. Insurance will reimburse the cost of repair.

Mr. Rocco said the recommendation is to pay Colorado Front Range Roofing \$27,895 to repair the copper siding. Mr. Walker added that the cost requires Board approval because it exceeds \$25,000.

Ms. Garcia asked if it is a local company, and Mr. Rocco indicated the company is local. Mr. Walker said the library has used Colorado Front Range Roofing for other library repairs and has had good experience with them. Mr. Walker added that this is specialized work so there are not a lot of contractors available who will do this.

Ms. Martinez asked if the new panels will match the other panels or if it will take time to weather. Mr. Rocco responded the new panels will be very close, and the copper patina is part of what drives up the cost.

Ms. Martinez said the Rawlings Library Siding Repair should be added to the January meeting agenda.

E. Rawlings Library Painting

Ms. Martinez invited Alan Rocco, Facilities Superintendent, to present a report and recommendations for a change order for the Rawlings Library painting work.

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Mr. Rocco said painting for the metal framework was put out for bid in March, but the contractor was in the hospital and could not do it, and the library wound up having to send it out for bid again. A \$24,480 bid for the work was accepted, but the contract had a clause allowing additional costs if the project was delayed due to weather which resulted in an extra \$1,427 in December.

Mr. Walker explained the initial bid was under \$25,000, but the added cost brought the total project cost to \$25,907, which requires Board approval. Because the additional cost pushed the total over, it would be appropriate to ask the Board to approve the full price for the work. Mr. Walker added the cost was budgeted, and most of the contract price was paid in 2017. Ms. Baca said the remaining cost will also be charged to the 2017 budget.

Mr. Quintana noted this could have been done in two administrative approvals, and he appreciates the full cost being brought to the Board in this manner. It was agreed the Rawlings Library Painting cost should be added to the January meeting agenda.

F. AMH Maintenance and Support

Ms. Martinez 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 recalled that in 2013 the library entered into a contract with RFID Library Solutions to provide AMH equipment which was installed at four libraries, and this is the sixth year of the contract renewal for the support and maintenance agreement which was for five years beyond the first year. This will be the last year under that initial agreement. Mr. Walker said the equipment runs fine 99% of the time. The library has an arrangement when library staff do some of the repairs, the library bills the cost back to RFID Library Solutions.

Mr. Walker said his recommendation is that the Board of Trustees approve this invoice, and the Board agreed AMH Maintenance and Support should be added to the January meeting agenda.

G. Banking

Ms. Martinez said Sherri Baca, Chief Financial Officer, would present an update report and recommendations regarding PCCLD banking services.

Ms. Baca distributed a spreadsheet as she commented on the importance of banking services to the library as it manages its funds. Ms. Baca said the information provided a numerical analysis of how banking services were selected. In 2011, the library moved its banking from Vectra Bank to Wells Fargo. This year, the library issued an RFP (Request for Proposal), and representatives from seven or eight banks attended the pre-proposal conference. Five banks presented a proposal. Ms. Baca reviewed the initial scoring and explained how each proposal was ranked by three staff reviewers, which narrowed to three banks ranking in the top tier. Interviews were scheduled with representatives from the top two finalists, Bank of the San Juans and US Bank, and each were also asked to provide online demonstrations. Ms. Baca concluded that the recommendation is for the library to move its banking services from Wells Fargo to the Bank of the San Juans. Ms. Baca added that Pueblo School District 70 uses Bank of the San Juans, and she spoke with District 70's Finance Manager who had glowing reports. Ms. Baca said Bank of the San Juans has a very simple fee schedule, and she described requirements with Wells Fargo not required by Bank of the San Juans which would allow the library to keep more money in interest-bearing accounts a little longer. Ms. Baca acknowledged the library would be moving from a large national bank to a local regional bank, but reviewers were impressed with their online receipts and al a carte services, and she hopes to be able to cut about \$10,000 from the budget in banking services.

Ms. Baca added that the Pueblo Library Foundation also agreed to move to the bank approved by the Library Board of Trustees.

Dr. Mancha asked about the numerical ranking, and Ms. Baca said the deciding factor was the simple no cost fee structure offered by Bank of the San Juans. Ms. Baca added that the library

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asked for a three-year guarantee, and they were willing to guarantee the no fee structure for three years.

