



# The Board of Trustees Minutes

## Special Meeting

**Date: March 17, 2021**

<b>Attendees:</b>	<i>Trustees</i>	<i>Staff</i>	<i>Guests</i>
	Jeffrey Armstrong	Andrew Mangels	Allison Motz
	Jennifer Darling	Jana Nassif	
	Kate Maver	CJ Lynce	
	Jason Nolde	Pam Linger	
	Will Perry	Karen Hunt	
	Robert Plantz		
	Elizabeth Sheehe		

The Board met in the Porter Room of Westlake Porter Public Library and by Zoom. Elizabeth Sheehe called the meeting to order at 6:06 p.m.

### Consent Agenda

- Regular Meeting Minutes: February 17, 2021
- Facilities Committee Meeting Minutes: March 2, 2021
- Special Meeting to discuss Intellectual Freedom Minutes: March 5, 2021
- Amendments to Administrative Reports
- Human Resources and EAC Report
- Assistant Director Report
- Financial Report
- Director Report

Bob Plantz moved to approve the Consent Agenda as presented. Will Perry seconded the motion. All present were in favor.

### Unfinished Business

Resolution 5-21 – Approve the 2021 Permanent Budget

Bob Plantz moved to approve Resolution 5-21. Will Perry seconded the motion.

The Fiscal Officer explained the Permanent Budget puts us in a better position than the Temporary Budget. In the Permanent Improvement Fund 10-year projection, Jason Nolde asked what was included in the category “WPPL Projects.” She explained WPPL projects are additional projects we want to take on that aren’t budgeted elsewhere. For instance, the Reading Garden.

Roll call vote followed: Jeffrey Armstrong – yes, Jennifer Darling – yes, Jason Nolde – yes, Will Perry – yes, Bob Plantz – yes, Elizabeth Sheehe – yes.

## New Business

Resolution 6-21 – Transfer of Funds from Fund 750 Agency-FSA to Fund 101 General Fund

Bob Plantz moved to accept Resolution 6-21. Will Perry seconded the motion. Roll call vote followed: Jeffrey Armstrong – yes, Jennifer Darling – yes, Jason Nolde – yes, Will Perry – yes, Bob Plantz – yes, Elizabeth Sheehe – yes.

Changes to Personnel Positions

- Circulation – Add four hours to our four 16 hour 220 Sr Asst II position making them 20-hour positions and eliminate one 16-hour position. Two of the four positions are currently vacant.
- Adult Services - Reduce one 40-hour 310 Adult Services Sr Associate (Meeting Room Supervisor) to a 24-hour 310 Sr Associate (Meeting Room Supervisor)
- Youth Services – Increase one 16-hour 300 Youth Services Associate to a 20-hour Youth Services Associate.

The Director explained these changes help us to be more flexible and decrease the personnel budget.

Will Perry moved to accept the changes to the personnel positions. Bob Plantz seconded the motion.

Bob Plantz reported comments at the EAC meetings have indicated Circulation is understaffed and wanted to make sure this covers the shortage. The Director explained it does add hours back into Circulation and will make a big difference.

Roll call vote followed: Jeffrey Armstrong – yes, Jennifer Darling – yes, Jason Nolde – yes, Will Perry – yes, Bob Plantz – yes, Elizabeth Sheehe – yes.

## Strategic Planning

Allison Motz presented the key components of the responses to the surveys sent to the public and staff and the Board discussed.

Kate Maver entered the meeting at 6:35 pm.

Allison talked about opportunities. Patrons are asking for expanded digital content, foreign language instruction, technology programs and how to use technology, more programming for adults during non-work hours, more programming for seniors, tutoring and continue Zoom classes.

The Board survey shows they want more breadth of programming and needs to be a lot of offerings—which agrees with stakeholders.

Most respondents said we are already the best and should keep doing what we are doing.

The responses indicated our patrons want us to be the community building—the place where everybody goes; the center of community of Westlake and where people go for events. They indicated they want us to bridge the gap between generations. They want us to be the space where all the people come.

