



SPECIAL MEETING MINUTES
Henderson District Public Libraries
Board of Trustees

Date: June 8, 2017

Time: 7:45 a.m.

Place: Paseo Verde Library, 280 S. Green Valley Parkway, Henderson, NV 89012

Notice is given that items on the agenda may be taken out of order. Two or more agenda items may be combined for consideration; items may be removed from the agenda or discussion delayed relating to an item on the agenda at any time.

Call to Order

Chair Donn Jersey called the meeting to order at 7:45 a.m.

Roll Call

Board present: Jim Frey, Cindy Herman, Donn Jersey, Mark McGinty, Kip Noschese, David Ortlipp

Board absent: None

Staff present: Suzi Arvizu, Barbara Bloom, Rita Botzenhardt, Dana Bullinger, Debbie Englund, George Greicar, Joy Gunn, Sean Hill, Gayle Hornaday, Betsy Johnson, Candace Kingsley, Shakita Kirkland, Bethany Lafferty, Melissa LaPorte, Rachel Mainz, Michelle Mazzanti, Carol Miller, Jo Morrison, Heela Naqshband, Kate Peraza, Lisa Phelan, Stephen Platt, Kevin Scanlon, Christina Terriquez, Nicole Thomas, Leona Vittum-Jones, Grace Warthan, Patricia Wiesner, Emilee Wirshing

Others present: Marian Brown, Catherine Finnegan

Approval of Agenda

Cindy Herman made a motion to approve the agenda. Mark McGinty seconded the motion. The vote was unanimous.

Public Comment

Note: Comment will be taken on each agenda item as it is heard. Pursuant to Nevada's Open Meeting Law, action may not be taken on matters presented during this period until included on an agenda as an action item.

New Business

1. Discussion and possible Board action regarding Executive Director Candidate Interviews

Jim Frey explained that each of the three candidates will be interviewed in a standard format, each with the same set of questions. After the last candidate is finished, the board will deliberate on a selection.

Esther Day

- 1. Share with us why Henderson Libraries specifically appeals to you and how do you think you can make a difference in our library system and our community.**

Esther Day said when deciding to retire, Henderson was appealing because of the location and the library district system. A multi-branch system appeals because one can engage with the staff and the public. In larger library systems, a library director is not able get to know the employees, community or board. It is hard to build relationships; relationships are what libraries are all about – we are not in the business of checking out books. We are in the business of bringing people in and helping to change and transform their lives. Esther Day said she has visited all Henderson Libraries branches, multiple times since last Saturday, and watched staff engaged with each other and the customers. There was an energy and positive spirit I found very appealing.

- 2. What are two or three values that are most important to you in the workplace?**

Loyalty is very important. The administrative team is part of the staff, and everyone works together as a strong team. No one person is more important than any other. Everyone should cross train and help each other. We should not differentiate between MLS and front line staff; everyone has something to give. Staff should be loyal to each other and the organization. Backbiting and infighting just bring the organization down. An organization is only as strong as its weakest link. Respect should be given to everyone – staff and public.

- 3. Have you ever had to implement a change that had little support? What was it, why was there resistance, and how did you overcome the resistance? Or did you?**

As library director of the Clinton Public Library in Clinton, Tennessee: the library was in very, very bad condition. The collection had never been weeded, inventoried or cataloged. They did not know what a website was and this was 2009! It was a mid-size library shockingly behind the times. Esther Day told the county commission the library needed more money to get the library system into this century. The commission did not want to raise taxes and refused to raise the budget; Esther Day asked for one year to gain public support and then she would return to ask for more money in the budget. Implementing a new website, catalog, and basically inventing a new library changed the perception of the library in the community. There were letters written to the local newspaper saying how wonderful the library was. Upon returning to ask for a larger budget, Esther Day told the commission, if we can do all of that with a little bit, think what we could with more. The budget was almost doubled at that point. Esther Day is most proud that the perception of the library in the community was changed.

- 4. What is your understanding of the division of responsibilities between the Director and the Board of Trustees? What strengths do you have that would contribute to making this an effective relationship at Henderson Libraries**

The director works at the direction of the board, whatever the board wants implemented would be the direction to take. The director has an obligation to come to the board with new ideas, new services, and use the expertise of the board to do a job better. Board and staff work better as a team. Staff success is director success, is board success and the

community's success. We would work together and the board would make the ultimate decisions.

5. Give us an example when you pushed back with your Board or supervisors and offered constructive dissent or a different point of view – what was the situation and what was the result?

Esther Day stated she has always had a good working relationship with the board. In Texas, there is an advisory board because the library is part of a municipal government; Ms. Day reports to the city manager and assistant city manager. Financial requests must be approved through the city council. In Henderson, Kentucky, the board governed and controlled the finances of the library system, similar to the Henderson Libraries. Esther Day said she does not consider anything she has done to be a failure or to not have worked; she does her research and homework, she is a good salesman and has had no initiatives that did not work. A time or two personnel issues came before the board and Ms. Day had to convince the board what was best decision for the organization.

6. Describe how you have been the face and voice of the public library in your current position? Give us 2-3 examples. How would you approach that in Henderson?