Mr. Quintana asked how the committee evaluated financial risk. Ms. Baca said she went on the FDIC website to review the return on assets, return on equity, and efficiency ratios.

Mr. Walker said the Board would be asked to approve this new bank, and as accounts are set up, there may be requirements to have the Board President sign banking documents. Ms. Baca said it will require a Corporate Authorization Resolution that will be provided at the Board meeting.

The Board agreed the transfer of banking services should be added to the January meeting agenda.

H. Security

Ms. Martinez said Sara Rose, Chief Operating Officer, would present an update report and recommendations regarding PCCLD security services.

Ms. Rose provided a presentation and reviewed the RFP process for security services with proposals from TNT, Soldier Security, DC Private & Investigative Security Services, and G4S. TNT is the library's current security provider. The RFP committee held discussions and had additional interviews with representatives from the top two proposals. The committee also started investigating other organizations that have internal security services including David Glen, Security Manager with Pikes Peak Library District, Denver Public Library, and Amanda Cesar of Pueblo Parks & Recreation where they employ Park Rangers. Committee members also spoke with Troy Davenport, Pueblo Chief of Police, and Public Service Managers.

In the interviews on internal security systems, the committee started to hear the same theme. Libraries require a little different security than other businesses or government agencies, and there is some benefit in customizing it so security guards become part of the library's work culture and are trained for library security. Pikes Peak Library reported less loafing on the job, preferred the ability to hand select and train staff to determine the level of commitment to the library and to make sure they understand the library's code of conduct. Security staff are trained to be proactive customer service agents who are aware of the environment, they better utilize their time, and there is better monitoring of performance. Staff schedules can be planned to respond to other libraries, but the biggest benefit is the level of engagement as security guards become part of the library team rather than contract workers.

Parks & Recreation started hiring Park Rangers two years ago, and everyone reported they have not had issues with turnover. Parks & Recreation was able to train employees on de-escalation techniques for better control of the parks. The employees were hand selected, specially trained, with a higher level of engagement. Most have backgrounds in law enforcement.

Ms. Rose reviewed the TNT Security Contract with 39 hours a week at Rawlings, 500 hours of contingency as needed for various events, and limited hours at Barkman, Lucero and Pueblo West. There is additional courier service to move cash between locations. The library did some restructuring to implement a Security Coordinator role currently under contract to TNT.

Ms. Rose then reviewed a potential In-House Security plan which showed some cost savings. Other considerations were a one-time expense for shirts of about \$3,000, and the CFO discussed liability issues. Guards would be unarmed. Workers compensation would result in very little change with positions operating under general library duties. Ms. Rose has been working on job descriptions using examples from Pikes Peak Library. This was discussed with Public Service Managers, who felt it would be a good change for the library to make. Ms. Rose concluded with the recommendation to move forward with an in-house security solution.

There was lengthy discussion of the estimates for start-up costs, adequacy of \$13 per hour for staff with law enforcement background, training costs and whether benefit costs such as PERA had been included. Ms. Baca agreed benefits would make the numbers higher, but training would be an operating line item. Ms. Rose noted that there is one full-time person in this design.

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Ms. Garcia shared her experience with the School District in which they anticipated lower costs from bringing in bus drivers but ended up outsourcing again, and as the years go by the cost would rise. Ms. Rose noted that the TNT contract costs regularly increase, so she would expect a similar increase over time.

Ms. Martinez can see the advantages in security being part of the library culture, and there was additional discussion of the advantages of security also being able to fulfill a customer service role and develop rapport with library customers.

Mr. Walker said the current contract with TNT expires at the end of January. About a month ago it developed there would be benefits for security staff to be library employees. Fourteen years ago, the library only had security about 36 hours per week, which has now increased to about 115 hours, and security guards are on duty most of the time, so it has changed. Mr. Walker said the addition of a Security Coordinator gave them an idea of how having someone in on a regular basis could work, and he believes the library will be able to establish a closer relationship with Pueblo Police than possible through a security service. Budgetarily, he expects it would be about the same cost. The numbers shown were the costs to renew the contract with TNT. Mr. Walker agreed to bring in more detail on the budget.

Mr. Walker plans to talk with the current security provider to discuss a transition process and continue to engage them on an hourly rate. Mr. Walker expects it will take about four months to recruit, hire and train security staff.

