

MINUTES OF THE CHURCHILL COUNTY LIBRARY BOARD OF TRUSTEES

155 N. Taylor St., Fallon, NV 89406
September 9, 2024

Call to Order:

The regular meeting of the Library Board of Trustees was called to order at 9:00 AM on September 9, 2024.

Pledge of Allegiance:

The Pledge of Allegiance was recited by the board and public.

Public Comment:

Chair Rowe asked if there was any public comment but there was none.

Roll call of members:

PRESENT: Trustee Jessica Rowe, Chair
Trustee Ryan Swirczek, Vice-Chair
Trustee Sari Koehler, Secretary
Trustee Sue Segura
Commissioner Myles Getto
Civil Deputy District Attorney Jeff Weed
Library Director Carol Lloyd
Asst. County Manager/HR Director Chris Spross
Deputy Clerk of the Board Pamela D. Moore
Deputy Clerk Crystal Muschetto

ABSENT: N/A

Verification of the Posting of the Agenda:

It was verified by Pamela D. Moore, Deputy Clerk of the Board, that the Agenda for this meeting was posted on the 30th day of August, 2024, between the hours of 9:00 and 11:00 AM at all of the locations listed on the Agenda, in accordance with NRS 241.

Consideration and possible action re: Approval of Agenda as submitted or revised:

Trustee Ryan Swirczek made a motion to approve the Agenda as submitted. Trustee Sue Segura seconded the motion, which carried by unanimous vote.

New Business:

8:05 AM A- Introductory comments and training from Human Resources and the District Attorney's Office regarding interviews and the interview process for the Churchill County Library Director position.

Staff from Human Resources and the District Attorney's Office will provide the board with introductory comments and training related to interviews and the interview process for the Churchill County Library Director position.

FISCAL IMPACT: N/A

EXPLANATION OF IMPACT: N/A

FUNDING SOURCE:

ACTION REQUESTED: None; Informational Only

Assistant County Manager/HR Director Chris Spross said Mr. Weed and myself will work together through this process. I will present the HR discussion and Mr. Weed will present the legal aspect as it is associated with the interviews today. We advertised for this position and received nine (9) or eleven (11) applications. Carol Lloyd and myself reviewed the applications based on education and qualifications, then shortlisted the candidates to five (5) people. We interviewed those five (5) applicants via Zoom using a predetermined set of questions, which were effective when interviewing for this position in the past. From that, we recommended three (3), which you will be interviewing today. We have drafted a set of questions for the board, which are comprised of several different avenues. Some of the questions were similar or the same as the questions that we asked during interview number one. We felt it was important for the board to be able to ask those questions and receive those answers. We received one set of questions from the public, where some were similar to those we already used in both the first and second interview. For the function of time, we eliminated some questions, leaving seventeen (17), plus follow up questions totaling 22 questions. These questions are in your packet and they are on the blue sheet.

Let us review what is in your packet and go over any questions you might have. On the left side of the packet you have three (3) pages. You have a yellow one, a golden rod, and a white. The yellow page is what we call prohibited topics. Those are things we do not talk about during the interview and Jeff will elaborate a bit more on that topic. The golden rod paper that we have is our candidate rating guide. In the packet you will have a rating sheet for each of the applicants. This is the guide that will be used when you fill out the rating sheet. Basically, we rate all candidates in different categories with a rating of 1 to 5.

- (5) Superior, the candidate's response demonstrates substantial knowledge and ability. Performance is anticipated to be clear and consistently far above adequate and no training or further assistance is needed in this area.
- (4) Strong, candidates' response demonstrates knowledge and ability which is stronger than necessary for adequate performance. Performance is anticipated to be consistently at least adequate and frequently better than adequate.
- (3) Adequate, the candidate's response demonstrates an adequate breadth of knowledge and ability. Areas of weakness will likely be balanced by area of strength. With routine training and supervision, weaknesses will not be a problem and the candidate will likely perform adequately.
- (2) Weak, many of the responses of the candidate are adequate, however, significant weakness in performance can be expected. These deficiencies can likely be addressed through training and assistance. Close monitoring of performance will be necessary initially. Definite improvements will be needed for adequate performance.

- (1) Inadequate, responses are so poor as to make it unlikely the candidate can do the job adequately. Candidate does not demonstrate the level of knowledge and the ability necessary to obtain adequate performance within a reasonable time period.

These are the five different values that you can assign as we go through the rating guide for each individual applicant.

On the left side, you will find the schedule and agenda. This is what we send to the candidates so they know when they are scheduled. The first item listed on the right side is the Job Bulletin. This was used to promote this position and then we posted it to the Churchill County, ALA, and Nevada Library Social websites—just for information more than anything else. We had one (1) application on the ALA website and none on the Nevada state website. Although it is sometimes good to go out and try to harvest resumes from other places, it did not pan out this time. We only had the one application and it did not make it to the first interview.

