

**Minutes of the Meeting of the**  
**JEFFERSON COUNTY PUBLIC LIBRARY**  
**BOARD OF TRUSTEES**  
March 15, 2018

**CALL TO ORDER – REGULAR MEETING**

The regular meeting of the Jefferson County Public Library Board of Trustees was held in the Lakewood Library meeting room on March 15, 2018. Library Board of Trustees Chair, Julia Hill-Nichols called the meeting to order at 5:30 p.m. Other Trustees present: Charles Naumer (Vice-Chair), Kim Johnson (Secretary), Pam Anderson, Deborah Deal and Brian DeLaet.

Trustees not present: John Bodnar

Guests: Paul Wember, Wember, Inc.

**Staff present:** Pam Nissler, Executive Director; Donna Walker, Director of Public Services; Sandie Coutts, Director of Employee Relations & Development; Julianne Rist, Director of Public Services; Steve Chestnut, Director of Facilities and Construction Projects; Gloria Overholt, Interim Director of Finance Budget; Pat Klein, Director of Information Technology; and Amber Fisher, Executive Assistant, Office of the Executive Director.

**APPROVAL OF AGENDA**

**MOTION:** Brian DeLaet moved that the Library Board of Trustees approve the agenda as presented. Seconded by Charles Naumer the motion passed by unanimous vote of all Trustees present.

**APPROVAL OF MINUTES**

**MOTION:** Deborah Deal moved approval of the minutes of the February 8, 2018 Board Study Session. Seconded by Charles Naumer the minutes were approved by unanimous vote of all Trustees present.

**MOTION:** Brian DeLaet moved approval of the minutes of the February 15, 2018 Board meeting. Seconded by Pam Anderson the minutes were approved by unanimous vote of all Trustees present.

**PUBLIC COMMENT**

There was no public comment.

## **FOUNDATION REPORT**

Jo Schantz, Executive Director of the Foundation provided an update on the activities of the Foundation. 2017 Financial highlights were presented. The March madness book sale is being held at the Columbine Library March 16 and March 17. The spring book sale will be held at the Jefferson County Fairgrounds June 1 through June 3.

## **SENIOR MANAGEMENT TEAM (SMT) OPERATIONAL UPDATES**

### **Executive Director Update**

Pam Nissler, Executive Director, provided an update to the Board. Several JCPL staff are presenting at the Public Library Association Conference in Philadelphia next week. Julianne Rist is part of a preconference panel on project outcome and how to use it in strategic planning and success measures. Donna Walker, Julianne Rist and Sandie Coutts are presenting a program titled Best Practices for Hiring to Your Culture. In response to questions, the Board was advised that:

- The Library will receive an estimated time for the April hearing with the BCC on Friday, April 6.
- The Library is scheduling another round of interviews for the Finance Director position.

### **Budget and Finance Department**

Gloria Overholt, Interim Director of the Finance and Budget Department presented information on the activities of the Budget and Finance Department. Gloria introduced Barbara Long, the new Finance and Budget Manager. The Trustees welcomed Barbara to JCPL.

### Financial Report

Although some property tax revenue has been received, a more significant portion will come in around the end of the first quarter. The use of fund balance shown in Table 2 reflects the timing of property tax receipts. Project carryforward which was approved by the Board of Trustees in the February 15 meeting is reflected in the tables in the 2018 Amended Budget column. These carryforward adjustments added unspent 2017 funds to 2018 project budgets for specific capital projects. Table 5 displays both the original and amended 2018 budgets for library capital projects. Finance staff will do a more detailed analysis of salary and benefits costs including projections of vacancy savings after the end of the first quarter.

The Chair reminded the Board that there is a standing item for review of the financial report on all Study Session agendas.

### **Public Services**

#### Edgewater Library Update

Pat Klein, Director of Information Technology, shared a drone video of the progress at the Edgewater Library site.

Paul Wember, President of Wember, Inc., addressed the Board and reported that the first of the steel was put up today. Major milestones include 100% completion on the construction documents and they have been submitted for permitting. The pricing package is 90% complete and it is anticipated it will be presented to the Board for approval next month. In response to a question, the Board was advised that the project team does not see any issues with steel prices. The Library's side of the project is more tenant finish and the City has already ordered steel for the project.