Many people thought we handled COVID extremely well and loved the pick-up kits and recommendations. There were plenty of comments thanking us for being safe.

Community Building key themes were being the hub for the community and all things educational and creative. Be engaging for all ages for programs and events. Should be the one place in the community for all things: education, mental health, social, economy. Should be the

trusted stakeholder and anchor institution. Maintain a space for conversation and ideas and continue to respond to the changing community demographics.

Respondents have a lot of pride in the staff and their flexibility. Want us to keep adapting and keep both books and digital, improvise and keep up with technology.

Weaknesses included COVID restraints, but many did not answer this question or answered nothing.

People like the online programming. Should start talking about space and layout to accommodate the changes in people's workspaces.

The Staff felt the strongest need over the next twelve to eighteen months is human talent as something to focus on. Then marketing, leadership and programming all going together and being related.

The Board's strongest needs are the breadth of programming with depth in certain areas, such as technology, and the right instructor for the program.

COVID dominated the world when the survey came out.

Existing strengths are our staff and volunteers, as well as our collection and process and adaptabilities.

Aspirations show community building is very prevalent in comments.

On the results side, what does this mean for us? When we look at the crosswalk of where people say there is weakness, what is the opportunity to address them with one of our strengths?

There are three key areas: make sure to maintain strengths, in opportunities looking for an expansion, scope and depth of programs and the collection. There is an opportunity to continue to expand on technology and refine some processes and maintain the processes that are beneficial.

Bob Plantz commented in 18 to 24 months we will be right in the throes of the next levy. Our ability to react to this data gives us the opportunity to say our patrons told us X and this led directly to our response. This should lead very directly to what kind of campaign we proceed with and will give us a stronger marketing message for the levy. Kate Maver absolutely agrees with Bob. She believes the key piece is being successful at what we do and not take on too much. Yes, we are being responsive to our patrons and these are the ways we can be most agile in our response without stretching ourselves to the point where we cannot really do everything you are asking us to do.

Allison explained you build off strengths. We are adaptable. We are flexible. We have some funding—people feel like funding is one of our strengths. How would you know you showed some of these opportunities through?

Allison asked, how do the patrons and staff know you listened? For example, on programming. Do we have more participation, more time, more diversity? Patrons want more online programs and more archived programs so they have access 24/7 so they can be viewed when convenient. The results should be happier patrons.

Kate Maver commented in terms of all of these we should be able to come up with specific, targeted measures. Do we record complaints anywhere about people who can't get the book they thought was on hold. The Director explained we typically don't make a hashmark to indicate that kind of problem. Sometimes people just don't make it in time. If we extend the amount of time they have to pick up their item, it extends the amount of time an item is on the

holds shelf, which leads to it taking longer to get their items. Solving one aspect, causes another set of problems. Kate commented, she doesn't know some of the things the library has gone through to work out some of these things and she understands that.

The Director added it is important to never stop looking at the processes. Every time you look, you might look at it from a slightly different angle and see something different.

Looking at results and the opportunities some patrons gave us and some of the weaknesses, the results Allison hears are: more participants in the programming whether online or in person; there would be more programming, whether based on diversity of hours offered or more programs based on what people are looking for; that we would have online programs continuing. What can the Library point to for the levy messaging? The patrons know the Library listened to them because the online programming was kept. We hear them; they are valuable; their opinion matters to us.

The digital collection would be able to show it has been expanded along with the regular collection. That is probably something we would have done anyway but it is something you can point to. Our collection in 2020 was this and our collection in 2021 is this.

On the qualitative side, you have this marketing message if we are successful the results are a stronger marketing message in the levy about listening to the people that pay for the library and we are also keeping up on our own expansion and being ahead of the game. Keeping up on the popular books, figuring out something about the drop-off and marketing that. Offering programming at off hours. The result would be happier patrons.

Allison suggested a new survey in January 2022 when, hopefully, people will be happier overall.

Aspirationally, if we do become that community building, that is something to think about. It is complicated and a lot to do in eighteen months. That might be a conversation for the Board that might go beyond eighteen months. Allison sees this as a potential new vision statement for a new three-year plan, if that is something the Board wants to embrace.

