

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

November 15, 2016

I. CALL TO ORDER AND ROLL CALL

Mr. Quintana, Vice President, called the meeting to order at 3:02 p.m. in the Ryals Room on the 4th floor of the Rawlings Library.

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

Board Members Absent: Donna Pickman, Vice President

Attorney Present: Nicholas Gradisar

Staff Present: Jon Walker, Executive Director; Sherri Baca, Chief Financial Officer; Maria Smyer, Hispanic Resource Coordinator; others not recorded

II. CORRECTIONS OR MODIFICATIONS TO THE AGENDA

Jon Walker said complete information was not yet available for Item E. (PCCLD Workers' Compensation, Property/Casualty and Liability Insurance Renewal) and suggested it be tabled until the December Work Session. Board members accepted the modification.

III. DISCUSSION ITEMS

A. Ansel Adams Exhibit

Mr. Quintana said PCCLD recently completed a special collaboration project with Sangre de Cristo Arts & Conference Center in relation to their Ansel Adams Exhibit. Maria Smyer, Hispanic Resources Coordinator, will provide a report on the project.

Ms. Smyer presented photos and information on the 2016 PCCLD partnership with the Sangre de Cristo Arts Center which brought the *Ansel Adams: American Photographer and Conservationist* exhibit to the library and celebrated the 100th Anniversary of the National Park Service. Ms. Smyer noted that this is the second year of the library partnering with the Arts Center. Exhibits were also provided for the branch libraries. The exhibit included *Tools of an Outdoor Photographer* showing the kind of equipment Ansel Adams had to bring in on burros and demonstrating the amount of hiking required.

The Arts Center invited PCCLD and the Southern Colorado Photography Society to be part of a contest, and the winners were honored with a signed copy of John Fielder's book and their work exhibited on the 2nd floor at Rawlings. Ms. Smyer provided details of the shared contributions between the Arts Center and library which included family passes, advertising, and programming as well as the exhibits. She highlighted the presentation and book signing with John Fielder, an award-winning photographer who generously judged the contest and provided his presentation at no charge. Programming included a film series, book displays and photography workshops.

Ms. Smyer said the partnership with the Sangre de Cristo Art Center had been a success, and plans are being made to partner again in 2017 when the Arts Center will feature Rembrandt etchings which often featured the poor.

Ms. Gairaud said it was fabulous to have John Fielder in town. Mr. Walker credited Ms. Smyer with coordinating this partnership, and he commented on the importance of partnerships like this in the library's mission to provide free and open access.

B. Pueblo Library Foundation Board of Directors Appointments

Mr. Quintana said the Trustees would discuss reappointment of Carol King to a three-year term as an at-large member of the Pueblo Library Foundation Board of Directors. All appointments to the Pueblo Library Foundation Board of Directors require approval by the PCCLD Board of Trustees.

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Mr. Walker said Carol King was appointed as a representative of the Friends of the Library, but her term on the Friends of the Library has expired, and she is interested in continuing to serve on the Pueblo Library Foundation as an at-large member.

Dr. Mancha asked if the position had been advertised, and Mr. Walker said the Pueblo Library Foundation is a private not-for-profit, and position openings have not been advertised in the past. There was discussion of the Foundation's role in fundraising and the selection of members willing to help in that endeavor.

Mr. Quintana asked if there are other vacancies and whether the Board should approve any other appointments. Mr. Walker said there are currently nine slots, and if the Board approves Carol King, there will be eight members, although the term for Anthony Nunez will expire at the end of this year. Mr. Walker had not spoken with Mr. Nunez to find out whether he wants to continue on the Foundation or whether the Friends had discussed a replacement. Mr. Walker's recommendation was for the Board to go ahead and approve the appointment of Carol King at this time.

Mr. Quintana requested this be added to the November meeting agenda.

C. 2017 Annual Budget and Plan

Mr. Quintana said the Library District Board of Trustees would be presented with an update of the Pueblo City-County Library District 2017 preliminary budget and plan. The preliminary presentation will be followed by a public hearing on the 2017 Budget and Annual Plan at the November Trustees meeting. The Trustees will be asked to adopt the 2017 Budget and Annual Plan, set the mill levy, and appropriate sums of money for the 2017 Budget at the December Trustees meeting.