#### Library to You High Roof Cargo Van

Julianne Rist, Director of Public Services, introduced the topic and provided a brief overview.

**MOTION:** Charles Naumer moved that the Library Board of Trustees authorize the Executive Director to sign a contract for \$104,980 with Summit Bodyworks Specialty Vehicles for the high roof cargo van. Seconded by Pam Anderson the motion passed by unanimous vote of all Trustees present.

#### **Facilities & Construction Projects Department**

##### Wheat Ridge/RTD Bus Stop

Steve Chestnut, Director of Facilities and Construction Projects, addressed the Board and introduced the topic. The Board was provided with information from the County Attorney's office regarding the options available to them.

**MOTION:** Pam Anderson moved that the Library Board of Trustees authorize the Library to work with the Senior Assistant County Attorney to prepare a draft agreement that conveys the necessary property to the City of Wheat Ridge with a temporary construction easement. Seconded by Brian DeLaet the motion passed by unanimous vote of all Trustees present.

##### Security Contract

Steve Chestnut, Director of Facilities and Construction Projects, advised the Board that the Library continues to experience increasing incidents involving law enforcement.

**MOTION:** Kim Johnson moved that the Library Board of Trustees authorize the Executive Director to sign a contract with Citadel Security USA for security services at the rate of 19.37 per hour, with the understanding the cost is expected to be \$155,000. Seconded by Pam Anderson voting on the motion was delayed for further discussion.

In response to questions, the Board was advised that:

- The Library evaluates the number of incidents, the severity of the incidents, escalating behaviors, and the number of threats (and if the threats are credible). However, it is difficult to predict exactly how many hours of security may be needed.
- It is the Library's practice to advise the Board when an expense item is projected to be over the budgeted amount (like the snow removal expenses last year).
- The Board does not have to authorize the transfer of contingency funds related to this expense item. The Board's Governance Policies allows budget transfers less than \$50,000 between expense lines.

**MOTION:** Kim Johnson moved that the Library Board of Trustees authorize the Executive Director to sign a contract with Citadel Security USA for security services at the rate of \$19.37 per hour, with the understanding the cost is expected to be \$155,000. Seconded by Pam Anderson the motion passed by majority vote of all Trustees present with Brian DeLaet voting against the motion.

## **Information Technology Department**

### Inteconnex Security Camera Contract

Pat Klein, Director of Information Technology addressed the Board and provided an overview of the security camera contract. At the next Board meeting, the Trustees will be asked to authorize the Executive Director to sign the contract.

## **2019 Strategic Planning – Library Trends**

Pam Nissler, Executive Director, introduced the topic and addressed the Board. As the Library began to plan for 2019, staff looked at trends that will impact JCPL. Staff reviewed the Aspen Institute Action Guide for Re-Envisioning Your Library, the training materials from the Harwood program that guides community outreach, the Colorado Public Library Standards, and the trend data from the Public Library Statistical Database. Staff solicited input from other Colorado Public Library directors on library trends that they were responding to in their planning. An input meeting was held to get feedback from the Combined Management Team. Using all the information that had been gathered, the Senior Management Team developed its trends list during a two-day retreat in February. The result is the list that was provided in the March Board report. The Executive Director outlined the Library's strategic planning process:

- Staff always start with looking at the 4th quarter report on the previous year...what has been accomplished, what has been partially accomplished, and what has been deferred and needs to be carried forward. These findings help us to begin to build the plan for the next year.

- Creating the new strategic plan begins with the Ends statements. They define the long term goals and expectations that the Board of Trustees desires. They guide the work of the library staff.
- It is the Staff's job to bring forward initiatives that align with and deliver progress toward achievement of the Ends. To be relevant to the Board, they must articulate the desired outcomes and the measures that will define success.
- In 2018, the Board identified key initiatives to be the focus of the Board. They are:  
To continue development of the Master Facility Plan  
To attract and retain an executive director  
To complete construction of the Edgewater Library  
To ensure proper staffing levels
- In its strategic planning for 2019, the Board will need to identify the key initiatives that they want to focus on in the new year. Other initiatives in the 2019 strategic plan will be operational in nature and will fall within Staff accountabilities.
- In addition to monitoring the Board's key initiatives, it will be important for the Board and our staff to monitor the Scorecard. It presents the high-level success measures that we use to tell us if we are making progress toward excellence. The first page presents the key performance measures that tell us how we are performing in comparison to our peers. The second page contains The Edge, Impact and PLA Outcome Measures that are focused on community impacts and outcomes. We are an early adopter in using these measures that allow us to track our performance and value to the community in comparison to a growing group of nationwide libraries.

