Jefferson County Public Library Board of Trustees
Study Session
May 11, 2017 – 5:30 p.m.
Administration Conference Room

TOPICS:
- Market Analysis Findings – Monica Rezac; Guest: OrangeBoy, Inc.
- Edge Impact – Monica Rezac
- Organizational Assessment Information – Sandie Coutts
- Draft Governance Budget – Julia Hill-Nichols
- Columbine Shelving RFP Information – Julianne Rist

Call to Order
The Study Session was called to order at 5:30 p.m. by Julia Hill-Nichols, Chair.

Other Trustees present: Charles Naumer (Vice-Chair), Kim Johnson (Secretary), John Bodnar, Deborah Deal and Brian DeLaet.

Trustees not present: All Trustees were present

Guests: Monica Rezac, Interim Assistant Director of Public Services; Shelby Lee, OrangeBoy Director of Operations; and Nicki Harber-Frankart, OrangeBoy Principal.

Staff present: Pam Nissler, Executive Director; Donna Walker, Director of Public Services; Rebecca Winning, Director of Communications; 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, Director of Public Services; and Amber Fisher, Executive Assistant, Office of the Executive Director.

The Chair expressed appreciation to Trustees Johnson and Deal and to Rebecca Winning for their attendance at the National Library Legislative Day events in Washington, DC.

The Chair asked Steve Chestnut, Director of Facilities and Construction Projects to brief the Board on the impact of the recent storm on Library facilities and vehicles. Steve advised the Board that there was damage to the Lakewood and Belmar Libraries, the Library Service Center and ten Library vehicles. Hailstones shattered the Lakewood Library's skylights, however the quick action of the public services staff in covering materials with plastic prevented major damage to library materials. The Library is

working with County Risk Management on evaluating damage to facilities, specifically roofs, and Library vehicles. Initial evaluation indicates some significant damage to certain portions of the Belmar Library roof. The Library expects to have the full damage assessment completed in the next few weeks.

Market Analysis Findings
OrangeBoy representatives Shelby Lee and Nicki Harber-Frankart presented information on the company's service, philosophy and methodology.   OrangeBoy began as a fundraising consultancy applying donor analytics to formulate and execute strategy, and then evolved into a strategic planning and customer segmentation company for social service and government-related entities. Today, OrangeBoy offers Savannah, a software as a service (SaaS) business intelligence platform designed to help libraries report customer insights in real-time. This tool is also equipped with reports, GIS mapping, customer feedback and direct targeted messaging capabilities. Savannah is offered as a web-based tool. Combined with OrangeBoy's other qualitative and quantitative research methods and consulting services, clients receive expertise to translate trends, develop strategies, create strategic plans, allocate resources or implement marketing or branding initiatives. OrangeBoy's business and customer intelligence solutions have been applied in hundreds of public library engagements.

Libraries gain deep insights about their customers based on the customers' use of the organization's services. Savannah achieves proprietary segmentation, reporting and other insights by correlating patterns of usage from the library's various service lines, including computer usage, Wi-Fi usage and digital usage. These insights and information can then also be paired with other research methods to provide insights, context and comparative information for prioritizing services and decision-making.

Presentation Overview
- Library Industry Trends. Library industry trends and how Jefferson County Public Library (JCPL) compares to OrangeBoy's Savannah community of libraries, applying proprietary industry metrics. Information included market penetration, new cardholder retention and gain/loss index.
- Market Assessment Findings. Highlights from the key findings from the marketing opportunity assessment, discussing key demographic and growth trends in the library's service area. Jefferson County finds many of the senior population choosing to age in place. The County's population for people over 65 years old will also increase. By the year 2040 it is estimated that about 25% of the County's population will be 65 or older. Balancing service delivery and facilities with the range of demographics/age. Jefferson County's overall growth is 5.5%.

