

**Lynnfield Public Library
Minutes of the Board of Trustees
November 13, 2018**

CALL TO ORDER

- Meeting was called to order by Bob Calamari at 7:30 pm at the Lynnfield Public Library. Roll call was taken. Present were Bob Calamari, Chair, Faith Honer-Coakley, Vice-Chair, Russ Boekenkroeger, Rich Mazzola, Janine Rodrigues-Saldanha, Nancy Ryan, Interim Director, Patty Nutile, Secretary, Rita Gavelis, Director Candidate and guests Pat Kelly, Jonathan Nichols and Christopher Roberson, reporter for *The Advocate*. Chair informed the attendees that the meeting was being recorded.

INTERVIEW WITH LIBRARY DIRECTOR CANDIDATE RITA GAVELIS: Rita Gavelis is interested in the Library Director position due to the size of our community, the proximity of Lynnfield to her home in North Andover and the building project.

- Question #1: Prior Work and Educational Experiences: Rita has 30 years of varied library experience in different environments. These include working at Merrimack College in the reserves section and at Andover Memorial Hall Library in circulation and technical services. She learned how to problem solve staff issues through training offered by the union at Ernst Mayr Library, Harvard University. In her current position as the Director of the Pelham Public Library in Pelham, New Hampshire, she is preparing a warrant article for the March ballot for a building renovation.
- Question #2: Management and Leadership Styles and Related Skills: Rita believes in being fair. She speaks with staff in hopes of catching any issues early. If there is a problem, she will provide staff with training, giving them the opportunity to grow and improve. If issues cannot be resolved, she would pursue it further. She motivates people through positive reinforcement, involving staff in decision making and listening to staff's feedback. Rita considers herself a team player and makes herself available by filling in when there is a gap on a public service desk. Rita believes those actively involved in the union create the character of the union. She hopes that our union is one that works well with all staff and administration. Rita likes to hold monthly meetings to learn what projects and programs staff are working on and be able to provide feedback, funding or resources. When she is in the middle of larger projects, for example, the rehab project, she will temporarily delegate some of her day-to-day duties.
- Question #3: Career Accomplishments: While at Ernst Mayr Library, Rita initiated a recycling program, before there were any. She thoroughly investigated all aspects of the project and presented the facts. She installed a Radio Frequency Identification System (RFID) in Acton Memorial Library. The technology was purchased 4 years earlier, but not installed. She coordinated with the vendor, circulation, IT Department, building inspector and electrician. She negotiated the exchange of the older security gates for services. At the Burlington Public Library, Rita researched companies to set up a Print Management System. The first one chosen did not work out, so she fired them and hired a second one, which did work well.
- Question #4: Community Library Users: At the Acton Memorial Library, Rita increased the variety of adult programs they offered, including Ghost Hunters, meditation classes and music.

She posted to online sites and hung posters throughout the town and in surrounding communities. This created a new set of regulars and attendance counts jumped from 12 to 25 plus. She also went to the local assisted living center where she gave out library cards and added patrons to the library's home delivery service. Rita's least favorite job in the past was the time spent waiting for the computers to update new software. Her favorite is being director, a position that is challenging and not boring.

- Question #5: The Library of the Future; How Things Evolve Over Time: Rita feels the trend for libraries is to be a community space, including meeting rooms and quiet study rooms. The library should be a safe environment for learning and bringing the community together. The library will evolve as the needs of the community evolve.
- Question #6: Technology: Rita feels that there are many different types of users and technology changes very quickly. The library is a purveyor of information and needs to be up to date with the latest technology and teach it to patrons.
- Question #7: Strategic Plans: Rita would form a committee to discuss the strengths and weaknesses of the library using a SWOT plan and create a community survey to determine the direction they want the library to go. Goals would then be established, along with the resources necessary to achieve them within a reasonable amount of time. The Strategic Plan is for five years. Rita is familiar with the ARIS report and the statistics necessary to complete it. She worked on a strategic plan for the Metro West Mass Regional Library System providing services to the Metro West Region librarians. The needs of the librarians were determined and the funding necessary to fulfill them.
- Question #8: Experience in Working with a Board of Trustees: As the Pelham Director, Rita works closely with her current Board of Trustees (BOT), as they are very involved in the day to day activities. In Acton the BOT was more of an advisory board. She worked closely with some members, based on specific projects and outreach. Her current board is elected and the Acton board was appointed. Rita feels that a director is responsible for making sure the library goes in the direction the BOT want it to. If they disagreed, she would give her opinion and discuss both sides. They need to work together in the best interest of the library. In Pelham, Rita was brought in to fix some issues. The actual problem proved different from what the BOT originally thought it was. Rita discussed it with the board and she started a disciplinary process. She kept the board informed and had their support. Another situation occurred where the BOT closed the library on the Sunday before a Monday holiday. One of the BOT felt that staff should not be able to take that Monday as a floating holiday. Rita needed to bring it to the attention of the whole BOT, because it was a contractual holiday and could not be changed.
- Question #9: Building Projects: Rita was a Library Assistant at the Andover Memorial Library when they began their renovation. She continued to serve patrons with a limited collection while half of the building was closed off during construction. She was the Head of Technical Services at the Watertown Public Library when it was completely renovated. Departments in the library were split between three buildings. She had one day to set up her department and have all computers running in each of the three buildings. She was able to practice her motivational skills, as some of the staff were not in favor of the renovation. It was suggested that Rita view

the building materials on our library's website. Currently, Rita is involved with the plans and architect in the renovation at the Pelham Library.

- Question #10: Filling the Assistant Director's Position: In her current position, Rita has filled four positions, rewrote all job descriptions and updated contracts. Her BOT approved the job descriptions. She started with tweaking the job description, to promote current staff members. The dynamics of the workplace changed due to Rita setting non arbitrary rules and letting the staff know that they are there to do their jobs, not spend time with friends. Staff is praised and rewarded for doing a good job, offered help if they need it and asked to leave if they cannot come up to the current standards. To fill our Assistant Director's position, she would begin with the job description, make sure it falls under union guidelines and update it.
- Candidate's Questions: Rita asked about our Assistant Director's job description and if there would be union constrictions around changing it. She clarified what our fiscal year is and inquired about our accounting system. She was also interested in what the BOT felt were the biggest challenges for the new director. They responded:
 - Molding the future around the new director's vision for the library;
 - Getting up to speed with the building plan:
 - In 2020 dollars, the cost is \$22 million with \$13 million to come from the town;
 - Zero outside funding;
 - With interest, \$20 million needs to be sold to the community;
 - Almost a 26,000 square foot building;
 - Length of commitment: Rita replied that the building project is the main reason she is interested in this position and if she is not offered it, she will remain in her current position.

Rita inquired about how the board feels about their roles. They are vested in the library and passionate about moving the building project forward. They work closely with the director and are collaborators and looking to find someone who is also collaborative. They come from different backgrounds and bring unique strengths. They may not agree at first, but come to conclusions quickly. They are involved in the strategic rather than the tactical planning and make themselves available to the director.

ADJOURNMENT

A motion was made and seconded to adjourn the meeting at 9:25 pm. The vote was unanimous. Motion passed. (Faith Honer-Coakley/Russ Boekenkroeger)

NEXT MEETING DATE

Monday, November 19, 2018 at 6:00 pm

Respectfully submitted by Patty Nutile, Board Secretary
November 28, 2018

Documents distributed:

- Agenda, November 13, 2018
- BOT Interview Process Open Public Meeting
- Rating Candidates sheets

- Lead Questioners list
- Cover Letter, Rita Gavelis, August 23, 2018
- Resume, Rita Gavelis