

**Minutes of the SPECIAL Meeting of the
JEFFERSON COUNTY PUBLIC LIBRARY
BOARD OF TRUSTEES
March 8, 2018**

CALL TO ORDER – REGULAR MEETING

The special meeting of the Jefferson County Public Library Board of Trustees was held in the Library Administration Conference room on March 8, 2018. 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, and Brian DeLaet.

Trustees not present: Deborah Deal

Guests: Dan Bradbury, Jobeth Bradbury, Bradbury Miller Associates; and Nancy Tucker.

Staff present: 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; Pat Klein, Director of Information Technology; and Amber Fisher, Executive Assistant, Office of the Executive Director.

APPROVAL OF AGENDA

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

EXECUTIVE DIRECTOR SEARCH COMMITTEE

The Chair advised the Board that Norma Anderson has withdrawn from the Executive Director Search Committee. The Chair appointed Nancy Tucker as her replacement. The Board expressed appreciation to Nancy Tucker for agreeing to serve on the committee.

Executive Director Recruitment – Bradbury Miller Associates

Sandie Coutts, Director of Employee Relations & Development introduced Dan and Jobeth Bradbury, Bradbury Miller Associates and provided an overview of their recruitment activities to date. The Board was provided with background information on Bradbury Miller Associates as well as the process and schedule for the recruitment. After some discussion, the following schedule was approved:

APPROVED SEARCH SCHEDULE TIMELINE
JEFFERSON COUNTY PUBLIC LIBRARY - EXECUTIVE DIRECTOR SEARCH

Activity	Target Date:
Consultant make first visit to Jefferson County; meet with Board, Search Committee, and staff; establish definitive work schedule and marketing plan	March 7 & 8, 2018
Advertisement is approved by Search Committee	March 16, 2018
Post ads, actively recruit candidate pool	Mar. 16 – May 6, 2018
Applications Close	May 6, 2018
All candidate documents sent to Search Committee	May 9, 2018
All pre-screening interviews (by consultants) completed	May 9, 2018
Meet with Search Committee and present the pool of candidates; select 6-8 semifinalists-2-hour meeting (consultant present in Jefferson County)	May 17, 2018 2:00pm-4:00pm
Semi-final Interviews on Site or via Skype w/Search Committee- (consultant present in Jefferson County)	May 22, 23 2018 9:00am – 1:00pm each day
Reference Reports to Board	June 14, 2018
Final Interviews (consultant present in Jefferson County)	June 18 & 19 2018
Negotiations Completed	June 25, 2018
New Executive Director Start Date	TBD

Bradbury Miller Associates will schedule the semifinal interviews with the Executive Search Committee. The entire Library Board of Trustees conducts the final interviews. The recommended structure for the final interviews includes setting up a series of activities the first day (round robin series, conversation with senior management team, combined management team, two general staff groups, touring two locations, and meeting with the executive director). The second day may include finishing any activities from the first day with the final activity being the interview with the Library Board. Additional information and recommendations on the process included:

- Bradbury Miller has a feedback mechanism for anyone who interacts with the candidates
- Public forum the first day, usually in the evening – a meet and greet reception
- Presentation on a topic 10-15 minutes; the final candidates sit as a panel and answer questions

- Once the search committee selects the finalists, Bradbury Miller gives the finalists 24 to 48 hours to opt in or to opt out. Finalists' names will be publically released.
- Recommendation that the names and resumes be on the library website.
- Recommendation that any offer be contingent on a successful background check.
- Recommendation that the search committee share regular updates with the full Board and with the staff.

In response to questions, the Board was advised that:

- The best-case scenario would indicate the hire would be complete by mid to late August.
- Bradbury Miller Associates typically recommend against having an overlap between the outgoing director and incoming director.
- All members of the Executive Search Committee are held to the same standards regarding Open Meeting Laws and Confidentiality.
- Bradbury Miller Associates have not experienced finalists opting out of the process because of the legal requirements to publicly list the names of final candidates
- The recruitment process begins almost simultaneously in terms of the timing and audience of the national announcement. Bradbury Miller Associates likes to start with, and alert, the appropriate state library as a courtesy. In addition, the announcement is shared with staff first. There is not a significant gap in time between the initial announcement and extending that announcement to the Mountain States Council and the Urban Libraries Council.
- Bradbury Miller Associates do not recommend having the current executive director participate as a member of the final interview team. Having the final candidates meet with the current executive director if they have questions can be part of the activity schedule. It is also acceptable for the Library Board to share the list of finalists with the current executive director and ask for input.
- Bradbury Miller Associates has completed the recruitment for the High Plains Library District.
- Bradbury Miller Associates will send the survey out to the Trustees again.
- What makes this position attractive is the funding/budget, desirability of living in Colorado, the size of the system, number locations are manageable, opportunity to build relationships and work with external partnerships, the system is not totally built out – there is opportunity to work on new facilities. What makes the position unattractive is that the system is not a true urban library with a downtown central library, JCPL is not a district library system, and the system is not broken and does not need to be fixed (there are candidates looking to fix a system).
- The current job market is more of a sellers' market than a buyers' market. There are many good candidates but there are many good opportunities. Executive Directors are aging out and the people in the second and third level positions are often of

