

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

July 14, 2015

## I. CALL TO ORDER AND ROLL CALL

Ms. Pickman, Vice President, called the meeting to order at 3:02 p.m. in the Ryals Room on the 4<sup>th</sup> floor of the Rawlings Library.

Board Members Present: Donna Pickman, Vice President; Philip Mancha; Roy Miltner; Jim Stuart

Board Member Absent: Fredrick Quintana, President; Marlene Bregar; Lyndell Gairaud

Attorney Present: Nicholas Gradisar

Guest Speaker: Ray Kogovsek

Staff Present: Jon Walker, Executive Director; Abby Koehler, Strategic Planner; Sara Rose, Chief Operating Officer; others not recorded

## II. CORRECTIONS OR MODIFICATIONS TO THE AGENDA

Mr. Walker recommended moving discussion items, Strategic Plan to item A and Lobbyist to item B because Mr. Kogovsek had been delayed.

## III. DISCUSSION ITEMS

### A. Strategic Plan

Ms. Pickman said an update report on the first draft of PCCLD's current strategic planning efforts would be presented. Work has been underway for a number of months on a new strategic plan for the library district, including the gathering of data and information via focus groups, input from stakeholders, community surveys and data analysis, institutional financial forecast and study of PCCLD operations in light of current public library industry standards and trends.

Mr. Walker said Abby Koehler had been facilitating the strategic planning process since September of last year, and she would provide an overview of the progress at this point. Ms. Koehler distributed a draft Strategic Plan with the working title, "Curating Connections." This is the current iteration in a series of drafts the library has been working on for several weeks. Nearly every month, Ms. Koehler has reported on the progress made along the way, and she hopes the Board feels confident with the draft plan, although she expects the document will continue to be refined and revised, and she encouraged Board members to provide their recommendations.

Ms. Koehler referred to the Executive Summary which identify six major themes: Create Young Readers; Strengthen Community Partnerships; Serve the Whole Family; Bridge the Digital Divide; Data-Driven Planning; and Lifelong Learning Begins with Staff. Ms. Koehler said these themes are very broad, and the remainder of the document goes into depth, and she proceeded to highlight each of the areas of strategic focus. *(Mr. Miltner arrived during this discussion.)*

**Create Young Readers:** Ms. Koehler discussed SPELL (Supporting Parents in Early Literacy through Libraries) which was a grant-funded project the library would like to continue. EPIC (Executives Partnering to Invest in Children) strives to have children kindergarten ready. Pueblo Library was selected as part of a White House initiative to get library cards into the hands of every child in school. The library heard from each focus group, surveys and staff that this should be the library's top priority.

**Strengthen Community Partnerships:** The library recognizes the power of community partnerships and hopes to establish more formal relationships. This might include issuing organizational library cards to help organizations have access to library resources. The library will create opportunities for partner organizations to come back to let the library know what its needs are. This came up during the Board retreat, and the library would like to gather those organizations to further strengthen community ties and outreach as well as get their feedback so they can make better use of the library.

## WORK SESSION MINUTES

July 14, 2015 — 2 of 5

**Serve the Whole Family:** There are a number of family literacy programs that could be of great benefit such as family storytimes, and the library recognizes that literacy in children improves when they have literate parents. The library can contribute to make sure adults also have the tools of literacy so they can make a greater impact on their children.

Mr. Miltner asked about the initiative to distribute 4,000 books to the community, and Mr. Walker said this is an initiative of EPIC. The library participated in helping collect books, and a number of service organizations will be helping to distribute those books.

Ms. Koehler said part of the initiative will include considering barriers to family literacy. For example, if a child is hungry, it becomes difficult to read a book, and the library has cooperated with Care and Share to provide food during the summer at Books in the Park. Other examples are child care and extended family caregivers, and the library understands that health, education and economics are all related.

**Bridge the Digital Divide:** Ms. Koehler said the library has done a lot by increasing the number of public access computers, and the Lucero Library's computer use shows the demand for technology and for free and open access to the Internet. By identifying where wireless technology is not available, the library can identify opportunities to provide access where it is so desperately needed. The availability of Maker Spaces has become very popular in the Pueblo community. The library's Maker Space provides space where people can learn by doing, and lifelong learning is changing as technology grows. Maker spaces allow people to explore and learn, and the library wants to continue to provide that support. Another aspect is to provide the library's special collections online. The library has a unique collection, and the library is committed to making those resources available online to expand access while continuing its preservation efforts.

**Data-Driven Planning:** Ms. Koehler said the library will use statistics to plan where library services and programming should be focused. Several areas of growth were identified including the west side of Pueblo and the Eagleridge community where there is an expected increase in children aged 0-9. She also noted that a formal marketing plan could benefit the library in addition to formalizing partnerships. The library plans to conduct an annual survey to regularly collect community feedback. During the strategic planning survey, it was difficult to analyze the results because there was not a series of surveys to compare. This may include periodic surveys on particular topics such as computer use, programming or family literacy. Part of this initiative will include creating a central data depository to make the data gathered easier for decision-makers to access. This will include creating benchmarks for accountability, measuring performance against key results to provide ways for each department and employee to identify their contributions to the success of the library.