In Waco, a community services librarian goes out in the community and meets with the chamber and nonprofit organizations. The executive director does not go to every meeting but attends city function meetings. There are 37 departments of the city. Esther Day attends every city council meeting, as they are they control the finances; it is hard to say no to someone who sits in on every meeting – they know you'll be back at the next meeting. It is easy to build relationships in the community. Esther Day is out there selling the best service in the community. Everybody loves the library. It is easy to sell. When she first moved to Waco, Esther Day created a list of every nonprofit and city organization meeting schedule, went to all the meetings and did presentations. Baylor University is one of library's partners. The president of Baylor University read at one of the library's story times. Sometimes it takes crazy ideas to get people into the library and to get the library into their organization.

7. Have you had direct involvement with a bond and/or levy campaign? If so, tell us about it. If not, how would you learn about it and approach doing one in Henderson?

Esther Day stated she has not. In Henderson, Kentucky, the board was able to set the tax rate. For less than a 4% increase to the budget the district did not have to pass an initiative.

Esther Day stated she would do what any good librarian would do - research, go to other librarians and the internet to see how it is done. *EveryLibrary.org* is an online organization that is a PAC and has a fabulous resources to help you through, step-by-step. Esther Day said she would think of unintended consequences, form a team, and brainstorm ideas with the staff and work together as a team to make it happen.

8. Which professional partnerships are you most proud of and how did they make a difference in your community?

The Rotary Club in Waco, Texas funded a project called *Literacy Kits*. The youth services staff developed kits; each kit is a box with books and manipulatives tied around early

literacy. This is a new service for the public, In Waco, there is a high illiteracy and (29%) poverty rate. The library district partnered with Prosper Waco, a nonprofit organization that brings other nonprofits, and local government agencies together to tackle the three biggest problems in Waco: financial literacy, health literacy and early literacy. Libraries have been doing this for years. Teens come into the library to learn life skills, money and credit card management. Health, literacy and educational classes are offered. Librarians go out into the community to give presentations to the organizations. This is a give and take situation. Library staff sell the library, and statistics show that people come back to use the library.

9. Henderson Libraries plays in important role both locally and statewide; how would you develop a branding and marketing program to elevate its visibility to both constituencies?

The library is a great product that sells itself and is easy for staff to sell. Libraries already have a brand – reading, literacy, technology, and community spaces. Esther Day would focus on what the district does great, and introduce new products and services. This comes naturally, no specific strategy needed. Have the best product possible. Get out into the community and sell it. Word of mouth is the best marketing.

10. Based on what you learned about us during your visits to some of our facilities and your conversations with the staff, can you tell us what your top priorities might be during your first year if you are selected as our new Director?

Esther Day said she saw a divide when visiting the libraries. Not sure if it is an outsider's perspective or if it exists. As director, she would have to do her homework and talk to everyone, starting with staff – the most important component of the library. Is the divide real or is it just the outsider looking in? Without staff working as a team, the library will never get to the place where you want it to be. When branches operate individually, not as a team, it is not in the best interest of your organization. The three branches need to come together. Team building exercises will build a cohesive unit. Community outreach is another priority. Esther Day would get a seat at the table of all community organizations in Henderson.

11. Tell us what you've done in your prior or current associations to imbed your library's vision and/or values in the day-to-day operations of your direct reports and the entire organization. How would you do that at Henderson Libraries?

In Waco, the four branches operated in their own little silos. Esther Day engaged staff in training and team building exercises bringing them together once a month in the same building. Esther Day loves libraries so much and is passionate about libraries and thought everyone feels that way. She was surprised in Waco, Texas, that staff did not feel the same way. A mentor advised telling staff what a good library looks like. She developed a PowerPoint presentation outlining the district's vision, mission and goals. This developed a framework for sharing the mission. Staff can be trained to share the vision. Currently Esther Day meets with her direct reports, the assistant city manager, each week discussing objectives; they constantly discuss what the next step is. An objective must be completed before moving on to the next one. The library is now providing the best customer service in the city. People are telling us the library is wonderful. They are writing letters and calling

the mayor telling him the library has changed: it is awesome. That is staff working all together as a team.

12. Tell us why you believe you are the best candidate for our position.

Esther Day said she didn't know both of the other applicants were people from Henderson. It makes sense because a Henderson person would have the contacts, however, She has been a library director for 8 years and has run an entire library system. Her library district consists of 4 branches, open 3-6 days and 1 open 7 days. The size and budget (\$6,000,000) are similar to Henderson Libraries, but the district operates with only 56 employees. Funding is an issue. Esther Day is used to doing more with less. That is one of her objectives – money doesn't make a good library system, the people make a good library system. The fact that Esther Day manages a multi-branch system is an advantage over the other candidates, as well as having worked with similar budgets and large staff. The other candidates are qualified and will do a good job. Esther Day loves libraries and everyone deserves a good library.

Esther Day said she wants the board to pick someone who is good for Henderson Libraries. She stated she is the better candidate and has the ability to connect with people on all levels. Admittedly, it was unnerving at first, when staff came armed with typed questions, but it indicates staff here really care. Esther Day can work and talk with people from all walks of life and will talk to anyone about the library and this is what makes her the better candidate. The other applicants may be qualified, but they will not have that same love and passion for libraries.

13. What questions do you have for us?

Esther Day asked about fundraising. What does that mean to the board and what would the board's expectations be?

Donn Jersey said Henderson Libraries has the best friends group on the planet earth. When the board looks at where the district is and where the district is going, there needs to be a foundation in place. Something like KNPR has, the fundraising and relationships. A previous executive director was really driving the foundation, but it needs to be reestablished to attract community stakeholders.

Jim Frey said other sources of revenue need to be considered. The district needs someone who can get grants and work with the government entities. We need to identify individuals in the community who could be real supporters of the district.

