

**Pamunkey Regional Library  
Personnel Committee  
December 18, 2023**

The Pamunkey Regional Library (PRL) Board of Trustees (BOT) Personnel Committee met on Monday, December 18, 2023, at the Ashland Branch Library.

**Attendees**

Trustees:

Goochland County: Barb Young, Barbara Slone  
Hanover County: Ryan Martin, Christy Schumacher  
King and Queen County: Tricia Simpkins  
King William County: Mary Shipman

Library Staff:

Tom Shepley - PRL Director  
Sherida Bradby – PRL Deputy Director  
Jamie Stoops – PRL Deputy Director

**1. Call to Order**

Chair R. Martin called the meeting to order at 10:00 a.m.

**2. Role and Responsibility of the Personnel Committee**

R. Martin distributed the “Personnel Committee Responsibilities” document sent to the committee from the BOT (attached to the minutes) and “Director’s Goals Fiscal Year 2023”.

The committee reviewed the list of suggestions.

R. Martin suggested a 360-degree review could be useful for the Director to receive leadership feedback from employees.

B. Young highlighted tasks performed by the former Executive Committee that need to be covered by another committee – BOT training schedule and Trustee personal evaluations, both utilizing information in the Virginia Public Library Trustee Handbook for Governing Boards. B. Young offered members to review a compilation of the FY23 Trustee personal evaluations if interested.

**3. Committee Meeting Schedule**

R. Martin confirmed that the next Personnel Meeting will be January 17, 2024. T. Shepley will confirm a location.

## 4. Director's Goals

R. Martin evaluated the five categories currently under "Director's Goals FY23" and expressed a desire to see measurable goals developed.

R. Martin asked T. Shepley to review his job description and evaluate accuracy.

### *Budget and Finance*

- (a.) Add "presents" budgets? T. Shepley presents at the various processes, but not necessarily to the jurisdiction's BOS. Each county follows a different process - Hanover has not had a presentation for a while, Goochland has a team presentation, KW & KQ sometimes have an evening for reports from outside agencies.
- (b.) Add "fiscal" and remove word "carefully".
- Add additional point for FY23 Audit with a completion date of March 1, 2024. For FY2025, the audit completion date will be moved to December. R. Martin emphasized T. Shepley should communicate with the BOT any issues or delays as soon as practical.

### *Library Usage and Services*

R. Martin asked if it is PRL's goal to increase library usage and circulation.

T. Shepley shared that Hanover asks for yearly usage number projections. Jurisdictions are approving budget increases to cover essentials like merit and health insurance but are not approving new money for books and materials which would increase circulation. There are other numbers that are more meaningful like visits (door count process). The number of library card users is not moving up with circulation. Digital circulation is not moving fast enough that people would stop needing physical branches. The reporting process is tedious. B. Young mentioned that the company, OrangeBoy, collects customer information regarding the use of library services and suggested a template could be developed for a BOT report.

T. Shepley asked for clarification of the BOT's goal in looking at these things. PRL circulation is increasing 5-6% which is 20 points above the statewide average of -15%. Without the positive circulation number, it is difficult to ask counties for additional money. Expanding numbers is strategic planning. PRL does not regularly differentiate between digital vs. print circulation – would like to understand how this helps the BOT in decision making.

C. Schumacher stated that digital vs. print numbers reveal library usage trends and would be helpful to compare to the money invested in each area. A goal should be added to update the PRL long-range planning, as the last document was created in 2015 and expired in 2020.

B. Slone expressed the expectation that the physical circulation trend will decrease, but libraries will pivot to still make it an attractive, relevant place people want to go for a variety of reasons, including meeting and program places. B. Young stated that having this kind of information helps PRL sell their existence and the good in having a community library.

B. Slone emphasized the need to have a template of information where numbers can easily be presented to stakeholders. Hanover County currently asks for projection on circulation, door count, and PC usage.

T. Shepley stated that the current statistical report is compiled and created internally as an aggregate of information from different departments. PRL can look at providing more in-depth reporting before engaging an outside company. The Library of Virginia requires reports which are then passed on to the federal level. The national definition for “active card holders” is a holder who has used the card within the last three fiscal years.

R. Martin asked that by the next meeting the committee members identify important metrics for the BOT and our jurisdictions to justify continued investment in the library (i.e. digital & print circulation, foot traffic, programs) and then PRL Staff can evaluate the feasibility of reporting.

#### *Working with the Board of Trustees*

- Add a measurable goal to point (c.) by stating the Director will get information to the BOT the Friday before the meeting.
- Add a fourth point that the Director implements Board approved policies, which is already a part of the position description.

#### *Managing Library Policies*

- Add a goal to update the Long-Range plan by a specified date. T. Shepley suggested a 12-month period would be needed once it was established what should be included. B. Young suggested the FY24 measurable goal could be to begin the process of creating a new plan by the end of June. Access to data, as discussed earlier, will be helpful in the formation of a long-range plan.
- (b.) Library Closure Schedule – Add a measurable goal to include anticipating the holiday closure/pay in advance for the year. This does not apply in FY24 since the time has passed but should be included as a goal for FY25.

#### *Library Growth and Facilities*

- No modifications.