**Lifelong Learning Begins with Staff:** Ms. Koehler said the library needs to consider the satisfaction and retention of high caliber staff. The library has some star employees driving the library forward. Efforts include the career pathing program to support employees interested in pursuing further education which also helps the library grow its own librarians. This could also include an internal pursuit of knowledge campaign. The library recognizes that staff model lifelong learning for the public.

Ms. Koehler concluded that these were the six overall themes gathered and opened the floor to discussion.

Dr. Mancha asked about the next steps. Ms. Koehler said the document will continue to be revised and refined for clarity, layout and design. Mr. Walker said the Board is asked to provide feedback, and the document will also be shared with stakeholders for additional feedback. By next Thursday, the Board will be provided a revised version of the document, but he does not expect the document to be ready for Board approval before the August meeting. Ms. Koehler will be leaving Pueblo at the end of July, and it may be possible for her to continue her work from a distance.

Ms. Pickman commented Ms. Koehler had done a great job, and the Board will miss her very much.

Dr. Mancha asked if the Board's feedback is needed prior to the July Board meeting, and Mr. Walker responded that Board comments are welcome either before or after, and there will be plenty of opportunities to incorporate feedback as they continue to spruce up the document.

## WORK SESSION MINUTES

July 14, 2015 — 3 of 5

### **B. Lobbyist**

Ms. Pickman said the Trustees would discuss with Mr. Ray Kogovsek lobbying and lobbyists at the state legislature.

Mr. Kogovsek thanked Mr. Gradisar for inviting him. He touched briefly on federal lobbying and presented a large book listing Washington representatives with their clients and areas of legislative and regulatory concern. There is a list of all the organizations that have a lobbyist in Washington, DC. He commented that unions spend a tremendous amount of money on lobbyists. Chambers of Commerce give about 85% to Republicans, and unions give about 85% to Democrats.

Mr. Kogovsek said a lot of voters in this country thought it would be a good idea to limit terms, and it sounds like a good idea; however, he is opposed and explained it would result in the lobbyists running congress. There is nothing harder for a new congressman than to try to catch up. We are turning more legislators out, and people don't realize that about one-third changes every election year. There is a lot of money being spent, and at some point people are going to have to get money out of congress, and a lot of money is funneled to congressmen through lobbyists.

Mr. Kogovsek then turned the discussion to state lobbying, and he understands the Board is not necessarily looking for a lobbyist at this time. If the Board were looking for a lobbyist, Mr. Kogovsek advised finding one that has been around for a number of years and has been doing a good job because they know the legislators. Mr. Kogovsek said some lobbyists work for free because they believe in the organization, but lobbyists can make \$300,000 to \$400,000 a year. There are good and bad lobbyists. Some lobbying is done by the amount of money they can give a state legislator. Once the session starts, legislators cannot take money. The money given to a state legislator is limited to \$400 a year so you cannot "buy" a legislator for \$400. There are lobbyists with specific areas of knowledge, e.g., attorneys for the Bar Association or doctors for the American Medical Association. In the state legislature there are over 200 lobbyists; there are over 10,000 lobbyists in Washington, DC.

Mr. Kogovsek said he has been lobbied and he has been a lobbyist. Legislators who are pro-labor do not mind accepting money from a union because that has been their position anyway. The dichotomy that goes on is for re-election. Legislators are approached by lobbyists offering to support their re-election for a positive vote on the president's budget which might not be a good budget for labor. Legislators go with the group that got them there. Pueblo has good state legislators representing us.

Mr. Kogovsek addressed why lobbyists are needed, and there are 100-150 organizations asking the same thing. There are so many issues in the legislature, a lobbyist is watching the legislation that can impact your organization. A piece of legislation that will hurt or help an organization can come up, and state legislators have very little staff. State legislators at one time had no staff, but now have only one or two staff who can help them, and that is where lobbyists come in. A lobbyist can keep an eye out for legislation affecting your organization so the lobbyist has to be there every day because things can happen fast. Lobbyists are very important to the organizations that hire them, and legislators cannot do it all in a state with a small population.

Mr. Walker said the library has been watching a specific piece of legislation. The way he thought it worked is you have a lobbyist to represent your interest. The library is represented by CAL (Colorado Association of Libraries) and the SDA (Special Districts Association) and pays membership fees to both of those organizations which they use for several purposes, one of which is lobbying; however, they do not specifically represent the Pueblo Library. Mr. Walker asked if it is possible to have a lobbyist follow a specific piece of legislation. Mr. Kogovsek said it would have been helpful if you had a lobbyist.

Ms. Pickman asked if you pay lobbyists to keep them at your beck and call. Mr. Kogovsek said the low end cost is about \$30,000 for the session. Someone who has been a lobbyist for a long time will be able to ask for more and will do a better job.