Bob Plantz explained we have talked about this for several years about the library being a center of the community. The Director explained the Library does show up throughout the community. We have someone imbedded in every organization that we possible can in Westlake.

Jason Nolde explained that is not how he interpreted the commented. He believes that it is the Library hosting those kind of events. Allison explained this is the one where people want us to be the catalyst for that. We are going to be the one to have an important conversation, have more outdoor concerts and a bigger outdoor garden. You are going to be the place where when someone moves into Westlake, they should go to the Library to get all the information. The Library is the trusted stakeholder in Westlake, if you want that role. The Director explained those things are happening. We've been going that way for a long time. Do we need to up the game? Absolutely.

Allison explained Vision Statement is what you want to be if you were wildly successful. A Mission is how you are going to make that happen. It is that unobtainable, we're never going to get to that. She explained she sees the vision as the Library is the place everyone wants to be and the mission is to make that happen. Maybe rebrand to we are not just bricks and mortar; we are more than that. We are the conversation space. We are the ability to have such diversity in everything: the books, the collection, the programs, the people that work here, the people that come here. It's a place where everyone is included and people feel comfortable. It is not to say the Library has not been going there but being loud and proud of it.

Allison will conduct this same exercise using the Board and Staff information we have with the Admin Team. They will share the feedback with the Board to get their feedback to talk about the results that might be possible to consider. The results then become your measures or key performance indicators.

Allison related a conversation she had with the Director where they looked at our existing strategic focus areas and made them smart goals: Overarching, specific, measurable, relevant, attainable and time managed.

Allison drafted one for example: We would see a ten percent increase in registered patrons annually. If Marketing is working, you get more patrons. She then outlined suggestions of Smart Goals based on the data received. She asked the Board if the Strategic focus goals are still what they want based on what they know for the next twelve to eighteen months and if they are, is the Board comfortable with Allison working with the Admin team to write smart goal statements?

Bob Plantz commented there are a handful of things we can accomplish before the levy. In terms of overall focus, he would like to see three very specific, measurable goals where everyone can say if we get this done in twelve to eighteen months, we will have accomplished this effort. We will start a levy campaign in November of 2022 and launch in January 2023. When we start, he would like something we have largely accomplished that we can roll into the marketing effort for the levy: we heard what the public told us in the survey, and here is what we have done or are well on our way.

Kate Maver thinks that makes a lot of sense, to not overwhelm ourselves.

Jason Nolde commented a smart goal has to be obtainable. In that short of a time period, we need to be a little more focused on a smaller number of goals.

The Director explained these have been the strategic focus areas for several years. When we needed to start strategic planning again, it was before COVID, it was understood that these held up and we wanted to stick with them. So there is a fairly long history and the intention of keeping them was from a different time period. Paring them down and refocusing might be good. While all six of them might be more relevant in eighteen months, given the data we have received there is a pretty clear mandate on programming and collections, in particular, having goals around those two just makes sense.

Allison's Draft Goal Statements:

1. We will increase community awareness of library resources and services
2. We will ensure long-term financial stability of the library
3. We will strengthen and expand our community partnerships, collaborations and connections
4. We will proactively evaluate technologies and implement those that support community needs, enhance user experiences and advance library operations
5. We will maximize library resources to use our space efficiently, effectively and aesthetically.
6. We will cultivate a workplace environment where trust is fostered, communication is transparent and staff value is celebrated (Keep as is)

Elizabeth Sheehe commented she believes we should concentrate on goals 3, 4 and 5: Community, Technology and Programming and Space. Kate Maver and Jennifer Darling agree.

Elizabeth Sheehe commented partnerships keep us visible. When we are in the community, there is always a positive impact. The Director commented partnerships are all about the community building component, which would be easy to measure. Did we build more partnerships? Are our numbers increasing? And we can look at our programming.

Kate Maver commented that as we are strengthening and expanding partnerships, the community will become more aware of us.