Mr. Walker distributed the 2017 Annual Plan and asked Ms. Baca to discuss the budget. (*Mr. Gradisar arrived at this point.*) Ms. Baca distributed updates to the 2017 preliminary budget showing further updates made since the October 27 Board meeting. Ms. Baca explained in detail the changes that had been made resulting in a balanced budget. The savings allowed some restoration for Employee Tuition Reimbursement and Employee Training. At this time, the budget is balanced; however, more changes are expected before requesting the Board's approval in December.

Mr. Walker commended Ms. Baca for the work involved, noting there are a lot of smaller details involved in each of the adjustments provided in the summary. Mr. Walker commented on the importance of the Friends of the Library scholarship program which has allowed the library to "grow its own" librarians, and being able to fund the employee tuition reimbursement program enables employees to get their under-graduate degrees and specialty degrees. Mr. Walker said these make a big difference in the quality of library staff. He was also happy to restore funds for employee training, although it is still below the 2016 budget.

Dr. Mancha congratulated the team for the great job it had done.

Ms. Bregar asked if the library is able to track contributions by the community for programming. Ms. Baca responded that the library does track in-kind contributions using the Community Relations fundraising tools, but she was not sure whether that extended to volunteer efforts in programming. For example, if the library wants to offer a program which includes pizza, Little Caesars might discount the pizzas, and that discount is tracked as an in-kind contribution. Ms. Bregar said it would be interesting to track how the community contributes to the library's programming.

Mr. Walker referred to the 2017 Annual Plan document and pointed out on page 2 that the library received the *Library Journal's* prestigious *Star Library* award, and he distributed copies of the article announcing the awards. The Board had also been provided copies of a letter sent to County Commissioners and City Council notifying them of the *Star Library* award. Mr. Walker reviewed the history and importance of the *Library Journal* and pointed out that PCCLD is one of 260 libraries receiving this recognition among over 9,000 libraries in the United States, with approximately 7,500 libraries being considered for the award. This puts the library in the top three

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percent which is a significant achievement and an important acknowledgement of the work the institution has been doing. Mr. Walker said a celebration is planned for Friday, November 18 at 10:00 a.m. at the Rawlings Library in the Youth Services Department, and he encouraged Board members to attend. Mr. Walker said the 2017 Annual Plan intends to maintain and build on that success. Dr. Mancha pointed out that it appeared PCCLD was the only *Star Library* in Colorado, and Mr. Walker said that is true in our category, there may be others in the state in other categories. Mr. Walker said this is a very special achievement for the library.

Mr. Walker briefly reviewed the planning process which includes input from the Library Board, Foundation Board, Friends of the Library and library staff, and he remarked on the added difficulty of planning in a flat budget year. The objectives are developed taking into account the long-range strategic goals and key results, and those results are the reason for the *Star Library* award. Mr. Walker pointed out this document is about twelve pages, and the 2016 Annual Plan update that will be discussed later is over twenty pages. The 2017 Annual Plan identifies thirty-six objectives with each objective outlining action steps.

Mr. Walker then highlighted a number of items and offered to respond to any questions. After that review, Ms. Baca will then discuss costs of the 2017 Annual Plan and how it fits into the budget.

Item I. *Accent PCCLD's commitment to support for employee success by fully funding pay-for-performance program and proportional subsidy for staff health benefits.* Mr. Walker said this is an important item in view of the Board's commitment reflected in last month's discussion of benefits.

Item II. *Adopt measures for organization success aligned with the Pueblo Library Association's "Project Outcome" recommendations.* Mr. Walker said the library is piloting that this year and intends to further incorporate it in 2017 to reflect what it means to tell the library's story and speak to how the library changes lives.

Item III. *Assess the current contract for outsourced custodial services to ensure the district is receiving the best, lowest-cost janitorial assistance.* Mr. Walker said there are a number of similar objectives to rebid for services throughout the plan.

Item IV. *Begin replacing the oldest and malfunctioning security cameras throughout the district in order to ensure good video surveillance of sensitive areas.* Mr. Walker said this is another recurring theme in this plan. The security cameras are a library investment, and some have started to malfunction and need to be replaced or upgraded.

Item V. *Bring all call center operations in-house foregoing the current outsourced service.* Mr. Walker said this will result in some net savings to the district utilizing current staff.