- Key Community Findings and Opportunities. Highlights from the intercept surveys, observational study and community stakeholder interviews:
    - Library as place; concept of place
    - Regeneration will occur in the next 5 years
    - With growth comes the challenge to balance
    - A focus on youth

- User and Non-User Key Findings and Opportunities. Key insights from a customer and non-user survey:
    - Convenience
    - Want their own space
    - Challenge to create space
    - Ethnographic Observations (Mixed messages, Overwhelming; Brand: non-existent)
    - Create space for cardholders in libraries
    - Build a physical library presence
    - Focus on youth and young families
    - Build brand within growing communities
    - Promote digital collections and online resources
    - Build a strong mobile presence
    - Optimize the website for mobile use and online catalog searching
    - Create space in libraries for patrons to access internet and use technology

In response to questions, the Board was advised that:
- "Fear of fines and fees" was listed as an option in the survey but it was not a reason for non-use by respondents to the survey.
- The survey was primarily multiple choice. OrangeBoy has honed the survey questions over the years based on data gathering, focus groups, and talking with people.

Monica Rezac shared some examples of how JCPL is aligning with what the data is indicating and how the Library is utilizing the data in its planning:
- A focus on the digital collection and platforms JCPL is using.
- The introduction of Bibliocommons and providing a more efficient and streamlined catalog/searching feature and digital experience for customers.
- The Facilities Master Plan (the data will help tremendously in examining JCPL's space considerations and planning).
- JCPL's focus on early literacy initiatives; 1000 Books Before Kindergarten and the Raise a Reader Event (important to both stakeholders and the Library's communities, and fit with the population).

Edge Initiative and Impact Survey Findings Edge Impact

Monica Rezac, Interim Assistant Director of Public Services presented information on the Library's Edge Initiative and Impact Survey Findings. The survey findings are another resource JCPL is using to help the Library make more informed decisions about its strategic planning. The Edge Initiative is a project led by the Urban Libraries Council and developed by a coalition of leading library and local government organizations funded by the Bill & Melissa Gates Foundation. JCPL conducted the Edge survey with staff in December of last year (2016).

The Library received three reports from Edge: A Peer Comparison Report, An Assessment Report, and a Recommendations Report.

The Peer Comparison Report- a group of peers based on the population they serve (over 300,000), and who have completed the Edge survey-provides us with comparison in 3 larger categories, with sub-categories under each of these.
- Community Value
- Engaging the Community
- Organizational Management

All of these categories address various areas of digital tools and resources, strategy and evaluation around those tools, and how well staff are trained to the tools and how we're providing these resources.

Recommendations & Planned Projects

Pat Klein, Director of Information Technology shared some examples of additional projects adopted from the recommendations. So far in 2017 four of the eight identified projects have been completed:

- Recommendation: Make sure our website was current. The Digital Experience and Communications team performed a content inventory of the Library's website and this inventory is scheduled to occur annually.
- Recommendation: Do a community needs survey. The Library-sponsored needs assessment survey was completed that included questions about community technology needs.
- Recommendation: Increase bandwidth. The IT department increased bandwidth and optimizes the speed of the connection to improve the patron's internet experience.

There are four more projects related to the Edge/Impact recommendations and they are on schedule for 2017.

Impact
The Impact Survey was developed by research staff at the University of Washington Information School. Descriptions/categories of what can be determined from the Impact Survey include: Education, Employment, Entrepreneurship, Health & Wellness, E-Government, Civic Engagement, E-Commerce, and Social Inclusion.

- 34% of patrons indicated using library computers for educational purposes

- 46 people indicated applying for a degree or certificate program and of those, 31 were admitted.

- 33% looked for a job using library computers, and of those patrons, 107 indicated getting an interview from that job search, and 77 ultimately secured a job.

A total of 1,142 people completed the survey, 98% of which indicated visiting the library at least once in the last 12 months, 48% indicated visiting the library once a week or more frequently.

JCPL's future plans include continuing on with the adopted recommendations of the Edge Initiative which are validated with our Impact Survey results as technology needs. The Library will also repeat these at the annual mark for 2018 to compare results after many of our projects have been implemented.

