



**Minutes**  
**Henderson District Public Libraries**  
**Board of Trustees**

**Date:** March 6, 2014

**Time:** 1:00 p.m.

**Place:** Paseo Verde Library

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

**Call to Order**

Chair MJ Maynard called the meeting to order at 1:00 p.m.

**Roll Call,**

Board present: Colleen Brown, Robyn Campbell-Ouchida, James Frey, Cindy Herman, Donn Jersey, MJ Maynard, Mark McGinty

Staff Present: Andrea Daciuk, Carolyn Easterby, Ed Feldman, Mags Heinle, Joy Gunn, Florica Hagendorn, Anne Marie Hamilton-Brehm, Betsy Johnson, Sean Hill, Gayle Hornaday, Matt Hortt, Candace Kingsley, Michelle Mazzanti, Carol Miller, Jo Morrison, Lisa Phelan, Stephen Platt, Viveca Rehman, Juan Renteria, Marcie Smedley, Vivian Tufano

Others present: Kay Carey

**Approval of Agenda**

Colleen Brown made a motion to approve the agenda. Mark McGinty seconded the motion. The vote was unanimous.

**Consent Agenda**

*These items are not expected to be controversial and will be considered together and approved in a single motion. Any person desiring to remove an item for separate consideration should so request before approval of the agenda. Items pulled from the Consent Agenda will be considered separately. All other consent items will be approved as one item.*

CA-1 **Approval of Minutes**

February 13, 2014

CA-2 **Review of Paid Invoices**

This item was skipped and will be put on the April agenda.

**Public Comment**

*Note: This is a period devoted to comments by the general public about items on this agenda. 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.*

**New Business**

**1. Discussion and possible Board action regarding designation of auditor for FY 2014.**

Debbie Englund said 3 auditors responded to the RFP [Request for Proposal]. The audit committee [Gayle Hornaday, Debbie Englund and Mark McGinty] reviewed the proposals. They were all very similar in qualifications, staffing, and technical; it came down to price. The Audit Committee is recommending the firm that came in \$2,000 less than the others; the proposal was submitted by HintonBurdick, located in St. George, Utah. Mark McGinty made a motion to approve the designation of HintonBurdick as FY 2014 auditor. The motion was seconded and the vote was unanimous.

**2. Executive Director Interviews.**

# John Trischitti

- 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.**

John Trischitti said the Henderson library system is in good shape and has the staff to be a world-class library system. This is important going forward. There have been struggles, but the district has reached a plateau. There is professional potential. This is a community where his family can thrive. There are some good schools and a small community, outside the metro area, in which to raise his kids.

John Trischitti said he can bring a nice balance seasoned experience and youthful exuberance. He has experience building libraries, dealing with PR, shaping the vision, and changing the definition. He can rally the troops and improve moral.

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

John Trischitti responded loyalty, commitment and interest. You want people who want to be here. Buy-in is critical when you talk about vision and where the Board wants to go. Shareholders, community and staff need to buy-in. An individual interested in making it better for them. Front line staff know the issues and an open door policy/open dialogue is necessary while issues are dealt with. Action must be proactive not reactive.

- 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?**

John Trischitti said he has experienced this many times, most recently when going fine-less last January 1<sup>st</sup>. There are many libraries that are fine-less but they have always been fine-less. John Trischitti wanted to eliminate the barrier of usage. There were moms keeping kids home because of a \$5.10 fine. You aren't paying salaries with fines. When first presented, it seemed drastic. Our district was successful and had good feedback. If patrons still want to donate the money goes in the foundation's donation box. Any time significant change is made there will be pushback. Success is in how you spread message. Naysayers will always have a voice but you need to have supporters on the sideline to get the word out.

- 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 is in charge of day-to-day and overall vision with the trustees' support. John Trischitti said the director is in charge of setting up the map, while the trustees are the ultimate boss. John Trischitti has had a good balance of experience in city and county libraries and working the politicians and community. It is important to have the right members on the Board; they need to have a desire to be there and have a commitment. The director is a buffer with staff. The director and trustee duties should work together

making sure communication is seamless and transparent. Communication is key to moving forward cooperatively.