You have the interview questions, which are on the blue sheet. These questions are assigned to individual trustees with no rhyme or reason behind it. Typically, when we do an interview within the county, we try to have people with a certain set of skills ask questions that relate to that set of skills. In this case, we balanced the questions out among the four (4) of you. You also have each applicant's application, which has generic questions on the back. As part of the application process, these questions were not asked in the interview or are not questions that you will ask. These are generic questions to gauge the level of interest in the position, where the applicant must answer in 300 words or less. This helps determine if they are truly interested or just rapidly firing out applications. We do review those when we are preparing to set the initial interviews but, really, it is the interview questions that we are after. Next, you have the Interview Rating Sheet, which is the golden rod and it is two-sided. Please be aware it is two-sided and those are the categories you will be evaluating. As you can see, those are the ratings from 1 through 5, Adequate through Superior, and you can certainly go in and add your notes. The rating criteria I covered earlier is where it will be calculated. I have also given you additional paper for deliberation and discussion after the interviews are complete.

We have three interviews currently and interim Director Carrol Lloyd has all three applicants with her. They are touring the library so the applicants can see the environment they would be working in. This allows us to speak freely without worrying about the applicants sitting behind us. If you have questions, I think it is best we address those before the applicants arrive. We have an hour and a half to answer any questions you have. Jeff, do you want to go ahead and talk about the good stuff?

Civil Deputy District Attorney Jeff Weed said I do not even think I am second fiddle, I am about fourth or fifth and I will try to keep my presentation brief. I do have a question, Chris, on the interviews, each question is designated to a certain trustee. Will the introduction be done by the chair? That first little section a, b, c, d? Mr. Spross said that is a good point and I thought about that while I was printing additional questions. Typically, in a county interview setting, the verbiage that is up at the top—those first four—is usually done by the person spearheading the interview, whether it is the department head or HR. In this case, I would be more than happy to go through those four items and what they are. It is the introduction of the board and the interview will last about seventy-five minutes. There are seventeen questions, some with multiple parts. It is an explanation of the interview. Then I will mention that members of the

board will be taking notes to assist in the evaluation process. I can do that—I do not have a problem doing that if you like. It sets the tone and then I turn it over to the board to start asking the questions. Chairperson Rowe, if you would like to do that, that is fine, as well. Whichever way you would prefer is fine with me. Chairperson Rowe said I am glad Jeff asked that question because it was one of the procedural questions I had, as well. I am perfectly comfortable introducing the mechanics of the interview and the board if that is fine. However, if you are walking in and introducing the candidate to us, I think I can take it from there. That would be fine.

Mr. Weed said we have talked as we have gone over the process that we will be going through today. This is being done in an open meeting and it is a unique and difficult process with some challenges—one of them being the interview questions today. Obviously, there is an opportunity to talk with Carol and Chris, as they compiled those questions. Remember, everything you say, everything you think out loud, is recorded and on the record and it will exist for time and all eternity. That is something to keep in mind as you are going through the interviews.

When we interview people, we are interested in them because they are going to be running the library, so we will have a lot of questions about them. We care both professionally and personally and we want to know who they are. In our personal lives, we ask questions like, are you married? Do you have kids? While those are good things to know personally, they are inappropriate to ask in an interview setting.

Chris referenced the prohibited topics in employment decision-making, which are included in your packet on the left side. It gives the basics and the pre-planned questions have been vetted to ensure they do not violate these topics. We are generally talking about race, color, religion, sex and national origin, protected classes we are all familiar with.

There are follow-up questions you can ask. For example, if Ryan asks a question and Jessica has a follow-up, that can be done. But again, since we are in an open meeting, we need to be careful about the nature of those follow-up questions. Sometimes, we may want to ask something but phrase it inappropriately. A classic example is when we want someone with experience and ask, how old are you, or you look pretty young. We all understand what we are trying to get at but there are better ways to ask, such as, how long have you been working in libraries? or What is your experience? That is what we are really trying to find out.

If a follow-up question comes up, I recommend sticking to the questions in the packet, they are appropriate and vetted. If you do ask a follow-up, think carefully before you speak to ensure it is appropriate and focused on what you genuinely want to know. This is not just a normal conversation; it is an interview setting. Any questions about that so far? There were no questions.

Another thing to keep in mind is that, after each interview, there will be a little bit of time between candidates. My advice is not to discuss among the board, even on the record, how the interview went or your thoughts about the candidate. Gather all the information and then, when it is time to discuss at the end, have your conversation. It will be tempting to say things like,

that went well or that did not go well but, remember, we are on the record and we are trying to evaluate all the candidates fairly. We have planned for short breaks between interviews, so keep your thoughts to yourself, take notes and evaluate internally. Once all interviews are done, that is the time for discussion.

When the time comes to make a decision, a few things need to be considered. One is how the offer will be extended and by whom. Another is the start date and the pay. These might not be known today. The candidates might leave or sit in the back and listen to the board's deliberation. You might not know immediately what start date works or how long they need to put in their notice. There is also the question of overlap with Carol and whether they will work together for a period.

