

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

January 15, 2019

I. CALL TO ORDER AND ROLL CALL

Ms. Martinez, President, called the meeting to order at 3:00 p.m. in the Executive Conference Room on the 3rd floor of the Rawlings Library.

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

Attorney Present: Nicholas Gradisar

Staff Present: Jon Walker, Executive Director; Sherri Baca, Chief Financial Officer; Sara Rose, Chief Operating Officer; Midori Clark, Community Relations/Development/Strategic Initiatives Director; Maria Kramer, Youth Services Manager; others not recorded

Others Present: John Chrastka, Executive Director of EveryLibrary, participating by Skype.

II. CORRECTIONS OR MODIFICATIONS TO THE AGENDA Mr. Walker recommended moving item IV. Special Meeting for the purpose of holding Executive Sessions after item III.A. EveryLibrary, which was accepted. The Board will reconvene the Work Session following the Special Meeting.

III. WORK SESSION DISCUSSION ITEMS

A. EveryLibrary

Ms. Martinez said John Chrastka, Executive Director of EveryLibrary, would present an overview of library election campaigns.

Mr. Walker thanked Mr. Chrastka for joining the Trustees and noted he had been meeting with Mr. Chrastka about the topic and the outstanding record of achievement the library has been having, and that the library is at a crossroads. It will take special attention and that opportunity begins now for 2019 to hold a special election for funding. Mr. Chrastka would provide an overview of what a successful library election looks like.

Mr. Chrastka introduced himself and spoke briefly of the name "EveryLibrary" because election funding matters to every library, everywhere. Mr. Chrastka said EveryLibrary has worked on 96 funding elections for libraries, it is a nonprofit that provides pro bono support for libraries, and there are seven ballots it will be working on in 2019. EveryLibrary is a 501(c)4 nonprofit, and he explained how that differs from 501(c)3 nonprofit where the IRS caps the amount of funding that can be given for a campaign. The 501(c)4 designation makes EveryLibrary a super PAC (political action committee) for libraries. He explained that its funding comes from individuals who believe in libraries which average less than \$50, and about half of its funding comes from library vendors such as EBSCO and Baker & Taylor. Mr. Chrastka said they have had both wins and losses, but he could tell you more about the losses.

Mr. Chrastka gave several examples of recent campaigns, one in Potomac, Illinois where if they did not pass the election the library would have been closed. The common questions for voters are "Where is my money going to go?" and "Who is going to spend my money?" His work is helping libraries avoid becoming the tax man. In this country there is a fogginess about how we pay for things. EveryLibrary can help libraries think through the gaps and consider how to talk to people in your library district that allows voters to see beyond any tax being a bad tax.

The communication environment gets cloudy about taxes. EveryLibrary is in a position to provide pro bono support. Mr. Chrastka then encouraged Board members to consider how voters listen to library leadership teams: 20% of voters will never listen, any tax is a bad tax. About 30% are

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believers and will listen with an open heart and are eager to hear how the library will continue and do what they would like to see done. There are two other groups that are smaller and in the middle. There are questioning voters with legitimate questions such as, "Why do you need libraries when everything is on the Internet?" Finally, there are suspicious voters who are not going to ask the questions, but they will have the questions and will be suspicious about the tax.

Mr. Chrastka said it will be important to convey the truth about what will happen if voters do not pass this because voters may not ask but they want the answer. Believers also want to hear about Plan A (if the tax passes) and will be cautious about Plan B (if the tax does not pass) because they want to guard against it.

Mr. Chrastka discussed the various types of user status which range from power users to people who never use the library. There are other agencies such as WorkForce that the library may impact, but the population is not aware of that. Questioners want to hear how the library impacts the community in relationship to what they care about. Some may think they will be fine if the library closes. The compassion needs to be activated for those who will be left behind. The impact the library system has is not something the library should keep under a basket.