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

John Trischitti said he is passionate about exhibits which encourage foot traffic from the nontraditional user in the library. In Texas, there are certain things on which tax payer money cannot be spent. This puts pressure on the foundation to raise/provide the money. Exhibits need to be booked years' out. How do we do the things we *want* to do while still raising the money we *need* to be raising? Every quarter we have a conversation about how do we do the things we want to do while still trying to build up the endowment. There is a learning curve if what is desired is outside the realm of traditional library service. This includes bringing in speakers, dealing with museums, etc.

**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?**

Embark on a public speaking circuit: morning shows, radio, monthly feature article in the paper— keeping the library on (or in the back of) people's minds. Building the library was the big push for the last year. General Tommy Franks and former First Lady Laura Bush came to the grand opening, providing a different kind of PR. There exists a good collaborative relationship with PBS, which is a natural marriage. Media relationships need to be cultivated. When a story is newsworthy the media comes out. Media is a big part of it, but civic organizations are also part of it; that's where the local civic leaders are. Speaking at PTA meetings can be very informative for parents. Parents have an interest but don't always know where to go to get the information. Other ways of getting the library message out include billboards, email blasts, direct mailers and other traditional ways. Unique ways are evolving in social media with Twitter, Facebook, Tumblr, and Instagram It is important to determine the most effective way to spend the marketing dollars.

**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?**

John Trischitti responded not directly for a library. He had peripheral involvement with a school bond election committee in Midland. It's important to get out in the community, cultivate the vote and get voters to the polls. How do we get the next vote to pass? It goes back becoming the public face. When they go to the polls they remember what they saw or heard about the library and that's when that clicks. If it seems close to last time we can get it through. The library support is there, people aren't voting against the library, the voters just stayed home. You need to get the people who will vote yes to go to the polls.

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

He has a good relationship with the elected officials, including the sheriff, come to the library to read to children. I can call the auditor and treasurer and they are supportive. There exists a good relationship with the school system and Museum of the Southwest; they are partners in cool exhibits and do a progressive exhibit. This cooperative effort exposes their audience to us and ours to them. Collaborations are important in a community; the more people that buy into the library, the more success the library will have getting a tax initiative passed.

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

The answer is two-fold. It's important to stay connected through the library world, NLA [Nevada Library Association], ALA [American Library Association], and the state legislature. The proximity to LV-CCLD [Las Vegas-Clark County Library District] can have benefits and challenges. If LV-CCLD service is different from Henderson's, focus must be on Henderson and Henderson's set of needs. Henderson Libraries can be a premier mid-size library for Henderson and allow LV-CCLD to be the big city library. Apply for awards and accolades then use them in 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?**

Restoring 40 hours to full time employees to help morale and open the libraries for more hours. Library hours need to be looked at but can't be expanded until you restore funding. Facilities are in great shape; the three libraries are a good size, serving their areas quite well. In the coming week you'll get tax numbers. It may be necessary to cut other areas to restore staff hours as soon as possible. John Trischitti said he believes Friends and Henderson Libraries Foundation will be supportive money-wise.

**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?**

Let people know what the vision is so they can support it. Present the board with a 3 or 5-year strategic plan/vision; keep staff informed and onboard. Check each item off the list and go from there. In Midland we wanted a new library – that became #1 priority - all hands were on deck for that. If there's a clear against-the-grain feeling there needs to be a serious sit-down to discuss. Most people enjoy their work and are quiet about their opposition. If there are questions, they can be addressed.

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

John Trischitti said he is interested in the position. The decision will come down to what is the best fit for the board. You don't want someone who's not a good fit. If you want a traditional day-to-day guy then John Trischitti is not your guy. If you want big picture, vision, change guy, John Trischitti said, then he's your guy. He has the history to support it. Library philosophy-wise we are all in the same place. The choice will come down to personalities - who you think you can work with, who has the specific skills you want. John Trischitti said he is ambitious and driven. He sees a lot of untapped potential. All elements are there for him, He feels like he's been pretty open and forthright and answered all the questions presented.

**What questions do you have for us?**

John Trischitti said he didn't have any questions – a lot of ground has been covered in 36 hours. If the Board could build it, what would the next Henderson Libraries director look like?

MJ Maynard said the Board is looking for someone with confidence and ease in delivering the message of what a great library system we have to our community partners locally, the City of Henderson and on the state level. Someone who is not afraid to go out and ask for money and support. Someone who is not afraid to stay on top of trends and educate the Board. It's very important to find someone with compassion and leadership to successfully grow the Henderson Libraries team.