Then there is the matter of pay, whether the candidate is willing to accept what is offered. Is it step one or step two? Within the county, there is a certain pay grade and it goes from step one to step thirteen. Right now, I believe the library budget is up to step two. Is that accurate? Mr. Spross said that is correct. The previous Library Director had surpassed the one year mark and would have been at step two. That is where the budget is right now. When the budget was put together, it was anticipated that step two would be just over two and a half percent more than \$90,000 a year. Mr. Weed said I believe I put that in the packet under the discussion section. I listed each step and it was pulled from the county's list, showing each step's salary. Mr. Weed said who will negotiate with the candidate? Are you going to authorize Chris from HR to extend the offer and negotiate the starting step, whether it is step one or step two? If it goes above step two, we may need to go back to the Board of County Commissioners for authorization of additional funding. The current budget only covers up to step two. If Chris is authorized to negotiate and the candidate insists on starting at, say, step ten, that is something the board will need to discuss. If we go above step two, we will need budgetary approval. Ms. Segura said, in the school district, a step is earned for each year of service. Is that not the case in the county? Mr. Weed said it could be. The steps exist and candidates can be hired at any step depending on criteria the board wants to implement, like years of experience. For example, if someone has been working for ten years, you could start them at step ten. However, the library is only budgeted for step two at this point because that is where the last director was. If we want to go beyond that, we would have to go back to the Board of County Commissioners and request authorization. It is not automatic and, Chris, correct me if I am wrong on that. It is up to the board, you hire and make that offer, however the board wants to address that or whatever criteria the board wants to, the question is: how bad do you want someone to be here? Are you willing to say, we are going to hire you at step one. If you do not want step one, we are going to ask our second candidate to come in and see if they will take the job? However the board wants to do that, those are the considerations. So again, if Chris goes and negotiates and says, hey, here is our first candidate, here is who we want and they say, I am not coming in for anything less than step 13, which is \$120,000 and the board says, we are not going to authorize that kind of step, then who is our step two candidate? We would also authorize Chris to go and talk to the second person we want to see if they would be willing to take a lower salary. These are things to consider, things the board probably is not going to know today. There will be some trust, I imagine, in whoever is authorized by the board. I would advise that Chris, as the HR Director, is the person for that to be able to go and negotiate those kinds of detailed things after you select who you want. You probably also want to select a tier of candidates: who is your first

choice, who is your second, who is your third. In the event the first candidate's negotiations break down or they have second thoughts, we do not have to come back and have a second run at it and authorize an offer to the second candidate. Any questions on that?

Ms. Rowe said just to make sure I am understanding the advice you are giving us, what we are working towards today, after interviewing the candidates, sounds like it will be a ranked tier of candidates. We will make our preference known in that ranking and we will authorize HR to do the negotiations for that, including the negotiations of a mutually beneficial start date for us and the candidates, with the idea that we would like it to be as soon as possible. We are authorizing, or considering authorizing, HR to handle some of that salary negotiation for us. That gives them enough leeway to act on what we decide today, right? Mr. Weed said that is accurate and the board can set whatever limits it wants. You could say you want someone to start within two weeks. If they cannot, we do not want them or we will negotiate and see when they can start if it is within the next six months, we are fine. You can set whatever parameters you want.

Ms. Segura said, Chris, have you done background checks on all three? Mr. Spross said background checks are not done until the person is offered the position and then the job offer is contingent on the results of the background check. They have all signed the paperwork to authorize the background check but we do not conduct the check until the person is selected. Ms. Segura said thank you. Mr. Weed said that is a good question, because that is another consideration. If a background check is done and there are issues, like criminal history or whatever it may be, that Chris views and says this is not appropriate position for this individual, does Chris have the authority to move on to the next person? If we want to come back before the board, we have to agenize it, have a special meeting and that will take at least 3, 4, or 5 days. By then the candidates want to know and it just prolongs the process. You are making the final decision, so how much do you want to come back or not come back? My advice is to not come back; just make those decisions today. Give Chris some parameters on what exactly you want to see regarding the negotiations, again for all the things we have talked about. Otherwise, we will be back here and we have to post those things, which will prolong the process. Mr. Swirczek said do we make that decision this morning or towards the end? Mr. Weed said I think you can make it at the end, however the board wants to but it is agenized for later. Interview all the candidates, get all the information, discuss and I would probably suggest selecting who you want. Then discuss the details of how to go about making the offer to this person and what the offer or negotiations are going to look like with them. Then at least you know everything.

Ms. Segura said how frank and open do you want us to be in the open discussion this afternoon about the candidates? Mr. Weed said as open and honest as you need to be. Mr. Spross said I think you have to have those frank conversations amongst yourselves. Be mindful, even in your conversation or deliberations, of what the prohibited topics are. For example, saying something like, I really like her but I think she is a little old, we cannot hear that. Have that conversation and be as honest and upfront as you need to be to help you all make a decision, just be mindful of those topics.

Mr. Weed said that was perfect. Just to add to that, there are certain requirements when we are talking about someone's character and qualifications. Those requirements to notify them do not apply when it is an interview. You can talk about those things openly and frankly. I really like

Chris's advice about being aware of those topics. Again, that is where it kind of comes out and it may not mean what we think it means but we are saying it.

