**Those in attendance**
The monthly meeting of the Board of Directors of the Salt Lake City Public Library was held on Thursday, October 20, 2011, at the Anderson-Foothill Library, 1135 South 2100 East. In attendance: Kevin Werner, President; Elizabeth Gupta, Secretary; Mark Alvarez; Emilie Charles; Luana Chilelli; Ila Rose Fife; Hugh Gillilan; Beth Elder, Director; and Tommy Hamby, notetaker of the Library staff. Also in attendance were additional staff: Michele Widera, Anderson-Foothill Library Manager; Shelly Chapman, Human Resources Manager; Mark Ewing, Library Employees Organization (LEO) President; Paul Nielson, Senior City Attorney. Library Board member Ella Olsen was excused.

**CALL TO ORDER**
The meeting was called to order at 3:30 p.m.

**APPROVAL OF MINUTES – 00:01:31**
Ila Rose Fife moved that the minutes of the regular Board meeting held on September 29, 2011 be approved as written. Elizabeth Gupta seconded the motion, which passed unanimously.

**COMMUNICATION AND PUBLIC COMMENT – 00:02:08**
Board President Werner acknowledged the Meeting's audience and requested that public comments stay within a two-minute time limit and maintain a civil and respectful tone. Werner advised the audience that the public may make comments during the Public Comment portion of the meeting or may write to the Board with any questions or concerns.
**Public Comment – 00:02:58**
Community members Amos Musser, Cori Redstone, Ranae Pierce and Tom Markus made a comment to the Board.

**BOARD PRESIDENT'S REPORT – 00:09:39**
Werner met with David Everitt, Mayor Becker's Chief of Staff, about filling the vacancy on the Board with a resident from District 1.
The Finance Committee met on October 6, 2011 to discuss the financial audit, private fundraising and streamlining financial Board reports.
Several Board members attended the opening gala for the Leonardo on Library Square and Werner looks forward to their success.
Werner visited the State Library and returned with materials about libraries and encouraged Board members to visit the State Library.

**LIBRARY DIRECTOR'S REPORT – 00:11:23**
Elder introduced Anderson-Foothill Library Manager, Michele Widera who gave a brief report about the branch. Elder shared a letter that she had received thanking Widera and the Anderson-Foothill Library for hosting community council meetings.
Elder highlighted various events that have been taking place in the Library and Library Square. The Leonardo officially opened on October 8, 2011. Julianne Hancock, Communications Manager participated in a conversation on KCPW about technology and the future of libraries. The Library has selected a project management firm to oversee the construction of the Glendale and Marmalade libraries. She recognized the group that was formed to identify ways to increase trust, respect and morale within the Library. Members of this group include Library Employee Organization (LEO) members Mark Ewing, Clinton Watson, Ryan Shattuck and Brooke Young; Associate Directors Deborah Ehrman and Patty Steed; Shelly Chapman; Julianne Hancock; Beth

Elder; and Board member Emilie Charles. The recommendations that this group developed will shape the outcome, Achieving Organizational Excellence, which was also informed by the employee engagement survey.
Elder thanked the Board for their support and made some requests of the Board to continue that support. Elder assured the Board that the personnel issues that had been reported in the media are being handled with great care and professionalism.
Mark Alvarez asked specific questions about staffing, communications and the employee engagement survey, which were held until the Achieving Organizational Outcome Report. Elder explained that having enough employees to staff the Library to fulfill the outcomes identified in the strategic plan is an ongoing effort.

**BUILDINGS AND GROUNDS REPORT**

**Report on the Glendale Branch – 00:27:21**

Elizabeth Gupta presented an update on the Glendale Library project. The City is handling the purchase of the land for the Glendale Library and will complete the purchase in December. MOCA Systems has been selected as the project manager for both the Glendale and Marmalade Library Projects. The Committee has received nominations for new members. Elder introduced David Hart and Paul Ernst of MOCA Systems who explained the role of project managers. The next step of the Glendale Project will be to release an RFP for architectural services in conjunction with the project managers.
Gupta acknowledged the death of Glendale Steering Committee member and long-standing Library supporter JoAnn Lovejoy and thanked her and her family for her years of service.