Item VI. *Conclude lighting upgrade work inside the Lamb Library converting fixtures to brighter, more energy-efficient LED.* Mr. Walker said this is an example of work that started in 2016 that will continue in 2017.

Item VIII. *Complete a competitive bid process for the district's Human Resource Information System (HRIS) to ensure PCCLD enjoys the best possible benefits of online HR activities and processes.* This will be an important bid process.

Item XI. *Create an action plan to support Special Collections digitization and other unique technology needs.* Mr. Walker said the library has been investing a lot in local history and digitization, and we need to make sure the technology is adequate to maintain it over time.

Item XII. *Develop custom planning documents reflective of the unique neighborhoods served by each library outlet.* There are now eight library locations, and branch libraries will develop unique plans to best serve their community.

XIV. *Examine opportunities presented by expiration of long-term Integrated Library System (ILS) service contract with Sirsi/Dynix.* Mr. Walker said the library is nearing the end of a six-year contract, and the ILS is touched by more people than any other piece of software, impacting both staff and public. The library needs to survey the market to make sure it is well positioned.

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XVI. *Finish internal review of institutional core values work and look to adopt a district “Values Statement.”* Mr. Walker said the library has Mission and Vision statements and will begin looking at a “Values Statement.”

XVIII. *Implement ConnectED-type partnerships with Pueblo Community College (PCC) and other local charter schools.* Mr. Walker said ConnectED is showing good signs of results for the library, and we want to extend it to other institutions.

XXI. *Investigate best, lowest cost contract service for outsourced security to ensure the district employs the security program optimally meeting its needs.* Mr. Walker said the library has used TNT for security services for a number of years, and it is time to take another look at security services.

XXV. *Pivot staff development toward lower-cost programs offered by the Special Districts Association (SDA) and take a one-year hiatus on professional and community memberships.* The library will realize some savings in staff training in 2017 by utilizing training provided by SDA.

XXVII: *Rebid contract services for banking in search of the top, least-costly program for PCCLD.* Mr. Walker said this was one that was put off in 2016.

XXXI. *Refresh PCCLD’s ADA assistive services and technologies.* Mr. Walker said this is an important objective that was reported to the Board last month.

XXXII. *Renew insurance broker contracts.* The library is currently using HUB International.

XXXVI. *Update library capital replacement plan to ensure funding is sufficient to maintain attractive, well-maintained facilities and equipment throughout the district.* Mr. Walker said the replacement plan needs to be reviewed from the ground up. It will take a great deal of effort, and it is important in projecting finances over time.

Mr. Walker concluded that the 2017 Annual Plan is presented to the Board as a draft.

Dr. Mancha said this is very good, and it is an impressive document that guides the work of this institution. In the future he would like Mr. Walker to think about considering a way of identifying priorities in terms of impact. He also said he would like the document to reflect what each of the objectives will cost. He emphasized that he does not expect those changes for this document.

There was extensive discussion of how best to prioritize objectives and whether it should be by impact, category, strategic goal, or key results. There was acknowledgement of the difficulty in prioritizing a varying range of objectives, and objectives are later organized by the library’s organization.

Mr. Walker said these are his top thirty-six objectives for 2017, and he will be happy to present it in whatever way will help the Board govern and assess.

In terms of cost, Ms. Baca had prepared those, but it was not incorporated into this document. Ms. Baca distributed the 2017 Annual Plan costs, noting that each of the goals listed correspond with those in the 2017 Annual Plan document. Ms. Baca pointed out that the total cost reflects 2017 capital spending or a comparison of 2017 General Fund budget with 2016 estimated actual costs. Those items showing “no identified budgetary impact” require no additional funding than the amount budgeted.

Ms. Baca reviewed the costs line-by-line, detailing the funds where each is budgeted.

The total costs from the 2017 Annual Plan are projected to be \$267,082, which is only about two percent of the budget. There are some items that are substantial amounts to update the infrastructure. In the Capital budget, it is important to add to capital to avoid getting behind in deferred maintenance. Ms. Baca said preparing this helped bring to life the Library’s Replacement Plan.