Mr. Spross said we really do not have any idea if the candidates are going to stick around or not. We do not know if the third candidate is going to come in and listen to interviews 1 and 2. We do not know if they are all going to wait around, sit in the back, and listen to the deliberation. It is not just about talking and deliberating the candidates; it is also about what is said and heard by the public. We want to be mindful of that.

Ms. Rowe said one of the things that I have taken from previous interview experiences and as a relatively new member of the board, is that while we are interviewing the candidates, they are also interviewing us, as is the public. As we approach the topic with professionalism, we are instilling confidence in them that we can be good partners and employers for them. I absolutely agree with Sue that we need to have the frank conversations we need to have but I hear the gentleness with which you are giving us that advice, trying to keep it grounded in qualifications and characteristics rather than in other things that could cross the line of professionalism. I think there is plenty we can work with here to have that conversation as needed. Mr. Weed said are there any questions? I do not have anything else. Chris, do you have anything more? Mr. Spross said any questions for me? I'm good as well. There were no questions.

Mr. Weed said, obviously, I will be here throughout the whole meeting, so if anything comes up, even in the middle of an interview, feel free to ask. Obviously, the goal is to ask each candidate the same interview questions and test them on their qualifications the same way. The questions have been vetted and prepared by those you entrusted, Carol and Chris, and it is important to stick to the script. Ms. Koehler said I get that I need to stick to the script but one of the things is communication. I want to make sure I stick to the script but, if a candidate says something that prompts a follow-up, am I allowed to ask further questions or do I have to strictly stick to the script? Mr. Weed said yes, you can ask a follow-up question but make sure it is really important. It can be done; you are not computers or robots. You are people and you are assessing and evaluating. I will turn this over to Chris if he has anything to add on this. Follow-up questions can be asked and some are already built into the interview questions. Again, when we ad lib, there is more potential for danger, so just be careful. Ms. Segura said, Chris, if we ask a follow-up question that is not on the script, does it need to be asked to all three applicants or is that not necessary? Mr. Spross said I would not say it does and the only reason I say that is because the follow-up may not be applicable to everyone. If someone makes a statement that intrigues you and you want to explore it further but the next candidate does not put you in the same position, it would seem like the question is coming out of nowhere. Follow-up questions are fine. I just want to mention a couple of things. When we do interviews with the county, we generally stick to a timeline. This is a pretty important position, so if we're off by a few minutes here and there, I do not think anyone will be too concerned, but my biggest concern with continual follow-up questions is that it can keep going and going.

Ultimately, the biggest concern with follow-up questions is that we do not want to be in a situation where a follow-up question is asked and later the person who was not offered the job says they did not get asked that question and it would have helped me explain something. That is why we are so focused on sticking to the script. You are trying to evaluate three people based

on the same questions. If there is an important follow-up question, you can certainly ask it. We just want to ensure there is no perception of impropriety or favoritism when it comes to the questions, especially since this is a public process. Mr. Swirczek said if there is a follow-up question, it should be on the topic of the original question? Mr. Spross said that is correct. To me, that is what a follow-up question is. I have posed a question, you have given me an answer and that has created another question based on that answer in regard to this subject.

Mr. Weed said Chris mentioned that the timelines are approximate and may change based on how the interviews go. Obviously, there is an hour and fifteen-minute schedule but if it is less or more, that is fine.

Ms. Rowe said I have one question about procedure. Do you want us to turn in our note sheets once we are done? Mr. Spross yes, once the interviews are done, we take all the packets back so we have all the information, your notes, and your rating guides. We do that to make sure we have followed the procedure the way we need to and that the scoring has been done correctly. Obviously, you will want your packet during deliberation since you have taken notes and may want to review them but, if you are going to task me with any sort of negotiating ability, I will need those packets, as well. Typically, after the interviews are done, we collect the packets back from the interview panel so we have all the information.

Ms. Segura said, to my former fellow board members, do not write anything down that you do not want everyone to know about.

Ms. Rowe said do we have any other questions for our team here or any further need for advice?

Mr. Spross said I will be here, as well, throughout the process. When this is all wrapped up and the deliberation starts, I am sure there will be some questions. Throughout the process, I will be here and can help with any questions. I will be sitting over there, so you will have to call me up. I will be happy to answer any questions but I will try to stay out of it. At this point, my job is done until you tell me otherwise.

Mr. Weed said one other thing came to mind, if I may. We have public comment at the beginning and end of the meeting. If the board would like, you could take public comment after the interviews, deliberate, and before you take action. If you want to open it up for public comment to hear if anyone has any comments after the interviews and those kinds of things, that can be done after your discussion and before you take action, if you like.

Ms. Segura said are you guys done telling us what we need? I know they get done with the tour at 10:00 AM, can we start the interview at 10:15 AM because that is almost 45 minutes?

Mr. Weed said it can be adjusted. The agenda says they can run ahead or behind schedule. My advice is to keep the first interview as scheduled to get a good start. I would probably keep that one at 10:30 AM. Ms. Segura said do you recommend we all leave and come back at 10:30 AM? Mr. Weed said yes, I think there was a previous discussion about a potential recess at this

point and the board would come back and reconvene at 10:30 AM. However, the board can decide how to handle that; there is no issue with doing that.