Will Perry commented we do not want to overlook #1. We should think about what kind of numbers we can show to bring to the community that follows up on that goal statement. We can show our response to COVID and how we brought more people into the library if not physically, virtually.

Allison suggested that goal #1 can be included under 3, 4 and 5. The Director agrees. Allison suggested drafting goals 3, 4 and 5 with objectives under each. If the goal is not being met, we would have to decipher why.

Bob Plantz would like to set a separate goal for the Board only so they can say we looked at this and fixed it—we're doing this instead of that. Elizabeth Sheehe stated the seven members of the Board will work on the Board goal.

Jana Nassif commented that after the last meeting, the Board did have a pretty good list of priorities that included development and diversity. Allison commented she had that list. Ms. Nassif pointed out it would be going back to look at it and see what they want to focus on. Alison will send those items out to the Board so they can be used as needed. She suggested the Board resurveying itself after eighteen months so they can see improvements.

Allison listed next steps:

Draft goal statements to 3, 4 and 5, focus areas and build in some of the pieces found from the data.

She asked the Board for their thoughts on what they think should be monitored in the next twelve to eighteen months based on focusing on programs, processes, and partnerships and collaborations.

Allison: Registered patrons

Andrew Mangels: Program attendance

Elizabeth Sheehe: New programming, expanded ages and multigenerational programming.

Kate Maver: Three to four new community partnerships, collaborations or connections in the next six months

Will Perry: Same as Kate. Good to see a list of partnerships we have developed and a second list of opportunities to develop others with the beginnings of a plan to formulate those relationships.

Jana Nassif: Analysis of our collection. Do we want to increase digital materials.

CJ Lynce: Completed space analysis and plan for changes over the next five years; have a plan in place.

Jennifer Darling: Diversity initiatives would increase minority programs to three per month. Topic or presenter or something would be focused on that.

Jason Nolde: Find a way for patrons to more effectively pick up and drop off materials. Offer new technology to patrons and tie it into new programming.

Kate Maver: We talked about makerspace initially. See planning within the next year. This could fit under evaluate technologies.

Jason Nolde: Be part of the solution to end COVID. Could be something small like just being there for everybody. Maybe act as a distributor of the vaccine. Elizabeth Sheehe pointed out

we are currently distributing free test kits. The Director explained this is the type of thing that is going to drive people here and fits in with the library expanding traditional services.

Bob Plantz: Programming and gross number of people that attend a program. To increase number of people that attend. Keep track if a program is offered but gets no attendance.

Merchandising the library. If people move into this community, somebody reaches out to them to tell them about the library. The Director suggested maybe folding this into Porter Express.

Jeff Armstrong: Agrees with partnerships, maybe a slightly more conservative number of one or two in the next six months. Expand electronic materials and track usage—not just acquiring.

The Director believes it might be helpful to define a higher level of what we do with a partner. What tangible projects are we doing with groups we are involved with, such as the Rotary Art Festival. Also becoming more involved in the Farrell Foundation (he just became president of the group). Would like to define stronger partnerships between one to five with relationships that might already be in place. Kate agreed and is fine with going with this definition.

Allison laid out the next steps:

She will send the Board information out so they can see what they would like to focus on for themselves.

She will work with the Admin team to see if there are things in the staff results that can be targeted to show some improvement.

They will work to craft smart goal statements from 3 (We will strengthen and expand our community partnerships, collaborations and connections), 4 (We will proactively evaluate technologies and implement those that support community needs, enhance user experiences and advance library operations) and 5 (We will maximize library resources to use our space efficiently, effectively and aesthetically) with objectives under them and get them out to the Board. Once the smart goals and objectives are approved, she will look at the implementation for the next nine months.

The Director commented the data can be reported in the Board monthly dashboard.

**Adjourn**

The meeting adjourned at 8:34 pm.

Recorded by: Karen Hunt, WPPL Sr. Administrative Associate	
Attested by:	
_____	_____
Elizabeth Sheehe, WPPL Board President	Jason Nolde, WPPL Board Secretary