

**Pueblo City-County Board of Trustees
Work Session Minutes
January 14, 2020**

I. CALL TO ORDER AND ROLL CALL

Doreen Martinez, President, called the meeting to order at 2:04 p.m. in the Ryals room at the Rawlings Library.

Board Members Present: Doreen Martinez
Marlene Bregar
Fredrick Quintana
Stephanie Garcia
Lyndell Gairaud
Phil Mancha
Board Members Absent: Dustin Hodge
Attorney Present: Doug Gradisar – Gradisar Trechter Ripperger & Roth
Staff & Guest Present: Sherri Baca – Chief Financial Officer
Terri Daly – Human Resources Manager
Sean Miller – I.T. Department
Sara Rose – Chief Operating Officer
Jon Walker – Executive Director
Sonya Fetty – Executive Assistant/Board Secretary

II. CORRECTIONS OR MODIFICATIONS TO THE AGENDA

Jon Walker

I would like to add item III.K which will be a brief report on current library activities.

III. WORK SESSION DISCUSSION ITEMS

A. **Annual Meeting of PCCLD Board of Trustees**

1. Election of Officers

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.

Jon Walker

Typically what will happen at the meeting next Thursday, is that you will elect the president and vice president. Also the Board will designate Sonya (Fetty) as the secretary.

Doreen Martinez

I think that we are prepared to present the nominations at the regular Board meeting on Thursday, January 23, 2020. We will add this as an action item to the board meeting agenda.

2. Selection of 2020 Board Meeting Dates, Times and Locations

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 2020 regular Board meetings and work sessions.

Doreen Martinez

We have looked at this document now a couple times. I have one question that I would like to discuss. There has been some discussion about our work session meeting time. Does that 2:00 p.m. time period still work well for everyone? I would propose that if it doesn't work, we consider a working lunch meeting.

Marlene Bregar

A working lunch on this particular Tuesday is a direct conflict with Urban Renewal. It doesn't conflict every month but would four times each year.

Lyndell Gairaud

The 2:00 p.m. time works for me. I am pretty open.

Fredrick Quintana

The 2:00 p.m. time works for me. However, I will have to be out of here right at 5:00 p.m. or even a little bit before 5:00 p.m. So the 2:00 p.m. works for me, just need to be careful with the length of the meetings.

Doreen Martinez

If everyone is comfortable with the 2:00 p.m. start time, we will set this as an action item at the next board meeting.

3. Posting 2020 PCCLD Board of Trustees Meetings Notice

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 2020, 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.

Doreen Martinez

We will set this as an action item for the next board meeting as well.

Marlene Bregar

I have a question. Have we considered using our website as an official posting site also?

Jon Walker

We do always post the public meeting notices on the website as well as the Rawlings Library community bulletin board. We also send the public notice to each branch, the Pueblo City Council and County Commissioners and ask that they post the notices as well. We could change the language to add the website as an official posting location as well.

Doreen Martinez

We will set this as an action item for the next board meeting.

4. Affirmation of Ethics Statement

The Trustees approved an Ethics Statement and suggested all Board members formally agree to the statement annually. Individual Trustees are asked to read and sign the Affirmation of Ethics Statement for Public Library Trustees.

Doreen Martinez

Sonya (Fetty) has included the form in each of your packets. Please read through the statement and sign the form this evening and return to Sonya. We do not need to set this as an action item. *(Doreen Martinez hi-lighted a couple of the statements in the statement and asked for any questions, there were none.)*

5. Committee Appointments

The Board annually reviews committee appointments at the annual meeting. Committee appointments in 2019:

- Legislative and Government—Doreen Martinez, Marlene Bregar, Stephanie Garcia
- Audit—Marlene Bregar, Phil Mancha, Fredrick Quintana
- Board Development—Fredrick Quintana, Lyndell Gairaud, Stephanie Garcia
- Executive Director Evaluation—Phil Mancha, Dustin Hodge, Stephanie Garcia

Doreen Martinez

If anyone has an issue with the committee to which they are assigned, please reach out to me via email. We will set this as an action item for the next board meeting.

Stephanie Garcia

Are we involved in any public policy forums with other Library Districts?

Jon Walker

The Colorado Association of Libraries have a Legislative Committee. Sherri Baca has information on the Special District Legislative Committee and she can send information to the Board regarding the meetings.

