

## **Jaffrey Public Library Board of Trustees Meeting Minutes**

**Date** January 21, 2020  
**Time** 1:30pm  
**Chairs** Pat MacIsaac, Lou Casagrande

**Present** Pat MacIsaac, Lou Casagrande, Emily Carr, Ann Marie Furnival, Suzanne Mieso, Grace Flesher (alternate), Julie Perrin - Library Director

**Absent** Travis Shattuck (alternate)

***Meetings are open to the public except as allowed under RSA 91-A:3.***

*If requested, the meeting may become a non-public session per RSA 91-A: 3, II (a) personnel; (b) hiring of any person as an employee; (c) matters which, if discussed publicly, would affect adversely the reputation of any person; (d) consideration of acquisition, sale, or lease of property; (e) consideration or negotiation of pending claims or litigation.*

**Call to Order**  
1:31pm PM

**Approval of Minutes**  
12/19/2019 Regular Meeting  
**Motion to approve as amended SM / AF 5:0**  
12/19/2019 Non-Public Meeting  
**Motion to approve as presented LC / SM 5:0**

**Treasurer's Report**  
As distributed  
Town funds have been received.  
**Motion to approve as presented AF / LC 5:0**

**Corresponding Secretary**  
Support of the library is widespread, as evidenced by the volume of correspondence sent to out to thank donors.

**Annual Trustee and Treasurer Reports**  
As distributed

**Library Director**  
As distributed

Discussion of request received from Girl Scouts Troop 10848 to hold lock-in at JPL in March. Girl Scouts carry own insurance. This troop held a similar event last year. It was very successful, and the troop now meets regularly at the library. Same troop leaders this year.

**Motion to approve lock-in for Girl Scout Troop 10848 on March 7, 2020 LC / EC 5:0**

## **Strategic Planning**

Continuation of ongoing strategic planning process

Discussion led by Lou Casagrande

### Recap

- When the strategic planning process was initiated by the Board of Trustees, significant changes were already underway at JPL. Thus, it was important for the Trustees to align the process to those changes as well as lay the foundation for the future.
- **Trustees agree the initial Priority should be Finance.**
- A key insight was that the “business” of JPL is closer to \$400,000.00, than it is to \$300,000.00
- Important to understand JPL is not going broke, and that the Trustees must see themselves as stewards of the trust funds, and take control of the budget process.
- The Trustees must understand the scope and scale of the budget.
- The Director has presented a budget that aligns staffing with usage.
- It is the responsibility of the Trustees to be strategic managers of JPL resources.
- The Trustees took a strong decision in 2019 to prudently use the endowment to ensure the JPL budget meet the library’s needs.
- Looking forward to 2020 and beyond, the Trustees must continue to embrace those same responsibilities in order to ensure they are prepared for the future, rather than surprised by it. The Trustees’ approach to be finances and budgeting must be proactive, rather than reactive.
- The Trustees should begin working on the next budget right away.
- Avoid the mistake of taking one year at a time, and looking only at one year’s data. Rather, the Trustees should adopt a strategic, multi-year approach to finances and budgeting.
- Be prudent. Excellent discipline demonstrated by Trustee decision to draw 3% from endowment annually, even though Investment Policy allows 4% annually.
- Available resources for the upcoming budget include 3% of non-restricted endowment funds, 3% of restricted endowment funds, transfer from town trust funds, and Sharon income.
- 2019 Sharon income was not spent. Appropriate to roll this amount forward.
- Budget requests from Director should show as Outcomes under the appropriate strategic goals.
- Director is encouraged to request the overall cost of a project (if multi-year or multi-phased), with a breakdown of how that amount will be spent and over what time horizon.
- Budgeting and planning should always be multi-year, then be further broken down into one-year units.

- **Trustees agree a second Priority should be Metrics.**
- We must be able to measure success.
- Currently, the Director Report contains metrics but the Trustee Report does not contain any metrics.
- Trustees need to hone their initial broad brush output by incorporating metrics into the strategic plan.
- Request that the Director suggest which of the metrics currently used by the library would be appropriate for inclusion in the strategic plan.
- **Trustees agree a third Priority is Governance.**
- We can only improve our governance if we better understand our role as Trustees.

#### Board Tasks

1. Improve annual giving from individuals, business and other entities. The Friends of the Library is under-leveraged at present. Trustees should work to develop this resource.
2. Get Trustees education on creating a Planned Giving initiative.
3. Trustee orientation.

**Motion to approve JPL Mission, Vision, Values and 7 numbered Goals, as below. LC / PM 5:0**

#### Strategic Agenda

##### Our Mission

The Jaffrey Public Library serves as a community resource for lifelong learning where everyone is welcome to gather, discover and succeed in a safe, nurturing environment.

##### Our Vision

The Jaffrey Public Library will contribute to advancing an informed and technologically literate citizenry. Our Library will serve as a model for our region, state, and the nation, demonstrating how public libraries can have a powerful impact on the future economic and social vitality of rural communities.

##### Our Values

Core values of our organization include equity, diversity, community, stewardship, excellence and innovation.

##### Our Goals

1. Redefine literacy for the 21st century to include health, environmental, financial, technological and digital literacy.
2. Provide universal access with increasing attention to underserved populations.
3. Create and foster the use of more inter-generational spaces in a clean, safe, and efficient library building.

4. Expand and deepen our community partnerships.
5. Diversify and grow our sources of operating revenue.
6. Grow our endowment to ensure financial sustainability.
7. Invest in our human resources.

#### Implementation of Current Budget

Reconciling the budget, which begins January 1<sup>st</sup>, with Town of Jaffrey voter approval of budget, which will take place March 14<sup>th</sup>. Director asks Trustees for guidance, given the possibility our proposed budget could be cut.

Director notes that staff is a more significant driver of usage than is collection, facility. Staff are required for tech help, circulation, reference questions. Staffing and safety should be highest priorities.

Trustees and Director agree to implement critical staffing changes now, and hold off on some staffing increases until Town Meeting is concluded. Summer hour increase and 8:00pm closing time will not be implemented until Town Meeting is concluded. Director will immediately increase Library Assistants by approximately 10 hours (which is half the budgeted increase of 20 hours).

#### **Upcoming Election / Trustee Vacancies**

Trustees share how fulfilling and important the role is.

Trustees feel concern that voters do not know about Library Board and that very few Jaffrey residents consider running for the Trustees vacancies.

Discussion of possible ways to increase visibility of Board of Trustees, encourage Jaffrey residents to stand for the Board. Director discussed possibility of using JPL newsletter and social media presence next election cycle.

#### **Meeting concluded**

3:25pm

#### **Motion to adjourn AF / AC 5:0**

Minutes recorded by Grace Flesher.