Ms. Rowe said are there any questions or comments that we need to address? I would entertain a motion for a recess as advised until 10:30 AM or 10:20 AM to prepare ourselves to meet the first candidate.

Trustee Segura made a motion to recess and come back at 10:25 AM. Trustee Swirczek seconded the motion, which carried by unanimous vote.

This item was done for informational purposes only and no action was taken.

8:15 AM B- Consideration and possible action re: Presentations and board interviews of the following candidates, deliberation, and hiring of the Churchill County Library Director:

Time	Name or Category
10:30 AM - 11:45 AM	Cathy J. Thorsen
11:45 AM - 12:15 PM	<i>Lunch Break</i>
12:15 PM - 1:30 PM	Vanna B. Bells
1:30 PM - 1:45 PM	<i>Break</i>
1:45 PM - 3:00 PM	Allison Peyton
3:00 PM - 3:15 PM	<i>Break</i>
3:15 PM - Adjournment	Discussion, deliberation, and selection of candidate to hire as the Churchill County Library Director

******Times are approximate and may run ahead or behind as the board moves through the schedule of interviews.******

The Board of Trustees will conduct interviews of the following candidates for the position of Churchill County Library Director:

Time	Name or Category
10:30 AM - 11:45 AM	Cathy J. Thorsen
11:45 AM - 12:15 PM	<i>Lunch Break</i>
12:15 PM - 1:30 PM	Vanna B. Bells
1:30 PM - 1:45 PM	<i>Break</i>
1:45 PM - 3:00 PM	Allison Peyton
3:00 PM - 3:15 PM	<i>Break</i>
3:15 PM - Adjournment	Discussion, deliberation, and selection of candidate to hire as the Churchill County Library Director

******Times are approximate and may run ahead or behind as the board moves through the schedule of interviews.******

The Churchill County Library Director Position is designated as Grade 72, with the following steps and salary:

1. \$90,376.00
2. \$92,643.20
3. \$94,952.00
4. \$97,323.20
5. \$99,756.80
6. \$102,252.80
7. \$104,790.40
8. \$107,432.00
9. \$110,136.00
10. \$112,860.80
11. \$115,710.40
12. \$118,622.40
13. \$121,555.20

FISCAL IMPACT: N/A

EXPLANATION OF IMPACT: N/A

FUNDING SOURCE: N/A

ACTION REQUESTED: Accept

Interviews were conducted of the following applicants:

- Cathy J. Thorsen
- Vanna B. Bells
- Allison Peyton

Ms. Rowe said we are now to the agenda item of discussion deliberation and selection of candidate to hire as the Churchill County Library Director. Let us have that discussion. Ms. Segura said I have served on a lot of interview committees in my forty years of education and the cream does come to the top. I was extremely impressed with the first female we interviewed Cathy. I think what hit me the most was her communication skills and we need that for the library now. Her integrity, honesty, transparency, experience, and communication, as far as I am concerned, topped out of the three candidates that we interviewed. She is passionate about the library. The other thing that hit me was teaching the skills of being a librarian. I know she teaches college. If, in fact, we hire new staff, she will be able to teach, train, and follow through. The due process, the example she gave, I know a lot of people that write goals but they are afraid to follow up. Not only did she say she would write goals but we are going to meet that afternoon to see if we hit those goals. I recommend Cathy Thorsen for our new Library Director, thank you. Ms. Rowe said I appreciate that, Sue. I think one of the things that we are going to be doing in this discussion is we are going to rank our candidates and get a group of them. Chris did you want to say something before I went further? Mr. Spross said, typically, in an interview setting, at this point in time I will collect the packets and I will write down

everyone's score. Then we will get a total and that way we at least have a ranking that you guys can start with. If you do not mind, I will come and get those and do the math while you guys are deliberating.

Mr. Spross said what I will do is I will see all the scores but I am not going to tell you guys what the individual scores are. I am only going to give you a total of what all four of them are together. You guys can continue on with whatever kind of conversations you want to have. I will let you know when I am done.

Ms. Rowe said I was not sure where our procedure was going to go from there, Chris, so thank you for letting us know. If we want to be sharing some of our insights and our impressions while we are doing it, I think that one of the things for procedure is that our goal for today is to rank the candidates and then to give the tools to HR to follow that procedure through. Is there anything else that anyone would like to add to those goals? Let us go ahead and start that deliberation.

Mr. Swirczek said do we need to make a motion for HR to take our recommendations and move forward? Mr. Weed said no, I think you are fine proceeding this way. Chris will add those up and you are welcome to proceed now with discussion and wait for those numbers to kind of see where they are tiered or not, however the board want's to proceed. You are fine not doing a motion this time.

Mr. Swirczek said I would have to agree with Trustee Segura on Cathy. I do not believe she has everything that I am looking for in a new director. I think Allison has more to offer. She has more experience working with boards and more experience with the budgets. Allison is well rounded and has developed more programs. This is how I feel regarding these two. My opinion on Vanna is that I feel she does not have the knowledge or experience like the other two.