The Board was advised that each of the Directors would speak to trends in their areas of expertise and describe how these trends can affect their strategic planning. As each area is covered, the Board will be asked to share what they have seen and what resonates in terms of high-level trends shaping libraries. Sandie will facilitate these discussions.

Ends 1: All Jefferson County residents have equal opportunity to access information, resources, ideas and technology, and they are supported in using these resources.

Pat Klein addressed the Board and provided trend information in IT. As part of the Organization Study and recommendations, IT is proposing to change the focus of IT to be more Patron focused. This will permit the Library to provide support and resources that bring new technology skills to our patrons. Focus will be on:

- Connection to the world through technology
  - Privacy through Safe Web Browsing (VPN, Passwords, Safe Sites)
  - Personalization of resources
  - Understanding Artificial Intelligence (AI) (Amazon, Self-driving Cars, etc.)
  - Utilizing and experimenting with new technology (Virtual Reality, Drones, Internet Of Things)
- Internet of things
  - The use of the Internet to manage smart devices in and around your home, such as Hot Tub, Thermostats, Audio and TV Systems, Sprinklers, Alarm Systems, etc.)
  - With this knowledge individuals will be more likely to practice 'Safe Internet Browsing' -- Security!

Donna Walker, Director of Public Services, presented the following trend information to the Board: Access: Increase access, availability & awareness of library resources.

#### Welcoming to all

When we think about trends in Access to information, resources, ideas and technology and support in using these resources, we see public libraries across the country finding new ways to be welcoming to all. Diversity and Inclusion are words resonating with new meaning throughout our profession. Libraries faced with new challenges to make our spaces safe, are bringing in social workers to support staff and our diverse clientele. Here at JCPL, we are adding a social worker in 2018 and will pilot, monitor and expand those services as needed in 2019 with support from our staff specifically trained in Diversity and Inclusivity practices. We are revamping our proactive customer service model to be even more “radically welcoming,” in the words of author Dave Eggers. We will continue our conversation about our fine policy to reduce or remove barriers to access to library materials.

#### The Library being everywhere.

We see this expectation for virtual and remote service points in the larger marketplace as well. “Outreach” is shifting to this broader concept of the library being available at a patron’s point of need – which sometimes is not in a physical building. Many patrons only enter the library’s doors through a computer or phone. What this means for us is that In 2019 we will continue to test the limits of our new website and monitor analytics to create the personalized experience patrons are coming to expect from the library. We will also begin construction on a new bookmobile to extend the library’s reach beyond our brick and mortar buildings.

In response to questions, the Board was advised that:

- The Library has several methods for assisting patrons in the use of digital media services. Patrons can receive assistance from staff in the library, via telephone through the Call Center or make an appointment through book-a-librarian for one-on-one assistance.
- The Library provides feedback information and suggestions to vendors regarding their digital media services.
- To determine patron satisfaction regarding a welcoming environment, the Library utilizes patron surveys and had Orange Boy conduct a secret shopper test. Orange Boy is considered an educated observer; when they come in to the Library they know what should be happening and compare their experience to a standard.

Sandie Coutts, Director of Employee Relations and Development provided the following trends regarding workforce to the Board: Workforce: Attract, develop & retain a highly skilled and well-qualified workforce.

## 1. Economic & Legislative Changes - Climate uncertainty

Global trends include

- Tax reform
- Healthcare reform
- Fair Labor Standards Act proposed changes
- Immigration Law changes

Local trends include

- Historically low unemployment – saturated labor market
- Cost of housing/housing shortage

JCPL will continue to focus on recruitment efforts in 2019.

## 2. Diversity

Global trends include

- Demographic shifts – aging population
- Multi-Generational workforce
  - Aging Baby Boomers – brain drain, succession planning
  - Millennials – turnover, training & development, wellness & recognition programs as retention strategies

JCPL will continue to focus on development, leadership development and succession planning. Particular attention will be paid to retention strategies.