**FINANCE REPORT**

**Financial statements reviewed – 00:34:32**

Elder reviewed the September 2011 financial statements and current month's expenditures with the Board.

**September financial statements approved – 00:44:20**

Luana Chilelli moved that the financial statements of cash receipts and disbursements for September 2011 be approved by the Board and filed for audit. Hugh Gillilan seconded the motion, which after full review, passed unanimously.

**Chase Bank checks approved – 00:44:34**

Luana Chilelli moved that Chase Bank checks dated October 20, 2011, numbered 22427 to 22541, in the amount of $362,789.96, be approved for payment by the Board. Emilie Charles seconded the motion, which after full review, passed unanimously.

**Wells Fargo Bank checks written during September acknowledged – 00:45:00**

Luana Chilelli moved that Wells Fargo Bank checks written during the month of September 2011, numbered 6698 to 6760, in the amount of $12,544.10, be acknowledged by the Board. Hugh Gillilan seconded the motion, which after full review, passed unanimously.

**Finance Committee Report – 00:45:24**

The Finance Committee met on October 6, 2011 to discuss the financial audit, private fundraising and streamlining financial Board reports.

**GASB 54 Reserve Fund Designations – 00:49:17**
Hugh Gillilan moved to adopt the GASB 54 reserve fund designations as recommended by the Finance Committee. Luana Chilelli seconded the motion, which after some discussion, passed unanimously.
Werner recognized Sharon Mangelson, auditor from Hansen, Barnett & Maxwell, P.C. who reviewed the changes enacted by Government Accounting Standards Board (GASB) and the five categories of Library fund classifications.
Alvarez requested that Library Administration distribute substantive documents to the Board one week in advance of Board meetings.

**Auditor presented the financial audit draft – 01:00:00**
Mangleson reviewed the draft of the independent auditor's report with the Board, which found that the Library's financial statements are materially correct. Werner requested that the Board carefully review the draft audit in preparation for the November Board meeting when the Board will vote to officially adopt it.

**STRATEGIC PLAN/OPERATIONS REPORT**
**Achieving Organizational Excellence Outcome Report – 01:07:12**
Elder introduced Shelly Chapman, Human Resources Manager and Mark Ewing, LEO President to review a presentation of the Achieving Organizational Outcome strategies and initiatives, and the results and recommendations from the employee engagement survey. The presentation is included as an appendix to these minutes.
In response to Alvarez's earlier questions, Elder remarked on the new direction of the Library and commented on some of the employee's concerns. Gupta voiced her support of the recommendations of the committee. Elder explained that the survey company did an analysis of the responses to the open-ended questions and presented them in the findings through graphs. As a matter of privacy, the specific, anonymous responses were not included in the report. Charles thanked the committee for their work and encouraged everyone to support the recommendations. Gupta requested that the Board receive regular updates on the progress of this outcome.
Chapman reported that over the past three years, the average turnover has been between 15 and 18 percent and currently the Library is on target with that average. The Library has taken action against two employees and terminated employment of those two employees. Chapman reported that no grievances have been filed for 2011. Elder remarked that no grievances were filed for 2010 or 2009. Chapman informed the Board of the Library's grievance procedure and noted that employees cannot be retaliated against for filing a grievance or being involved in an investigation of a grievance.

**Dashboard/personnel changes reviewed – 01:52:02**
Elder presented the monthly dashboard and personnel changes; Elder encouraged the Board to focus on the success of these outcomes.

**OLD BUSINESS**
**Revision to Patron Records Policy – 01:54:48**
Hugh Gillilan moved to table this discussion, Ila Rose Fife seconded the motion, which after some discussion, passed unanimously.

**Board Procedure Manual – 01:57:43**
Charles requested that this discussion be tabled.

**NEW BUSINESS**
*Friends of the Library Report – 01:58:48*
Jeannine Marlowe, President of the Friends of the Library and Suzy Dailey each read a statement to the Board.

