

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

**November 13, 2014**

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

Prior to the meeting, Mr. Walker distributed a KOAA news item showing the ribbon cutting for the Greenhorn Valley Library. 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; Fredrick Quintana, Vice President; Lyndell Gairaud; Philip Mancha; Roy Miltner; Jim Stuart

Board Members Absent: Donna Pickman

Attorney Present: Nicholas Gradisar

Staff Present: Jon Walker, Executive Director; Chris Brogan, Chief Financial Officer; Michael Cox, Public Services Director; others not recorded

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

Mr. Stuart requested the addition of a new Item G to discuss adding a regular agenda item for the Board to make comments. The Executive Session will be moved to Item H.

**III. DISCUSSION ITEMS**

**A. Proposed Annual Plan and Budget for Fiscal Year 2015**

Ms. Bregar said an update on the proposed 2015 Annual Plan and Budget would be presented.

Ms. Brogan distributed the updated Fund Balance Summary and 10-Year Financial Projections. Ms. Brogan said after going through everything since the last report, it looks like the budget will be about \$7,000 better which she attributed to an LSTA grant and an improved Workers Compensation experience rating which resulted in a 60% rate decrease.

In reviewing the Fund Balance Summary, Ms. Brogan said the areas highlighted in green represent the General Fund, and the estimate is now about \$100,000 more than previously reported. The area shown in blue is the Capital Project Fund balance, and it is about \$80,000 better. Ms. Brogan said one reason for the change is that InfoZone Theatre improvements have been moved to next year. The area highlighted in yellow represents the annual use of reserve funds which had been estimated at \$682,000 and has been reduced to only \$549,877.

Referring to the 10-Year Financial Projection, Ms. Brogan noted that the yellow line showing the unrestricted fund balance as a percentage of operating expense only drops below the required 20% one year, and she is confident that can be corrected as the date nears.

Ms. Brogan will provide a complete budget report at the Budget Hearing during the November 20 Board meeting.

Mr. Stuart said the Board appreciates the good news.

Mr. Walker said the Annual Plan had been presented, and there have been some minor modifications. The focus of the Annual Plan is to adjust successfully to the library district's new size.

Dr. Mancha asked if the Annual Plan is marketed to the community to inform people of the library's plans. Mr. Walker responded that the Annual Plan is available for the public to review on the library's website, and specific portions of the plan, such as the Idea Factory or the recent library opening, are promoted as they become available to the public. It was suggested that the Friends of the Library newsletter would be a better place to market to library stakeholders than the public at large. There was additional discussion of recent efforts to include the Friends and Foundation in

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planning sessions, concern that objectives not accomplished could be met with disappointment, and the general preference was to continue to promote accomplishments as they occur

Mr. Walker said the Board of Trustees are entrusted with the long-range views of what is planned, which may begin as abstract concepts. As the library starts the Strategic Plan, the public will be called upon to participate through forums and surveys.

Dr. Mancha said it could be helpful in planning and could help shape what the library is doing in a way that is acceptable to the public.

### **B. 3<sup>rd</sup> Quarter Update to 2014 Annual Plan**

Ms. Bregar said a year-to-date review of the annual plan progress would be provided for discussion.

Mr. Walker said he will distribute the 3<sup>rd</sup> Quarter Update to the 2014 Annual Plan at the meeting next week for the Board's review, but with very few exceptions, the library is making great progress on every objective in the plan.

The major visible objective this year was three new libraries, but there are a lot of others that were tied into those like reallocating staff to the new libraries, and those transfers are now reaching fruition. The new libraries also led to changes to Outreach Services, and most of those have now been completed. Two satellites remain open, Books in the Park was transferred to Youth Services, Homebound services were transferred to Reference & Readers Advisory. Books a la Cart, which is a mini-bookmobile or community bookshelf program, is in the process of transitioning to the Lucero Library, and Diann Logie will manage that program. Mr. Walker said although all the components of Outreach Services have now been reassigned, the space it occupied will still be used to repurpose discarded children's books for the Books in the Park program. Activities at the Beulah Satellite will be combined with the Greenhorn Valley Library, and the Avondale Satellite will be combined with the Giodone Library.