similar age. Systems need to reach deeper into organizations to tap the talent or look to smaller libraries and take a leap of faith.

- Background checks take 3-5 days depending on where the candidate is from.

The Trustees reviewed the job requirements and considered the suggestions brought forward by Bradbury Miller Associates. In consideration of those suggestions, the Trustees agreed to the following adjustments:

- Remove the sentence “plus coursework in management or public administration is required”
- Adjust “10 years of public Library leadership” to “5 years of Library leadership”
- Adjust “Valid Colorado Driver’s License” to “Able to acquire a valid Colorado Driver’s License/Colorado State ID within statutory requirements”

The Trustees agreed that the job posting would list the salary from the starting point to the mid-point (Salary Minimum \$116,811.17; Salary Mid-Range \$151,854.52).

The Board expressed their appreciation to Dan and Jobeth Bradbury.

Public Services Department

Library to You High Roof Cargo Van

Julianne Rist, Director of Public Services, addressed the Board and introduced the topic. The Board was informed of the need for this vehicle in September 2017 when the library was working with County Fleet to bid a van. Due to budgeting requirements by County Fleet, the Library needed to take delivery of the van by December 15 2017. None of the bids could meet this timeline. After consultation with County Fleet, it was decided that the best course of action would be for the library to issue an RFP for the vehicle for delivery in 2018 and purchase it directly. A cargo Van was budgeted for Library to You in the 2018 budget. This vehicle will support and supplement current library services outside library walls to Jefferson County residents who are not able to come to a physical library location. It will provide lobby stops to some current bookmobile locations where most of the residents are no longer able to come on to the bookmobile.

In response to questions, the Board was advised that:

- Pictures showing what the inside of the van would look like are included in the March 15, 2018 Board Report.
- The interior would include locking book trucks, a lift gate on the back, a flat floor with a walking track in middle, electrical, and Wi-Fi to be able to connect to Sierra and check items in and out, and insulation to protect media from extreme temperatures. The exterior would include rails to lock the book trucks.

- There were no local manufacturers that could meet the high ceiling requirement. The high ceiling is necessary so staff is not bent over when loading and unloading the van. Additionally the recommended vendor is the only one who manufactured the van in 4-wheel drive.
- The \$25,000 in additional funding will come from the contingency fund. The contingency fund is a separate line item. The funds would not come out of the fund balance or out of any other line item (i.e., books and materials).

Facilities Department

Security Vendor Contract

Steve Chestnut, Director of Facilities and Construction Projects, addressed the Board. Because of increased need and costs for security services in 2017, JCPL issued an RFP to formalize a contract, based upon competitive bid, for security services at the Library. The RFP elicited responses from three firms. A team comprised of Public Services and Facilities personnel interviewed the firms. The team concluded that Citadel Security would best meet the needs of JCPL. For 2018, it is anticipated that the Library would need approximately \$155,000 to cover security services. That includes special events and security services that will be shared by the City of Edgewater for the Edgewater Library (they will pay for their portion). The dollar amount is based upon an hourly rate not a set fee. The budget for this contract would fall under Facilities and will have to be supplemented with \$30,000 in 2018 since it is currently budgeted at \$125,000. The \$30,000 would come from the Library's contingency fund.

In response to questions, the Board was advised that:

- The hourly rate is inclusive.
- If there were a need to increase the hours beyond the contract the Library would negotiate for those additional hours.
- The Library does not make recommendations to vendors relative to their personnel practices.
- The Library tracks the contingency budget every month and any concerns with that budget would be brought before the Board.
- The Library evaluates the number of incidents, the severity of the incidents, escalating behaviors, and the number of threats (and if the threats are credible). However, it is difficult to predict how many hours of security will be needed.
- The Library has seen a sharp upward trend in the number of incidents.

The Chair acknowledged Commissioner Tina Francone and the Trustees expressed their appreciation to the Commissioner for attending the meeting.

ADJOURNMENT

The Board meeting was adjourned at 6:55 p.m.

Kimberly Johnson

Kim Johnson, Secretary