Cindy Herman said the next director will need energy and passion to work with the great system and wonderful staff and raise them to the next level to really drive them to more so serve our constituents, the Henderson community. This person needs to be not afraid to bring the hard news, but also bring options for addressing the issues.

Jim Frey agreed with the aforementioned qualities. Henderson Libraries has been operating in a very important, visible and satisfactory fashion. That doesn't mean we are doing everything we can do or that everything is being done right. The new director should not be afraid to say what can be improved. John Trischitti responded complacency can be a problem. Change can sometimes be a challenge. It's good to have the support of the board. Jim Frey said Henderson Libraries staff is a hardworking and forward-thinking group. John Trischitti said the ideas are out there; staff just wants to feel empowered.

Cindy Herman said none of Henderson Libraries staff want to be complacent. The staff wants to better themselves and have room to grow. Donn Jersey said people who are passionate about what they do are connected to the meaning of what they do. Fundamentally you look for that connection. It comes down to fundamentals – do you love libraries as much as we do? This is one of the fundamental important aspects of what we do.

There being no further questions the meeting recessed at 1:34 p.m. until the next candidate interview at 2:00 p.m.

## David Hinkley

- 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.**

David Hinkley said he is familiar with the area and has hiked many local areas. It is currently 20 degrees in New York City which makes the local weather appealing. The existing library system is stable; David Hinkley has been in his current position for 7-8 years and is comfortable with staff being able to carry on. There is a strategic plan in place; support groups are lined up. It may be time for someone else to put new eyes on. This community is a little larger to service. David Hinkley is interested in working with a larger community and said he would see what he could do help out with staff and community.

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

David Hinkley replied the most important value is for staff and the director to hold public above self. As a former Rotarian, *Service above Self* is the primary workplace value. Treat everyone equally with respect. Another value is competence. David Hinkley said he is good at what he does and likes people good with what they do – more involved with the job.

- 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?**

David Hinkley brought a library from a stand-alone proprietary system to join a consortium. This allowed for resource leveraging, joining 74 libraries with 7,000,000 items available instead of 200,000. It was a 60-40 deal, meaning 60% were for and 40% were against. There was some concern that control over the substantial collection would be lost. Through trustee support, logic, resource leveraging and psychological leveraging some of the concern was eliminated. Private funding was arranged, eliminating some of the reasonable objections. The consortium had experience bringing in new libraries. David Hinkley's library was twinned with another library, Bloomfield Public, served the Montclair Art Museum and the school system; the conclusion was a happy one. The result was a good experience of 6-7 months, requiring lots of training, but served in good stead when budgetary reductions arrived. The public was very happy. No one in Montclair would want to go back or doesn't think it was one of the greater moves of the library.

**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?**

David Hinkley said he has had a lot of experience working with boards – library, friends, foundation, planning, and etc. with a successful track record and congenial relationships. David Hinkley said his understanding is that trustees set policies and one of the main roles of the board is to build community support for the system and budget. The board of trustees plays a key role in hiring a good library director. It is not the board's role to get involved in personnel matters. The board supplies general direction, strategic planning, sets broad goals and the overall picture. David Hinkley is always willing to take input or suggestions on personnel, web structure, or any specific item, but it's important the board understands the active responsibility belongs with the director.

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

The consortium membership is where David Hinkley had the most staff resistance. Over the course of time that is where he had the greatest resistance from staff. There was some connection between staff and a couple of trustees; a couple of board members had questions about the process. The advantages were so manifest, 60 % of staff were ready to go, so he was able to make the case. The ILS system was in widespread use by 10 other library districts in America. In the subsequent years there was pretty good managerial staff turnover and retirements; things panned out.

**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 his current position, David Hinkley's voice primarily has been to the governing body of the town, the town council and mayor. Most critical presentation and interactions have been with them, primarily in a budgetary setting, making the argument for enhanced library budget or trying to turn back budgetary reductions. They were fairly pronounced. These interactions have received lot of coverage. David Hinkley has worked directly with 2 mayors. The interactions were well covered in local media. Tried to build support in the community for the library budget. The messages went out through trustees', mailings and press releases. There is a substantive local newspaper that is quite influential and supportive of the library, as well as internet sites. The library budget message kept David Hinkley busy. He had direct contact with influential organizations and local key entities in town and spent time trying to accommodate them by making the library available as support and a community partner.