Mr. Walker commented on changes to the library's compensation and performance management program, and Sara Rose will be providing a full overview to the Board. Mr. Walker explained that supervisors are in the midst of evaluating all staff now which will be tied to Pay-for-Performance and SMART goals, and he expects to see positive outcomes.

Ms. Gairaud recalled the annual review would be based on smaller reviews provided regularly so everyone knows what is going on, and she asked if it appeared to be working as expected. Mr. Walker said they call these "walks around the block," and those have become a more formal part of the evaluation process. Most supervisors have now established that habit, and Mr. Walker said as he does his evaluations he uses notes from his weekly meetings. Mr. Walker added that the library is using a software package that includes online performance management tools, and there is reporting available to provide that top-level view.

Mr. Miltner noted that the 2<sup>nd</sup> floor renovation was completed earlier this year, but it seems like a long time ago which included the Idea Factory. Mr. Walker said he expects to provide a full report to the Board in April which will be the one-year anniversary of the Idea Factory.

Mr. Walker noted that one item in the Annual Plan that will be delayed is the Strategic Plan. Mr. Walker said Abby Koehler will help coordinate the process which will involve an in-depth analysis of library resources, a good understanding of current trends in libraries, comparisons with peer libraries, community input from focus groups and surveys, and a review of Colorado Library and national library standards. Mr. Walker expects it will take 6-8 months, and he does not expect it to be complete until the 3<sup>rd</sup> Quarter of 2015.

Mr. Walker said he was proud of Teresa Valenti's efforts to improve work processes in Technical Services, and she had reported on that to the Board. The effort to streamline processing to make books available to the public sooner had been completed.

Mr. Walker also commented on modifications made to policies and procedures to get better use of materials, and Mr. Cox had reported on that work which included auto-renewals.

There are a couple of things to finish work on that may not be finalized by the end of the year, and one of those is the modification of meeting room use policies. The new library community meeting rooms were designed to facilitate after-hours use of the meeting rooms, but those policy changes are not finished.

A significant amount of money was provided by the Rawlings Foundation to upgrade the InfoZone Theater, and that work is not expected to be completed until 2015. The theater equipment is about ten years old now and needs to be updated.

Mr. Walker concluded that there are success stories to tell and two more libraries to open, but those are the highlights, and he will distribute the written document at the next meeting.

### **C. 2015 PCCLD Closings and Pay Periods**

Ms. Bregar said the Library Board had approved holiday time off for all employees as listed in the Employee Guidelines for January 1 (New Year's Day), January 19 (Martin Luther King Jr. Day), May 25 (Memorial Day), July 4 (Independence Day), September 7 (Labor Day), November 11 (Veterans' Day), November 26 (Thanksgiving Day), December 24 (Christmas Eve), and December 25 (Christmas Day). The Board is asked to consider the following additional customary closures for 2015: Presidents' Day, Monday, February 16, 2015 (All libraries closed for staff development day); Easter Sunday, April 5, 2015 (no holiday pay); Columbus Day, Monday, October 12, 2015 (All libraries closed for staff development day); Thanksgiving Day Eve at 6:00 p.m. (early closing), Wednesday, November 25, 2015; Sunday, December 20, and Sunday, December 27, 2015 (Sundays before Christmas and New Year holidays) (no holiday pay); New Year's Eve at 6:00 p.m. (early closing), Thursday, December 31, 2015. The Trustees will be asked to review and approve the Library closings scheduled in 2015 at the regular meeting on November 20.

Mr. Walker said the Board is annually asked to consider and approve the library closings. Several of the days are in the policy manual, and there are a handful of other closings that are recommended, and there are no significant changes to those customary closings. Mr. Walker pointed out that the closings on Presidents Day and Columbus Day are staff development days. Most public libraries only offer one day for training, but he finds it helpful in creating a sense of team and unity to have those twice a year.

Dr. Mancha raised the question of whether the staff time was included in the line item in the budget for training. Mr. Walker explained that staff salaries and training expenses are separate categories in the budget, and the standard is that staff time spent in training is not included as a training expense.

After additional discussion, it was agreed the staff training days are an investment that is successful for the library.