Organizational Assessment Information
Sandie Coutts, Director of Employee Relations and Development provided information on the Organizational Analysis RFP process and vendor selection. As previously reported, the Library identified a need to have an independent analysis of its organizational structure to improve effectiveness in meeting strategic and operational goals. A Request for Proposals was issued in early March and the Library received six responses. After ranking those responses the team selected three well qualified vendors to interview; those bids ranged from $65,500 for 3 months of services to $97,675 for 5 months. The proposal submitted by GPS Inc. was competitively priced at $82,500 for 20 weeks of services. This project would bring a team of 4 local experts on board to conduct an organizational analysis. The GPS Inc. proposal stood out from the rest for several reasons:
- The depth of organizational analysis and change management expertise garnered over 4 years of working on similar projects with public sector/government entities in the State of Colorado.
- The collaborative approach that would involve employees at all levels while utilizing the expertise of our senior leadership team.

- The supportive services offered, which included coaching, training and communication around any recommended organizational changes.

The Library received excellent references for GPS Inc. and a draft contract is currently under County Attorney review. The Library plans to bring a final contract to the May board meeting to seek Board authorization for the Executive Director to enter into the contract.

In response to a question, the Board was advised that the Library did not believe this to be a project that could be handled internally for a number of reasons including the value of having an assessment by an independent organization with specific expertise in this area. The Library also did not feel that designating an FTE to this purpose would be the most productive and effective utilization of the Library's limited FTE positions.

There was discussion on the Library's current staffing and FTE positions including needed positions for the Edgewater Library in 2018 and additional staffing needs that will need to be addressed.

The Board requested additional information on GPS, Inc. including more detailed reference information and more information about what GPS, Inc. would bring to JCPL. Sandie Coutts will gather the information and provide it to the Board.

Draft Governance Budget

The Board reviewed the draft 2018 Board Governance Budget. Trustee Johnson inquired about whether or not there was an industry standard for Library Board's governance budgets or a peer comparison. The Executive Director advised the Board that she would make some inquiries and report back to the Board.

Columbine Shelving RFP Information

Julianne Rist, Director of Public Services, provided information on the Columbine Library Shelving RFP process and timeline. A Request for Proposal (RFP) was released on April 4, 2017 asking for proposals for new shelving for the Columbine remodel. The proposal asked for three options of shelving, a base bid of standard components, a bid for custom slanted shelving on a "T" base, and a bid for custom slanted shelving on a standard base. These options allowed JCPL to compare the price differences between what was expected to the least expensive option of standard shelving to angled (or custom) shelving that would make it easier for the public to browse and see material. Five companies responded to the RFP. Two of the options from two different vendors were out of our projected budget. All three options had multiple vendors who presented bids within our projected budget. Two vendors are being invited to set up

sample sections of shelving on May 22. Staff will be able to evaluate the look and construction of the shelving and custom options specified. Once this demonstration is completed the committee will make a final selection and bring that recommendation back to the Board. We will be asking the Board to call a special meeting no later than June 1 to authorize the contract from the final selected vendor. This timeline will allow for onsite inspection of the actual product, and still have the appropriate lead time for delivery and installation.

Timeline:
- On site product demonstration will be held May 22
- Final option and vendor selection by May 25
- Recommendation to the Board of Trustees for authorization of contract approval June 1
- 8-10 week lead time for shelving order (June 6 – Aug 21 is 10 weeks)
- Delivery and installation of shelving for Columbine August 21 - September 1

The Chair advised the Board that consideration has been given to calling a special meeting to address the contract authorization so the project could stay on schedule. A question was raised whether or not the Library could move forward with the contract without specific authorization because the funds for the shelving in the Columbine Remodel project have already been approved by the Board. The Board was advised of their governance policy regarding authorization of contracts in excess of $50,000. After some discussion the Board asked that the Library bring the request for the shelving contract authorization to the May 18, 2017 Board meeting.

ADJOURNMENT
The study session was adjourned at 7:04 p.m.

Kim Johnson, Secretary