

**MINUTES
PIKES PEAK LIBRARY DISTRICT
BOARD OF TRUSTEES MEETING
Special Meeting
March 28, 2017
4 pm
Penrose Library**

MEMBERS PRESENT

President Cathy Grossman, Vice President Keith Clayton, Secretary/Treasurer Molly Dippold, Trustee Ken Beach, Trustee Kathleen Owings, Trustee Katherine Spicer, Trustee Wayne Vanderschuere

PIKES PEAK LIBRARY DISTRICT STAFF and OTHERS PRESENT

Executive Director John Spears, Community Engagement & Outreach Officer Sean Anglum, Foundation & Development Officer Dolores Cromeens, Friends of the Pikes Peak Library District Board President Dora Gonzales, Executive Assistant Sue Hammond, Human Resources Division Head Sally Jensen, Associate Director for Library Services Janice McPherson, Technology & Virtual Services Officer Richard Peters, Associate Director for Branches Lynne Proctor, Facilities Division Head Gary Syling, Chief Financial & Business Officer Michael Varnet, PPLD Staff Members Jenny Pierce and Teona Shainidze Krebs, Singer Group Consultants Paula Singer and Lorraine Kituri

SPECIAL MEETING OF THE BOARD OF TRUSTEES

CALL TO ORDER

President Grossman called the March 28, 2017 special meeting of the Pikes Peak Library District Board of Trustees to order at 4:00 p.m.

ITEMS TOO LATE FOR THE AGENDA

There were no items to add to the agenda.

PUBLIC COMMENT

There was no public comment.

BUSINESS ITEMS

PPLD Comprehensive Compensation/Job Analysis Study: Findings & Recommendations: Presentation

The Pikes Peak Library District Leadership Team (John Spears, Sean Anglum, Dolores Cromeens, Sue Hammond, Sally Jensen, Janice McPherson, Richard Peters, Lynne Proctor, Gary Syling and Michael Varnet) joined Paula Singer and Lorraine Kituri of the Singer Group to present the findings and recommendations from the Comprehensive Compensation/Job Analysis Study.

The Comprehensive Compensation/Job Analysis Study began in mid-2016 and involved the entire PPLD workforce. The Singer Group collected information not only from staff but also from outside sources, and then worked closely with PPLD leadership to use findings to formulate recommendations. It was found that PPLD is behind the market at almost every data point, with the majority of positions being at least 5% behind the market and many positions being 20% or more behind the market.

The study found that PPLD's greatest strength is its staff and their "whatever it takes" attitude. PPLD offers excellent customer service, strong community engagement, solid community partnerships and excellent programming. PPLD is a leader in library innovation both regionally and nationally and PPLD's leaders cultivate a culture of openness that makes this resourceful and adaptive organization a great place to work. Among the concerns coming out of the study are: lack of district-wide unification, lack of cohesive district-wide branding, differences in duties being performed by the same classifications in different branches, an overreliance on substitutes, a lack of understanding of strategic goals, insufficient follow-through and assessment of new initiatives, and limited resource/staff sharing across the district.

The PPLD Leadership Team presented recommendations that include basing all staffing decisions on the District's mission and strategic priorities, developing a business case for new initiatives and identifying resources necessary for growth, focusing on which services need to grow and growing them, utilizing the newly formed Management Team as a key advisory group and communications channel between leadership and frontline staff, and consistently implementing District policies. The Leadership Team presented a new organization structure for the District. Expected outcomes include flexibility and clarity, the ability to better meet community needs, alignment with strategy, staff working at their highest and best level, succession planning, and career development.

The Singer Group presented their recommendations for changes to salary and staffing structures that include utilizing 20 grades with the entry level salary starting at \$10.20. Range spreads would be from 20-50% and reflect market data. New job titles that clearly define responsibilities are suggested, and several new positions are suggested. The Singer Group's suggested staff classification levels include career ladders for all levels of front-line staff. An adjustment to address salary compression is suggested.

Executive Director Spears pointed out that allocating the funds needed for implementation of the recommendations is the greatest challenge now facing the District. He suggested plans for substantial and full implementation. Next steps include: developing position descriptions for new positions, identification of training and development needs, finding the funds in the current budget, implementing the compensation plan and reassigning staff as milestones are reached. Executive Director Spears will work with the Management Team and the Board to weigh and prioritize options for implementation. Executive Director Spears stressed that although a timeline is not possible at this time, clear milestones have been established. Regular and ongoing communications on the status of this project will be provided to PPLD staff and to the Board.

Jenny Pierce left the meeting at 5:10 pm

Kathleen Owings joined the meeting at 5:40 pm

PPLD Compensation Philosophy: Decision 17-4-3

The PPLD Board of Trustees discussed and reviewed a draft Compensation Philosophy at their regular meeting on December 6, 2016. At that time the Board agreed that the draft was a good plan. They feel that it is important to include succession planning in the Compensation Philosophy and want to promote a high performance organizational culture through rewarding outstanding performers.

Motion: Keith Clayton moved that the Pikes Peak Library District Board of Trustees adopt the Compensation Philosophy as presented.

Second: Molly Dippold seconded the motion

Vote: The motion was approved unanimously.

President Grossman asked Executive Director Spears to let the PPLD staff know that the Board very much appreciates their involvement in the Compensation Study. She added that the PPLD Board of Trustees is committed to finding solutions that will allow the Compensation Study recommendations presented at this meeting to be fully implemented.

Friends Board President Dora Gonzales stated that the Friends of the Library support the District fully and are prepared to do whatever it takes to help ensure the success of PPLD.

ADJOURNMENT

President Grossman adjourned the March 28, 2017 special meeting of the Board of Trustees at 6:07 pm.