Mr. Quintana said this message definitely resonates, and he already recognizes that the library will not be able to get 50% with just believers. *(Ms. Gairaud arrived at this point)*

The Library Board needs to be put out in front with the mission and vision the library is trying to fulfill. Believers love meeting the Board, questioners want to see who will be actualizing what they understand. Suspicious voters are different from the others in the community. They need answers to the question where their money will go and who will spend it.

The library is the incumbent, and the Board are the candidates asking the electorate to re-elect it. We are wired to listen like this. The library's incumbent record will determine whether voters are for or against you. The new money is the opponent with new problems. Integrity means they can invest in you and extend our success. If there will be some cuts, the library will be diminished.

The work you are doing on the campaign is 100% in line. Your job is not to advocate for the outcome. The will of the voters becomes the law of the land on Election Day. They need to have a clear understanding. The big conversations are not with individual voters. The Yes Committee needs to run the right campaign for Pueblo. The infrastructure is in individual voters and the individual agencies and stakeholders in your area. They serve the same people the library serves. You have to determine who else cares about the same populations, which is pretty vast. Mr. Chrastka advised the library leadership team to talk with the infrastructure and educate them about what happens if it passes and what happens if it fails, and for the Board to talk to their counterparts. The library's budget will be on the ballot. Mr. Chrastka said he can help them think it through, framing around Plan A and Plan B. They are advisors and guides, but they are not for hire.

Ms. Garcia said we have had some preliminary conversations about timelines, polling and fundraising as well as the actual campaign because we have mail-in ballots. Ms. Garcia asked if they have opinions about rollouts. Mr. Chrastka responded that it is different between Yes Committees, and he would love to sit with citizens to talk with them about what a Yes Committee would look like. He would like to have conversations later.

Ms. Bregar said she was wondering if he has lessons learned because Colorado is tough for bond issues, and asked if there are unique things they have learned. Mr. Chrastka responded that there are six reasons libraries lose, and only one is internally facing. Those reasons should be addressed.

Mr. Walker thanked Mr. Chrastka for taking time for an introduction and a look forward, and he expects he will be talking with him further down the road because he loves the work he is doing.

Mr. Walker then distributed information on a Colorado Bond Election Workshop to be held on February 1 in Longmont. Mr. Walker said four staff will be driving up to attend, and he invited Board members interested in attending to contact the Board Secretary to enroll. There is a process to learning how to run a successful election.

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Ms. Gairaud asked for further information about the portion of the presentation she had missed, and the Board Secretary will send a recording along with the link to <http://everylibrary.org/>.

Mr. Quintana made a Motion, seconded by Dr. Mancha, to adjourn the Work Session in order to convene the Special Meeting at 3:39 p.m. MOTION CARRIED 6-0.

(See IV. Special Meeting)

The Board reconvened the Work Session at 4:26 p.m.

B. PCCLD Replacement and Long Range Financial Plans

Ms. Martinez said Sherri Baca, Chief Financial Officer, would present an overview of the PCCLD replacement and long range financial plans.

Ms. Baca distributed a packet of spreadsheets. When the Board last saw the 10-Year Financial Projections, she had noted one of the things that would inform those projections would be the Library Replacement Plan update. Ms. Baca said they had a consultant come in last October and November to look at all the locations and make an assessment of the useful life of buildings, improvements, furniture, fixtures and equipment at each of the locations. The results of that assessment culminated in her ability to provide a high level summary of what replacement costs will be, noting that she continues to work on it, and it is always changing. There is still a process underway for IT systems and networks to be refreshed.

Ms. Baca reviewed the column showing the replacement costs established at the end of 2018 which is slightly over \$7 million for what the library wants to be actively saving. On deposit is how much the library has in the Replacement Plan which is about \$1.2 million on deposit. What we should have saved in the replacement plan is \$3,078,331. In order to refresh this number considering the remaining useful life, what the library needs to set aside would require \$492,500 in annual contributions, and the budgeted contribution for 2019 is \$200,000.

