

**LIBRARY BOARD OF TRUSTEE SPECIAL MEETING MINUTES
SPECIAL MEETING TO CONDUCT INTERVIEWS OF THE TOP FINALIST CANDIDATES FOR
LIBRARY DIRECTOR AS RECOMMENDED BY THE INTERVIEW PANEL
WEDNESDAY, NOVEMBER 4, 2015**

The Board met in special session at the Sparks Library, 1125 12th Street, Sparks, Nevada

Chair Stoess called the meeting to order at 12:35 p.m.

ROLL CALL

Board Members Present: Al Stoess, Derek Wilson, Wendy Alderman
Sara Sattler arrived at 12:40 p.m.
Zanny Marsh arrived at 1:33 p.m.

County Staff Present: Assistant District Attorney Dania Reid, Workforce
Development Manager Kathy Hart

Public Present: Mike Tanner, Senior Vice President Strategic Government
Resources

PUBLIC COMMENT

Scottie Wallace, Managing Librarian, commented on the resumes of two candidates interviewed by the panel.

- Jeff Scott's resume noted an accomplishment from 2004-2009 while working for the City of Casa Grande for re-occurring federal grant funds of \$125,000 for E- rate. This type of grant funding requires that all of a library's public computers be filtered.
- Robert Shupe's resume cited over 10 years of connections with a community college. This was striking because in the same community, he was the Director of the library and created some initiatives like working with adults. Here in Washoe County, there are "second chance" companies who hire individuals who have had issues with their past. This is good information to have.

REVIEW OF INTERVIEW PROCESS

Chair Stoess introduced Washoe County Workforce Development Manager Kathy Hart and Mike Tanner from Strategic Government Resources to review the interview process for the Board.

Mr. Tanner provided the interview order of the three finalists, noting that each had 50 minutes time allotted for his or her interview, with a 10-minute break period between each interview.

Ms. Hart informed the Board that the packets provided were put together by Strategic Government Resources and included: cover letters, DISC assessments of leadership styles, resumes, and a set of Board-approved questions for the candidates. She also informed the Board that follow-up questions, based upon answers or informational questions referencing information provided by the candidates, are acceptable to ask. She stated that all notes taken on the question sheets become records as to why or why not a candidate was selected. These notes should be not be biased or discriminatory in any way but can include impressions of the Trustees so that someone reviewing them could understand why a candidate was or was not selected.

The Board agreed that Trustee Sattler would start off with the first question, followed by Trustees Alderman and Trustee Wilson with Chair Stoess completing the circuit. [Trustee Marsh arrived after the completion of the first interview.]

INTERVIEWS OF THE THREE (3) FINALIST CANDIDATES, BASED UPON RECOMMENDATIONS FROM THE INTERVIEW PANEL.

During the interview of Sarah Booth and upon questioning by Chair Stoess, Ms. Hart recommended that should Trustee Marsh arrive during this interview, she not participate for the remainder of it. She informed the Board that Trustee Marsh should be included from the beginning with the next candidate.

After the interview and based upon the arrival of Trustee Marsh at 1:33 p.m., Ms. Hart recapped the interview process and document overview.

The Board agreed that, beginning with Interview Candidate Robert Shupe, Trustee Alderman would begin with question number one, followed by Trustee Wilson, Chair Stoess, Trustee Sattler and Trustee Marsh.

DELIBERATION REGARDING THE CANDIDATES AND THEIR INTERVIEWS, AND SELECTION AND TENTATIVE OFFER OF THE DIRECTOR POSITION TO THE PREFERRED CANDIDATE, CONTINGENT ON THE OUTCOME OF REFERENCE BACKGROUND CHECKS AND THE NEGOTIATION OF EMPLOYMENT TERMS.

Ms. Hart steered the Board to the page in the candidate packets provided by Strategic Government Resources to individually rank the candidates prior to discussion.