Mark McGinty said one goal is growing and grooming the staff, getting the libraries back to full time hours and operations. This takes money. Do we wait for tax growth?

David Ortlipp said Henderson is really growing out to west. From Madeira Canyon, there is a 15-20 minute drive to the library. Services need to be where the population is. The thing that hampers that effort is the budget. It would take \$800,000 to \$1,000,000 just to staff a new library. If a bond issue cannot pass, then the district needs creative ways to raise money. How do you raise the profit of a library so it is at the forefront of the issue and

people will open their pocket books? Book sales are fine, but we need to start looking larger.

Cindy Herman said that the district's funds are primarily through taxes. The library district is at the will of the state legislature, which might change and alter that. The economy can put a damper on the district's ability to operate. Staying focused on only what is allocated is hampering the ability to grow services to provide better.

Esther Day asked how involved the board is in day-to-day operations. Cindy Herman replied the board is a governing body. The administration of the library is in the capable hands of library staff. The board is there to provide a vision. Cindy Herman said she liked the suggestion of utilizing the strengths of the board. This is an incredible talent pool of individuals. The board governs, but brings strengths to the table. Jim Frey said the board members are not micromanagers. David Ortlipp said staff have proven resilient. The board has every confidence in staff; they have delivered in the past.

Esther Day asked, beyond fundraising, what are the main expectations for the director? Cindy Herman responded strategic planning. Mark McGinty responded the health and wellbeing of the libraries, in general. Happy staff. Get back to full operations. David Ortlipp said everything needs to be approached with a heart. People are important. There has to be heart in everything the district does. The director needs to love people and be successful in life and this job.

Esther Day asked what the board considers to be the challenges ahead? Mark McGinty replied community outreach. The board wants the director to step up and be a strong community leader. Donn Jersey said the director must go beyond; it is almost a political position. Relationships must be well developed. Jim Frey said the director and board need to look at how the district can expand services. The planning process will direct us in that direction. Newly built communities need library services. Cindy Herman said assessing needs, of both those using the library and those not using the library and growing the patron base. The district needs to get to the point where we have middle-aged people coming back to the library. Patrons must be grown from children up, but you also need to reach the middle aged. Esther Day said Henderson Libraries is doing that by having so many teen librarians and services. Studies have shown that when teens use the library, they come back. When teens don't use the library, they don't come back until they have children of their own. Teen library users will stay with the library forever. When libraries did not attract teens, a generation of people were lost as library users. Henderson Libraries' teen librarians were awesome.

The board thanked Esther Day for coming to interview. Esther Day thanked Kevin Scanlon for driving her from place to place and Debbie Englund for lining everything up and staff's time and energy in making her feel comfortable and welcome.

The meeting was adjourned for a break at 8:25 a.m. and reopened at 8:45 a.m.

Matthew Hortt

1. Share with us why Henderson Libraries specifically appeals to you and how do you think you can make a difference in our library system and our community.

Matt Hortt said Henderson Libraries really appeals to him. He grew up when it was called Henderson District Public Libraries, starting employment as a shelver in high school, working through the ranks in technical services, and as courier. After spending some time in the Philippines, Matt Hortt resumed employment when the Paseo Verde Library opened. The circulation manager actually sent him an application in the Philippines.

The last time the director position opened up, Matt Hortt said he was not ready, but went out to get the experience, uprooted his family and moved to California because getting that experience was so important. Matt Hortt has always looking forward to this day. Matt Hortt grew up with and knowing the staff and it is a tremendous opportunity to come back to Henderson where he has great connections in the community. Matt Hortt said he quickly forged connections in California, where he did not know anyone, in the community, with government agencies and the business center. He can bring that experience here. Matt Hortt is familiar with the strategic planning process, having led the Simi Valley Public Library through the strategic planning process and has proven his abilities so well he was asked to take over the St. Clarita Public Library with more responsibilities. Matt Hortt said he has a lot to offer and would love to bring that back to his hometown.

2. What are two or three values that are most important to you in the workplace?

Respect. Respect for the ability to operate and be good stewards of public funds. Everything is contingent upon respect. Respect for the public, staff, management and each other. Respect for the general profession of libraries. At a recent Cub Scout event a 17-year-old kid asked what Matt Hortt did and upon learning he is a library director asked why you would tell anyone that. Everyone thinks libraries are great but are run by volunteers. Bringing respect to the profession demonstrates that libraries play a vital role in economic development, raising property values, and it is a great boon to the community.

Informed staff: Proper training can show expertise and knowledge to the community. That will really make the difference and play into the professionalism of the organization.

3. Have you ever had to implement a change that had little support? What was it, why was there resistance, and how did you overcome the resistance? Or did you?

The best incident was at Simi Valley Public Library, a great district but with technology deficits. The district only offered black and white printers. RFID tags were antiquated and not working properly. The district was part of a larger system for book and resource sharing. A lot of materials from other libraries had various RFID tags that wouldn't work with the self-check system. No one used the self-checks as they were hard to use and would set off the gate alarm. Every time the gate alarm went off, staff would tell the patron to go ahead. This resulted in long lines to have staff assist with check out. It would cost \$60,000 to re-tag everything to put a new system in, but unplugging the gate deactivated the RFID tags. This action did not really make any difference, the gate was still a visual deterrent, but with the beeping turned off people started using the self-checks again. The self-check statistics went up. It took a lot of retraining of staff and convincing of patrons to get them to use the self-

check units again. Matt Hortt spent a lot of time on the floor, assisting patrons with self-check.