By 2024 there will be a major need for funds. Ms. Baca briefly showed the more extensive spreadsheet linked to the summary showing the itemized assets, when it was acquired, and the number of years of useful life remaining. The numbers shown pick up 97% of building assets in a 20-year timeframe. It will not be complete until they can also look at IT equipment life which they will be working on this year. Ms. Baca cautioned that if the deficit is allowed to grow, the library will be in a deferred maintenance scenario which can become even more expensive.

Ms. Bregar asked if the library does a bond issue and is able to renovate Rawlings Library it might affect life expectancies, e.g., carpet that is not yet 15 years old could be replaced out of capital bond money, which would reset parts of this. Ms. Baca agreed, and as the library prepares its needs assessment for the future, this is a compelling story that is unsustainable.

Ms. Baca said the 10-Year Financial Projections continue to project the 5% drop in revenue from the Gallagher Amendment as well as anticipated cuts in expenses as a result of those drops in revenue. The amounts to be transferred from the General Fund to the Capital Project Fund to restore the deficits are projected at \$866,000 from 2020-2024, which drops to \$493,000 in subsequent years. The amounts shown on the first spreadsheet have been added as highlighted in the projected Capital Project Fund expenditures beginning in 2020. Ms. Baca noted that the Gallagher Amendment attacks library revenue at a time when the library will be trying to catch up the Capital Replacement Plan. Ms. Baca then referred to the yellow line showing the fund balance as a percentage of operating expenditure which is mandated by policy not to drop below 20%, and it drops below that in 2021 and becomes negative by 2024.

Ms. Baca briefly reviewed the Fund Balance Analysis, pointing out by 2021 the General Fund is expended and becomes negative by 2021, while the Capital Project Fund starts to increase, but the library cannot spend money it does not have. The projections are unsustainable with rising negative numbers, but it is better to know what the library will be dealing with. Ms. Baca said this is compelling story, and the library would not have a General Fund with negative numbers, but it

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shows the Plan B if the bond issue does not pass. Ms. Baca said the library will have to do something to prevent this from happening.

There was additional discussion of the value of the information in knowing what is ahead and providing a visual, and there was concern whether a bond issue would be sufficient or if a mill levy request would be more sustainable.

Ms. Martinez said it is impressive to see the work behind these summaries, and she appreciates Ms. Baca presenting it in a way that non-accounting minds can understand.

(Ms. Bregar and Ms. Garcia left at this point.)

C. Branch Library Renovation

Ms. Martinez said a proposal would be presented for programming and conceptual design services for renovations and upkeep to the Lamb, Barkman, Pueblo West, Lucero, Giodone, and Greenhorn Valley Libraries.

Mr. Walker referred to the proposal provided in the Board packet noting the library has an opportunity right now in 2019. There is an expiring bond issue the library might be able to leverage, and it is important for the library to move forward before it is too late.

The Pueblo Library Foundation has stepped up with a \$50,000 contribution to help with this, and the library has \$17,000 in the Capital Project Fund left from 2018. The proposal from Humphries Poli is \$67,000 to provide design services to help design plans that can be shown visually in a marketing campaign. The library will need to have something it can market concisely in sound bites with pictures, and this will help get to that point.

Dr. Mancha said the library will need to have a Plan A.

Mr. Walker said his recommendation is that the Board approve this because it is more than \$25,000.

Mr. Stuart asked about the additional \$3,500 cost shown. Mr. Walker said that was quoted to help facilitate focus groups, but the recommendation is only for \$67,000, not the additional \$3,500.

It was agreed this should be added to the January Board meeting agenda as an action item.

D. Community Engagement Consultant

Ms. Martinez said a proposal would be presented for a consultant to work with PCCLD leadership to help secure local citizen understanding and support for library funding needs.

