

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

September 13, 2016

I. CALL TO ORDER AND ROLL CALL

Mr. Quintana, President, called the meeting to order at 3:00 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; Sara Rose, Chief Operating Officer; Midori Clark, Director of Community Relations, Development and Strategic Initiatives; David Hayden, Data Analyst; Sherri Baca, Chief Financial Officer; others not recorded

II. CORRECTIONS OR MODIFICATIONS TO THE AGENDA

Mr. Quintana announced the Board would postpone item G, Key Results, until the regular Board meeting on September 22.

III. DISCUSSION ITEMS

A. All Pueblo Reads

Mr. Quintana said Midori Clark, Director of Community Relations, Development and Strategic Initiatives, would present a report on the upcoming 2016 All Pueblo Reads project.

Ms. Clark said All Pueblo Reads is one of the library's signature projects to get everyone in Pueblo reading the same book at the same time. This year's book is *Water for Elephants* by Sara Gruen, and Ms. Clark encouraged everyone to pick up a copy and read it before the kickoff on October 1. Ms. Clark described the process used to make plans for the month of October with library staff and community partners. Ms. Clark also commented on the design which she described as a vintage glamorous circus set in the 1930s Depression era. *(Ms. Martinez arrived at this point)*

Ms. Clark distributed the program guide which has 165 events and activities and encouraged Board members to take several copies to share with friends. Ms. Clark highlighted a number of events including the kickoff with Music and Magic Under the Big Top, Family Circus Festival, Landmarks in City Park hike and learn event, Learn to Lindy at Greenhorn Valley, Red Top Ranch Trick Riding School whose owner was also featured at a Friends' dinner, Pechakucha with 20-slide/20-seconds per slide presentations lasting six minutes, History of Pueblo Mountain Park which is a new partner, Pueblo in the 1930s, and a P.T. Barnum Chautauqua with a scholar performing.

Sara Gruen will be featured at the Black Tie Ball on October 22, and Ms. Clark distributed invitations, again encouraging Board members to take as many as they need to give to friends. She explained the advance purchase pricing through September 30. They already have 114 reservations. Ms. Clark credited Gloria Madrill with getting new sponsors, and she reviewed the sponsors for this year and their donation levels.

Ms. Clark concluded that it will be a great event and encouraged Board members to attend.

B. Outcomes

Mr. Quintana said David Hayden, Data Analyst, and Midori Clark would present an update report on work to determine best methods for measuring desired library district service outcomes.

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Ms. Clark noted her formal title includes “Strategic Initiatives” and explained how Community Relations started working on data analysis to see why there had been a dip in contest participation and find out what they could do to improve that. Ms. Clark said the 2016 Annual Plan has an initiative to “Determine best methods for measuring desired library district service outcomes in order to demonstrate PCCLD contribution to the success and improvement of our community,” and she reviewed the action steps. They started by looking at PLA’s Project Outcome and how the library could take advantage of that, and they plan to implement a prototype with the goal to implement it in 2017.

Ms. Clark discussed the challenge of measuring community impact, noting that outputs such as circulation, visits, program attendance and others do not measure how the library may change attitudes, improve skills, increase knowledge or change a patron’s status or life condition. Measuring the Key Data included in the Board packets only tells one side of the story, and those are having a downward trend, and we want to be able to communicate the impact the library is having on the community. For example, a single computer use might help someone prepare a resume to get a job.

Mr. Hayden said what we are measuring now is output, and they are trying to figure out how to measure outcome. What we really want to know is what impact the library is having on the community which is important since the library is publicly funded and has some accountability to the taxpayers.

Mr. Hayden said they reviewed the Project Outcome developed by PLA to help libraries answer the question. PLA developed a performance measurement task force, ran some pilot tests, and officially launched Project Outcome in June 2015. PLA developed consistent surveys, analysis tools and dashboard, demographic data, along with support and training. Mr. Hayden reviewed a sample survey for Early Childhood Literacy asking four questions on a scale from 1 to 5, and two open-ended questions, “What did you like most about the program?” and “What could the library do to improve...” There are seven different surveys. Maria Kramer, Youth Services Manager, was an early adopter and distributed surveys for the 2016 Summer Reading Program, and 150 responses were received. Mr. Hayden reviewed the results of that survey.

