Jefferson County Public Library Board of Trustees
Study Session
January 12, 2017 – 5:30 p.m.
Administration Conference Room

TOPICS:
- Benchmarking Peers
- Columbine Alternative Services Location Lease
- Review of 2017 Strategic Priorities
- Recommendation of Policy Governance Committee

Call to Order
The Study Session was called to order at 5:30 p.m. by Brian DeLaet, Chair.

Other Trustees present: Julia Hill-Nichols (Vice-Chair), John Bodnar (Secretary), Ben Davis, Deborah Deal, Kim Johnson and Charles Naumer.

Trustees not present: All Trustees were present

Guests: Brigitte Lindner, Data Specialist

Staff present: Pam Nissler, Executive Director; Richard Sosa, Director of Budget & Finance; Sandie Coutts, Director of Employee Relations & Development; Steve Chestnut, Director of Facilities & Construction Projects; Pat Klein, Director of Information Technology; Julianne Rist, Assistant Director of Public Services; Brigitte Lindner, Data Specialist; and Amber Fisher, Executive Assistant, Office of the Executive Director.

Benchmarking and Peer Selection
Brigitte Lindner, Data Specialist provided information on benchmarking and peer selection. JCPL has been consistent in selecting national peers from 2012-2015, to ensure relevance of benchmarking data over time, and always comparing to similar players in the industry. Reporting to PLDS is voluntary so there are years when a peer library has not reported and there is not information from them to include in the benchmarking data. The Library applies its standard selection criteria of +/- 20% of JCPL's annual values of population size and income consistently. JCPL has chosen to benchmark annually vs. longer time spans to benefit from annually reviewing the peer group. And while the process of peer selection has been standard, the exact makeup of the peer group is volatile depending on income and population size, with income being the more volatile parameter.

For 2016 the Library will review benchmarking with JCPL's budget increase due to the successful mill levy to make sure JCPL is comparing with the median of peers in that same (+/- 20%), now higher, budget range, as more money also means more investment possibilities.

In response to questions from the Trustees, Brigitte Lindner provided the following information:

- JCPL always applies the same measures; the range is 20% plus or minus revenue per capita and population size
- Reporting to PLDS is voluntary so there are years when a peer library has not reported
- Peers that are already on the outer ends of the spectrum can be pushed outside of the range
- JCPL does not raise the bar and keeps the bar where it needs to be to include the most comparative peers. JCPL cannot influence population size and revenue per capita – they are not performance indicators.
- JCPL compares to the median not to the mean. The median is the number found at the exact middle of the set of values. The mean is computed by adding up all the value and dividing that score by the number of values.
- One exception is DPL which is outside of our range; however, they are a valuable local peer. Because JCPL compares to the median, not the mean, DPL data does not affect benchmarking results.
- If there were libraries that used JCPL in their peer group the change in revenue may push JCPL out of their peer group

Trustee Hill-Nichols noted that the Board does need to recognize that there will be flux in the peer group; other libraries will or won't fill out the report; some of the variables are outside of our control. JCPL is looking at other libraries that are similar and will give us a point to consider – are we heading in the right direction or not.

Trustee Bodnar noted that he still does not see revenue as a valuable parameter – since JCPL has more revenue it should still compare to the same libraries rather than move up to the libraries that have higher revenue.

Columbine Alternative Services Location Lease
Steve Chestnut provided information on the proposed alternative services location lease related to the Columbine Library remodel project. The Library has looked at the service options for Columbine and will be recommending an alternative services location lease. This option is the most financially sound method and is approximately 20% of the cost

of moving in mobile trailers. The month to month lease agreement would be $2,000 per month. The Board was advised that because it's a short term lease there are some limitations to negotiating the lease conditions, including a 45 day notice to terminate the lease (if the building is sold, etc.). The lease agreement has been reviewed by County Legal and has been sent to County Risk Management for their assessment. The alternative location will provide more services than if we stayed in the building. It would also be more expensive to stay in the building and patrons would have to constantly adapt to the changes at the building during construction. In response to questions from the Board, the Library provided the following information:

- How long would it take to move in and out of the space? Moving in would take longer but moving out could be done well within the 45 days. Patron notification is a significant consideration and the Library is developing a communication plan for patrons.
- What services will be provided at the leased space? The Library is planning to offer near to full services including Wi-Fi; however there will be fewer public computers. Additionally, fewer staff would need to be relocated.
- The timeframe for the leased space is February 1 to September 2017.
- The Library does have a contingency plan (5 month alternative construction plan)
- The Library will provide more information relative to the assessment by County Risk at the January Board meeting at which time the Board can decide whether or not to accept the lease space recommendation and authorize the Executive Director to sign the lease agreement.

Recommendation of Policy Governance Committee
Julia Hill-Nichols and Charles Naumer, members of the Policy Governance Committee provided information on the work of the committee to date. As a result of the policy governance training in July 2016, there were some questions about the Board's role in the mission, vision and strategic planning. The committee has been working with Pam on the Board becoming more engaged in strategic planning, more involved in the ends statements, and how that process might work. The committee came up with some next steps:
1. The Board starts engaging in the long term planning for the Library. For this year the Board would work through the Aspen Institute's Action Guide for Re-Envisioning Your Public Library at the Study Sessions
2. On an ongoing basis the Board works on developing the ends statements and seeing how the strategic plan aligns with those ends statements

Trustee Hill-Nichols noted that the Board could start with sections 7, 8 and 9 of the Aspen Institute Action Plan and the staff has a lot of information for the other sections of the plan. The Board could take several study sessions and begin discussion on what we want our library to be in conjunction with the staff. There is an interest in the Board looking at trends and the future.

The Executive Director noted that the Aspen Institute and the Action Guide are focused on the future and how libraries need to change and adapt. It is a longer term view than just one year and looks quite a way into the future. The Library also believes that as the Board reviews the Action Guide they will see that JCPL has already begun implementing many of the items in the Guide.

Trustee Naumer noted that the Board's work would be looking at 2018 and beyond.

In response to a question from the Chair, the Executive Director noted that the next step would be for the Board to commit to the time and effort required and to extending the Study Sessions. The Chair advised the Board that each Trustee would need to make the commitment to attend Study Sessions from 5:30pm to 8:30pm to allow enough time for regular library business and this work. It was noted that it would be useful for the Board to look through the Action Guide to be more informed on what kind of work is involved.

In response to a question about the length of time it would take for the Board to go through the document, Trustee, Julia Hill-Nichols advised the Board an accurate time won't be known until the Board begins the work but committing 1.5 hours for the next three Study Sessions would be a starting point. The Trustees will review the document and bring this topic back for further discussion at the January Board meeting.

The Chair noted the following additional topics currently scheduled for the February and March study sessions: Market Analysis Findings, Brand RFP, Security Camera RFP Information, Long Term Debt Presentation, Fund Balance presentation, Edge Impact Study.

Trustee Bodnar noted that it is helpful if the Board receives study session material before the meeting. The Chair asked if the Board will have advance material for the Market Analysis Findings and the Long Term Debt presentation. The Executive Director noted that the Market Analysis topic is a presentation by the vendor and advance materials may not be available. Richard Sosa, Director of Budget and Finance advised the Board that advance materials for the Long Term Debt and Fund Balance

presentations would be provided. The Chair asked the Board to be aware that advance materials pushes the deadlines up for staff.

The Chair expressed appreciation to Trustees Naumer and Hill-Nichols for their work.

Review of 2017 Strategic Priorities
The Executive Director presented the 2017 Strategic Priorities. As the Library and Board develops a broader, longer term vision, it is important to note that the current focus will still be on stabilizing and restoring the infrastructure of the Library, addressing delayed maintenance and equipment replacement. While it is not visionary, it is important that JCPL gets back to a solid infrastructure. The 2017 Strategic Plan is an operating document that will continue to include initiatives that reflect building a strong core.