Mr. Walker explained the need for a community engagement consultant to help manage the campaign. The library will not be able to rely on the pro bono support from John Chrastka, although he can help a lot, the library will need to have local consultants with boots on the ground.

Mr. Walker said he has a proposal from Steve Welchert who comes with a recommendation from the Special Districts Association, worked on the Pikes Peak Library District campaign that failed, and has worked on a number of library-specific campaigns. The fee for this is \$5,000 per month. The Friends of the Library Board approved \$25,000, and the library district would pay the other half. The first months he would be working for the library district, and the last part it would be paid through a political action committee with a grant from the Friends of the Library.

Mr. Walker said his recommendation is to approve going forward with Welchert Company as a community engagement consultant to help manage the campaign. It is important to have professional assistance.

Mr. Walker met with Dustin Hodge from the Friends of the Library, Midori Clark and Sherri Baca, and reviewed three proposals, and they were in agreement Welchert was the best choice. Steve Welchert will formulate the polling. In the event the library decides not to move forward, the fees are a month-to-month arrangement, but Mr. Walker estimated the total cost to be as much as \$50,000.

Ms. Martinez asked how the library plans on mobilizing Mr. Chrastka. Mr. Walker said he will have an ongoing role and will have ongoing roles with the community engagement consultant. Mr.

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Chrastka will give staff guidance, but he does not see him having the same weekly involvement. Ms. Martinez noted what stood out for her is that Mr. Chrastka had several successful elections. Mr. Walker said the library will need every bit of assistance, Mr. Chrastka will be an additional resource.

Ms. Martinez said the discussion with Mr. Chrastka helped her understand there is a lot that professionals can bring, especially his comment, "Who else cares about who you are serving." Ms. Martinez agreed the library will need professionals to help determine how to propose this.

Dr. Mancha asked if there is a deadline. Mr. Walker said if there is an election in November, he sees the Board at the center, with involvement from key staff, Friends of the Library, and the Pueblo Library Foundation to better align ourselves at the core. There will still be automatic no votes, regardless of what we do so it will never be perfectly aligned. In terms of a timeline, it has already started. What the Board approves will kick off Steve Welchert's involvement, and there is a lot of work to do to get this started. It is one thing to see a shortfall in the Capital Replacement Plan, but that will not sell the voters. It will be important to give something to every part of Pueblo County, and these plans will touch every one of the libraries.

Mr. Walker will be meeting with department managers and will be asking each of them to provide a list of key users of their services. The library has a great opportunity, but the library also has a problem that will require everyone's help.

Mr. Walker said his request to the Board is to approve moving forward with a fee not to exceed \$50,000 to engage Welchert Company as a Community Engagement Consultant. Ms. Martinez said this should be added to the January Board meeting agenda.

E. Property Disposal Request

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

Mr. Walker said this is done routinely at the first of each calendar year and allows the library to weed materials and give those to the Friends of the Library. The Board approves this in advance and is something the Board has approved for the last several years.

Ms. Martinez asked who determines whether to "Recycle when others methods of disposal have been exhausted." Mr. Walker said that the Friends of the Library bookstore, Books Again, has largely taken over that responsibility. Books Again will donate books to prisons and otherwise works to give weeded books continued life.

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

F. Customer Service Policy Revision – Acceptable Library Use and Safety

Ms. Martinez said a proposed revision to 03.06.01 Acceptable Library Use and Safety in the Customer Conduct section of the Customer Service Policy was presented for discussion at the December Work Session, and the Board requested additional information and discussion.

Maria Kramer, Youth Services Manager, provided a presentation showing specific similar language at various other libraries in Colorado. At Arapahoe Library District, the language was specific to computers; Boulder Public Library addresses teen spaces being reserved for teens; Denver Public Library is more strictly defined; and Jefferson County Public Library restricts use of children's areas.

Ms. Kramer then reviewed several recent preventable incidents that had occurred. Mr. Quintana asked if these are examples where the library had not been able to handle it differently.