Mr. Stuart said his experience has been that even though you hire someone who also represents other organizations, you have to become the squeaky wheel. Mr. Kogovsek said you do not want a lobbyist with too many clients, and sometimes a conflict of interest will come up. A good lobbyist will alert you to the conflict, and it is important to get a lobbyist that is honest and truthful.

## WORK SESSION MINUTES

July 14, 2015 — 4 of 5

Mr. Stuart said it would be important to find someone on the same level as you are. Mr. Kogovsek said there are people like that, and he could direct you to those people who do not have too many clients and could represent you.

Dr. Mancha said the problem he has is knowing there is an issue going on that the library needs to pay attention to, and he was not satisfied that CAL was keeping us as informed as we needed to be. Dr. Mancha was concerned about issues that could affect the library although it may not necessarily have a library label, such as tax issues or regulatory issues. He said his sense is that it might be better to have someone on retainer to keep us informed. Mr. Kogovsek said a good lobbyist can do this. CAL probably has a lobbyist, but other associations will also have lobbyists, so if there is an issue, lobbyists can go to different people.

Mr. Kogovsek said lobbying is all about counting votes, and it is easier to kill a bill than it is to pass one. It takes a tremendous effort to support a piece of legislation.

Dr. Mancha said we also had the experience of having a lobbyist lobby the governor, not necessarily to our advantage. Mr. Kogovsek said it is good to have a lobbyist with a good relationship with the governor's top people. A good lobbyist will make sure that if something passes, the governor will sign it (or veto it). That is where money comes in. The gift limit is higher for the governor, and it might have an effect on the decision the governor will make.

Mr. Walker asked if it costs \$30,000 for a legislative session, would it be the same thing with a retainer. Mr. Kogovsek said it would cover travel and expenditures, and you would not want them coming back for more.

Mr. Gradisar asked how important is it for the Board to be involved, and at what stage. Mr. Kogovsek said the Board should be involved with local legislators when they are at home; for example, set up a meeting to meet with the chairman of a committee. Your willingness to drive up to Denver to meet for 15 minutes makes a point. There are other ways, but he suggested staying in constant touch, and asking them if there is anything you can do as a Board to make their work easier.

Mr. Kogovsek closed by saying he appreciated the opportunity to be here and said he needs to get more involved. Ms. Pickman thanked Mr. Kogovsek for his presentation.

### **C. PCCLD Board Vacancy**

Ms. Pickman said Mr. Miltner's five-year term as a member of the PCCLD Board of Trustees is scheduled to conclude December 31, 2015. According to PCCLD bylaws: "The term of office shall be five years. There shall be no limit to the number of terms a Trustee can serve on the Board. Six months prior to the completion of a trustee term, the President of the Board shall notify appropriate County and City officials of the approaching vacancy and request that they begin the process necessary for filling the vacancy in a manner by which trustees are regularly chosen so as to minimize the impact of the vacancy on the work of the Board."

Mr. Miltner indicated that he does not plan to seek another term, and Mr. Walker thanked him for his years of service and recalled that he was among the first people who welcomed him to Pueblo. Mr. Walker expressed hope that Mr. Miltner would continue his volunteer work at the library and with the Friends after his term expires.

Mr. Walker said the Board may want to discuss this and reviewed the selection process.

There was discussion of past efforts to recruit applicants and target specific skills or demographics needed on the Board. For example, Ms. Pickman represented the Colorado City community and also had financial expertise. During the interview process, representatives from the library have been asked to provide input, although the City Council and County Commissioners are tasked with the ultimate decision. Mr. Walker suggested the Board may want to add this to the August Work Session. *(Mr. Miltner left during this portion of the discussion.)*

### **D. ALA Conference Reports**

Ms. Pickman said four Board members attended the ALA Conference in San Francisco in June. Since all the Board members who remained at the meeting at this point had attended the conference, it was

## WORK SESSION MINUTES

July 14, 2015 — 5 of 5

decided to move the reports to the July Board Meeting agenda so the information is shared with Board members who had not attended.

### **E. EXECUTIVE SESSION**

Ms. Pickman said the Trustees would enter into Executive Session for the purpose of receiving legal advice pursuant to C.R.S. 24-6-402(4)(b).

The audience was excused at 4:26 p.m. upon Motion made by Dr. Mancha, seconded by Mr. Stuart.

The Board reconvened in public at 4:44 p.m. Mr. Gradisar certified that during the Executive Session all content was attorney-client privileged information and not recorded for that reason.

### **IV. ADJOURNMENT**

Ms. Pickman reminded Trustees that the Regular Board meeting will be held at the Rawlings Library beginning at 5:30 p.m. on Thursday, July 23. There will be an Employee Recognition Event held immediately prior to the meeting at 5:00 p.m.

There being no further discussion, the Work Session adjourned at 4:45 p.m.

Respectfully submitted,

Jane Carlsen  
Secretary

DRAFT