Ms. Bregar asked if the Board was also asked to approve pay periods, and Mr. Walker said it is not. The Board indicated that they were prepared to vote on the 2015 Library Closings at the next meeting.

### **D. Board Self-Assessment**

Ms. Bregar said in 2012, the Board Development Committee recommended that the Board of Trustees conduct an annual assessment of their work on the Board of Trustees. In 2014, the Board Development Committee reviewed the 2013 Board Assessment and recommended the addition of a comment section under each category and suggested creating a Board Assessment web form. Other recommendations from the 2013 Assessment were to establish written guidelines for each of the Board's committees, a plan to annually review a section of the policy manual, and to hold a workshop on Library Law, which was held June 3, 2014. The Board was asked to discuss the process of conducting another assessment.

There was a brief review of the Board's efforts to establish written guidelines for each of the Board's committees and plans to annually review a section of the policy manual, and Mr. Walker noted that in 2015, the Board will review employment policies.

The Board Secretary noted that the Web Editor had started to develop the web form for the Board Assessment earlier in the year. The Board requested that the Board Secretary send a link to the web form prior to the December 9 Work Session, when the Board will discuss the Assessment further.

### **E. CAL Conference Reports**

Ms. Bregar said Mr. Miltner, Ms. Pickman and she had attended the CAL Conference in Loveland, Colorado on October 16-18. Board members were asked to share information from the conference.

Mr. Miltner distributed a form provided during the workshop on *Developing a Culture of Reading Among Library Staff*. Mr. Miltner said the program encourages staff to read books, write reviews and place the reviews on the library's website. Awards are given to staff at the completion of the journey with the idea of getting staff involved in reading.

Mr. Miltner attended another workshop focusing on library firearm policies. Libraries may prohibit open-carry firearms in the library, but in any instance where library staff become aware of someone with a firearm, staff should not confront the person but should contact law enforcement. There was discussion of the recommendations made by the head of security at Denver Public Library and the importance of having clear procedures for staff to follow.

Mr. Miltner said he enjoyed a report from one of the library districts that has a sister-library program, and staff were given the opportunity to visit, exchange letters and share programs or special services, e.g., programs for immigrants.

There was another session describing collaboration using social media. Mr. Miltner noted that the Maker Space on exhibit seemed to jam all the time, but there were a variety of machines, and those were very popular. Overall, Mr. Miltner considered it one of the better CAL Conferences he had attended.

Ms. Bregar agreed, and was glad CAL went back to having smaller groups. Ms. Bregar attended Chris Brogan's session. Ms. Bregar said she shared information from Windsor Public Library with Susan Wolf about the things they were doing with adult programming. Ms. Bregar said the program included "Hooked on a Craft" which featured a craft project each month, and the speaker attributed the success of the program to using mostly volunteers, seeking input from those attending on what they would like to learn next, and offering the programs at the same time each week. Ms. Bregar was impressed with the variety of programming which included topics like, "How to self-service a lawn mower."

Ms. Bregar met a lady who mentors writers. One of her writers was there and told how she wrote a book about a little girl whose toes wiggled. The author talks to kids about becoming writers, and Ms. Bregar asked if she would go as far as Pueblo, and she responded that would go anywhere in Colorado. The author even gives books to kids who cannot afford them. Ms. Bregar passed the information to Janina Goodwin in Youth Services.

Ms. Bregar remarked about a vendor from Longmont that builds 3D printers, and the prices seemed fairly reasonable, which made her wonder what it would take to offer those at all the libraries. She attended some of the same sessions Mr. Miltner mentioned. Ms. Bregar commented on a presentation from a librarian with the Chattanooga Public Library who was quite flamboyant, and she was glad to have Jon Walker instead. Their library got in trouble when it was found there had been double billing for staff travel and as paid speakers, and the presenter was a little flippant about the matter. Chattanooga formed a nonprofit to provide Internet access, so the City of Chattanooga has free high-speed Internet, but it blacks out as soon as you leave city limits.

The other speakers addressed technology. Ms. Bregar commented on the amount of new technology, and it was interesting to see what others are doing.

### **F. 2014 Holiday Closures**

Ms. Bregar said a discussion would take place regarding 2014 end-of-year holiday closures.

