

Minutes of the Meeting of the
JEFFERSON COUNTY PUBLIC LIBRARY
BOARD OF TRUSTEES
December 14, 2017

CALL TO ORDER – REGULAR MEETING

The regular meeting of the Jefferson County Public Library Board of Trustees was held in the Lakewood Library meeting room on December 14, 2017. Library Board of Trustees Chair, Julia Hill-Nichols called the meeting to order at 5:30 p.m. Other Trustees present: Charles Naumer (Vice-Chair), Kim Johnson (Secretary), Pam Anderson, John Bodnar, Deborah Deal and Brian DeLaet.

Trustees not present: All Trustees were present.

Guests: Government Performance Solutions; Greg Bellomo, Managing Partner; Kate Newberg, Principal; Kevin Mindenhall, Principal. Paul Wember, President, Wember, Inc.

Staff present: Pam Nissler, Executive Director; Donna Walker, Director of Public Services; Sandie Coutts, Director of Employee Relations & Development; Julianne Rist, Director of Public Services; Rebecca Winning, Director of Communications; Steve Chestnut, Director of Facilities and Construction Projects; Gloria Overholt, Interim Director of Finance Budget; Danny Lagage, IT Operations Manager; and Amber Fisher, Executive Assistant, Office of the Executive Director.

APPROVAL OF AGENDA

MOTION: Deborah Deal moved that the Trustees approve the agenda as presented. Seconded by Brian DeLaet the motion passed by unanimous vote of all Trustees present.

APPROVAL OF MINUTES

MOTION: Charles Naumer moved approval of the minutes of the November 9, 2017 Study Session. Seconded by Brian DeLaet the minutes were approved by unanimous vote of all Trustees present.

MOTION: Kim Johnson moved approval of the minutes of the November 16, 2017 Board meeting. Seconded by Brian DeLaet the minutes were approved by unanimous vote of all Trustees present.

PUBLIC COMMENT

There was no public comment.

SENIOR MANAGEMENT TEAM (SMT) OPERATIONAL UPDATES

Executive Director Update

Pam Nissler, Executive Director, provided an update to the Board. There were no questions from the Board on the Executive Director's report.

Employee Relations & Development Department

Government Performance Solutions

Sandie Coutts Director of Employee relations & development addressed the board and introduced the topic. Government Performance Solutions (GPS) representatives Greg Bellomo, Managing Partner; Kate Newberg, Principal; and Kevin Mindenhall, Principal, presented information to the Board on the organizational analysis. JCPL engaged GPS in June 2017 to conduct an organizational assessment with the following objectives:

1. Analyze and evaluate the effectiveness of JCPL's current organizational structure, distribution of functions, and staffing levels
2. Define future organizational structures that promote cross-collaboration and accelerate the achievement of strategic and operational goals
3. Establish staffing levels that allow JCPL to operate efficiently today and that can be quickly adjusted to meet future needs
4. Adjust roles/responsibilities to create meaningful, fulfilling jobs that are easy to source in today's employment market.

The Board was advised of the organizational assessment process and presented with information related to JCPL's performance compared to peers including staffing gap comparisons to benchmarking peers. One of the conclusions reached is that the existing Senior Management Team (SMT) structure, with a few modifications, is more than adequate over the near term. The SMT works well together and has clear roles and responsibilities. Increasing staffing to the 50th percentile level of JCPL's peers will remove barriers to success, provide the ability to meet patron needs and improve staff work experience and morale. Options for organizational structural changes should be considered as senior leaders retire or leave the organization.

The GPS presentation included a summary of recommendations, high-level implementation plan, estimated FTE, budget impact and implementation considerations.

The Executive Director advised the Board that Library Administration believes the recommendations are valid and recognize that not every recommendation can be implemented at once. The Senior Management Team will be gathering more information from the other studies (demographics and long-range facility plan) and will be presenting

more information to the Board regarding a phased approach, including a proposal for you to discuss and consider regarding 2018 critical positions.

In response to questions, the Board was advised that:

- The recommendation for the MSW is for one full time position with two rotating internships. Across the metro area libraries, these resource specialists work on the floor with patrons that need special support and can help connect them with resources the library does not have. There is also an inward element to provide support to staff when they are dealing with challenging situations.
- GPS utilized data from the same 14-member peer group JCPL uses for the benchmarking reports.
- The Library continually looks to fulfill support needs through services provided by the County. The Library has worked in partnership with the Sheriff's Department and Human Resources. What JCPL has found is that County resources are stretched as thin as JCPL and they have not had the resources to be able to help the Library. For IT services, the Library is unique with specialized systems like the ILS. County IT does not have the expertise or the staff to provide support to the Library. The Library will continue to reach out to the County for services when appropriate. JCPL also shares resources with the County, providing training.
- The Library is also looking at what it currently outsources and what could be brought in-house more effectively and provide cost savings. Examples include adding skilled trades to Facilities staffing like plumbing and electrical. Those services are currently provided through vendors at high cost and less than ideal response time. Additionally, the Library recently needed critical incident response services that were provided at a cost of \$2,000 for a couple of hours. An MSW could have provided those services as part of their work responsibilities.
- If all recommendations were implemented in 5 years, JCPL would be at the 75th percentile.
- If all recommendations were implemented, if the Board approves the full 4.5 mills in 2019-2020 and adds \$3.9 million in personnel costs over the same period, JCPL is projected to spend 50% of its total operating budget on personnel costs. In 2017, JCPL will spend 52% of the operating budget on personnel, a reduction of 6% from 2016.
- The budget impact numbers represent salaries and benefits.
- The Library anticipates a thoughtful, phased approach.
- 50% of the Library's work force is classified as temporary (part-time, non-benefited) and has a high turnover rate resulting in an average of one recruitment per week and significant costs in continual onboarding and training. The Library does not believe the current staffing model is sustainable.