This led to a technology \$105,000 refresh for the library. All computers were replaced, copy machines updated, wireless printing/scanning added, 2 3-D printers were ordered, an iPad tree was created for the children's department; the upgrades were very popular. Some reference staff were dedicated to roaming with iPads to assist patrons. Some staff that fought against it but some were eager to try. Getting staff on board really made a difference.

4. What is your understanding of the division of responsibilities between the Director and the Board of Trustees? What strengths do you have that would contribute to making this an effective relationship at Henderson Libraries

The executive director serves at the pleasure of the board, the governing agency responsible for the library. It is a team effort. The executive director goes out, talks and is the face of the library. The executive director gathers information and presents it to the board in a way the information can be discussed and ideas formed to drive the library district. There should be consensus building and transparency, ensuring everyone has the information needed to make an informed decision. The executive director should stay on top of trends and be out building connections and partnerships that will drive the district. The director works with the board building a strategic plan, determining how the plan affects the community as a whole. Matt Hortt said he has always excelled at making connections with the community, both here and in California that would lead to partnerships and fundraising opportunities, and would like to take that to the political arena and work on expansion of the district.

5. Give us an example when you pushed back with your Board or supervisors and offered constructive dissent or a different point of view – what was the situation and what was the result?

The friends group in Simi Valley approached Matt Hortt and the city council requesting to install a mural on an L-shaped wall in the children's department. An artist was brought in and the city council approved the plans for the mural without really grasping the concept.. The mural incorporated historical parts of the region with literary and fictional characters. No one from the city came to look at it until the unveiling. Complaints came in from the community, after the unveiling, that some of the characters were white washed. Matt Hortt said his initial response was that the mural was the artist's rendering/vision and this is what the city council approved. As he thought more about it, and spoke to the community, Matt Hortt formed a plan with the artist to reflect Simi Valley's diverse society, including a large Latin population. The artist came back and added some diversity to the characters. The council was very sensitive to the issue and Matt Hortt said he should have gone with that in the beginning. In the end, the right decision was made and the mural ended up being much more representative of the community.

6. Describe how you have been the face and voice of the public library in your current position? Give us 2-3 examples. How would you approach that in Henderson?

Matt Hortt said when he first became director at Simi Valley Public Library a press release went out and he was approached by the smaller (Simi Valley Acorn) and larger (Ventura County Star) newspapers. A few months later Matt Hortt received a call from the Ventura

County Star wanting information, about popular holiday books; they needed the information quickly to meet a deadline. Matt Hortt put everything aside and pulled the information together in an hour. The reporter was so happy to get the information that she said she would be there for the library any time. This opened up many free marketing opportunities. Matt Hortt forged a great relationship with the Ventura County Star, the Simi Valley Acorn and 99.1 The Ranch, Simi Valley's nonprofit radio station. DJs from 99.1 The Ranch were invited for events and were part of the *Read Across America* event. This brought a lot of media attention and free publicity. On the media side, Matt Hortt was the face of the library.

Another example of being the face and voice of the library was while leading strategic planning efforts. Presentations were arranged for every organization possible to get their input. Thirteen public meetings scheduled at neighborhood councils, council on aging, chamber of commerce, educators association, teachers union and more. Less formal meetings took place at the Rotary and Kiwanis clubs. This changed the perspective of what the community thought the library was (a great place for children) and affected the strategic plan. Educating the public about what the library has to offer, including technology, really blew them away and led to many coming into the library to get library cards. Being the face, talking, and listening; then using the information to let it drive the focus and vision for the library.

7. Have you had direct involvement with a bond and/or levy campaign? If so, tell us about it. If not, how would you learn about it and approach doing one in Henderson?

Matt Hortt said he had direct involvement during the last Henderson Libraries bond; he went to events, handed out flyers and bumper stickers. During that time, Matt Hortt was a big voice and proponent for passage of the bond. Although the bond was not successful, it was very close and those involved picked up a few things. If the message is massaged a bit it will pass.

The city as a whole is poised for growth. Expansion is necessary and it is time to start considering a bond campaign. Next year is the district's 75th anniversary. The best thing now would be to start gathering statistics and look at what the district has accomplished in the last 75 years. Where were we when we started? Where are we today? It is important to engage and educate the community about where Henderson Libraries would like to go in the next 75 years. The community should be invited to help build that vision through a bond. Keep in mind there are many people moving here from California for low taxes. There will be many people voting against it and it is necessary to plan for that. Pick an off year election – turnout will be higher for our supporters, not just everyone against taxes. Positivity and innovation will be key to the message. The district can find additional revenue to show self-reliance. Processing passports is great way to start that. A large part of being successful will be working with and focusing on library supporters. This will be a grass roots campaign; supporters will be necessary to spread the word.