Strategic planning has been an evolutionary process. There were several separate plans, with no alignment to the ends statements and no quantifiable measures. In 2013, the Library consolidated the various plans and published the first external strategy document. In 2014 the Library and Board updated the Mission, Vision, Values and Ends and identified shared community outcomes for JCPL from various community sources, including: Mile Hi United Way, The Piton Foundation, Jeffco Schools, Jefferson County Economic Development Corporation, Aging Well Initiative and others who are utilizing shared indicators to measure progress against goals. In 2015 JCPL created a 5-year plan and 10-year forecast to prepare for the mill levy that addressed demonstrated community needs and created a plan and forecast to understand cost of delivering on our promises and set an appropriate mill levy. In 2016 the Library streamlined the strategic plan format and adopted new measures to measure outcomes and impacts. There were broad shifts including more explicit linkages to ends, more quantifiable measures and moving from outputs to outcomes and impacts. JCPL has achieved good progress and there is more work to be done

In 2016, the Library worked to streamline the 2017 plan format to:
- Continue to improve alignment between ends, plan goals, desired outcomes and success measures.
- Refine terminology to make it consistent.
- Define quantifiable success measures – both at the Board level, i.e., those top measures demonstrate progress toward the ends statements AND at the initiative level, so staff can see how they're contributing to the big drivers. This is a work in progress with continued improvements and more work to be done.
- Adopt new measurement tools – developed for public libraries to measure outcomes and provide JCPL with the tools to compare progress with others in the industry.

New measurement tools include: Edge, Impact, and PLA'S Project Outcome. These are three evaluation tools developed on a national level by experts in the library field. Each measures something unique. When they are combined, they give the library a more complete picture of its impact on the community and allow the library to benchmark itself against other libraries who participate with these tools.

- Edge Initiative is a tool that measures what technology resources JCPL offers and how we compare to other libraries.
- Impact Survey asks our residents how they use library technology and digital resources and what their needs are.
- PLA Project Outcome asks if participating in a library program or service has changed a behavior or if a customer has learned something.

Counting Opinions is a customer satisfaction survey specifically developed for public libraries. JCPL offers this survey 365 days a year, and tracks performance and comments biannually.

Priorities for the 2017 Strategic Plan include:
- Building on 2016
- Continue to deliver on our promises by restoring core services first, and planning carefully for future expansions

It will take JCPL some time to fully restore services. For example, during the downturn, the Library delayed capital maintenance projects and got behind in replacement cycles. JCPL used to update buildings every 10 years – and it will take until 2020 and beyond to get back on that schedule. JCPL's top priority is to restore and update buildings, and plan for expansions as we can. The Library has a similar challenge with Information Technology. In the near term, JCPL needs to upgrade critical IT systems and get back to industry replacement cycles and begin planning for future technology offerings.
The five-year plan includes that emphasis on restoring core systems and services first, and securing the data we need to expand and respond to demonstrated needs in our communities. The Library has always noted that JCPL will try to respond to opportunities that present themselves. The new Civic Center planned for Edgewater is a perfect example. It's an offer the Library can't refuse, so JCPL is adjusting the 5-year plan and 10-year forecast to accommodate it, by completing the planning this year, and completing the project in 2018.

Finally, JCPL needs to work within the constraints of organizational capacity. To fully meet objectives, the Library will need to expand capacity – not just by adding resources,

but by training and developing staff to adapt to new ways of doing business. The Library believes the 2017 plan meets all of these objectives:

The Library prepared an executive summary of the 2017 plan to make the alignment between ends and measures explicit and clear. The Library wanted a one-page summary to help staff understand the big picture before getting into the tactical details. This serves as a companion document to the full plan. It provides a high level overview for the Board and the community, while the full plan document serves as the operational roadmap for staff.