**OTHER – 02:06:18**
Alvarez noted that the Board received an email communication from Colleen McLaughlin.

**ADJOURN – 02:06:44**
Hugh Gillilan moved to adjourn the meeting. Ila Rose Fife seconded the motion, which passed unanimously. The meeting adjourned at 5:36 p.m. Respectfully submitted, Elizabeth Gupta, Secretary.

**Next meeting**
The next regular meeting of the Library Board of Directors is scheduled for Thursday, November 17, 2011, 3:30 p.m. at the Main Library Board Room, 210 East 400 South.

Achieving Organizational Excellence
Outcome Report

# 2010 Progress and Plans for 2011

Executive Sponsor: Shelly Chapman
Outcome Lead: TBD

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Achieving Organizational Excellence
Outcome Report

Foster an organization that will sustain the Library's Mission and enable the Library to grow and adapt to meet the future needs of the community.

*Why is this Outcome important?*

Library:
- Coordinate and Facilitate Training
- Coordinate the process for defining policy and procedures
- Coordinate the process for updating Employee Handbook
- Assist with programs to increase employee morale

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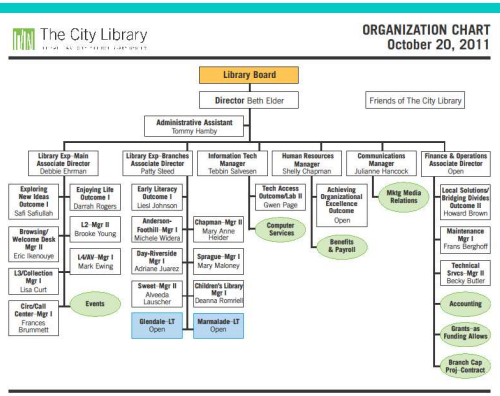
Achieving Organizational Excellence
Outcome Report

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Achieving Organizational Excellence
Outcome Report

*How were these Outcome strategies developed?*

- A workgroup composed of LEO Executive Council, Executive Leadership Team, and Mimi Charles of the Library Board: identify ways to build employee trust, respect and morale.
- Staff survey conducted
- Validate findings against initiatives, develop strategies and prioritize actions

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## Achieving Organizational Excellence
## Outcome Report

*Employee Engagement Survey:*

- Conducted by Lighthouse Research, August 11 – August 31
- 223 completed surveys, 99% confidence level, 3.44% margin of error.
- Goals:
  - Identify job satisfaction
  - Identify satisfaction with pay and benefits
  - Understand employee perspective on Library services
  - Gather suggestions for making the Library a better place to work
  - Build on positives, prioritize initiatives for improvements

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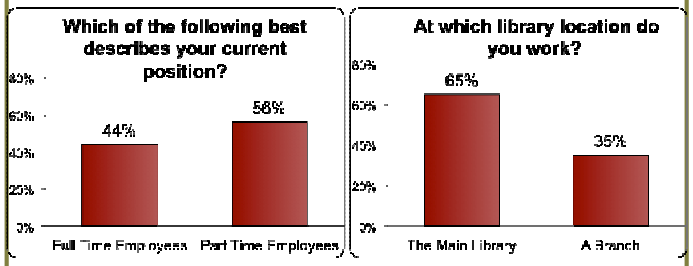
## Employment Status

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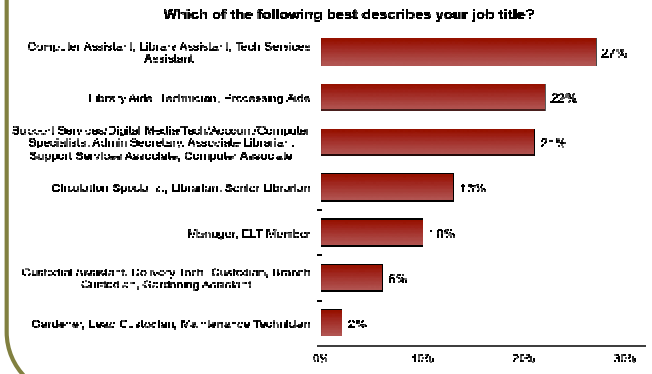
## Job Title