Initial Ranking Results by Trustee were as follows with the first name being number one choice:

- Trustee Sattler: Jeff Scott, Robert Shupe, Sarah Booth
- Trustee Marsh: Jeff Scott, Robert Shupe (Trustee Marsh was not present during Sarah Booth's interview)
- Trustee Alderman: Jeff Scott, Sarah Booth, Robert Shupe
- Trustee Wilson: Jeff Scott, Sarah Booth, Robert Shupe
- Chair Stoess: Robert Shupe, Jeff Scott, Sarah Booth

Board discussion included:

- Trustee Wilson felt that Mr. Scott could be a risky decision due to his business-like approach; however he liked the responses provided to posed questions. He also likes that Mr. Scott shared his vision of libraries.
- Trustee Alderman would like to see some data-driven decision-making and Mr. Scott's answers indicated his ability to make decisions based on either gut feeling or data, but then follow-up and re-evaluate. She liked his level of energy and is able to see him as the public face of the Library, communicating the story of the Library System. She stated she believes he has the skills we need to show how WCLS supports the community, and felt he was the strongest candidate.

Upon questioning by the Board, Ms. Hart confirmed that it appeared there was a clear top choice (four of five selected Mr. Scott through initial ranking), and she recommended the Trustees select a second choice should the top choice not work out.

Discussion for the runner-up included:

Robert Shupe:

- Discussion in favor included comments regarding his starting the Latino Advisory Group, appreciation of his marketing approach to the strategic plan and his initiative to discuss it, and the feeling he would fit best within the County. One Trustee voiced his appreciation of how Mr. Shupe appears to use the Strategic Plan as a management document.
- Discussion against included comments about how it appeared everything circulated around the marketing strategy; and his comment about not knowing why one of the community groups found him to engage him within their organization and not attributing it to his community contact, initiatives and media communications. Based on information presented during the interview, Mr. Shupe's strategic plans did not include stakeholders and were internally focused, appearing to leave out the community, which is not the direction the Board desires. Other voiced concerns included: Mr. Shupe's responses indicated a strong degree of polling employees and research prior to making a decision, leaving the question of his ability to be decisive; and due to the manner in which the libraries in his employment history operate fiscally, Mr. Shupe did not demonstrate his ability to be flexible in budgeting practices or in pursuing additional funding other than CLEF grants which he agreed are easy to get.

Sarah Booth:

- Discussion in favor included her ability to provide information on her budget experience (including numbers), and her experience presenting policy changes in front of the Commission to make changes in the library. Other discussion noted the similarities in her current responsibilities to the Washoe County Library System (WCLS), with her overseeing 164 staff in seven branches. Comment was made that although she does not currently hold the title of Director, WCLS has strong, tenured staff to help provide guidance. Also in her favor, Ms. Booth visited numerous branches and introduced herself to WCLS staff during her short stay in Reno, demonstrating her motivation to get out into the community.
- Discussion against included surprise at her lack of a broader approach when answering questions about budgeting, and her lack of experience as a Library Director.

During discussion of Mr. Shupe's interview, Chair Stoess noted his concerns regarding the selection of the top candidate, Jeff Scott. He stated that he was not sure how long Mr. Scott would be happy in this position in a city the size of Reno with a pay scale lower than he may be used to.

Trustee Alderman stated she did not believe that was a relevant point, as Mr. Scott was the Library Director in agriculture-based Tulare County, California.

Trustee Sattler stated that the Washoe County population is changing.

Trustee Wilson agreed with Trustee Sattler and stated that although he also liked Mr. Shupe, he was looking for individuals with a higher profile and that is also the reason he placed Ms. Booth as the runner-up.

Trustee Marsh noted she liked the way Mr. Scott approached pursuing USDA funds, using creativity to obtain them. She also stated she like the ways he applied articulated budget decisions.

Results for the #1 choice for Library Director were four for Mr. Scott with one for Mr. Shupe. Mr. Scott was selected by a majority.

Results for runner-up were three for Ms. Booth and two for Mr. Shupe. Ms. Booth was selected by a majority.

On motion by Trustee Marsh, seconded by Trustee Wilson, which motion duly passed, the Board directed Human Resources to negotiate an employment contract with Jeff Scott with a pending offer to Sarah Booth should negotiations with Mr. Scott fail. Four in favor, one opposed.

PUBLIC COMMENT

Julie Ullman, Managing Librarian, thanked the Board on behalf of Library personnel, for their time and efforts in this process.

Arnold Maurins, Library Director, thanked the Board for their time. He noted that Mr. Scott was also his first choice. He acknowledged some concerns about Ms. Booth's potentially long learning curve due to her lack of experience as a Director.

Chair Stoess adjourned the meeting at 4:12 p.m.