The 2017 plan highlights, and the Library's overriding goals that grew out of the Board's Ends Statements are:

- Increase access to resources
- Attract, develop and retain a skilled and qualified workforce
- Maintain and improve facilities, equipment , grounds & IT systems
- Promote a culture of reading and support early literacy
- And improve the efficiency and effectiveness of library services.

The Executive Director provided an overview of initiatives to support these goals, covering high-level examples (as opposed to covering every initiative) and noted that the full 2017 Strategic Plan document provides more details on each initiative.

Equity of Access
To ensure that all Jefferson County residents have equal access to information, resources, ideas and technology, in 2017 JCPL is going to increase access, availability and awareness of library resources by:
- Continuing to buy more books and materials that reflect patron's interests; utilize new analytical tools to guide buying decisions; launch a more engaging website; and improve the merchandising of library materials.
- Promoting increased awareness through enhanced Readers' Advisory tools and services and improved promotions and marketing.
- Create and deliver new programs and resources that reflect community needs and interests.

The Library will track its progress through the following success measures:
- Public Service hours per 1000 capita
- Circulation per capita
- E-materials Items per capita
- E-material circulation

- Program attendance per 1000 capita
- Customer satisfaction ratings

Skilled and Qualified Workforce

To ensure that all Jeffco residents are supported in using Library resources, JCPL is going to ensure that it attracts, develops and retains a highly-skilled and well qualified workforce by:

- Increasing staff training in areas like diversity and inclusiveness, trauma care, staff support for early literacy and supervisory skills
- Continue to expand the very popular Covey All Access Pass, offered in partnership with the County to develop future leaders,
- Expand our Wellness program as a benefit to employees.
- Continue to enhance employee productivity through improved tools, such as an enhanced ticketing system, records management system, staff intranet and performance management tool and process.

The Library will track success via improved customer satisfaction ratings and staff turnover that compares favorably to public sector standards.

Great Spaces and Places

To ensure that all Jefferson County residents have safe, convenient and inviting places to go to access information and participate in community life, JCPL will:

- Complete the Columbine remodel
- Plan for a new library in Edgewater, in partnership with the City
- Develop an annual maintenance schedule to get back to optimal replacement cycles – for both facilities and IT

JCPL will measure success by tracking:

- Square footage per capita
- % uptime
- Replacement schedules
- Bandwidth utilization
- Improvement in EDGE ratings

Support for Literacy

To ensure that Jefferson County will thrive as the library understands and supports community aspirations with the goal of advancing community outcomes, JCPL will focus attention on Literacy in 2017 by expanding our Summer Reading, 1,000 Books Before Kindergarten and Raise a Reader programs. This doesn't mean JCPL is ignoring other community outcomes – rather, it means that the Library is focusing on core

services while planning for expansion in other areas. This is where JCPL will work to show improvement in outcomes, through PLA's Project outcome scores, while tracking increases in participation across the board.

Stewardship

To ensure that all Jefferson County residents receive maximum return on their shared investment in Library services, JCPL will continue to improve the efficiency and effectiveness of Library services. Major initiatives in 2017 include a continued emphasis on effective long-range planning including:

- An analysis of the Library's organizational structure to make sure JCPL has the right positions in the right places to achieve the organizational objectives
- Annual updates to the 5-year plan and 10 year forecast to include an FTE analysis. The Library will need to add staff for Edgewater in 2018, and is substantially understaffed in other areas as well. When JCPL compares to peers, it's evident that there is a lot work to do in this area, and the Library wants to do it carefully and well.
- Make sure the plans are based on community inputs and data, by analyzing the results of the 2016 market analysis and using the data to develop a long-range master facilities plan
- Expand alternative sources of revenue by implementing naming programs with the Columbine remodel and the new library in Edgewater.

The Library will track success by ensuring JCPL has sufficient resources appropriately allocated to fund the strategic goals, including long-range improvements in FTEs per 1000 capita.