#### *Additional Discussion*

C. Schumacher asked if there are any additional responsibilities that should be added to the Library Director’s job description or any tasks that are now handled by other staff as the library has grown. There are several items in the job description which are not reflected in the yearly evaluation - i.e. personnel tasks of interviewing, hiring, evaluating staff / handling staff and patrons concerns and complaints/ maintaining excellent relationships with county.

B. Young stated that in the past the BOT struggled with the yearly evaluation because they did not have a good picture of library staff thinking. A 360 evaluation gives an opportunity for the staff’s voices to be heard in the evaluation process.

R. Martin emphasized that the BOT would help to set up the 360 but an outside company would manage the process. R. Martin will research a company and price for the next meeting.

M. Shipman added that historically the personnel committee has tried to size things down rather than adding items.

C. Schumacher stated that the FY21 and FY22 evaluations have very specific measurable goals defined. Are there any events this year that should be added to the evaluations? T. Shepley expressed that PRL often does not have control over events as the deadlines are often set by other entities – i.e. Montpelier and West Point projects. B. Young added that trustees can assess the handling of projects as justification for their determinations during the evaluation.

## **5. Other Business**

R. Martin asked for an updated PRL Organizational Chart with any new full-time positions/gaps/needs noted.

B. Slone asked if T. Shepley has a list of things that the BOT could do to support the library.

R. Martin asked for additional clarification regarding the annual staff review – process, timing, standardized evaluation form – and asked T. Shepley to share a sample employee evaluation.

T. Shepley stated there is a standardized evaluation form which closely follows Hanover's procedure, including timeline so paperwork is ready for merit increases. Branch Managers and Department Heads start working on employee evaluations in April, which allows time for supervisors to meet with employees.

Historically, the BOT's Library Director evaluation is not completed on this timeline. To sync with Hanover's timeline the Library Director's evaluation would have to be completed by June 1. This might not be possible this fiscal year but could be a goal for the future.

R. Martin asked if merit increases are distributed the same to all employees or are employees receiving different percentage increases?

T. Shepley stated that PRL follows Hanover - sometimes there is only one option, sometimes there is the opportunity for someone who exceeds to be rewarded for it, and sometimes there is no increase. Merit increase is prorated if employee starts the middle of the year.

B. Slone asked if the 5% increase approved in the budget applies to all employees.

T. Shepley clarified the 5% merit increase came from Hanover budget staff as a target at the time of forming the budget, but the BOS have not officially approved this number. Implementation of the merit increase is different. If PRL distributed merit based on below/meets/exceeds evaluations, there would be an offset for that. The 5% is not an automatic rubber stamp.

Hanover faces salary pressures from neighboring localities - Henrico is providing \$25,000 stipends for house payments – and therefore is trying to be more generous with holidays. K&Q is not concerned with changes in greater Richmond area. KW and Goochland have a scaled

understanding. Most Goochland staff do not live in Goochland County. Hanover did a one-time bonus at the end of last year and due to a lack of notice PRL did not.

C. Schumacher asked who T. Shepley's main point of contact is in Hanover County for this type of information. T. Shepley answered that it varies between Finance, HR, or County Admin.

B. Young suggested the monthly Board training regarding Trustee responsibilities and expectations fits under the Personnel Committee. T. Shepley suggested assigning reading in advance with a couple of questions to discuss at the meeting. Moving forward, B. Young will take this on as a member of the Personnel Committee, not as Board Chair, and create a calendar of topics to cover, bringing a plan to the next meeting.

Board self-evaluations happen at the end of the fiscal year utilizing the evaluation from the Virginia Public Library Trustee Handbook. This provides good information for the Personnel Committee to identify trends. The committee decided to discuss this at the next meeting.

## **6. Adjournment**

MOTION: B. Young made a motion to adjourn the meeting at 11:29am. M. Shipman seconded the motion and the committee voted unanimously to adjourn.

Respectfully submitted,

Christy Schumacher  
PRL Board of Trustees' Secretary

Attached: Personnel Committee Responsibilities

## **PERSONNEL COMMITTEE**

### **Annual Review Process for the Library Director**

- Two Fall Personnel Committee Meetings
  - Review the previous year's annual review process for the Library Director.
  - Develop a new annual review process with criteria (goals and objectives) to present to the Board for approval at the beginning of the new fiscal year.
  - Review the Library Director's job description. Is this still an accurate representation of job duties? How much time is spent on each of these duties? Is the review process in line with the Library Director's job description?
  
- Two or Three Spring Personnel Committee Meetings
  - Conduct the Annual Review Process for the Library Director.
    - Distribute and then collect from all Board members in the Spring their personal evaluation of the Library Director.
    - Compile all Board member evaluations of the Library Director.
    - Make recommendations at the end of the fiscal year for any salary adjustments for the Library Director for the upcoming fiscal year.
  
  - Develop other ways to conduct reviews - 360° evaluations, exit surveys, etc.

### **Nominating Committee**

- Nominate Board members for Board Chair, Vice Chair, Secretary; and to nominate Board members as Committee Chairs for the Finance Committee and the Personnel Committee.

### **Other Potential Responsibilities:**

- Overview of PRL Organizational Structure & Advocate for formation of new, needed FT positions for approval of the full Board.
- Evaluate the annual review process for all employees of PRL.
- Look at the Library Whistleblower Policies for financial waste/abuse, harassment, intimidation, etc.?
- Develop contract for Library Director.