There was a lengthy discussion how this would look in practice, children's behavior can be annoying to adults, and concerns about predators being in the area only to spot kids without adult supervision as well as adults trying to participate in food programs intended for children. Board members expressed concerns about how this would be communicated to customers and whether it would actually make children safer or at least add a layer of protection for children. There was discussion of specific incidents that had occurred, and the limitation would not be applied to adults accompanying children or involved with legitimate research in the children's area.

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Mr. Quintana raised a concern whether the revision would have the library assume liability for the safety of children. Mr. Gradisar said he does not believe the library has assumed liability by adding this statement. The library has responsibility to make sure the facility is not dangerous. There are different dangers based on the age of patrons. If staff perceive people who are there just because they like to mess with kids, this is an acceptable policy that can pass muster without interfering with legitimate rights of customers.

Ms. Martinez pointed out this would also apply to programs in other areas of the library where different age groups share the same spaces.

Dr. Mancha asked Ms. Kramer how she plans to implement this. Ms. Kramer reviewed a five-step approach where staff are aware of people in the space, approach to get a feeling for their purpose, politely encourage an adult to use an alternate space and offer help in getting them set up there, and explain the rationale.

(Mr. Gradisar left the meeting at this point)

There was additional discussion that nothing prevents children from going into adult areas, and staff are less reluctant to send a child behaving inappropriately to the children's area. Ms. Gairaud suggested the language be changed to read: "PCCLD reserves the right to limit access to library spaces and programs that are designed to meet the unique needs of minors and/or adults." With this adjustment to the language, it was agreed it would be more equitable and would allow staff to ask either children or adults to move to a more appropriate area, making the policy more useful for staff.

It was agreed that with this change, the Customer Service Policy revision on Acceptable Library Use and Safety should be added to the January Board meeting agenda.

Mr. Walker added that in the last few years it has become more of an issue, and he believes it is the right thing to do. The library has had incidents that could have been prevented. Ms. Kramer briefly reviewed plans for implementation with no further discussion.

G. Legal Services

Ms. Martinez said the Board of Trustees would review the current contract for legal services.

Mr. Walker referred to the agreement for attorney services that had been accepted by the Board of Trustees in October 2003. The contract is at-will, with no time line or end date. Mr. Walker pointed out that this was before the Board started having Work Sessions and noted that the rate has not increased in 15 years, so the library has been getting a bargain.

Dr. Mancha said he believes the costs need to be updated to attract a new person.

Mr. Quintana asked if there had been any discussions with Mr. Gradisar. Mr. Walker said he had not discussed this with him, but if Mr. Gradisar is elected Mayor it is clear he would not be able to serve as legal counsel.

Mr. Walker said if this is put out to bid, the library will be paying higher rates. Mr. Walker had engaged special counsel and found rates to be closer to \$300 per hour and more. If the Board does go out for bid, there is counsel in the State of Colorado that specialize in local government work and library districts. The library has been very well served by Mr. Gradisar because he is local, but there have been times when he has advised the library to engage special counsel. Mr. Walker expects there will be special counsel required for the election campaign. There have been library law issues that have required Mr. Gradisar to do further research.

Ms. Gairaud suggested the Board wait to see how the election turns out, and perhaps the Board will have to address this next month. Mr. Quintana agreed the Board should wait to see what happens, although he was not sure whether Mr. Gradisar would derive some benefit from the firm. Mr. Walker pointed out the agreement is with Mr. Gradisar, not with his firm, so if he is elected the library would have to issue a Request for Proposal.

It was agreed this should be added to the February Work Session agenda.

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H. Assessment

Ms. Martinez said the results of the Board of Trustee self-assessment would be reviewed, but in the interest of time, she suggested moving this to the February Work Session agenda.

Dr. Mancha suggested having the previous assessment available in order to compare the two. .

It was agreed this will be moved to the February Work Session agenda.

I. Routine Items for January 24, 2019 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.” The Board will nominate officers and hold an election.