Sherri Baca

The Special District's Association started their legislative updates. I did the first one this morning. I do them as part of staff here, but I think as Trustees you all have access as well. I can work on getting that information to Sonya (Fetty) so that she can give you the details on how to access it as well. They do them at least one to two times per month.

B. **Public Officials Liability Insurance**

Kevin Keilbach, PCCLD's client executive with Hub International Insurance Services, will present an overview of the library district's public officials liability insurance.

Kevin Keilbach

It is certainly my pleasure to be on the team at HUB that handles your insurance program. Today I thought we would spend some time on some general topics that are important to you as individual Trustees. These are some considerations that you can find applicable for your role here as a Trustee. As we look at your coverage as a board member, that falls under what is called Directors & Officers Insurance. Since you are working for a public entity, the coverage is also named differently. It is called Public Officials Liability. You all in your role here are considered public officials. *(Provided handout to Trustees.)* There are three key duties that you have in your role here. The first is called Duty of Care. Duty of Care means I must be careful and I must be engaged. I must provide the necessary level of oversight, engagement, preparation, study and effort into what I do so that I can make knowledgeable decisions. The benchmark is what a prudent person would do. We don't want to show up to meetings where we haven't reviewed the material, where we don't know exactly what the background is, and where we are simply taking up a seat. Second area is Duty of Loyalty. As you might expect, this means we all have various loyalties through family, business, other boards, etc. and our loyalty in this room is to the Library District. This is an important one because claims arise where conflict of interest comes up after the fact. By definition Duty of Loyalty says, insure that the organizations activities and transactions are first and foremost advancing its' mission. Recognize and disclose conflicts of interest and make decisions that are in the best interest of the organization and not in the best interest of the individual board member. The third duty is Duty of Obedience. That simply means that the organization obeys applicable laws, regulations and follows its' own bylaws. Make sure that the organization adheres to its' stated corporate purposes. The handout I am giving you is simply those three duties. Something that a lot of board members don't think about is, am I as a Trustee at risk? The answer is yes. Not only will the organizations assets be at risk for failure of duties in a claim that comes against the Board, but you as an individual certainly can be as well. That rarely happens with good hearted smart people, but it can happen. One of my pieces of advice to you and every board member, is make sure you are doing diligence by learning what the coverage looks like. Your entire insurance portfolio is a pool or pooling arrangement. It is a little non-traditional. Most of the time policies are secured through a traditional carrier and you have individual limits associated with that coverage. With a pool, you are through Colorado Special Districts. Your program and coverages are pooled with those of other public entities throughout Colorado. It is a cost effective way to manage your risk through transfer through the pool. Your specific limits as directors and officers, or as public officials, is two million dollars per occurrence. Are there any questions?

Lyndell Gairaud

Thank you so much for the presentation. We appreciate you taking the time to come present this information to us today.

C. **PCCLD Social Media Marketing**

Nick Potter, Director of Community Relations and Development, will present a report on PCCLD social media marketing.

Nick Potter

Today we are going to talk about our social media activities for 2019. You will remember that we were in a campaign year, and so the social media aspect of the Library District and the marketing was a huge piece during that campaign. Our main goal of PCCLD side of media marketing was to get a positive brand out. I have some fun numbers to present to you and these will be presented by graphs. I will present from the slide show but have also provided a copy of the slide show in your packets. I really want to point out that there are some key dates in our social media. They coincide with the events and programs at the library. The months I really want to point out are March, July and October. March is typically a high month because of all the Women's History programming. July is just consistently our largest month of all times. Most of the time that is because of Summer Reading activities. Finally, October is All Pueblo Reads. *(Nick Potter went through each of the graphs regarding these dates and statistics.)* You will see that the numbers from 2018 to 2019 doubled. The other thing I would like to point out is our Facebook followers and our Facebook likes. Libraries and higher education institutions have this interesting thing where people will follow you, but not like you. So it is kind of counterintuitive. They want to see your pieces, but they don't want people to know that you follow them. So that is something that we keep track of and make sure that we are not over posting or oversaturating our market. If you look at our likes in December where we ended 2018, you will see 5,464 likes. Compare that to 2019 and we are at 8,309 likes. It is a huge growth. You will see from the graphs that we show which months we really have our growths. *(Referenced slideshow.)* March is when we started with EFFCT. EFFCT was the first social media contractor that we had. EFFCT came to the library with their way of posting, creating content and obviously it worked. If you look at the growth from February to March, it was huge. A lot of that was because of their active approach on social media interaction. Their contract ended in July. In August we started with Easy Social. One of the ways we boosted social media interaction was to create the