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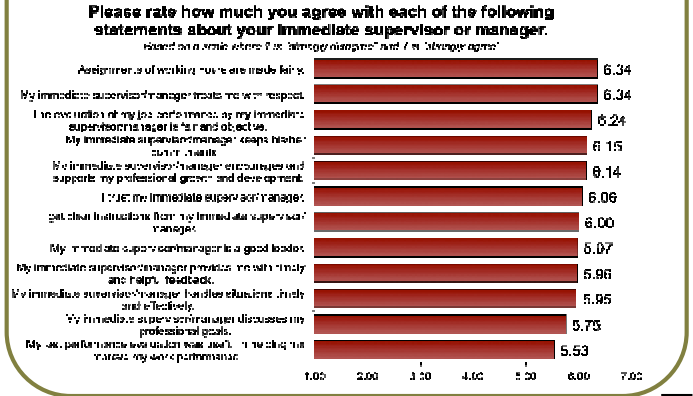
## Immediate Supervisor/Manager

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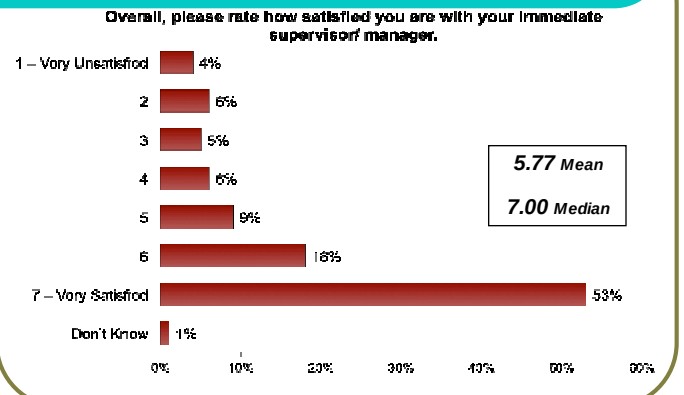
# Immediate Supervisor/Manager

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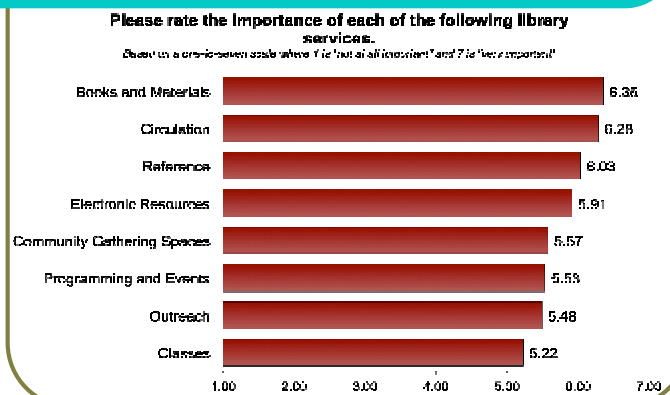
# Importance of Services

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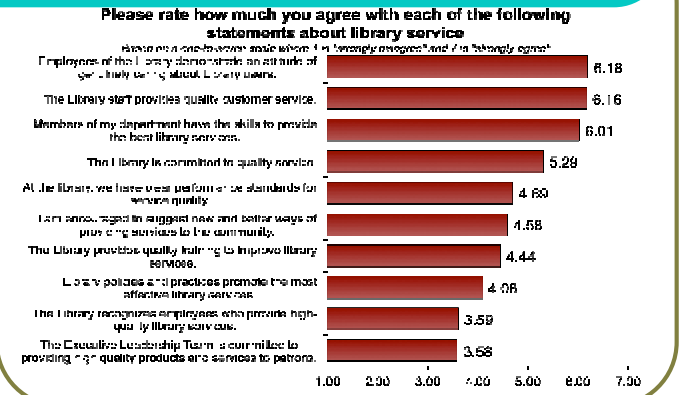
# Library Service