Mr. Walker said the Board President traditionally serves two years, but the library also needs to have a Vice President. Although Mr. Quintana was willing to stay as Vice President, the Vice President traditionally serves in anticipation of moving into the role of President. This is not required, but that is how it traditionally works. Ms. Gairaud is currently serving as President of the Pueblo Library Foundation Board, and Mr. Quintana did not express interest in returning to the role of President.

Dr. Mancha offered to contact Ms. Garcia to see if she might be interested in serving as Vice President.

The election of officers will be held at the January Board meeting.

2. Selection of 2019 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 2019 regular Board meetings and work sessions.

Mr. Walker said the Trustees had reviewed these dates previously, and the Board Secretary noted some corrections that had been made since it was last reviewed in November.

The Board agreed this should be added to the January Board meeting agenda.

3. Posting 2019 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 Rawlings Library as the official location for posting all public meeting notices for the PCCLD Board of Trustees for calendar year 2019, 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.

The Board agreed this should be added to the January Board 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. Ms. Garcia had departed before signing the statement, and the Board Secretary was asked to contact her so no further action would be required.

5. Committee Appointments

Ms. Martinez said the Board annually reviews Committee Appointments at the annual meeting. Committee appointments made in 2018 included the following:

- Legislative and Government: Ms. Martinez, Ms. Bregar and Ms. Garcia
- Audit Committee: Ms. Bregar, Dr. Mancha and Mr. Stuart

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- Board Development Committee: Ms. Gairaud, Dr. Mancha and Mr. Quintana

Ms. Martinez said she did not foresee making any changes and would require no further action.

J. Staff Recognition Event

Ms. Martinez said the Board of Trustees would discuss attending the PCCLD Staff Development Day scheduled on Monday, February 18 at the Rawlings Library for the purpose of recognizing staff anniversaries, promotions and new employees.

Mr. Walker this will be similar to what the Board has done in the past starting at 8:00 a.m., and it will be added to the January Board Meeting announcements. He asked for an indication of those planning to attend, and Ms. Gairaud, Ms. Martinez, Dr. Mancha, and Mr. Stuart indicated they would plan to attend.

K. Executive Director Evaluation

Ms. Martinez said the Board of Trustees would discuss the Executive Director's evaluation. Ms. Rose distributed a packet to the Board members present. Ms. Martinez said she had not yet had an opportunity to review the evaluation with Mr. Walker and asked whether it should be put off.

Mr. Walker suggested Ms. Martinez and he make plans to review the evaluation between now and the January Board meeting which will also give Board members an opportunity to review it prior to the meeting.

Ms. Gairaud suggested the Executive Session be moved to the front end of the agenda for Board members who may have to leave early.

It was agreed the Executive Director's Evaluation will be formalized at the January 24 Board meeting.

IV. SPECIAL MEETING *(held immediately after Item III.A.)*

A. Executive Session

Ms. Martinez said the Board of Trustees would enter into Executive Session for the purpose of instructing negotiators and determining positions relative to matters that may be subject to negotiations pursuant to C.R.S. 24-6-402(4)(e) and for the purpose of discussing a personnel matter with respect to the Secretary of the Board of Trustees pursuant to C.R.S. 24-6-402(4)(f)(I). The involved employee has been notified of this Executive Session and given the opportunity to have the matter discussed in open session..

The audience, with the exception of Ms. Baca, was excused at 3:40 p.m. upon Motion made by Mr. Quintana, seconded by Dr. Mancha.

The Board adjourned the Special Meeting at 4:21 p.m.

(See Item III.B.)

V. ADJOURNMENT

Ms. Martinez reminded Trustees that the Regular Board meeting would be held on Thursday, January 24 at 5:30 p.m. at the Rawlings Library.

There being no further discussion, the Work Session adjourned at 6:14 p.m.

Respectfully submitted,

Jane Carlsen
Secretary