8. Which professional partnerships are you most proud of and how did they make a difference in your community?

The chamber of commerce has provided great opportunities to talk about libraries and to spread the word to a group of the public felt like they did not need libraries. When talking to the group Matt Hortt promised the library would be a benefit and resource for them in the future. The library created a small business resource center with LSTA funds that brought a real-time business-spending database available to the public. It was not just the general partnership, but the connections that spurred off from that as well. Going to the mixers brought many different connections. The friends group created a fundraising partnership with Studio Movie Grill. Three fundraisers accomplished with minimal effort brought in over \$6,000 to the friends of the library. The friends group had been very reliant on book sales up to that point. This helped the Friends restructure their fundraising. Another partnership, with one of the restaurant/bars, held an October Fest fundraiser, which was very successful. In addition, a relationship was created with the Reagan Library, providing different fundraising activities. Having a seat at the table, with these partnerships, raised the whole profile of the library. The best, most high profile, partnership was with NASA and started due to proximity to the NASA JPL (jet propulsion lab). Being one of twelve libraries in the country with that partnership, brought in a NASA collection and speaker's bureau. Library staff received training at the JPL. As far as name recognition, the NASA partnership was the best one.

9. Henderson Libraries plays in important role both locally and statewide; how would you develop a branding and marketing program to elevate its visibility to both constituencies?

Matt Hortt said the library recently rebranded and would not recommend that due to the expense. He would raise the profile through innovation, locally, on a state level, and even nationally. Matt Hortt would support and promote staff ideas. Staff know the district needs and have the ideas. Innovation will bring name recognition. Matt Hortt would obtain a 3D printer and develop a fundraiser to create and personalize bookends honoring donors. Henderson Libraries would be the only district to print their own bookends. Winning a bond issue will bring recognition, as it is a rarity. Matt Hortt would develop sporting partnerships with the Raiders and the Golden Knights. Innovation will put the most eyes on Henderson Libraries.

10. Based on what you learned about us during your visits to some of our facilities and your conversations with the staff, can you tell us what your top priorities might be during your first year if you are selected as our new Director?

1. Expansion. 2. Change the narrative. There has been no mention of the library district during the annexation to the west and east. The city recently annexed eight hundred acres out near Sloan. The Paseo Verde Library is the closest library to that area. The planning commission requires police and fire departments be included in planning, and land set aside for them. Libraries need included in that planning. Expanding. Expanding hours. Monday hours need restored to the other branches. Part-time staff want opportunities for full-time positions, upward mobility. This would go a long way in building morale and professional development. Expansion will provide many opportunities. Input from the public regarding locations for expansion of library services. It is good to bring a library design and explain this is what the library district wants to bring to their community. Expansion is a priority.

11. Tell us what you've done in your prior or current associations to imbed your library's vision and/or values in the day-to-day operations of your direct reports and the entire organization. How would you do that at Henderson Libraries?

Staff needs to be empowered. When Matt Hortt moved to Simi Valley and Santa Clarita, employees were conditioned to the director handling any issues, even those that should be handled by the person in charge. A lot of this grew out of training and prior management style. Matt Hortt said he worked with staff to build them up with proper training and build confidence in making decisions. The best way to support staff is to discuss options and give them an opportunity to grow, being supportive along the way. The director that followed Matt Hortt at Simi Valley Library could not believe the change made by empowering staff. Henderson Libraries has a great group of employees that will make good decisions and take care of things; this can translate into innovation. Matt Hortt said he would build confidence, build leaders at every level, city, state, and national. Henderson Libraries has the ability, the knowledge and the star power here to make that happen.

12. Tell us why you believe you are the best candidate for our position.

Matt Hortt said he grew up with the district and has worked in the majority of departments. He understands what the library means to the community and staff. Some things have changed, but can be figured out. Henderson Libraries has always been seen as the friendly library district with great customer service. Although it has grown, Henderson Libraries is still the hometown library. That's the big part of customer service. Matt Hortt understands what Henderson Libraries is and loves the community. The last time this position was open, Matt Hortt admitted he did not have the right qualifications; he went out and got them, became a director and did so well he was given a bigger position as city librarian. Matt Hortt said he has a Ph.D. in public affairs with a focus in fundraising and nonprofit management, which has helped him in dealing with Friends groups. Matt Hortt loves friends groups, especially the Friends of Henderson Libraries. The friends worked closely with him and were the subject of his Ph.D. thesis experiment. Matt Hortt is extremely grateful to the friends who enabled him to build those relationships and partnerships. Along the way, Matt Hortt has brought in funding from outside sources, redefining how the library brings in money. Matt Hortt said he is extremely grateful that he can leave and come back. If hired for this job, it will actually make the third time Matt Hortt has left Henderson Libraries and come back. He loves the city and the opportunity to serve. Mark McGinty asked if Matt Hortt has been building a succession plan in his current position. Matt Hortt responded he is working on it. There was an assistant director up to about a year ago, but the position was eliminated. Matt Hortt is working on freeing up funding to bring it back and is looking at having branch managers involved in strategic planning, looking for who steps up and has director potential.

13. What questions do you have for us?

Matt Hortt asked about the board's aspirations for Henderson Libraries. Cindy Herman replied for Henderson Libraries to be a leader within the community. The strategic plan encompasses so much. We need to find what library users and non-users want. Infrastructure compiles so many attributes and provides the guide for the board and staff to find the next step – where to go. Without it we walk blindly. The district has such a solid base with friends, foundation and staff (our gold stars!); these are what bring the libraries

to life. Succession planning is critical. You never know when you are going to lose that brain thrust of staff that have been here for decades. This is a good way to start out a 75th year campaign.

Jim Frey said staff is so creative, we would hope a director would not stifle that creativity.

Mark McGinty said to get back full hours, staff training and growth.

David Ortlipp said a library is so much more than just shelves of books – it is a good community hub, passport agency, and events like Library Tree Lane that bring the community together. The district needs to be in the places where the community is expanding. Henderson is expanding. We need to be looking at how we can put library services in places that best serve the needs of the community. Having young children, the library is very important to us. It is community outreach. We need to be mindful of that and the library needs to be in places that serve the community.