branch library pages. Previously the branch libraries had some existence and others had no existence. If you look at the slide show, it shows the numbers on each of the branch library pages. Barkman Library was in existence, but we didn't own the page. A patron had taken it upon themselves to create a Barkman Library page. We had to go to Facebook court and get the page back under the Library District. So basically we had to start from scratch on Barkman's page. Giodone's page was sitting very stagnant with about 55 followers. When we started really using the branch social media page for Giodone, you can see a very dramatic increase. Greenhorn also had a huge growth once we started marketing their page. Lamb Library was also already in existence, but we just promoted it to get more activity. Pueblo West Library had a page but it wasn't really being utilized. You can see that the followers for that page also increased once we started marketing the page. Rawlings really functions as PCCLD overall. So how did this growth occur? We really wanted consistency and to be active on social media. As soon as we opened the branch pages, it opened up the opportunity for tremendous growth. The growth really showed that there was a need and it opened up a connection opportunity with the public. The growth also occurred because we made responding to notifications or inquiries through the social media pages a priority. It was also important to develop a posting schedule. You will see a graph that lists how many post we did per month for each page. You will also see that we created a consistent look between each of the branch pages. Another thing we did was to really work on trying to get interaction. We tried to post things that are not just informative but fun. One thing we started doing was creating photo albums. For example, the 2019 Halloween Costume contest. It was huge and we knew it would get clicks. Activities like that are a great branding tool for us. As soon as you see something like that Halloween Costume contest posted, users realize we do great thing for kids, we are a safe place for kids to have fun on Halloween and we offer a free activities for families. So as soon as users see and share the photos, it takes off and opens our pages to more and more users. It is an easy marketing tool and doesn't cost much. We basically just go down to the event, take pictures and post them as an album.

Lyndell Gairaud

Since these are actual patrons in the pictures, do you have to get permission to post the photos?

Nick Potter

Yes we do. When we take pictures at any event, we will talk to the patron or the parent of the child and ask if we can post their picture on our sites. When we do more photo shoot type settings, we also have a waiver that we have the people who are in the pictures sign.

We have also utilized consistent posting with what is called native articles. Basically we develop our own content with high visibility. Paper type media just is not the same as it used to be. Coverage is not the same. The reporters and their availability is not the same, so we are really able to take this into our own hands. To give you an idea, we have a little over 80,000 followers on Facebook. The Pueblo Chieftain right now has about a 20,000 person reach with the decline that they have had. So what we are doing with this, is creating a need of articles. So this article is basically a press release that we make a little friendlier and a little less newsy. A little more magazine article focus. Basically it has more fun adjectives and less stark language. We then post it on our page. Here is an example of an All Pueblo School Reads article we did. We actually write the article, take the pictures and posted it on our Facebook page. So it looks like an organic news article that came from the Chieftain, when actually it lives on the library page. What is really cool about that, is that we are able to capture all the interaction with it, and then when the user clicks through they don't go the Chieftain's page, they go to the library's page. So with this, we are actually able to drive more people to the library's page. What happens also, is that we send this article to the Chieftain to publish and they choose not to. However, they then see it on our page and all the clicks and interest it has gotten, then they decide to publish it after all. With this, we are able to control our own message, develop the content the way we want it to sound and get high visibility. Another thing that was really a huge post was the Special Collections post. It is very interesting. There is a love/hate relationship with the Special Collections post. Most people love them, but some people think it is an easy filler and that we are just posting old pictures. You can see from the example here, this post had 3,700 likes by people and we didn't spend a dime on this post. We went to the archives, scanned a picture and created some wording for it. Once it was posted, it had 843 people engage with us over this picture. So they did not just see it, they liked it, they shared it and they commented about it. It also allows us to show off our collection. We can not only show off the library specifically, which is what we did during the campaign, but it allows us to show off the great things we have in Special Collections. Another thing we did was literacy posts. In the mornings on Sundays we do a Youth Services Grow Young Reader advice post. Then at the end of the day we post the resource for the story times. The great thing we were able to do with social media was because there was a dedication to it from the budget from you all. Now we have the followers to be able to grow even more. In one years' worth of growth, we grew 3,062 new followers. In 2019 we had 2.1 million people reached with our social media work. Also you will see a comparison chart on how we stack up with libraries throughout the state. *(Nick Potter went over the graph with the Trustees.)* We invested \$54,958 for social media and internet advertising. About 35% of that went to Google Ads. Those were our positive branding ads. We paid \$11.32 per new follower on our social media page. Our cost per message exposure was \$.026. So we paid \$.026 per person that saw or interacted with any of our pieces we