The Board addressed whether the objectives were already organized by area of focus, whether the objectives should be tied to the goals themselves, and the possibility of only two priorities: “urgent” and “more urgent.” Mr. Walker said he will continue to work on that.

Mr. Walker said on Thursday, when the Board sees this again it will be contained in a single document. Ms. Baca will present the 2017 Preliminary Budget and Annual Plan. An important part of that meeting will be the Public Hearing on the 2017 Preliminary Budget at the Lucero Library which is in compliance with the law. In December, the Board will be asked to adopt the 2017 Budget and Annual Plan, set the mill levy, and appropriate sums of money for the 2017 Budget.

D. Trustee Self-Assessment

Mr. Quintana said the Board of Trustees has been conducting an annual assessment of their work. The Board Development Committee has provided a revised Board Assessment form, which may be completed online.

Mr. Quintana said the Board Secretary had sent an email with the link to the assessment and asked Board members to complete the assessment before year end.

E. PCCLD Workers' Compensation, Property/Casualty and Liability Insurance Renewal

Mr. Quintana said this item was tabled and will be discussed at the December Work Session.

F. 3rd Quarter Update to 2016 Annual Plan

Mr. Quintana said a year-to-date review of the 2016 Annual Plan progress will be provided.

Mr. Walker presented the updated 2016 Annual Plan showing the progress on each of the objectives. Some of the objectives will be completed by year end, some have been completed, and there are a few that will carry over into 2017. Each quarter the library reviews the status of each of the objectives.

Mr. Walker then highlighted a number of the objectives:

II. *Address physical facilities needs at the Rawlings Library by refurbishing the chiller there.* That will be completed next week. Along with talk about outcomes and objectives, in the end, the library must have a place where people will be comfortable.

VI. *Commence review of Information Technology policies for currency, accuracy, and appropriateness to ensure robust and secure PCCLD technology resources.* Mr. Walker said this will carry over into 2017 in order to tie in to consulting work to make sure policies are in line with best practices.

XIV. *Employ a trained, professional social worker to assist the district in serving disadvantaged individuals who use libraries and require help obtaining needed services.* Mr. Walker said this is an example where the library changed course and figured out a better way using contract services. The library has made remarkable progress using gang intervention. Sometimes a problem and solution are identified, but the solution may shift as circumstances dictate.

XXIV. *Rebid banking services to ensure the district is receiving the best financial services.* Mr. Walker said this will be moved to 2017.

Mr. Walker said there has been good progress in almost all of these areas. Item XXVIII provides an extensive review of services for the satellites and Books in the Park.

Ms. Bregar asked whether the library continues to purchase eBooks with on-demand ordering and questioned whether that was the best use of funds. Mr. Walker explained there is a shift on the horizon with The Cloud. Instead of purchasing a book to add to our catalog, the library will pay for each use which will provide broad access for customers and less selection on the library's part. This is more along the lines of the Hoopla model, but there are some publishers that will not participate in that model so some titles will have to be purchased.

Ms. Gairaud said she thought the library would not purchase a title with a single request, and Mr. Walker explained the library uses a holds-to-ownership ratio; for example, if there is a hold the library purchases a copy, if there are five holds another copy is purchased, etc., with the library purchasing additional copies based on the demand.

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Mr. Walker also highlighted the value of partnerships, particularly ConnectED. The library is closer to the schools than it has ever been, and it will lead to a new kind of use of the library. The library recently downloaded the students into the library's system, so they have not yet seen the numbers. Mr. Walker believes these partnerships will become more and more important moving forward, and he feels very positive about the headway the library has made.

Overall, it has been a really good year. The library may be off track with key results which was reviewed with the Board recently. The *Star Library* designation comes from Circulation per capita, Visits per capita, Program Attendance per capita, and Computer Use per capita, which are key data statistics the library watches carefully.

IV. ADJOURNMENT

Mr. Quintana reminded Board members that the Regular Board Meeting will be held on Thursday, November 17, 2016 at 5:30 p.m. at the Lucero Library at the corner of 7th and Monument.

Ms. Bregar reminded Board members that the PURA meeting on December 1 will be a complicated one, and she encouraged as many Board members as possible to attend. The Board Secretary will email details again to all Board members.

There being no further discussion, the Work Session adjourned at 5:06 p.m.

Respectfully submitted,

Jane Carlsen
Secretary