The Chair noted that she would like to see a replacement plan in the event several Senior Management Team members were out with the flu. The Board was advised that the Library is also looking into a succession plan as a high volume of current employees is reaching retirement age. The Chair also noted that this report, as well as the other data, would provide an incredibly articulate framework for the Board as it moves forward.

Bradbury Miller Associates

Sandie Coutts, Director of Employee Relations and Development addressed the Board and asked for questions about the recommendations and recruitment strategy in her report.

In response to questions, the Board was advised that:

- Bradbury Miller Associates has assured the Library that they would not entertain competing recruitments.
- The Library checked all references and is confident Bradbury Miller Associates can perform the work and is not concerned with how much time they can devote to JCPL's recruitment even if they have other work.
- The Library believes that the Board will best be served by a professional recruitment firm for the position of Executive Director.
- The timeframe in the recommendation is standard for this type of recruitment.

MOTION: Brian DeLaet moved that the Library Board authorize the Jefferson County Public Library, upon approval of the purchase order by the county attorney, to secure the recruitment services of Bradbury Miller Associates for the executive director position in an amount not to exceed \$24,000. Seconded by Pam Anderson the motion passed by majority vote of all Trustees present with Trustee Bodnar voting against the motion.

Budget and Finance Department

Gloria Overholt, Interim Director of the Finance and Budget Department presented information on the activities of the Budget and Finance Department.

2018 Budget

Gloria Overholt, Interim Director of Budget and Finance, provided a brief overview of the 2018 budget noting that the budget is the same as was approved by the Board for submission to the County.

MOTION: Kim Johnson moved that the Library Board of Trustees adopt the 2018 budget and authorize the Executive Director to implement the spending plan contained therein. Seconded by Charles Naumer the motion passed by unanimous vote of all Trustees present.

Financial Reports

Gloria Overholt addressed the Board and introduced the topic. The financial information in the November tables indicate that the Library is on track to use very little of the fund balance. The Library is coming in under budget in a few areas including snow removal. In response to a question, the Board was advised that the fund balance is still within the suggested limits in the fund balance policy. Trustee Bodnar noted that he would like to have a review of the fund balance at the January Study Session, as it appears that the ceiling is being exceeded every month.

Public Services

Edgewater Library Update

Paul Wember, President of Wember, Inc., addressed the Board and noted that meetings with the general contractor are going very well. Meetings with the general contract include taking the schematic design and putting pricing into divisions like flooring, lighting, ceilings, mechanical engineers and subcontracts; very specific trades to validate the design and budgets. The project team and architect are beginning to move from the conceptual floor plan to the phase of design and textures to realize the unique feel of the Edgewater Library.

Facilities & Construction Department

Steve Chestnut, Director of Facilities and Construction Projects addressed the Board and noted that the intergovernmental agreement and lease agreement have been approved through the County Attorney's office. The Edgewater City Council had their first reading of the agreements with no negative comments.

In response to questions, the Board was advised that:

- The Library will negotiate the contract with our Janitorial company that will include the scope of services. Any requests beyond that scope would need to be re-negotiated.
- The shared construction costs are within the Library's total budget for the project.

Edgewater Library Construction Intergovernmental Agreement

MOTION: Deborah Deal moved that the Library Board of Trustees authorize the Executive Director to sign the Intergovernmental Agreement between the City of Edgewater and the Jefferson County Public Library concerning shared construction costs in connection with the Jefferson County Public Library at the Edgewater Civic Center. Seconded by Pam Anderson the motion passed by unanimous vote of all Trustees present.

Edgewater Library Lease Agreement

MOTION: John Bodnar moved that the Library Board of Trustees authorize the Executive Director to sign the Lease Agreement between the City of Edgewater and the Jefferson County Public Library. Seconded by Brian DeLaet the motion passed by unanimous vote of all Trustees present.

CONSENT AGENDA

Adopt 2018 Governance Process Calendar

MOTION: Kim Johnson moved that the Trustees adopt the 2018 Governance Process Calendar as presented. Seconded by John Bodnar the motion passed by unanimous vote of all Trustees present.

BOARD SCHEDULE – NEXT MEETINGS

- January 11 – Study Session – 5:30 pm – Administration Conference Room
- January 18 – Board Meeting – 5:30 pm – Lakewood Library Meeting Room
- February 8 – Study Session – 5:30 pm – Administration Conference Room
- February 15 – Board Meeting – 5:30 pm – Lakewood Library Meeting Room
- March 8 – Study Session – Administration Conference Room
- March 15 – Board Meeting – Lakewood Library Meeting Room

ANNOUNCEMENTS/GENERAL INFORMATION SHARING

There were no announcements.

ADJOURNMENT

The regular Board meeting was adjourned at 7:04 p.m.



Kim Johnson, Secretary