The full 2017 Strategic Plan was provided to the Trustees. The Executive Director advised the Board of the next steps including Trustee feedback and staff implementation of the 2017 plan.   In February, the Library will start working on updates to the 5-year plan and 10-year forecast. In March the Library will begin working on the 2018 Strategic Plan and 2018 Budget.

Trustee Hill-Nichols noted that it would be helpful to have a listing of all the acronyms used throughout the plan and their definitions. Trustee Hill-Nichols noted that going through the full details in the 2017 strategic plan was truly amazing and very rewarding to see everything that is being done.

Trustee Johnson asked what the target would have been at full capacity on the per capita circulation if not for closing the Columbine Library. Julianne Rist, Assistant

Director of Public Services advised the Board that she would run the numbers (normalize) for that measure and provide that information. Trustee Johnson noted that the milestones for increasing access to online resources are impressive and she is excited to see implementation of Learning Ally in the 2017 plan.

In response to a question from the Board, Pat Klein, Director of Information Technology advised the Board that the Library's 2017 information technology initiatives will be managed by the Library's IT staff and they are not reliant on County IT to accomplish.

In response to a question from Trustee Naumer, Julianne Rist and Pat Klein advised the Board that the Edge Survey Team is meeting to identify the recommendations for 2018 and the Edge Impact Study presentation is scheduled for the March Study Session.

Trustee Bodnar asked for more information on the trauma training and the cost associated with the training. The Executive Director advised the Board that the training is designed to help staff deal with the range of people who come into the library and is based on awareness, understanding and responsiveness to the impact of trauma. Front line staff deals with a lot of mental health issues and it's important to provide staff with training. Sandie Coutts, Director of Employee Relations and Development noted that the goal is to have our staff fully equipped and prepared to deal with patrons who are going through some trauma and work through any issues as staff might absorb some of the trauma from patrons. The cost of the training is included in the $15,000 training budget.

In response to a question from Trustee Deal, Sandie Coutts advised the Board that the County Sheriff's Office is running the active shooter training and the Library is sending staff to that training.

Trustee Johnson noted that the strategic plan was easy to follow and to tie together from the goal down to the measures. Rebecca Winning, Director of Communications noted that the Library publishes a strategy document every year and the 2017 plan will be included.

In response to a question from Trustee Bodnar regarding the expansion of wellness programs and the cost involved with that initiative, Sandie Coutts advised the Board that half of Library staff is not eligible for County benefits. The initiative is to look for ways to build resources internally to offer those benefits to the entire staff. The initiative focuses on physical and mental wellness. Examples include programs like Walk to Work Day, Bike to Work Day and Weight Loss. It was noted that the 2017 budget for this initiative is $10,000.

In response to a question from Trustee Bodnar regarding the staff intranet initiative, Pat Klein advised the Board that the current staff intranet is a very old and very static site. The goal is to make the intranet more interactive and a center for information and communication for the staff. The intranet is the communication delivery system and part of the goal is to include tools like records management. A good intranet can reinforce and drive staff. The complete discovery for this initiative has not been completed; however, the Library does not believe it will require hardware. The Library is looking at off the shelf software.
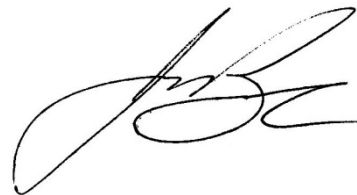
The Trustees were asked to send any additional questions to Amber Fisher and advised that the 2017 plan is on the agenda for further discussion at the Board meeting next week (January 19).

SCHEDULES
The Chair asked the Trustees to review their schedules and sign up to attend the upcoming state of the library meetings and Columbine community meetings. The Trustees were asked to limit attendance to no more than two Trustees at any meeting.

ADJOURNMENT
The study session was adjourned at 6:59 p.m.

John Bodnar, Secretary