had on social media. I think that is a great return on investment. In 2020 we are going to be bringing social media management in-house. I think we will be able to get the same return as we did with the contractors. *(Nick Potter went over marketing ideas for the future.)* That is all I have, does anybody have any questions?

Doreen Martinez

Great Job. The presentation was engaging and makes us want to know more and hear more. I personally like your Special Collections posts.

Lyndell Gairaud

Is there a plan in place to make sure that all the library employees know about these pages and are able to communicate the information on these pages and how to use them?

Nick Potter

Yes. There is also still the divide of the people who like digital content and others who like the physical book. I would like to start making short videos on how to do the different things. Examples would be how to download a book from Overdrive, how to download a movie from Kanopy, how to use Hoopla, etc. I also want to utilize displays that we have in the library. Utilize them to also share all the different media places you can access the library.

Fredrick Quintana

I think you are doing a great job looking into 2020 and what social media will bring for us. I am excited to see what you and your team does now that we are bringing it in-house.

D. **Salary Range Pay Modification**

Terri Daly, Director of Human Resources, will present a recommendation for adjusting the Customer Service Representative pay range.

Terri Daly

At the beginning of this year, minimum wage increased to \$12.00 per hour. What that means for us is that our MHT level, which is our entry level, comes into the library and makes \$12.00 an hour. Also, our entry level CSR which is actually just above that, is coming in making \$12.00 per hour. We have a rather immediate need to adjust the wage of the CSR. You might remember from last year that we engaged a consultant to do a compensation study. We have some preliminary data back and are going through that. First of all, we are recommending that we move the current wage, which at the end of 2019 for a CSR was \$11.80 per hour. We are recommending moving that to \$12.75 per hour. That is about a 6.5% increase. The total cost for implementation to bring the CSR's up to the minimum is \$13,302. You might remember from the budget forecast that we had \$100,000 in the budget for this year to implement. So this would be part of that. I will tell you that I will probably come back again in a few months and talk about the next group which is librarians and library managers. The reason the yellow is hi-lighted is because we are recommending that if someone has been in the position from 0-3 years then they don't have an additional increase beyond the increase of whatever they are making now to get to the minimum. If they have been in the position for 3 or more years, then they get an additional 2% increase in addition to that minimum. Calculating that total cost is \$13,302.

Marlene Bregar

Are we going to retro that to January 1st?

Terri Daly

I don't think we had planned for that.

Lyndell Gairaud

We need to be competitive with our wages. We have a great library system here, let's compensate our employees. We cannot bust our budget, and I am never in favor of that, but I am very much in favor of compensating our employees. They do a terrific job and we did not get to where we are because we have slackers. I think that it is important as a Board that we recognize this and that we compensate our employees the way we should.

Marlene Bregar

How difficult would it be to calculate the difference between implanting it the 1st day of February versus making it retroactive to January 1st?

Terri Daly

Sure, I can do that. *(Sherri Baca spoke about the fact that other groups may be adjusted in near future as well and we need to keep the idea of making one group retroactive but not others. She also reminded the Trustees that employees had just received performance increases effective January 1, 2020. She spoke away from microphone and was inaudible.)*

Doreen Martinez

We will set this as an action item for the next meeting.

E. **Correction of Scrivener's Error**

The PCCLD Budget Resolution adopted by the Board of Trustees at their December 12th Regular Meeting included a scrivener's error to be corrected.

Jon Walker

You will see this document in your packet. The Resolution to Adopt the 2020 Budget which was adopted on December 12th had the date of October 24th as when this was presented to you. It was actually presented on October 15th. We would ask that you take an action to instruct staff to correct that date.

Doreen Martinez

We will set this as an action item at the next meeting.