The next steps for PCCLD will be to try a second pilot by surveying programs from 2016 All Pueblo Reads. After that, they will compare notes and begin formal discussions and training with programming staff in order to implement the plan in 2017. After meeting with managers and selecting the surveys to be used, the first set of surveys are set to launch in February, and by April they will review the survey results and make any updates needed to prepare the next set of surveys in time for Summer Reading in June. Once the data has been collected, the library will share the results with the public. The library wants people to know what goes on at the library, that it helps children want to read more and is making a difference in our community.

There was discussion about other approaches to convey the results, the value of using PLA’s survey which enables us to measure the library against other libraries, and the open-ended questions gather anecdotal comments and constructive criticism. The PLA surveys can be adjusted to gather additional information if needed, and there is potential for using outcomes to set goals.

Mr. Quintana asked if the survey results are adjusted in any way. For example, young people might be more inclined to participate. Ms. Clark said the Summer Reading survey was aimed specifically at teens and a specific age group, but it does not ask how old you are. It might be useful to add the program title, but no adjustments were made to the survey results.

Mr. Stuart said when you hand out a survey, you only get surveys from those willing to complete it, and that can skew the results. Ms. Clark said this had been discussed, and they hope to make the surveys as easy to complete as possible and are trying to figure out how to incentivize customers to complete them, but the best opportunity is to get the surveys completed before they leave. Mr. Stuart suggested it might help if participants understand that it is a national project.

C. Real Estate Lease

Mr. Quintana said a lease agreement for property located at 622 South Union Avenue will be presented for discussion.

Mr. Walker referred to the lease agreement provided in the Board packet, and said the recommendation is to approve the lease. The owner has agreed to the lease, and the library would like to lease the building as described in the terms of the lease. Mr. Walker has been in touch with the Friends in a limited way and they are in support. The general terms are five years at a fixed rate with an option for a five-year renewal with a three percent escalator annually. Mr. Walker said it is a good deal for the district, and the Book Store is in a good place in terms of its location adjacent to the library. The lease requires Board approval because it exceeds \$25,000. The current lease will expire on December 31, 2016.

Mr. Quintana requested the lease be added to the September meeting agenda.

D. Capital Campaign

Mr. Quintana said an update report on the new libraries capital campaign budget will be presented for discussion.

Ms. Baca distributed a spreadsheet with the final analysis of the project to build three new libraries. Ms. Baca reviewed the spreadsheet and called attention to the amount available to PCCLD and the estimated remaining expenses for some recently installed acoustic panels and landscaping at the Lucero Library, showing a balance of \$9,244. The Pueblo Library Foundation has \$10,283 and another \$7,747 in pledges receivable. The total remaining for the Library Building Projects, including the Foundation and pledge money that has not yet been received is \$27,274.

Mr. Walker said the Board may need to take action, and his recommendation will be to place those funds in the Capital Replacement Fund. Mr. Stuart suggested that if the library does not need those dollars, and these are not public funds, the money will not be earning anything, and the Foundation could invest it and earmark it for the Replacement Plan.

The library would like to officially say the Capital Project is over and not allocate any more to this account because the buildings are complete. Mr. Walker said the library will also discuss this with the Foundation.

Mr. Quintana agreed with Mr. Stuart's point, and he is glad to see the library closing this. It seems tidier not to have an extra account for the new libraries, and he is very pleased with how the project went. There was additional discussion of the need to share the success of the project with the public, and when there is a specific recommendation, it will be held in a regular public session.

E. Annual Planning Retreat

Mr. Quintana said PCCLD held a planning retreat on August 24. A report would be presented for discussion.

Mr. Walker referred to the summary report provided and thanked members of the Board and others who participated including staff managers, the employee Steering Committee, members of the Friends of the Library, and the Foundation Board. Mr. Walker invited Board members to review the summary report and called attention to the third page with the results, noting the top five are those the library will try to represent in the Annual Plan for the coming year.