David Hinkley's previous posting was little different. It was a new building, there was no real financial crunch. There was never a lot of money in Massachusetts, after 2002, prop 2, 2-1/2 limited tax increases. David Hinkley said his role there was much more in the community, bringing the message "come to the library, please." There were reasons

they opened a brand new library building and there was less usage than in the old library. People had found other places to go. David Hinkley was the only person who ever went into the non-governmental components of the town and asked people to come to the library. It was a question of informing people, Rotary, and senior groups about exciting, positive library services. No one had ever done that before. The list of library services got longer as years went by.

**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?**

David Hinkley said he has had no direct involvement with a bond or levy campaign but is familiar with library district model from New York State. NJLA [New Jersey Library Association], which works with legislature, has set forward several library district statutory models. When David Hinkley's library district was looking at extreme budget reductions, he gave a lot of thought to his personal preference and thought there was a transactional advantage in going directly to the public with the library budget. David Hinkley's preference would be take it to the public directly making a case that the library has outstanding services. If the case is made properly, conveying the value of the library to the community, then the public is voting in full knowledge of what is at stake. This is a lot more comfortable than working through intermediaries. David Hinkley said whether making the case to an 800 person town meeting or to a 100,000 voters, he welcomes the opportunity to make a direct case on library services and budgeting. It doesn't scare him.

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

David Hinkley said he is proudest of his partnership with NAACP [National Association for the Advancement of Colored People] in Montclair, NJ. His library serves a diverse, affluent community that is 40% African American in one of the wealthier towns in New Jersey. There is an urban-suburban mix. The area has had a lot of storm and stress in racial issues since the 70's; there is that legacy. Libraries have always been very important to the African American community in Montclair and there is a substantial budget of over \$4,000,000 for a town of 38,000 people. Before David Hinkley's arrival there was some history with administration at the library; the good relationship with the NAACP reflects well on David Hinkley and the library.

There are 4 active partnerships within the library: AARP [American Association of Retired Persons], an organized non-profit tutoring group working on the achievement gap serving 100 kids per week. Pine Ridge Methodist Homes of New Jersey, operates a number of senior facilities. A Senior Center opened in 2010 with grant, trust fund and operational monies. It was staffed for a while, but became dormant. In January, resource people from Pine Ridge Methodist Homes of New Jersey started coming in to offer assistance with healthcare, social security and other senior resources. This area adjoins

young adult room. The seniors are able to use it up until 2:00 p.m. and the young adults use it after school.

Other partners include the Literacy Volunteers of America, who opened a new classroom space that had been the technology office and The Adult School of Montclair which offers post-college classes.

A nonprofit entity has taken over the coffee shop. Partnerships are the way to go for a number of reasons, but they are not cost free. There is resource support: facilities, staffing, administration, Each partner has its own focus. The more partnerships there are, the more juggling there is and the more resources are required.

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

David Hinkley said to start with the core of most important, noteworthy values and accomplishments of the library district. Identify those first. Success will sell itself. Identify realities if they lend themselves to active promotion. Libraries can't just provide great stuff and expect it to sell itself. Need to take active messaging, marketing out there. Direct mail with a newsletter is inescapable. The message has to get to the people. The library can't rely on people coming to us, information has to be pushed actively in front of their faces. There should be a lot of human intervention. Not just in the library setting. Fliers in the library for programming is great but fliers will only go so far. They will reach the people already coming in. It is important to identify and reach potential library users. Get the message out to the people who may never use the library for whatever reason. A great number will donate who never use the library, if they know the extent and value of the library.

When a branch is threatened with closing, the community around that library is invested in the branch and take it personally. Whenever people are brought in for focus groups, people who may start out hostile invariably come around and become the most ardent and articulate of supporters. Get the word out! Fully inform the public and they'll get behind you.

**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?**

Restoring library staff pay grades would be a top priority. David Hinkley said he is not big on having people go backwards; it's not good. It may mean losing some more staff... Reductions at Montclair reached 16% and they were okay with it. It wasn't a seniority system. He is pretty good at finding money: economies and efficiencies can be found. David Hinkley would extend hours, open on Sunday and Monday. David Hinkley would

never want to lose weekend hours those need to be maximized– Libraries need to be open so people can use them. He definitely would push at least for restoration of Sunday hours.