Donn Jersey said that by the time a company gets to be relevant, they are irrelevant again. Looking beyond relevancy is important. All things mentioned are a part of that: strategic plan, fundraising, skillset to get national attention. We have the brainpower with good leadership to get us there.

Cindy Herman said it is critical to get back in the conversation with the planning commission about how many libraries are needed to serve how many thousands of citizens. The library district needs to work with city government, planners and developers. There are developers willing to give the land for a library. We need to get it locked into the planning process. If we do not tremendous opportunities will be lost.

Matt Hortt said libraries were initially designed as community centers, places to come and share ideas, a place of learning. The public library can be an entry point for everyone into the ivory tower. It is interesting in Santa Clarita plans are in the works for a joint site with a recreation center. This will be an interesting dynamic. Libraries had been on the front end of the bell curve for innovation and in the past few years have slid back to about 50%. We need to drive ourselves back to the front leading the trends.

The meeting adjourned for a break at 9:27 a.m. and reconvened at 9:44 a.m.

Marcie Smedley

1. Share with us why Henderson Libraries specifically appeals to you and how do you think you can make a difference in our library system and our community.

Marcie Smedley said the library is home, a place she has a passion for; she has held several positions in the past 14 years. This led to growth and learning a lot about the organization and how important library services are in the community. Marcie Smedley said the experience suits her well providing knowledge of the challenges the library district had in the past, and where the district could have improved. Marcie Smedley said she is well situated moving forward in the library district. Having spent her entire career at Henderson Libraries, she has not been a director at another library system, but she would contend that

what the board is looking for is a leader. Marcie Smedley said she has served in leadership roles and is a leader and can bring skills and qualities to this position like no one else can. The Henderson Libraries team is topnotch. With a visionary at the helm, the district can do fantastic things.

2. What are two or three values that are most important to you in the workplace?

Collaboration. We are an organization of people and need to work together to achieve our goals. The more people involved, the better quality of life. This cannot work just 8-5. To create a great individual and organizational experience, collaboration is how to get there. There needs to be a team environment.

Loyalty is important and drives the efforts we put forth. It is easier to get through the tough times. When staff is loyal, they can see past the hard times and find ways to get through.

Communication. We have lacked in communication areas in the past. As an organization, the team can work on goals to communicate better. It either propels things forward or holds things back.

3. Have you ever had to implement a change that had little support? What was it, why was there resistance, and how did you overcome the resistance? Or did you?

Budget cuts. Managers had to present the changes to their team. As Department Head in Youth Services at the Gibson Library, programming had to be cut by 20%. This was not popular with staff. Youth Services staff look to programming as the most fun and fulfilling part of the job. Together, we sat down and cut programming 20% evenly across the board making sure everyone still had some programs. People struggled with more public service desk time, doing things not as fun. Marcie Smedley said her job was to motivate people and find the positives. She was onboard and made the same sacrifices she asked of others on the team. Together, they worked through it, things turned around, people stuck with it and are still happy to be here.

4. What is your understanding of the division of responsibilities between the Director and the Board of Trustees? What strengths do you have that would contribute to making this an effective relationship at Henderson Libraries

The board is the governing body. As director, I would look to the board to approve what we are trying to promote. The board makes the best decisions, based on what our operations are. I will work the board to bring new ideas and best steps for the future of the library district. It is up to the board to decide if they are the best. Marcie Smedley said she has great communication skills to work with the team and the board. There will be no surprises at board meetings and the board will be involved in discussions. Nothing should feel sudden or surprising; there will be open communication. The library director should be out in the community to be the face of the library in the community. Marcie Smedley said one of her strengths is being that community face – and then bringing back the information learned to the board.

- 5. Give us an example when you pushed back with your Board or supervisors and offered constructive dissent or a different point of view – what was the situation and what was the result?**

A few years ago we were asked to halt all outreach efforts. Marcie Smedley said she and other staff had worked hard to develop relationships; halting efforts would be a detriment to the library, the community, and the organizations involved. Marcie Smedley gathered statistics about how many people were reached, outlined goals of outreach efforts and promoted the request to continue those efforts. The previous director felt like some outreach efforts were taking time but not bringing in results and supporting library district goals. Marcie Smedley said she felt those should have dealt with individually. When the library is not in the community, it is not reaching people who don't already walk through our doors. Marcie Smedley said after the discussion, a plan was made and she was able to continue to do the things she felt were the most important to the library and community. Issues should be dealt with directly. By bringing up the issue, Marcie Smedley was able to continue to do some outreach that she felt was very important to the library.

- 6. Describe how you have been the face and voice of the public library in your current position? Give us 2-3 examples. How would you approach that in Henderson?**

Marcie Smedley said she has taken advantage of every opportunity to share the library wherever she is. At Nevada Legislative Day, in Carson City, Marcie Smedley advocated for Henderson Libraries in front of Nevada legislators; she has done this several times. Marcie Smedley spoke to a variety of local politicians advocating for the library and the needs the district has and followed up by testifying last week regarding Senate Bill [SB] 549 to appropriate \$500,000 in collection funds for libraries. This bill passed unanimously from the senate and the assembly. It is important to be in front of our elected officials and make partnerships with other organizations in the community. Marcie Smedley represents Henderson Libraries as part of the APPLE partnership and has for quite a few years. APPLE stands for All People Promoting Literacy Efforts, which is an integral part of what the library district does. Stronger relationships can be built with the city by attending city council meetings and city events to have interaction and connection with the mayor and council.