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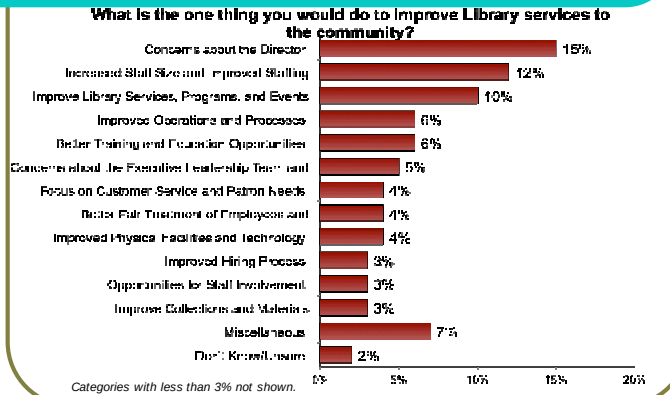
# Library Service

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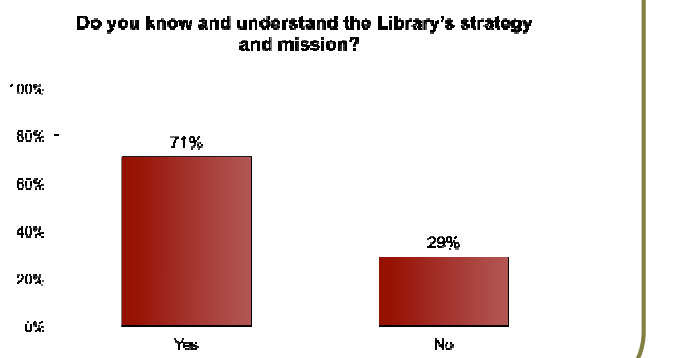
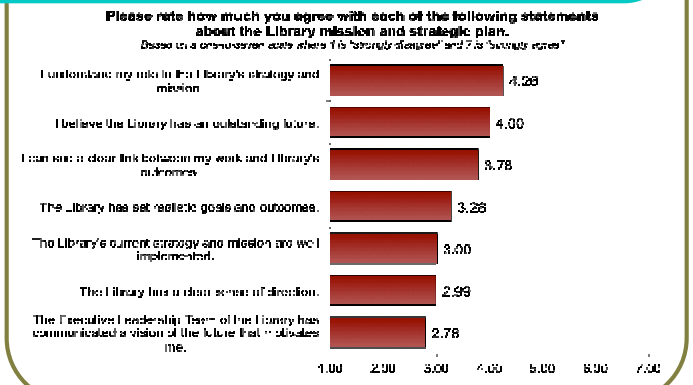
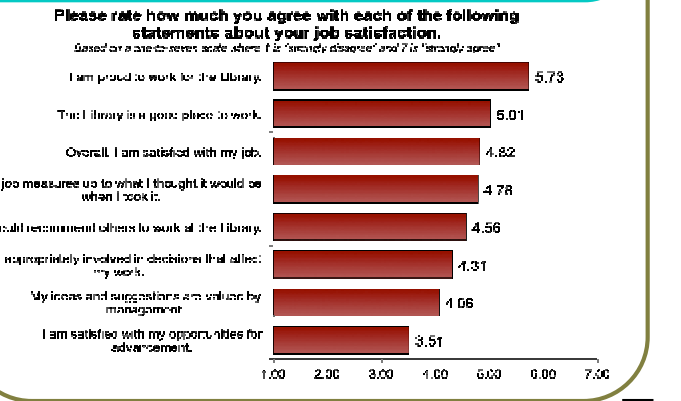
## Library Mission & Strategy



