



## **Board Work Session**

### **Meeting Summary**

Attended by: Board Members: Susan Kiefer, George Prokop, Jill Turner, Carol Doty, Cathy Shaw; District Administrator: Lisa Marston; Library Director: Kari May; Facilitator: Margot Helphand

#### I. Confirm Work Session Objective

##### **To build a Transition Road Map including Key Actions and Accountability**

#### II. Identify a Shared Vision for the an Effective Transition by July 1, 2020

- The transition is seamless for patrons and staff. Everything works as well as it has or better
- Systems are integrated
- The transition is smooth for staff and we have a high retention rate
- We use legal services wisely – “We do it right”
- We operate at our current levy – \$0.52 per \$1,000 through June 30, 2021
- We have excellent internal and external communication, so people are well informed about the transition
- We make data driven decisions
- We have an agreement with the county and other entities on buildings
- We have appropriate staff and organizational structure to support our operations
- We have a robust technology infrastructure

Major Transition Tasks/Priorities – “Big Rocks”

(Priorities are .....)

- Staffing – Develop HR Plan with assistance of consultant/attorney
- IT – Develop IT plan with options, with assistance of consultant
- Governance – Complete Board policies
- Internal Communication – Consistently communicate with staff regarding transition
- External Communication – We are committed to reaching out to stakeholders and proactively communicating about the transition

III. Key Assumptions

- The majority of library functions are performed by staff employed by the district
- Discussion of hours is not a key transition issue
- The Board operates as a policy board with a complete set of policies
- Intention is to transition all LS&S employees who want to be transitioned; however, we cannot commit a future Board

IV. Develop Transition Road Map in Key areas:

A. Facilities

Currently	By July 1, 2020
The County owns 8 buildings	There are agreements and leases in place with all entities
Other buildings owned by other entities	

NEXT STEPS

WHAT	WHO	WHEN
Share each building status and path forward with Board and legal including timeline	Lisa	2/28/19
Create schedule for agreements with benchmarks	Lisa	3/31/19
Hold meetings with entities	Lisa	TBD
Agreements approved	Lisa	TBD

B. Staffing

Currently	By July 1, 2020
Most library functions are performed by staff employed by LS&S	The majority of library functions are performed by staff employed by the district
One person is employed by the District	We have clarity of which functions are performed in-house and which are contracted out
We have a variety of contractors <ol style="list-style-type: none"> <li>1. Accounting and admin support</li> <li>2. Facilities</li> <li>3. Maintenance</li> <li>4. Security</li> <li>5. Custodial</li> <li>6. Internet</li> <li>7. Telecommunication</li> <li>8. Auditor</li> <li>9. Legal</li> <li>10. Misc consultants</li> </ol>	Contracts are renewed for outside contractors (i.e. #2 - #9)
	We have the organizational structure to support library service delivery
	Down the road we may look at contracted services to determine which to continue contracting or bring in-house or look at other approaches to delivering these functions

NEXT STEPS

WHAT	WHO	WHEN
Schedule and complete contracts for current contractors	Lisa	Ongoing
Consult with labor law attorney re: employee questions	Lisa	Now

Hire HR consultant Focus: Develop HR plan with options: <ul style="list-style-type: none"> <li>- Organizational design</li> <li>- Administrative structure</li> <li>- Recruitment and retention</li> <li>- How to implement</li> <li>- Total compensation/benefits</li> <li>- Job descriptions</li> </ul>	Lisa	No later than 3/15/19 Asap
Recommendation to Board	HR Consultant/ Lisa	7/1/19
HR decisions	Board	9/30/19

C. Library/Branch Operations

Currently

By July 1, 2020

Library Director is studying staffing levels	Maintain operations as we have now or better
LD is working on customer service	

D. Technology/IT Support and Management

Currently

By July 1, 2020

Invested in and updated a lot of technology	We have a seamless transition for patrons and staff
Technology Plan being executed	We have clarity on how we deploy and deliver IT
	We stay with Polaris

NEXT STEPS

WHAT	WHO	WHEN
Hire IT Consultant	Lisa/George	3/15/19
Review options as developed by consultant	Board	7/30/19
Determine Technology needs	Board	9/1/19

E. Collection Acquisition and Management

Currently	By July 1, 2020
We have an adopted collection development/management plan	
Increased collection budget and staff support	
All collection acquisition and management done by LS&S	We have implemented new plan for collection acquisition and management

NEXT STEPS

WHAT	WHO	WHEN
Explore options for collection management	TBD	10/1/19
Decision re: collection management	Board	1/1/20

F. Governance

Currently	By July 1, 2020
We are working on our policies	We have clarity on which committees are Board committees and which are staff and board members have transitioned away from chairing staff committees
	Operationalizing policy governance, tied to the budget
	We have oriented new board member/s
	The Board operates as a policy board with a complete set of policies
	We have MOUs with Friends groups and the Foundation
	We have a process for fiscal and services accountability

	We have clear Board goals and hold ourselves accountable to them
	Board set priorities that guide the Director and Administrator for budget prep

NEXT STEPS

WHAT	WHO	WHEN
Review completed policies and identify gaps	Lisa/Margot	2/28/19
Develop full packet of policies for board review and adoption	Lisa/Margot	7/30/19
Transition chairs of committees to staff (Technology, facilities)	Board	7/1/20

G. Communication – Internal

- Currently the District does not have a way to communicate directly with library staff as they are LS&S employees
- It is important to consistently/regularly communicate with staff regarding the transition
- Ideally communication would be in the form of joint communiques – District and LS&S

NEXT STEPS

WHAT	WHO	WHEN
Determine what we want to communicate	Lisa/Board/Kari	2/15/19
Clarify LS&S's position on the District communicating with employees	Kari	2/15/19
Develop joint communication agreement	Lisa/Kari	3/1/19
Implement 1 <sup>st</sup> quarterly communication	Lisa/Kari	4/1/19

H. Communication – External

- We are committed to reaching out to stakeholders and proactively communicating about the transition

NEXT STEPS

WHAT	WHO	WHEN
Develop External Communication Plan Identify key stakeholders and appropriate contact person for each, priorities and timeline	Cathy, Lisa, Kari	4/1/19
Begin implementation		