Dr. Mancha asked how the library plans to evaluate the success of this change, and there was discussion of examples of managers' frustration with rotation and lack of commitment from security guards, and although the library tracks incidents, it may not reflect the success of the change. There was additional discussion of security needs at Lucero, tracking police citations from the Municipal Court, and whether there may be cost savings.

Mr. Walker pointed out that if this does not work, it will be changed. As security staff are hired, they could be informed of the importance of making sure it does work as well.

Ms. Rose concluded that cost savings was not the motivator but engagement and evaluation. One of the benefits she heard was the ability to work as a team with library staff and facilitating that kind of momentum.

Mr. Quintana does not hear any Board member who is not willing to support this going forward. There are some questions and numbers needed before final approval, and the Board has given direction. This has been a tremendous amount of work to put this together, and the Board will appreciate staff bringing more clarity in the final proposal.

I. 2018 Property Disposal Request

Ms. Martinez said there would be a report and recommendations for disposal of surplus PCCLD assets.

Mr. Walker referred to the Property Disposal Request provided in the Board packet. This comes up annually for the disposal of books, and as materials are weeded from the collection, those are donated to the Friends of the Library for the book store, other nonprofit organizations, or recycled for disposal. The Board is asked to approve this on an annual basis.

In addition, the 2000 Mazda van has reached the end of its useful life and has been budgeted for replacement in 2018. There are four microfilm reader/printers that have also reached the end of useful life, with one being salvaged for parts, and are scheduled for replacement in 2018. The library has been transitioning to Canon equipment, and two were replaced at the end of the 2017 budget year. The Bessemer Historical Society might be interested in one, but if they cannot use one, the microfilm reader/printers may be disposed of at a public sale or recycled.

Mr. Walker said he would like to ask the Board to take action to approve the disposal of these items.

Ms. Gairaud asked if the Mazda van would have the library's logo removed prior to sale. Mr. Walker said the Mazda van has a sign that will be removed.

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It was agreed the 2018 Property Disposal Request should be added to the January Board meeting agenda.

J. Pueblo Library Foundation Board of Directors

Ms. Martinez said a recommendation for appointment to the Pueblo Library Foundation Board of Directors would be presented for discussion.

Mr. Walker reminded the Trustees that the Pueblo Library Foundation is a private nonprofit corporation to raise money that will ultimately benefit the library. The Foundation helped raise money for the new libraries and has been working on building an investment fund. The members on the Pueblo Library Foundation Board include representatives from the Board of Trustees and from the Friends of the Library. Dustin Hodge is currently serving on the Pueblo Library Foundation Board as one representative of the Friends of the Library. The Friends of the Library recommended Jessi Ones as an additional representative to the Pueblo Library Foundation. Mr. Walker reviewed Jessi Ones' background and commented on her dedication to the library. The Pueblo Library Foundation has endorsed her appointment.

It was agreed that the appointment of Jessi Ones to the Pueblo Library Foundation Board of Directors would be added to the January Board meeting agenda.

K. Routine Items for January 25, 2018 Regular Board of Trustees Meeting

1. Election of Officers

Ms. Martinez 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."

Mr. Quintana led a discussion measuring interest in serving as President or Vice President of the Library Board of Trustees. Ms. Martinez indicated a willingness to serve as President, and her name will be placed into nomination.

Mr. Stuart explained for Ms. Garcia's benefit that there is a tradition of the President serving two one-year terms with the Vice President moving into the President's role after those terms are completed; however, the resignation of the President this year changed that custom.

There was discussion to determine interest from Board members in filling the office of Vice President. Mr. Quintana said he would be willing to step down into the Vice President's role if there is no other interest. Both Mr. Stuart and Dr. Mancha supported Mr. Quintana's continuation as Vice President. Ms. Bregar indicated her role as the Board's representative on the Pueblo Urban Renewal Authority (PURA) consumes a great deal of her time. Ms. Gairaud did not feel that she could serve with her full-time employment and recent election as President for the Pueblo Library Foundation Board. Ms. Garcia said she was delighted the library has a seat on PURA, but her time was limited as she serves as Chair of the Latino Chamber of Commerce.

The Board will accept nominations prior to the election at the January 25 Board meeting.