Mr. Walker distributed the October Key Results and pointed out the graph shows that every goal except Visits had been exceeded after only ten months, and the goals had been record-setting targets. Mr. Walker said the library has had a remarkable year which included opening three new libraries; it had been an achievement-oriented year, and the numbers portray that.

Mr. Walker said his recommendation would be to recognize this achievement by awarding the employees with a day off, and he suggested an additional day near the holidays because those are low-use days.

Mr. Walker commented that the library opening had been delayed this morning due to snow, and when he arrived, there were people who wanted to come into the library. He understands how vitally important the library is to the community, but if there is ever a year to do that, this would be the year.

The Board discussed whether money or time off would be more appreciated, concerns about closing the library, and the significance of low-volume days. Mr. Walker pointed out the Board had awarded a 1% bonus a few years ago, this would be a one-time award, and discussed the difficulty for supervisors to provide coverage if a floating holiday were offered between now and the end of the year.

Mr. Walker said another suggestion might be to award employees an additional floating holiday (or personal day) in 2015. Employees currently receive three personal days which are treated like floating holidays, and the Board could award an additional floating holiday to be used in 2015 so the employee could choose the day to use it, and it is scheduled with the supervisor. He suggested the Board present it with a letter saying 2014 had been a remarkable year and the Board understands how much employees have contributed as reflected in the key results, and for that reason the Board wants to do something to reward every employee as a one-time award of an extra floating holiday in 2015.

There was additional discussion about the award being given to all employees in good standing, even those hired late in 2014. Dr. Mancha expressed concern that this would not show up in an employee's personnel evaluation as an institutional accomplishment, and Mr. Walker explained that Pay-for-Performance would recognize individual employees for distinctive service, but he sees this as an across-the-board award important for creating a sense of teamwork. Board members indicated preferences, and Mr. Walker said either time off or money would be appreciated. The discussion concluded with a preference for a floating holiday to be taken in 2015 with emphasis that it not set a precedent and a suggestion that the letter include an actual coupon that would be non-transferable.

The Board indicated this should be added to the November meeting agenda, and Ms. Bregar asked Mr. Walker to draft a letter from the Board.

#### **G. Board Comments**

Mr. Stuart said it dawned on him that he wanted to say something for staff at the ribbon-cutting, and there is not a place on the agenda for the Board members to make comments. He suggested the agenda include an opportunity for Board Comment. He suggested that perhaps the regular meeting would be more appropriate than Work Sessions which are less well attended. Mr. Stuart said it should not take much time, but it would give Board members an opportunity to share anything on their mind.

Mr. Quintana said he liked the idea and suggested it be added after the Reports and before Public Comment.

Mr. Miltner questioned whether it should be on the Work Session agenda instead, but it was agreed that when a comment requires additional discussion, it could be added to the next Work Session. There was additional discussion of how other agencies use comment periods.

Mr. Gradisar noted that the Bylaws need to be amended to reflect the change. Dr. Mancha suggested it could be added to next month's agenda, and the change to the Bylaws are simple enough not to require any further discussion.

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Mr. Walker said he will add a Board Comment section to the next meeting agenda and will also add the Bylaws change. Mr. Gradisar advised the Board Secretary to send a notice that the Bylaws change will be considered at the regular meeting on November 20.

**H. EXECUTIVE SESSION**

Ms. Bregar said the Trustees will enter into executive session for the purpose of determining positions and development strategy for negotiations and instructing negotiators, pursuant to C.R.S. 24-6-402(4)(e).

The audience was excused at 4:50 p.m. upon motion made by Ms. Gairaud, seconded by Mr. Stuart.

The Board reconvened in public at 5:18 p.m. upon motion made by Mr. Quintana, seconded by Ms. Gairaud.

Mr. Gradisar certified that the discussions held during the executive session were matters subject to attorney-client privilege.

**IV. ADJOURNMENT**

Prior to adjournment, Ms. Bregar reminded Trustees that the Regular Board meeting will be held beginning at 5:30 p.m. on Thursday, November 20, at the Rawlings Library and the Public Hearing on the Proposed Budget.

There being no further discussion, the Work Session adjourned at 5:19 p.m.

Respectfully submitted,

Jane Carlsen  
Secretary