**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?**

The strategic plan is not intended to be a planning document. It is a 4-year actualization document involving trustees, focus groups, surveys and outside assistance. Staff is a key element in the strategic planning process. David Hinkley prepared a presentation of his library's strategic plan for the town council and other groups. The action steps were fairly specific. The plan was intended as a guide to be used with action steps laid out. We are there to serve the public, not ourselves. Day-to-day implementations are necessary. People should be recognized for good public service. David Hinkley, while fairly flexible, is not flexible with people who do not interact well with the public. Any discipline he's done have related to public service. David Hinkley likes to hire people who have a predilection professionalism, capability and customer service. We must serve the public. As the library gains steam people will follow along and get on board. People want to get on board and feel good. Workers should not just be serving time – the library has a higher purpose.

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

David Hinkley said the Board has 3 excellent choices. Each candidate has a different style and approach. Any one of the three will serve you well. Choose the best fit as your 1<sup>st</sup> choice. The Board knows that better than he does. It's the Board's choice for fit. David Hinkley wished the Board the best.

**What questions do you have for us?**

How does the board view the relationship with the director? If you could accomplish anything, and not be constrained by budget, what is it you want to see in 3 years?

MJ Maynard said the board would like to see the staff made whole. Library hours restored. Buildings reopened. Some capital projects completed. The ability for staff to fund their great ideas. More community presence.

Cindy Herman sees an individual, passionate about their job (whether outward exuberance or thoughtful passion), that can lead an already excellent staff, but allow them the ability to grow and better themselves professionally. Being able to bring hard decisions/questions to the board but also bringing choices and solutions to allow the board to better serve the community.

Jim Frey would like to see libraries offer traditional and nontraditional programs and services. Determine the public needs are and responding to those.

Robyn Ouchida would like to see someone out in the community. David Hinkley said one person can't do the internal and public (external) face. It is critical to have someone to share the inward part and the person you select can get out there accordingly.

Adjourn 2:50 to 3:05.

## Angela Thornton

**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.**

Henderson appeals for a variety of reasons. She has family here and is familiar with and likes the area. Angela Thornton is currently a supervisor, has been a supervisor of 52 people, and is ready to take the step up to being a director. Angela Thornton likes smaller library systems. In a larger system opportunity is lost for creativity and making connections in the community. That is something Angela Thornton really enjoys. Henderson Libraries has had some challenges, but is poised for growth. Angela Thornton is confident that she can do the job and make Henderson Libraries a bright spot in the community again.

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

Having an enjoyable workplace is very important. Employees are more productive and customers sense it if people are happy when they come to work. The experience is more engaging for everyone. Another important value is providing emphasis on customer service. We are all public servants. You have to be in that line of work because you enjoy it and want to make the library an inviting place to the public – so they want to be there. A strong work ethic is important – we are all there to be happy, productive and work hard. We should try to make a difference in what we do and excel in the services we provide.

**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?**

Angela Thornton said she is going through this right now. Our location has a huge undertaking. The collection is being re-vamped; it has the most volumes in the system and too many duplicates because her library helps support smaller locations. They took a hard look to decide if it was really necessary. Considerations included: circulation is on par; the library serves other branches; the location is frequented by homeless people (usage is there, circulation is not); a strong business crowd comes in after work. It is possible to have too many items. It is not an academic library. People want the newest and quickest things – a bookstore feel. Having relevant items is a challenge. This was passed it on to the librarians. One librarian thinks every book on a subject is necessary because no one else has them...It is about providing support but be firm with directive, getting the mindset changed. Everyone is not on board, but they know that it needs to be

done. It is in process right now and she is hopeful it will go well. Angela Thornton said she is trying to support her staff as much as possible.

**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/board of trustee relationship is a mutual, give-and-take relationship and a partnership. Angela Thornton has reported to the board as her direct supervisors in Georgia. Trust is built. She developed a good feel for the personality of the library and the direction the board wanted to take the library. If there were any tricky or controversial decisions, the information was first run by the board. Once trust was established, Angela Thornton was able to make many decisions on her own. It is necessary to have communication and trust and then go from there.