Ms. Rowe said I feel that we were presented with three very good candidates that would have been qualified for the position. I do really appreciate how much they gave us today. I think each of them are very different candidates and that they have very different personalities in ways of representing themselves. I really appreciate having that variety. I do concur that Vanna is very knowledgeable and she has a lot of things that would be really interesting to see here. I also believe she is an investment candidate, that she would be one going into her role who would benefit from strong mentoring. The other two candidates that we saw both in the beginning and end had direct examples of experiences or memories or situations that they could call on to demonstrate how they had dealt with certain scenarios. I think that, for me, was very compelling.

Ms. Koehler I think Vanna has great potential. I do not feel she is ready for this position here at Churchill County Library. Allison and Cathy I feel were both great. I loved Cathy and how boisterous she was and how exciting she was. I loved Allison too because she was more, I have been here and I have done this and this is how we can proceed. I was greatly impressed when we asked her about how she handled the disciplinary action on an employee. She was able to give a very specific example. She also showed me, with that statement, that it was not just that the person had done wrong and needed to be punished. It was more like the person made a

mistake but this was the first time. That showed me that she was very compassionate toward others, not just her staff, I think that would lead into her patrons or the Trustees also.

Ms. Rowe said are you ready with those totals, Chris? Mr. Spross said he was. He indicated he was not going to give scores. There are clearly two front runners. I have heard that in the discussions from the Board of Trustees. The first and second position are three points apart, which is pretty good. The person that came out on top was Allison, just three points ahead of Cathy and, again, those two were the front runners. Those are the numbers.

Ms. Rowe said I think that is something we can be comfortable with. I think that both Allison and Cathy provided us with a lot of evidence of how they could serve us in the library. I hear what Trustee Swirczek is saying about the feel of experience I think both Cathy and Allison provided us with a lot of evidence of experience in the field that we would need to see. I think the communication styles were just a little bit different. I love that Sue is viewing this from an educational perspective and growing people to create pathways into library science. I noticed that, as well, and I thought that was really strong. I also loved from Allison that we were seeing a great deal of very specific instances that allowed us to imagine what she would be doing when she was faced with those things. Both had strong responses when they were talking about Middle School and talking about our youth. Both had strong responses about how they would deal with our adult population, which often has taken a back seat when we talk about child services and the library and this idea of diverse learning. I deeply appreciated that they were relating the diversity of learning to a variety of different people in our communities and a variety of programs that might fit them. I am comfortable with our rankings if we are comfortable with those rankings. I genuinely hope to see more from Vanna in the future.

Ms. Segura said I would like to hear public comment. Ms. Rowe said we will have a spot for public comment, as I agree Sue. As soon as we are satisfied with deliberation and before we take action, there is a space for us to have some public comment and I think that would be appropriate. Is there anything else that we want to add to this deliberation or this consideration before we move to public comment? Mr. Swirczek said I do not have anything. Ms. Segura said I just want to go on record that my choice is Cathy with her communication style. I really think that is what will fit in Churchill County. Ms. Rowe said is there anything else that you would like to add. Ms. Koehler said no I do not, thank you. Ms. Rowe said, again, for the record, I think we were presented with some very, very strong candidates and with that I would love to open it up for public comment because the members of the public are going to be experiencing this person and would love to hear what they have say.

Chair Rowe said one of the key things that I thought was very important with the candidates we were listening to is that, for each of them, I could start to imagine the way they would work in the library, the parts of the priorities they would lean into, and how they would go about doing it. I think, for me, the difference between the first candidate and the last candidate comes down, in some ways, to the way they represented themselves and their communication. Both of them gave me a lot of hopeful things and the ability to imagine how they would help with the library and how they could take us forward from here. I actually ranked them very similarly. I thought they both gave us a lot of positive things, so listening to how we, as a board, have come to that

conclusion is very interesting to me. Is there anything else we want to add to the discussion before we decide to move forward?

Ms. Segura said I would like to hear from everyone on this board about who their choice is. I was really close on my ratings and I have a strong feeling about Cathy and her communication skills, which I think our community needs. Mr. Swirczek said do you want our numbers, what we ranked them as? What exactly are you asking for? Ms. Segura said I am asking for a motion. Do you want me to put the motion in place and see if it gets seconded? Mr. Weed said it would be up to the Chair. If the Chair wants to call for a motion at this time or if there is more discussion. Ms. Rowe said I think part of what I am understanding is that two of the board members have expressed a strong preference for Allison and the reasons behind it. For me, I feel both of these candidates would serve us very well and yield us different outcomes. You have a strong preference for one candidate over the other. The next step, I think, is to rank our candidates and direct HR on who to pursue with the offer. If that offer is not successful, we would proceed with the next candidate in the ranking. I believe we are pretty clear on having two candidates in the ranking. Do we need more deliberation as a board?