2. Selection of 2018 Board Meeting Dates, Times and Locations

Ms. Martinez said the Bylaws provide that "The date, hour and location of the meetings shall be set by the Board at its annual meeting." The Library Board will be asked to establish the dates, times and locations for the 2017 regular Board meetings and work sessions.

Mr. Walker said the Trustees have reviewed these dates, and it will be important for the Board to take action to approve the dates; however, the Board can make changes later as needed. Ms. Gairaud verified the dates had not been changed since it was last discussed. The Board agreed this would be added to the January meeting agenda.

3. Posting 2018 PCCLD Board of Trustees Meeting Notice

Ms. Martinez said the Trustees adopted a resolution in 2013 establishing the Rawlings Library community bulletin board as the location for posting all public meeting notices of the PCCLD Board of Trustees. The Board annually designates the community bulletin board at the

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Rawlings Library as the official location for posting all public meeting notices for the PCCLD Board of Trustees for calendar year 2018, that all regular and special meeting notices will be posted at least 24 hours prior to scheduled meetings, and designate the Executive Director as the Board's representative to answer all questions about all postings.

Mr. Walker said this was an action that was crafted with legal guidance several years ago. The Board agreed it should be added to the January meeting agenda.

4. Affirmation of Ethics Statement

Ms. Martinez said the Trustees approved a revised Ethics Statement and suggested all Board members formally agree to the statement annually. Ms. Martinez asked all Trustees to read and sign the Affirmation of Ethics Statement for Public Library Trustees and return it to the Board Secretary. No further action is required.

5. Committee Appointments

Ms. Martinez said the Board annually reviews Committee Appointments at the annual meeting.

Mr. Quintana indicated the Board of Trustees have three standing committees, and he asked if those serving may be willing to serve again or if anyone is interested in serving on another committee. The time commitment is usually very minor. Mr. Quintana said the Board Development Committee has been the most active.

Mr. Walker pointed out the Legislative and Government Committee might become more important this year with developments regarding the Gallagher Amendment and with recommended changes to PERA affecting the library. This might involve some internal discussions and some lobbying at the State level. Ms. Garcia indicated that she would be interested in serving on the Legislative and Government Committee. Mr. Walker indicated the library does not employ a lobbyist, but CAL (Colorado Association of Libraries) has a Legislative Committee and lobbyist, and the SDA (Special Districts Association) employs a lobbyist. Mr. Stuart suggested Ms. Garcia be added to both of those organization's email lists so she receives regular updates.

Ms. Martinez, as President, will be appointing Trustees to a committee, although no formal action is required. *(Ms. Garcia left at this point)*

Ms. Gairaud indicated a willingness to continue to serve on the Board Development Committee.

Ms. Bregar offered to serve on the Audit Committee, and Mr. Walker pointed out the Audit Committee would be involved in the RFP (Request for Proposal) and selection process for an audit services in 2018.

L. Staff Recognition Event

Ms. Martinez said the Board of Trustees would discuss attending the PCCLD Staff Development Day scheduled on Monday, February 19 at the Rawlings Library for the purpose of recognizing staff anniversaries, promotions and new employees.

Mr. Walker provided a draft script for Board members that is still incomplete but will be similar to the one used at the October event. The event will start at 8:00 a.m. Those planning to attend are: Ms. Bregar, Ms. Gairaud, Mr. Stuart, Dr. Mancha, Ms. Martinez, and Mr. Quintana.

M. Executive Director Evaluation

Ms. Martinez said the Board of Trustees would discuss the Executive Director's evaluation. Ms. Rose provided the overall summary report and distributed additional material for the Board's review. After a brief review, Board members agreed that all materials distributed should be returned at the next meeting due to the sensitive nature of personnel records.

Mr. Quintana and Ms. Martinez had an opportunity to discuss the review with Mr. Walker before it was presented. The Executive Director's Evaluation will be formalized at the January 25 Board meeting.

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IV. ADJOURNMENT

Ms. Martinez reminded Trustees that the Regular Board meeting would be held on Thursday, January 25 at 5:30 p.m. at the Rawlings Library.

There being no further discussion, the Work Session adjourned at 5:11 p.m.

Respectfully submitted,

Jane Carlsen
Secretary

DRAFT