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

Angela Thornton said she has had disagreements with her direct supervisor who is of a different generation. Her supervisor's management style is more punitive and the clash is usually over how Angela Thornton dealt with an employee who is not up to scratch. Angela Thornton prefers to take these problems case-by-case and consider possible reasons behind the actions. Does the employee realize why it's not a good idea? Angela's supervisor doesn't always agree with that and prefers the employee be written up. There has been a meeting of the minds. Angela Thornton presents the reasons for her decision, explains that she knows the employee better, works with them day-to-day and therefore handled the situation differently. At the beginning her supervisor was hesitant, because of their different management styles, to see what Angela was doing was right. Angela Thornton said her supervisor trusts her now to handle staff situations the way she sees fit. Consultations are made with HR [Human Resources] if needed.

**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?**

Recently, Angela Thornton said, she has been doing outreach with organizations related to the homeless. The library serves a large population of homeless people. One group, *Be the Change*, supports teens, a veteran support organization and a group that provides services for HIV [Human Immunodeficiency Virus] and other illnesses. The partnership allows the organization come into the library, set up a table and hand out information if people approach them. This is the main focus for outreach right now. The area has experienced a nasty spell of weather for the past few months. Staff are working actively to find places where homeless people can go to get out of the weather.

- 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?**

Angela Thornton participated in a successful campaign in Georgia to expand the children's room. Her role was public relations; good public relations helped the cause. The library had to stay neutral and was not allowed to go out and campaign. In a small community you can get the needed public buy-in. On the other side, Angela Thornton said she was involved in a campaign that lost by 1 vote. That was heartbreaking because of the effort put into the campaign.

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

Angela Thornton replied she had more of a direct impact at the Georgia location. Partnering with the Arts Council and Historic Society brought in exhibits and performers (including a Celtic duo and a Spanish guitarist), and mirrored programs to the library, including a traveling exhibit from the Smithsonian. There were live cooking demonstrations. There was a small community tie-in to promote the Smithsonian Exhibit. These events were a lot of fun and brought in people who had never been to the library before. The performances were low key but very nice to get first time users into the library.

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

Angela Thornton said Henderson Libraries already has a marketing group. She would gather all the information and survey the community to see the impact Henderson Libraries has in the community. Analyzing this information will help determine what will bring customers in. Many people have no young kids, but aren't informed about what else the library offers. What will bring them in? Marketing can go to a variety of audiences and often does. We need to be very good at getting information out – hitting all the media: print, television, radio, social media. Survey people, see where they spend their time, then meet their interests.

- 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?**

People are hopeful but morale is low because of the tax issue. It is disheartening to not be appreciated by the community. Some people may be supportive of the library but just don't want more taxes. Take a look at that and find a way to justify that value in the community. Get word out. Start gathering info and find out what's going on. Scour the budget and find a way to give money back to people. Angela Thornton would start by

trying to give monetary relief or taking away duties to provide stress relief. She would concentrate on the best we have to offer, get the word out and go from there.

**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?**

Angela Thornton said the location she works at now is different from any library she's worked at before. There are so many homeless people and random occurrences. Staff is dealing with that population every day. We have a vision to make the library welcoming and inviting to everybody. If they are a customer following our rules, homeless patrons should be treated with the same respect given all patrons. Everyone is welcome and should be treated with respect. It can be frustrating. It is an eclectic crowd, just so very random, some of the things that happen. The staff is a good group of people who have seen just about everything but sometimes it is stressful. Customers are customers are customers. It is important to provide the best possible customer service. Henderson the same - it is a small community. Many customers want/need a social experience and perhaps don't have anyone else to talk to. Others need someone professional to help them find information or work on a homework project or need help researching a disease they were just diagnosed with or finding a specific book. The person in front of you is the most important one. People remember bad customer service much longer than good customer service. Good customer services experiences are vital. We want the library to be that place where they feel good.

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

Angela Thornton said she does really well in situations like this where there is freedom and opportunity to take chances and try new things. Henderson Libraries has great libraries and staff. This is a great base to jump from. Angela Thornton would employ the best and newest opportunities to make the library something unexpected. She is creative and non-traditional in the library sense. Why not try to adapt something new? If it doesn't work something else can be tried. Angela Thornton is willing to try and likes getting ideas from her front line staff. Angela Thornton wants the opportunity to get out into the community and be that face for Henderson Libraries.