- 7. Have you had direct involvement with a bond and/or levy campaign? If so, tell us about it. If not, how would you learn about it and approach doing one in Henderson?**

Marcie Smedley stated she was here for the last tax initiative and learned a lot. Even though the initiative was voted down, it was by such a small margin. It was great to see the support for the library. It was not enough to accomplish what our efforts were. It is important to move forward every day living as if we might be asking for a tax initiative in the future. We cannot garner support to pass a tax initiative overnight – support needs to be worked on every day. Every day we need to remind the public of our value to the community. If we were not here, there would be so many unmet needs in our community. When the district gets to that point it will be in a better spot and already have a plan in place for community support.

- 8. Which professional partnerships are you most proud of and how did they make a difference in your community?**

Marcie Smedley said she is proud of involvement in the APPLE partnership. This program speaks to what the library district does to promote literacy efforts everywhere. Any time we can really encourage something that will make a difference in someone's life, it is important. Marcie Smedley also expressed pride in her involvement with the Henderson Boys and Girls Club, and Anson Tutoring that provided services out of Boys and Girls Club; and to provide small libraries in the Henderson locations. These kids could get to the club after school but not the library. This partnership was life changing to kids. Resources available at the club make a difference in their lives. Marcie Smedley said she feels good about that.

9. Henderson Libraries plays in important role both locally and statewide; how would you develop a branding and marketing program to elevate its visibility to both constituencies?

Marcie Smedley said Henderson Libraries have to be present out in the community. People that come to the library understand how great libraries are. They are in the library and using our services. We need to find ways to reach out in the community to access nonusers and share the services we offer. If people are unable to get to an actual library, they can get online and download an e-book. The best marketing plan highlights all library services of which people may not be aware. People who are aware of services will share that information with their neighbors. This is multi-faceted. More print advertising. Social media is a great way to share information about the library; we can look for ways to grow that even more to get a reach of folks that do not already follow us. The library needs to have a presence at community events. During Henderson Heritage Days, the library district had a booth, and people were surprised to learn about the heritage room and the resources available for genealogy research. The district should continue seeking ways to reach out locally and on a statewide level for advocacy with Nevada legislators. What services do we offer that are unique? How can we get that information out there? We can share that to make people interested. Libraries are very oriented toward trends. Instead of following trends, we should find a way to set trends— that is the way Henderson Libraries can become branded in the industry.

10. Based on what you learned about us during your visits to some of our facilities and your conversations with the staff, can you tell us what your top priorities might be during your first year if you are selected as our new Director?

Marcie Smedley said the top priority would definitely be to get a strategic plan in place. We've been trying to update an old plan to comply with state requirements, but there has been no time or resources to put together a new plan based on what today's libraries look like. There are five areas the strategic plan should focus on:

1. Patron services;
2. Communication - both internal and external. External would include marketing efforts;
3. Technology;
4. Facilities – both upkeep of existing facilities and future expansion;
5. Fundraising. Without fundraising the district won't be able to do much more than it is now.

The strategic plan can be reviewed to see what can be attacked most quickly. Once a strategic plan is in place, and the district has some vision and goals, the district will move ahead more efficiently.

11. Tell us what you've done in your prior or current associations to imbed your library's vision and/or values in the day-to-day operations of your direct reports and the entire organization. How would you do that at Henderson Libraries?

Marcie Smedley said she tries to lead by example all the time. The district has a new tagline, Imagine, Discover, Connect. It is an importance concept, not just for patrons, but for staff as well. Being a team player embeds our culture with staff. Marcie Smedley has been working at least 1 desk shift each month on all service desks. It is important staff understand that she wants to know what happens in their environment. It is easier for staff to share concerns with someone they know will understand what they do. Marcie Smedley said it is important lead by example and be part of the team. Once the culture is cemented into the organization, it shows really well to the community and the community will realize that from interactions as well.

12. Tell us why you believe you are the best candidate for our position.

Marcie Smedley said it comes down to what the board is looking for – if the board is looking for a person to be out in the community and also to motivate and encourage the team, Marcie Smedley said she is the best person for the job. With connections in the community, having grown up, she knows quite a few people. If she does not know someone, she probably knows someone that does. Having those local ties and having a passion for what libraries do – makes her an ideal leader for this organization. Marcie Smedley can speak from the heart to the people with whom it is important to share that information. Having come through a variety of positions in the library district, most of the people here already know her, understand her goals, respect her passion for what we do and will support that. Getting out in the community and being the person the team knows is really doing everything for the best of the library district is an important combination– no one else can bring that to this position.