Mr. Spross said the deliberation is up to you but, for me, I need more instruction on A) who to pursue, B) what the limitations are in terms of negotiating the step and C) at what point, if that step is not accepted, do we revert to candidate number two? Then again, where to negotiate there. I am just bringing this up now because I forgot to mention it earlier. If the applicant requests a step above step one, in the eyes of the county, that is considered an advanced step placement and needs to go in front of the Board of County Commissioners for approval. Closing out this recruitment is just one more hurdle we may have to go through, should it come to that. I need a little direction from the board. If someone requests step 10, does that mean we go to applicant number two if it's a deal breaker? If applicant number two also requests step 10, we will be in the same situation as with the first candidate. I will sit down with Jeff, if push comes to shove, but I cannot make any decisions until you authorize me to do so. Ms. Rowe said thank you for that and the advice you have given us on our budget and what we can afford. We are healthy at step two, which would not strain our budget. I think we are comfortable allowing HR to negotiate at step one or two. If we need to go beyond that, you have advised us that there are ways we could possibly manage it but we need to be good partners with our county, who is helping us with the budget. We recognize that if we go outside of what has already been budgeted, we will need to go before the Commission to get those things approved. Reasonably, we could aim for a couple more steps but step 10 is probably outside of our pocketbook. Step 8 might also be outside of our reach. Mr. Spross said I was just trying to make a point of how we could end up being in a situation. The Library Director position is budgeted as a Step 2. However, I just want to point out there were some savings in terms of wages between July 8th and now with some of the open and vacant positions that we have had. I cannot tell you at this very moment, and shame on me for not being prepared, whether that would be an additional one-step increase in terms of dollar value or 2 or 3. There were some savings in terms of wages for the vacant positions and, again, 2 months by the time this is a hire, maybe 2 ½ months. If I were to guess, it might be a step or two. Ms. Rowe said that gives us some clarity so we have the two steps without any concern and a possibility of two more after HR has done its due diligence and looks over the budget, with the understanding that would take approval from the Commission. With great experience comes great wage requests

and increases and it is absolutely appropriate they ask for what their value is. Those things are meaningful. We can rank and see if we can get within those four steps. If we cannot, we move on to the next candidate and try to be fiscally responsible and sound. Knowing there are going to be several programs that we would like to run this year too.

Ms. Segura said, Jessica, you said that two were for one and two were for the other? Ms. Rowe said to my understanding and Chris, correct me, in our currently approved budget—. Ms. Segura said I know that, what I am talking about is the candidate. Are all three of you wanting to go with Allison? Am I the only one who wants to go with Cathy? Full disclosure on my rankings and I do not mind putting them out there. Both Cathy and Allison ranked the same. Both of them were very high; I thought they were both excellent candidates for the library and both had different visions. For me, I am comfortable going with the majority on the board within those two candidates. Ms. Koehler said for me, I was just two points away between Cathy and Allison. They were both exceptional candidates and I just ranked Allison a little higher because it is the compassion thing that really stuck out to me. That is the only reason I ranked her higher. Mr. Swirczek said I ranked mine and I have already explained how I ranked mine. I have no problem going with what the score sheet says and it gives Chris a clear path to extend offers.

Commissioner Getto said, Madam Chair, if I may, I have another meeting I need to get to and after the deliberation here, I guess in years prior, some County Commissioners have given their input on what they thought of the candidates. I have no voting power on this for the public. I am just here to represent the county on this matter. In my opinion, we are at a critical time with the library where I think we need someone who is experienced, someone who knows where they want to go. They have handled a plethora of problems, a plethora of things. Someone who can be enthusiastic, and I think all the candidates were, but I am really after someone who has experience. For that reason, I really liked Allison and she ranked the highest. I did not have the same ranking system you all had but she covered the most ground, the widest swath of area, out of all those we interviewed. Cathy was also great and I think no matter what, you all have a hard decision between those two. For me, Allison's experience really stood out.

Also, I wanted to mention, in Vanna's interview, I really liked the way you said she is an investment. Especially with someone who is so young, something I feel the library could use if we were in a better position and we are not moving around like we are, where you have someone who can take that and turn it into their whole entire life career and develop something that would be such a benefit to this community. I just wanted to highlight that, as well.

Ms. Rowe said I really appreciate that, Myles. That was helpful. I think we would be lucky to have any of these candidates accept working with us. They all convinced me that they deeply cared and they were interested and I think, if they accept, we would really appreciate them. I think what you are saying shows in the numbers of what the board has done. I think that is a soft vote that we have done with the ranking. Does HR need a motion for us to proceed with that and get the votes on there? Does the board feel more comfortable taking this as a motion? Mr. Weed said I think the board would need to make a motion and it can be done in a couple of ways. One motion to just rank the candidates in the order you want HR to proceed and then talk about all the specifics and go that route, or you could lump it all together, but it may be good to

select the candidate and then talk about the specifics. Ms. Rowe said alright, hearing that legal advice, I would love to entertain a motion on the ranking of the candidates that we are going to put forward to HR.

Ms. Segura said what were the total scores again, Chris? Mr. Spross said I did not give total scores purposely. There was a difference of three points between number one and number two.