**What questions do you have for us?**

Angela Thornton asked what the board is looking for in a candidate.

MJ Maynard said a continuation of what the previous director started. Working toward making staff whole. Restore library hours. Reopen closed libraries. Let communities know great things about the libraries. Someone with leadership, energy and passion to work here in the community and on the state level.

Cindy Herman said the board is looking for a director who will work with staff and provide them the ability to professionally grow to give them the ability to serve customers even

better. Someone who can bring the board hard questions but also bring options so the board can work together with staff to build the library district further.

Jim Frey said a person is needed that can improve and maintain the current quality library programs and identify new non-traditional, cutting edge programs.

MJ Maynard said this person will be the staff's director, while keeping the board educated on trends and the role the board and staff can play.

Angela Thornton asked if the district is sustainable for now or are more cuts coming. MJ Maynard said there has been an uptick in the community as whole. The district is seeing a slight increase in property tax. The revenue is not where we want it to be, but it's better than it has been. There is cautious optimism.

Angela Thornton noted that the Mayor's state of the city address didn't mention libraries. MJ Maynard explained that an increase in city taxes wouldn't benefit the library district. The library district has its own separate taxing district. The library district has great working relationships with the mayor and city managers.

Cindy Herman said the library district is involved in a community partnership with the city and the school district, the APPLE [All People Promoting Literacy Efforts] program, but during the state of the city address, the mayor has to focus on city services and programs in his address. The library has a very good relationship with the city, thanks to our mayor and council and previous director. There is synergy in our partnership.

MJ Maynard thanked the Angela Thornton and the Bradburys for organizing the interviews.

At 3:40 p.m. The interview portion of the meeting ended.

### **3. Discussion and possible board action regarding authorizing the Board personnel subcommittee to proceed with contract negotiations**

MJ Maynard distributed a tabulation of staff comments regarding the applicants to the Board and stated the Board would be unable to make a decision without staff input. The board will need to choose a first and second choice.

MJ Maynard supported John Trischitti as first choice. This is in line with staff input. Jim Frey agreed saying John Trischitti had the strongest credentials and best presentation. Colleen Brown was impressed with his energy, enthusiasm and was impressed that he didn't use any notes last night during his 20 minute address; he didn't use notes and stayed on point. Colleen Brown added that John Trischitti seemed like a good fit for Henderson Libraries. Colleen was happy staff comments support this choice. Mark McGinty said John has energy, is driven, has vision and is comfortable the choice. Robyn Ouchida-Campbell agreed and said she liked his energy. Donn Jersey added there was an interpersonal side to John Trischitti; he likes to connect with people. Donn Jersey would like to work with someone like that and added it seems like John Trischitti has a real desire to be in Henderson. MJ Maynard said the Board wishes they could make everyone happy. It means a lot to the Board to do the right thing. An investment was made in hiring the search firm and the board was happy with the candidates. Mr. Trischitti is very charismatic with lots of energy to be a strong role in the community as well as

assist Gayle Hornaday and library staff maintain a presence in the community. Cindy Herman agreed that John Trischitti should be the first choice; his straightforwardness, honesty and energy will assist staff to build up morale and reenergize.

Donn Jersey recommended Angela Thornton for 2<sup>nd</sup> choice. Staff comments also back this choice. Donn Jersey said he really liked her. She came across as very honest and only translates to #2; because she may not have all the attributes the Board was looking for and may need more of a learning curve. The district needs someone to come in and help heal and grow. Jim Frey supported this choice also and added that Angela Thornton may be underestimated. Angela Thornton may be more effective than we think. Cindy Herman said she has an unassuming personality and her work history shows she has asked to be placed in positions where she may not necessarily have all the credentials but rose to the occasion. Angela Thornton can rise to the occasion and provide energy and creative thought to reenergize staff. Mark McGinty said he liked it when Angela Thornton referred to staff as “my” staff. That speaks to someone who is going to work with staff and be consensus building. Angela Thornton is quiet and unassuming and will knit right in. MJ Maynard said the Board would never recommend anyone the board thought couldn't be a director and recommended not getting hung up on a title. Angela Thornton has a lot of experience in many libraries with different budgets. Could all 3 do the job? Yes. The board is confident that #1 or #2 can add value to what the district is doing. Jim Frey commented all 3 are career-oriented. The new director may only be here 3 or 4 years as they are aspiring for a higher level library career, but Jim Frey likes the idea they will want to do a good job.