The top initiative is to "raise percent of budget to increase materials budget..." and Mr. Walker said there had been a lot of discussions about how this could be accomplished. Each of these will represent the same kind of opportunities with their own challenges as we move toward October, including the status of the Replacement Plan, as part of the budget planning process. Mr. Walker invited any additional comments.

Dr. Mancha said at the end of the day, the group comes up with a list of objectives and have a consensus process that amounts to people casting their ten votes. Mr. Walker said the library is not a democracy, but there are some democratic elements in trying to get input and buy-in from a

broad base of constituents and stakeholders. Typically, the top five objectives will be focused on and will carry over into the Annual Plan.

Mr. Stuart said he would like to know how that will increase circulation and why the current percentage is not meeting the needs. Mr. Walker responded using an example of having “hot titles” available, but that demand evaporates. Other strategies are to shift costs within the category, like purchasing tablets instead of laptops for circulation to make more funds available, removing caps on the number of DVDs that can be checked out, and implementing auto-renewals. When the new libraries opened, the library increased the budget for materials for the new libraries, and because the library is one collection, those new materials began moving throughout the district, and Jill Deulen will say the increase in circulation was a result of that large investment in materials.

Mr. Quintana commented that although he does not disagree, because it is a flat budget year, it may not realistically be possible. Ms. Bregar relayed a conversation with Jill Deulen who pointed when the library buys a title, it buys not only a book, but an audiobook and an e-book, so each title purchased may require the purchase of several different formats. It is not as simple as it was ten years ago, and the budget has been impacted. Staff are at the front line, and they hear from the patrons what they are missing.

Mr. Walker said Jill Deulen will have more to say about that next week, and those are the kinds of discussions going on that will impact decisions. The library will focus attention and resources on those top objectives.

Mr. Quintana thanked Mr. Walker for facilitating the Annual Retreat and creating an environment to consider thoughts that might not always be welcome and encourage honest and thoughtful feedback.

F. St. Charles Mesa Community Center

Mr. Quintana said a report on a proposed St. Charles Mesa Community Center will be presented for discussion.

Mr. Walker said he had been contacted by former Board member, Sean Tapia, that the County has an issue on the ballot this fall for a TABOR time-out to allow the County to keep some revenue in excess of constitutional limits.

If the issue passes, the County has a number of capital projects throughout the County in mind, and one of those is to create a Community Center on the St. Charles Mesa. They have a preliminary idea that if this passes, this Community Center could be co-located with the Giodone Library. Mr. Walker emphasized this is very preliminary, but they have given the library the courtesy of some discussion. It sounds like it might be in the form of a recreational center or gymnasium, and they have indicated they will send a preliminary design concept showing the library building. Mr. Walker said it is not common, but there have been libraries adjacent to community centers.

Ms. Bregar suggested they consider using the old School District 70 Administration Building where it might be easier to get water. Mr. Walker said he just wanted the Board to know in case the ballot issue ramps up in the next few months. Ms. Bregar understands there may be an East Side Rec Center and a Downtown Youth Center on the County's list as well. The Chamber of Commerce will take the lead in promoting the ballot issue.

Ms. Gairaud asked if the library ever heard back from Safeway. Mr. Walker said he had followed up but had not heard back from them in quite a while. Mr. Walker said the merger with Albertsons resulted in losing the contact we had with Safeway.

G. Key Results

Mr. Quintana said an update report on key results will be considered at the regular Trustee meeting on September 22, 2016.

H. EXECUTIVE SESSION

Mr. Quintana 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). Ms. Baca was invited to be included in the discussion.

The audience was excused at 4:40 p.m. upon Motion made by Ms. Gairaud, seconded by Ms. Bregar.

The Board reconvened in public at 5:09 p.m. upon Motion made by Mr. Stuart, seconded by Ms. Martinez.

IV. ADJOURNMENT

Mr. Quintana reminded Board members that the Regular Board Meeting will be held on Thursday, August 25 at 5:30 p.m. at the Giodone Library at 24655 U.S. Highway 50 East.

There being no further discussion, the Work Session adjourned at 5:10 p.m.

Respectfully submitted,

Jane Carlsen
Secretary

DRAFT