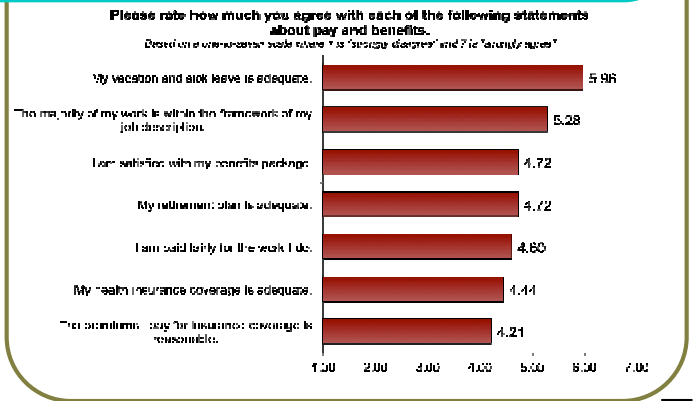

## Library Mission & Strategy




## Job Satisfaction



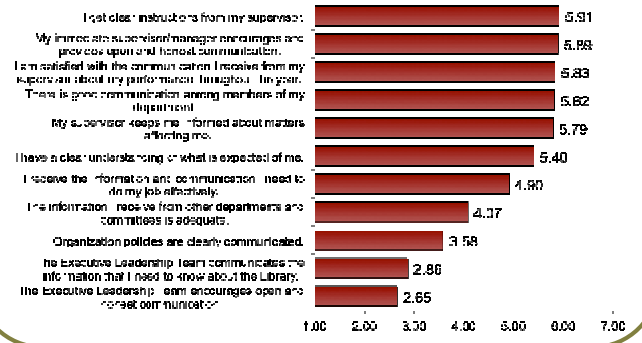

## Pay & Benefits



# Communications

**Please rate how much you agree with each of the following statements about communications.**

*Based on a one-to-seven scale where 1 is "Strongly disagree" and 7 is "Strongly agree"*

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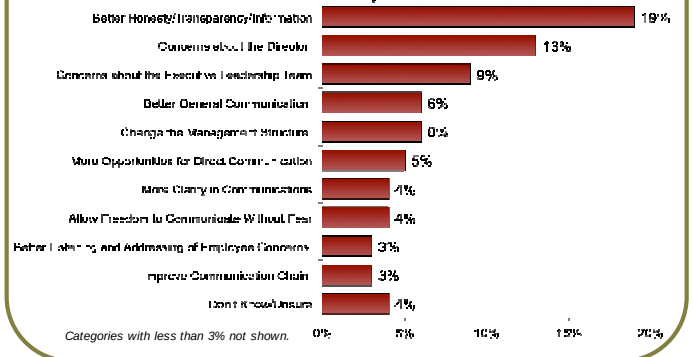
# Communications

**What is one way that communications could be improved within the Library?**




*Categories with less than 3% not shown.*

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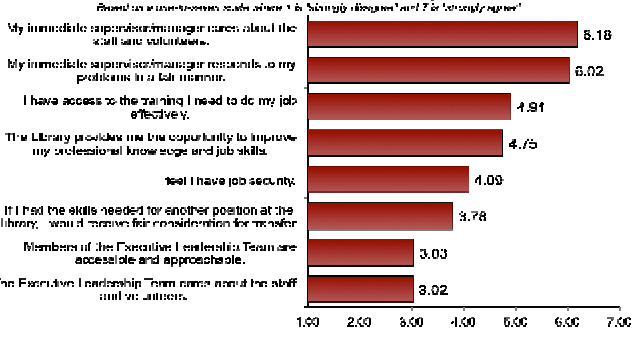
# Concern for Employees

**Please rate how much you agree with each of the following statements about concern for employees.**

*Based on a one-to-seven scale where 1 is "Strongly disagree" and 7 is "Strongly agree"*

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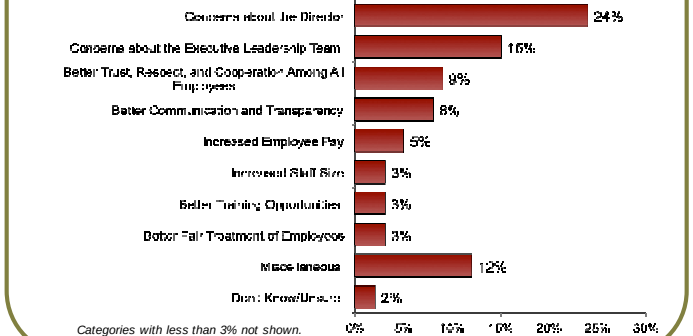
# Improve the Workplace