Dan Bradbury [Bradbury Associates/Gossage Sager Associates] said he is ready to act as the Board's agent. The Board needs to focus on a salary, relocation expense reimbursement to be offered, if any, and an acceptable start date. The offer will be contingent on completion of a successful background investigation that takes 3 to 4 days to run. If the Board can supply the needed information, Dan Bradbury's company will put together a verbal offer, followed by an offer letter emailed to the applicant requesting a response within 48 hours. This allows a small window for negotiation. It would be good to authorize some latitude in the salary range. After touring the libraries and interviewing the candidates were asked if they are still interested in the position, their salary expectation and if there is anything that would keep them from accepting the position.

Colleen Brown asked the salary range. Debbie Englund replied \$97,500 to \$125,000. Cindy Herman asked Dan Bradbury how Henderson Libraries' salary compares to similar communities. Dan Bradbury replied very comparable – right on target. Many candidates have more experience than others, but all are in the middle of the range as far as acceptability. Colleen Brown asked what benefits are included. Debbie Englund replied the same as all Henderson Libraries employees: life, health and dental insurance, optional 457, Section 125, vacation and sick leave. The only difference is the director's vacation hours' accumulation caps at 280 instead of 240.

Mark McGinty asked how much should be allowed for relocation. Jobeth Bradbury replied from \$3,000 to \$10,000 and suggested reimbursing by receipt only. Cindy Herman said based on those ranges, the Board can empower the negotiators to act on behalf of the Board. Dan Bradbury suggested basing the reimbursement on IRS guidelines. If it isn't deductible, it doesn't get reimbursed. The terminology should always be worded “up to” the amount and based on receipts. MJ Maynard asked the board to approve negotiations, with John Trischitti as choice number 1, and Angela Thornton as choice 2. Mark McGinty seconded the motion. Colleen Brown amended the motion to include, as part of the contract negotiations, relocation reimbursement to follow IRS deadlines, a salary range and a start date. MJ Maynard agreed to let Bradbury negotiate with candidate 1 within the stated range, with a start date of June 1<sup>st</sup> or sooner. Dan Bradbury suggested, based on the exit interview, John Trischitti would probably accept an offer of \$105,000 but

suggested bumping it up \$5,000 to show good faith and to offer incentive to take the job. Jim Frey, Mark McGinty and Colleen Brown suggested a starting salary offer of \$110,000. Dan Bradbury said an offer of \$110,000 plus relocation expense is a good faith offer to show the board is genuinely interested. MJ Maynard made a motion approve offering John Trischitti \$110,000 salary and up to \$7,000 relocation expenses, adhering to IRS guidelines with receipts required and a start date of no later than June 1, 2014. Mark McGinty seconded this motion and the vote was unanimous. Cindy Herman said Mr. Trischitti is very community minded and if there are questions, the personnel subcommittee can rally to answer those questions.

Dan Bradbury said in the event Mr. Trischitti turns down the job offer, an option should be approved to offer Angela Thornton. The offer process will be the same. Dan Bradbury stated she would be pleased with the low-end of the salary range. Donn Jersey suggested Angela Thornton be shown the same consideration of bumping it up \$5,000 with the same relocation reimbursement and start date. Mark McGinty seconded the motion and the vote was unanimous. Mark McGinty offered his personal thanks to the personnel subcommittee for the efforts in the director search.

MJ Maynard said that April 17<sup>th</sup> will be Colleen Brown's last meeting. Please come for the send-off. Jim Frey thanked Debbie Englund for her efforts in the director search. Jim Frey suggested holding board meetings at other branches. MJ Maynard thanked Gayle Hornaday for her leadership and keeping staff together. Gayle Hornaday has been a pleasure to work with. Gayle Hornaday said we can be confident with a new director there will be great staff support. This was a good recruitment.

#### **Announcements**

The next Board meeting will be held on April 17, 2014 at the **Paseo Verde Library, 280 S. Green Valley Parkway, 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 adjourned at 4:16 p.m.

Pursuant to NRS 241.020, written notice of the meeting of Henderson District Public Libraries' Board of Trustees was posted by April 17, 2014, 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 492-6584.