Trustee Swirczek made a motion that the Library Director candidates are ranked number one, Allison Peyton; number two, Cathy Thorsen; and number three, Vanna Bells. Trustee Koehler seconded the motion, which carried by majority vote, with Trustee Segura opposed.

Ms. Rowe said the second motion we have, as directed by our legal counsel, is to give HR the latitude to approach the candidates in the order that we have set forward and to negotiate on making the offer, determining a start date that is mutually agreeable to the county and the library, and to designate a salary line. One thing we have not discussed is when we would like to see that start date happen. In my opinion, we would like to have that candidate start as soon as they are able in order to take some pressure off of our Interim Director but HR may be in a better position to have that conversation with the candidate and our Interim Director than we are. I am comfortable giving HR the latitude to do that. How does the rest of the board feel about this? Ms. Koehler said I agree with that.

Ms. Rowe asked if there were any concerns? There were no concerns voiced. Okay, so is there anything else that HR needs in our direction, beyond what we have already given? Mr. Spross said no, the start date plays an important role in this. The reason I bring this up is, if candidate number one agrees to a salary that is within the range you are authorizing me to negotiate, but that start date is 60 days away, do we go to candidate number two, who also agrees to the step within range one through four but has a starting date of two weeks or less? That would be the only thing I would want some clarification on. Is there a trigger in terms of time that would preclude that number one candidate from being pursued? Ms. Rowe said, in my mind and the rest of the board can jump in, as well, I do not want to take over this entire conversation. In my mind, that time and how much time we have comes down to how much patience we have from our current Interim Director. She has articulated that she is happy to help us for as long as we need her to but she would very much like to be able to return to retirement for all the reasons she went into retirement in the first place. If 60 days would try her patience to the extent that we would no longer have that Interim Director, that is too long. We have to strike a strong balance between what we can do and where our resources will continue to work with us. Ms. Segura said I also agree 60 days is too long. If I have applied for a job in a certain state, I have probably had the whole process in my mind. I have got my letter ready, giving them ten days or two weeks and I probably have a plan.

Trustee Swirczek said I think 60 days is long but I would probably give at least 30 days since they may live out of state and have to move. I think 30 days would be my maximum on that. Ms. Rowe said I think that falls within the conversationally articulated range of what we already have. I think what I am hearing from the board, and the board can correct me, sixty days is too long, we need someone sooner than that. Thirty days is fine and if they need thirty-five,

that is not so far that we will have a hard time with it but we will leave it in HR's hands to make something that will be mutually agreeable. Mr. Spross said I have reviewed my notes from the first interview and I think we will be okay. Ms. Rowe said that sounds excellent. Let us take that to a motion agreeing to allow HR to make the offer, to designate a salary and to designate a mutually agreed-upon start date and act on our behalf on this.

Trustee Swirczek made a motion to allow HR to negotiate the step between one and four, starting with number one in the ranking and proceeding with the ranking that we made a motion on, with a start date within thirty days from the day they accept the position, and to make the offer to the top candidate. Trustee Segura seconded the motion which carried by unanimous vote.

Mr. Spross said I have one thing to add on the thirty days. Should this have to go to the Board of County Commissioners for an advanced step placement approval, that could delay things. I am just putting this in your mind so that forty days from now, if that person is not sitting at their desk, that is likely why. I intend to be at your next board meeting to give you at least an update of where we are in the process. If there is not a Library Director sitting beside me, that is what happened.

Ms. Rowe said do we need to take another motion to amend to include that information? Mr. Weed said as I understand the motion right now, the authorization is to give the job offer and they need a start date within thirty days of that acceptance. If it is contingent on needing to bring this in front of the Board of County Commissioners to get the approval for a higher step and it will be contingent, that still fits within the board's motion of thirty days. It has been approved, they have accepted it, however that works. That is the way I understand it at this point. You can correct me if I misheard anything. If it is going to prolong it, I think it is still okay because they are not going to accept it until the approval of that.

Mr. Spross said you are correct. The way I see it, I am going to be taking it to the board if someone has agreed to it. It is not a hundred percent agreement until the board approves it but at least there is some comfort that, yes, I have agreed to this step and you are taking it to the board. I would not feel comfortable if I did not think it could muster an approval. I think there is some comfort in knowing the offer has been extended, it has been accepted at a certain step, and now we are just going through some of the motions of taking it to the board and getting that final approval. Ms. Rowe said as explained, that makes perfect sense. Thank you. Is there any other need from the board on this but there was none. She asked if there was any public comment but there was none.

Adjournment:

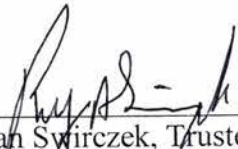
The meeting was adjourned at 3:22 PM.

Approved:



Jessica Rowe, Trustee, Chair

Approved:



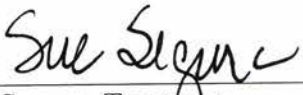
Ryan Swirczek, Trustee, Vice-Chair

Approved:



Sari Koehler, Trustee, Secretary

Approved:



Sue Segura, Trustee

ATTEST:

Linda Rothery, Clerk/Treasurer



Pamela D. Moore, Deputy Clerk of the Board