F. **Authorization for Online Banking Authority**

The Trustees will review a recommendation for Alexandria Romero, PCCLD Controller, to be authorized to conduct online banking and fund transfers for PCCLD.

Jon Walker

Currently Sherri Baca is authorized to conduct online banking and fund transfers for PCCLD. As you know, we have made some changes in terms of responsibilities. We would like you to take action to authorize Alexandria Romero to also be able to conduct online banking and fund transfers for PCCLD.

Doreen Martinez

Will be set for an action item at next meeting.

G. **Trustee Assessment**

Results of the Board of Trustees self-assessment will be provided for discussion.

Jon Walker

We received six of the seven assessments.

Doreen Martinez

Stephanie (Garcia), Lyndell (Gairaud) and Fredrick (Quintana) served on the Board of Trustee Self-Assessment Committee. I will ask Fredrick to speak on this.

Fredrick Quintana

In reviewing the assessments, the majority of the responses go to show that we believe that we meet or are above. There were some spots that at least one area is not meeting or below. *(Discussion among Trustees regarding the lower marked scores.)*

Lyndell Gairaud

My only concern about our Board is that we don't have representation from Greenhorn Valley area, Rye or Beulah areas. I don't know how we go about recruiting people from those areas. Those are large parts of our county area, and I feel we need more representation from there.

Doreen Martinez

An idea would be to engage more with the Friends of the Library and ask them to get more volunteers from those areas to serve initially through the Friends Board. I find that doing that is a really great way to familiarize yourself with the structure and how things work at PCCLD. I don't think it takes a very long time to volunteer in that capacity before you are prepared to take that next step up to volunteer with the Trustees Board. My suggestion would be, since we aren't actively going out to recruit, that we actively get people to serve for the Friends Board. *(Discussion amongst Trustees on ideas for getting volunteers.)*

Fredrick Quintana

All of these items that received lower marks we will discuss at the upcoming Board retreat. I think overall, I was pleased to see the numbers where they fell. I think we do a good job as a Board. I look forward to getting these items on our agenda for our Board retreat.

Doreen Martinez

Sonya (Fetty) and I are working on the Board retreat. We are aiming for something end of February or March. I am open to hearing any suggestions that you may have. I will also be in contact to figure out schedules.

H. **Pueblo Library Foundation Board of Directors**

A recommendation will be presented for appointment by the Trustees to the Pueblo Library Foundation Board of Directors.

Doreen Martinez

Last month we approved two applications. At that time, we were told that Joe Arrigo would also apply. In your packet you will see his application. We will set this as action item for next Thursday.

I. **Staff Recognition Event**

The Board of Trustees will discuss attending PCCLD Staff Development Day scheduled on Monday, February 17, at the Rawlings Library.

Doreen Martinez

We ask for Trustees to be at the event. It will begin at 8:00 a.m. Trustees help to hand out staff recognitions. Please let Sonya (Fetty) know if you can attend.

J. **Executive Director Evaluation**

The Board of Trustees will discuss the Executive Director evaluation.

Doreen Martinez

There was discussion in the past about keeping the Executive Director's evaluation in confidence that same way the Board of Trustee Assessments tool is processed. It would come back confidentially and you would just send an email stating you had completed it. Sonya (Fetty) and I will get together on how to set that up. After this process is complete, the Executive Director's Evaluation Committee will meet to revamp the process. The current evaluation will be used for this year.

K. **Current Library Activities**

The Executive Director will give a brief report on current library activities.

Jon Walker

We got word from our attorney that the Certification of Election from the Pueblo County Clerk and Recorder for the special election held November 5, 2019 was complete. He sent us a copy and you have that it in your packets. We received a grant from the Xcel Foundation to oversee a project to design and administer a traveling exhibition. Amy Nelson and her team are working on this project right now. Some of the physical pieces will be contracted out. It is a great project and talks about the history of steel making and the role of energy. It is an exciting project. It is scheduled to be completed mid-year. It will be displayed in each of our branches on a rotating basis as well at some other scheduled locations. We will commence solicitation for architectural design for Rawlings Library renovation. Trustees interested in helping select the architect, please let me know.

IV. ADJOURNMENT

Reminder: The Regular Board Meeting will be held on Thursday, January 23, at 5:30 p.m. in the Ryals room at the Rawlings Library.

Meeting adjourned at 4:04 p.m.

Respectfully submitted by:

Sonya Fetty

Board Secretary