

THOSE IN ATTENDANCE:

Adam Weinacker, President
Carol Osborn, Vice President
Dr. Dan Cairo
Lu Marzulli
Ron McClain
Bonnie Russell
David Wirthlin

THOSE EXCUSED:

Sarah Reale
Cathy Stokes

ADDITIONAL STAFF IN ATTENDANCE:

Debbie Ehrman, Interim Executive Director
Gordon Bradberry, Assistant Director of IT and Facilities
Sara Leonard, Sara Leonard Consulting
Daniel Neville-Rehbehn, Assistant Director of
Customer Experience
Heidi Voss, Executive Administrator
Dallin Witt, Data Analyst

I. CALL TO ORDER

Board President Adam Weinacker called the meeting to order at 9:40am. He noted that several board members were attending at the Main library in person, but the location was closed to the public due to a plumbing issue. A virtual option was provided for the public to participate.

II. WELCOME AND INTRODUCTIONS

Board members introduced themselves and spoke about how they came to be members of the Library board.

III. BOARD ROLES AND RESPONSIBILITIES REDUX

Sara Leonard spoke about three key duties of nonprofit boards

- Duty of Care - Taking care of the nonprofit by ensuring prudent use of all assets, including facility, people, and good will
- Duty of Loyalty - Ensure that the nonprofit's activities and transactions are advancing its mission. Recognize and disclose conflicts of interest. Make decisions that are in the best interest of the nonprofit.
- Duty of Obedience - Ensure that the nonprofit obeys applicable laws and regulations, follows its own bylaws, and adheres to its stated purposes.

In addition, boards have a variety of other responsibilities like hiring and evaluating the executive director, setting key policies, approving budgets and reviewing financial reports regularly, and serving as ambassadors and advocates for the organization.

When it comes to approving the budget, the board should consider whether the spending matches the organization's priorities and strategic plan, whether the budget considers saving for a rainy day, whether compensation is in line with organizational values, and other questions to help assure the board is thinking critically about proposed budgets.

The board is not responsible for operational decisions like hiring and firing staff, other than the executive director, or making programming decisions.

The board discussed what they're doing well and what they may need to adjust in their practices and procedures.

IV. COMMITTEE: PURPOSE AND KEY RESPONSIBILITIES

Board members broke into pairs to discuss how to better define committees and what work the committees could do to better support the board. This portion of the recording was removed because discussions overlapped and could not be clearly distinguished.

Currently, the board has three committees:

- The Executive Committee
 - This group sets the agenda for the monthly board meetings.
 - Board members considered whether this group could take a more active role in board orientation and evaluation of the executive director.
 - Defining the roles of committee members could also benefit this group.
- The Nominating Committee
 - Board members discussed whether the nominating committee should have an expanded scope that includes board recruitment.
- The Finance/Buildings and Grounds
 - Sara recommended this committee be split into two, since the types of work they would engage in is very different.
 - Board members talked about having the finance committee meet more often so they could have a more in-depth understanding of Library finance reports and budget amendment and reallocation requests.

V. MISSION/VISION: HOW WE'RE EVALUATING OUR WORK

Daniel Neville-Rehbehn and Dallin Witt presented about how staff are building on the Library's recently approved mission and vision to implement objectives and key results.

- They first reviewed the impact framework showing how the big picture work of the mission and vision tie to the day to day work of staff at all levels through organizational objectives and tactics.
- The organizational objectives staff have set are:
 - We care for each other
 - By fostering a culture that promotes equity, collaboration, wellbeing, an trust
 - By providing competitive pay, benefits, training, and growth opportunities
 - We care for our library
 - By sustaining and enhancing spaces, both physical and digital, that are inclusive and accessible to a growing SLC
 - By improving and utilizing systems, structures, and tools that drive transparency and accountability.
 - We care for our community
 - By actively engaging with the community to foster understanding, awareness, and trust.
 - By connecting people to relevant and impactful materials, resources, experiences, information and services.
 - We care for our future
 - By demonstrating, communicating, and evolving the library's relevance and positive impact to SLC taxpayers
 - By building a strong financial foundation that supports the library's mission and vision.
- Objectives are large, difficult to attain, and difficult to measure.
- Key results are the elements that indicate if we are succeeding at working toward our objectives.

- Key results are often a proxy for what we are actually trying to measure. For example AQI is a proxy for air quality. Gate count is a proxy for patron engagement.
- Once data is collected, the team wants to make the information accessible for stakeholders and provide them with the tools they need to understand the data.
- Dallin let the board know that data is only part of the story and the team is still focused on the impact and purpose of library work. The goal is to have decision making to be data informed, not data driven.
- [Here is a link to the slides presented.](#)

VI. LUNCH BREAK

VII. UPDATE ON HUMAN RESOURCES AND EXECUTIVE DIRECTOR SEARCH.

- Shelly Chapman, Human Resources Manager, provided this presentation.
- The Executive Director Search Committee entered into a contract with executive search firm Koya Partners in December of 2022 with a projected start date in March of 2023. The committee will have their first meeting with the firm in February.
- Shelly reviewed the process of hiring an executive director and how board members are involved. She spoke about previous executive search processes as an example.
- Shelly also reviewed a quote for active assailant insurance, which the board has expressed interest in purchasing. The board agreed the coverage provided would be well worth the quoted price.
- The capacity of the Human Resources Department has been reduced as they have worked to fill a number of open positions and finding qualified candidates can be a challenge.

IV. COMMITTEE: PURPOSE AND KEY RESPONSIBILITIES (CONT)

The board returned to the discussion about the current process for recruiting board members and asking board members to serve on committees and how they can adjust practices to be more intentional about recruitment and how to better activate committees.

- Since board members are serving on a volunteer basis, consistent participation is sometimes a challenge, but if the volunteers have a clear understanding of the benefits of their service, they may be more active in their roles.
- Meaningful work can make board and committee meetings feel more worthwhile.

VIII. BYLAWS REVIEW AND REVISION

Sara Leonard talked about how creating clear expectations in board bylaws and procedures can help the board function better and assure members have a

- The board discussed attendance and how if a member is not attending consistently, they won't have a clear picture of the business being discussed. Attendance is also an issue if the board needs a quorum to vote on business.
- The board reviewed proposed updates to the bylaws and procedures and will continue the update process at a future meeting.

IX. MASTER FACILITIES PLAN UPDATE

Gordon Bradberry reviewed a list of capital projects underway that were recommended with the Master Facilities Plan.

- Some projects are complete, in-progress, or have been paused based on priority and on the capacity of teams to complete them.
- [Here is the presentation with the list of projects.](#)

VIII. ADJOURN

- a. The board moved to adjourn the meeting. Board members Lu Marzulli, Ron McClain, Carol Osborn, Bonnie Russell, Adam Weinacker, and David Wirthlin voted in favor. Dr. Dan Cairo was not present for the vote. The motion passed and the meeting adjourned at 4:03pm

UPCOMING SCHEDULE

The next meeting will be held

Monday, February 27, 2023, 4:00pm

Main Library, 210 East 400 South, Salt Lake City, UT 84114

With a virtual option via Google Meet