13. What questions do you have for us?

Marcie Smedley asked for the board's thoughts on a future tax increase. Donn Jersey replied he is 100% sure it will be part of strategic planning. Not if - it is when. Some of the goals are expansion goals to better serve the Inspirada and Cadence and will require more operating money. Marcie Smedley said that while things are looking great with property values, the tax cap limits growth, making it hard to grow as fast as the city is growing. It is important to look at additional fundraising opportunities. Our Friends do a great job. They are very active. The foundation is working to get in a better position. We need to start looking at how to accomplish a major fundraising campaign. The tax revenue is solid income, once the increase is approved, and helps when trying to staff and operate a building to know that money is coming in. Cindy Herman said a tax initiative is always on the table and we should always be working on it. The library district must imbed itself into the community, shareholders, developers and city government to get that position at the table. Tax levies are not prone to pass. If we do not start that process now we are behind the eight ball. Donn Jersey said we know where we lost, and we did not lose by much. That can be part of the planning now. Marcie Smedley said new communities are large and growing and come into the library asking why there aren't services in their area. The answer is we do not have the funding – as we have newer communities that would appreciate these services, we can get

them onboard. People here would like to get some of their services back if library users could go to a library in their neighborhood. Jim Frey suggested taking names as a way to start. Cindy Herman said there are many options, ways to imbed ourselves. A library could be space in a city building. There are many options. Marcie Smedley said when the city put out their Henderson Strong plan, it was disappointing they didn't bring libraries to the table. We need to up those partnerships so they naturally think libraries must be included in long-term planning. When Tom Fay was the executive director, we were very imbedded with the city. Marcie Smedley said she is looking forward to getting the library reconnected with the city. David Ortlipp said an obvious block for voting is the retired people. If you cannot get the retirees onboard, encourage other people to vote, be more community oriented, and advocate for growth. Get people out to vote for what they are passionate about. Marcie Smedley said library branches serve as early voting sites and polling locations. This shows that the library district plays a part in the community. We need to form strategies to get people out to support us on Election Day.

Marcie Smedley asked what the board wants out of a director. Mark McGinty replied the director is the public face out there at every event and making sure the district is connected at every level – city, county and state. The board wants a director who works with staff to make sure they are growing, there are succession plans and finds a way to restore hours. That will come with additional capital campaigns. Marcie Smedley said professional development is so important and she was glad to see the upcoming budget includes funds for travel and training for professional development. The district stands to win when we encourage staff to take opportunities to grow. When people leave our district and they are top notch, it reflects nicely on the library district. We do need to have people ready to step into positions and take an active role in getting people ready.

Jim Frey said the board wants a director to take care of business. The buck stops there unless there is some really serious stuff.

Cindy Herman said the board is looking for innovation – for fundraising, the direction the district is going, for staff. Growth is limited with property tax. We want to look at more partnerships that will bring in funding dollars. The staff is solid, but need to be prepared for what is to come. Always innovation, how can we make what we have even better and serve the community even better. Marcie Smedley said we do not want to just get by anymore. Vision is needed in a leadership role and that is where innovation will come from, starting a vision and goal people can work toward. It is easy to get bogged down if you don't see the big picture. If vision is lacking, the district is not going anywhere. Donn Jersey said for people who are passionate about what they do – pay comes secondary. A leader inspires greatness. It raises everyone's level. There will be things you did not know were there until they were inspired or challenged to be their best. Marcie Smedley said staff does not need micromanagement. Management should be hands off enough to let them do the job you trained them to do, but be present to offer support if needed.

The final interview ended at 10:15 a.m.

10:18 a.m. Discussion

The comment cards from staff and stakeholders were reviewed by the board and were generally very closely split between Matt Hottt and Marcie Smedley, making the board's job even harder. Mark McGinty said there were 3 strong candidates for the position, but he is a believer in promoting from within. It sends the message of upward mobility. Mark McGinty said he supports both Matt Hottt and Marcie Smedley for that reason but is recommending Marcie Smedley. Her presentation was outwardly visionary and outlines where the district should go. Her message was really driven home on Nevada Legislative Day. Marcie Smedley really gets it and with the promotion she will have great staff around her that will support her. Gayle Hornaday will do a good job mentoring her. By promoting Marcie Smedley, it will create more opportunities to fill in positions as we go. Mark McGinty said he would like to hear more about succession plans. If they are not being done something is wrong. Mark McGinty had some concerns in a couple of interviews, but today Marcie Smedley nailed down a few things and brought him back to being a believer.

Jim Frey said he would hope staff would help whomever is hired. There could be changes in staff. We underestimated Esther Day; she had some relevant experience. David Ortlipp said having experience from the outside is a plus, showing the organization is not insular. Matthew Hottt's position is much stronger after going to California to gain experience. He couldn't have got that breadth of experience here. Professionally it was a good move for him. Both Esther Day and Matthew Hottt would bring the outside experience. David Ortlipp commented that he was blown away by the engagement of stakeholders and staff writing essays on the comment cards. This shows the depth of the passion here.

The board discussed the pros and cons of each candidate and agreed that, from the interviews today, Marcie Smedley was the best candidate for the job.

Cindy Herman made a motion to hire Marcie Smedley as executive director and to authorize Donn Jersey to negotiate a contract to present to the board for approval at the next board meeting. Jim Frey seconded the motion. The vote was unanimous.

Announcements

The next board meeting will be **June 15, 2017** at the **Paseo Verde Library, 280 S. Green Valley Pkwy., Henderson, Nevada.**

Public Comment

Note: Pursuant to Nevada's Open Meeting Law, action may not be taken on matters presented during this period until included on a future agenda as an action item.

Adjournment

The meeting was adjourned at 10:35 a.m.

Pursuant to NRS 241.020, written notice of the meeting of Henderson District Public Libraries' Board of Trustees was posted by May 31, 2017, at least three (3) business days before the meeting, including in the notice the time, place, location and agenda of the meeting. Details of the agenda may be obtained by calling Trudy Casey at 702-207-4298.

*Posted at Green Valley Library, James I. Gibson Library, Paseo Verde Library,
City of Henderson-City Clerk's Office, and the Henderson Libraries website.*