**In your opinion, what is one thing that could be done to make the Library a better place to work?**




*Categories with less than 3% not shown.*

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# SEGMENT ANALYSIS

## Segment Analysis: FT/PT

- Particular areas part time employees were more agreeable than full time employees included:
  - Supervisor/manager
  - Provision of Library services
  - Library mission and strategic plan
  - Job satisfaction
  - Communication
  - Concern for employees
- Full time employees were more agreeable than part time employees with statements regarding ***pay and benefits***
  - *Exception*: part time employees were more agreeable with the statement "The majority of my work is within the framework of my job description."

## Segment Analysis: Title

- Custodians, gardeners, and maintenance workers rated statements about their immediate supervisor/manager lower, on average, than others
- Circulation specialists, librarians, and senior librarians gave much lower ratings to statements about the Executive Leadership Team

| Employee Groups | Areas Rated Higher |
|---|---|
| • Custodians, gardeners, maintenance workers<br>• Computer, library, tech services assistants<br>• Library aides, technicians, processing aides | • Library services<br>• Library mission and strategic plan<br>• Job satisfaction<br>• Communication |

## Segment Analysis: Location

| | Areas Rated Higher |
|---|---|
| Branch Employees | • Immediate supervisor/manager<br>• Communication<br>• "My immediate supervisor/manager cares about the staff and volunteers."<br>• "My immediate supervisor/manager responds to my problems in a fair manner." |

- Both The Main Library and branch employees gave lower ratings to the following statements than other communication statements:
  - "The Executive Leadership Team communicates information that I need to know about the Library."
  - "The Executive Leadership Team encourages open and honest communication."

## Achieving Organizational Excellence
## Outcome Report

*Executive Leadership Team Initiatives:*

- Distribute recommendations and survey results to Board, Leadership Team and Staff
- Clearly communicate the vision of the Salt Lake City Public Library and changes anticipated in the future
  - "I believe the Library has an outstanding future." (4.00/7)
  - "The ELT has communicated a vision of the library of the future that motivates me." (2.78/7)
  - Owned by Communications, Director. Begin work by Q3FY11)
- Hire outcome lead
  - Owned by HR. Complete in Q3FY11

The City Library

## Achieving Organizational Excellence
## Outcome Report

*Executive Leadership Team Initiatives:*

- Develop scope of service and methodology for compensation study with emphasis on health benefits
  - "The premiums I pay for insurance coverage is reasonable" (4.21/7)
  - "I am paid fairly for the work I do." (4.60/7)
  - Owned by: Director/HR. Scope and method to be determined by Q3FY11.
- Improve accessibility and approachability of ELT
  - "The Executive leadership Team encourages open and honest communication." (2.86/7)
- Clarify decision making roles and authority
  - "My ideas and suggestions are valued by management." (4.07/7)
  - "I am appropriately involved in decisions that affect my work" (4.31/7)
  - Owned by: ELT. Complete in Q3FY11.

The City Library

## Achieving Organizational Excellence
## Outcome Report

*Executive Leadership Team Initiatives:*

- Identify opportunities for advancement
  - "I am satisfied with my opportunities for advancement." (3.51/7)
  - Owned by: HR. Report by Q1FY12
- Provide clarity on the structure, charge and initiatives of Committees and Workgroups
  - LE-M, Outcome leads complete by Q4FY11
- Identify a basic leadership/management training and require all supervisors to complete.
  - HR, recommendations by Q4FY11

The City Library

## Achieving Organizational Excellence
## Outcome Report

*Executive Leadership Team Initiatives:*

- Build a workplace of engaged, informed employees.
  - "The information I receive from other departments and committees is adequate." (4.07/7)
  - The ELT communicates the information that I need to know about the Library (2.86/7)
  - Owned by Communications. Begin work immediately.
  - New Intranet, include policies and procedures
  - Complete launch of promotions hub
  - Quick facts on important topics

The City Library

## Achieving Organizational Excellence
## Outcome Report

**Strategy: Implement consensus decision-making techniques and integrate the concept of collaborative design.**

DATA
- "Library policies and practices promote the most effective library services." (4.08.7)
- "The ELT is committed to providing high quality products and services to patrons." (3.58/7)
- "My ideas and suggestions are valued by management." (4.06/7)
- "Organizational policies are clearly communicated." (3.58/7)

ACTIONS
- Involve employees in designing and implementing the AOE initiatives by calling for employee interest in participating in workgroups to design and implement initiatives.(Q3FY11)
- Update Policy and Procedures Manual to ensure organizational policies are clearly understood and communicated. Post in a digitally searchable, easy to navigate format (Q4FY11)
- Define collaborative design within the organization.

The City Library

## Achieving Organizational Excellence
## Outcome Report

**Strategy: Hire, develop, promote and recognize employees who understand and positively promote the Library's mission, strategies and vision for the future.**

DATA
- Highest rated library services: Books and Materials (6.85/7), Circulation (6.28/7)
- "The Library recognizes employees who provide high-quality services." (3.59/7)
- "I have a clear understanding of what is expected of me." (5.40/7)

ACTIONS
- Provide continuing education to ensure employees understand and positively promote the strategies as approved by the Board of Directors. (Q1FY12)
- Define a recognition and rewards program (Q4FY11)

The City Library

## Achieving Organizational Excellence
## Outcome Report

**Strategy: Build leadership and management skills and ensure employees have the skills they need for the future. Value professional activities and continuing education that improves the Library.**

DATA
- "I am encouraged to suggest new and better ways of providing services to the community." (4.58/7)
- "The Library provides quality training to improve Library services." (4.44/7)
- "I am satisfied with my opportunities for advancement." (3.51/7)

ACTIONS
- Define leadership skills, develop training built around those skills and offer to employees. (Q1FY12)
- Create a workgroup to identify skills employees will need in the future.
- Define and identify how Library supports professional activities and involvement. (Q4FY11)

The City Library

## Achieving Organizational Excellence
## Outcome Report

**Strategy: Reinforce that we are all part of one Library system, a cohesive organization with shared vision, values and strategy.**

DATA
- "I see a clear link between my work and Library's outcomes." (3.78/7)
- "The Library has a clear sense of direction." (2.99/7)

ACTIONS
- Anchor strategic plan into the day-to-day life at the Library by keeping employees informed of initiatives and progress (Communications, Q4FY11)
- Revise and clarify the Employee handbook with employee involvement. Separate policies from procedures, post in a digitally searchable, easy to navigate format. (Q4FY11)
- Clarify and reinforce core professional principles, standards and values with consideration to ALA Code of Ethics and ALA Bill of Rights. (Q4FY11)

The City Library

## Achieving Organizational Excellence Outcome Report

**Strategy: Further a workforce with a sense of community, reputation and pride. Ensure employees know the appropriate avenues to take comments, concerns and ideas.**

DATA
- "I am encouraged to suggest new and better ways of providing services to the community." (4.58/7)
- "My ideas and suggestions are valued by management." (4.06/7)

ACTIONS
- Define the process for employees to bring their concerns forward and train all employees (Q3FY11)
- Develop unifying, community programs such as wellness initiatives or Library 3.0 (Q4FY11)
- Implement tactics that value receiving ideas, concerns and suggestions. (Q1FY12)

## Board Role

***Key things the Achieving Organizational Excellence Outcome will be need from the Board of Directors:***

- Continue to support the increased training budget.
- Consider and approve policy changes.
- Consider and approve changes to the Employee Handbook.
- Support the efforts of this workgroup.

## Measures for the Outcome

***The workgroup will work to define measures for this outcome.***

***Measures may include:***

- Employee Opinion Survey
- Positive media related to working at the Library.
- Awards for Library.
- Employee Turnover and exit interview data.
- Absentee rates
- Involvement and leadership in professional organizations.
- Increased competencies resulting from training.

## Achieving Organizational Excellence Outcome Report

Questions?

Achieving Organizational Excellence
Outcome Report

# Thank You!

The City Library