Library trends include

- Increasing numbers of men in workforce
- 50% of workforce in part time, non-benefitted positions

JCPL will address this issue through implementation of the Organizational Analysis recommendations.

### 3. Volunteers

Global trends include

- Despite explosion of non-profit organizations worldwide, volunteerism is flat
- Millennials becoming largest group in workforce = need for meaningful work and opportunities to give back (more than sorting donated books)

Library trends include

- Service mandates – schools and employers
- Special project requests
- Corporate volunteerism

JCPL will expand and enhance volunteer opportunities to provide meaningful assignments and leverage these new opportunities.

In response to questions, the Board was advised that:

- Regarding finding additional flexibility in terms of pay for our people, all the Library's positions go through the County's pay plan. The County benchmarks annually to market. Additionally the library performs compensation ratio analyses.
- The Library does have some staff at the maximum of their salary range
- Exit interview information indicates that the Library is an employer of choice and the reasons staff leave are not because they don't like working at JCPL

Julianne Rist, Director of Public Services, presented the following trend information to the Board: Ends #2: All Jefferson County residents have safe, convenient and inviting places to go to access information and resources and participate in community life.

Facilities: maintain and improve facilities, equipment, grounds and IT systems.

Next month you will hear about our recommendations for the implementation of the facility master plan. We will be taking the lessons learned from CL & ED and duplicating the successes as we plan for future remodels and expansions. One of the major trends is

#### 1. People First

People first is welcoming to all old, young, all walks of like, this is shown in being accessible to all not just ADA compliance, family or gender neutral bathroom spaces for different uses, conversation, quiet, collaborative.

More space for people, areas for people to collaborate work together, books are still part of the design but now the collection is laid out around the people space instead of the people



space laid out around the collection. This philosophy moves into the resources provided, tables where people can work alone or in groups, study room space that can be used by entrepreneurs or students. The library becomes the third place: first place is home, second is work, the third is where you go to feel connected to the community, meeting friends or even work alone with others around.

## 2. Flexible & Creative spaces

Flexibility in multi-use – occupied and used a higher percentage of the time like the meeting room at Columbine where the glass wall can be opened up and the space is used for seating when a program is to be presented. The space is used for additional seating when a program is not being presented. Dual role of structures or shared spaces, like the new Edgewater where the library is in the community center, but we also share meeting room space, infrastructure and building services such as cleaning and security. Creatives spaces that are more than makerspaces and technology, but are also meeting rooms with good AV, art wall for local art exhibits, even artist in residences teaching the community not only how art is made, but how to create it themselves.

Steve Chestnut addressed the Board and provided the following information:

## 3. Environmental Stewardship

As part of the ends on spaces and places and being good stewards we will also desire inclusion of beneficial environmental practices into our operations and building designs in 2019. The trend towards environmental stewardship and sustainability is being driven primarily for 2 reasons;

- 1) The communities that the libraries serve are demanding sensible and sustainable use of resources while protecting the environment they live in.
- 2) Energy efficiency, repurposing/reusing and taking advantage of renewable energy sources is a cost effective way for JCPL to contain budget costs.

The beauty of these two drivers is that any effort in one produces results in the other also. Some of the current items that are may be incorporated into building processes and designs now are:

- Increased use of windows and skylights to obtain as much natural light as possible
- Increased use of sustainable building materials
- Repurposing and reuse of materials already on hand
- Paperless office
- Incorporation of high efficiency equipment used for HVAC
- Use of LED lighting to reduce energy and take advantage of rebates offered by utilities
- Environmentally friendly and green products used by our vendor services
- Building construction that is intentionally designed to reduce energy costs

- Charging stations for electric vehicles

In response to questions, the Board was advised that:

- There are solar powered libraries
- The Library has held discussions regarding alternative service delivery models and staff attending the PLA conference will be looking at vendors offering holds lockers.

Donna Walker addressed the Board and provided the following information: Ends #3 Jefferson County will thrive as the library understands and supports community aspirations with the goal of advancing positive community outcomes.

Foster Community Engagement: Support community aspirations and advance community outcomes. Future-focused libraries are embracing the idea of aligning services and programs with community goals as key to achieving their mission. Outcomes and Impact are words taking on deeper meaning. We have been cultivating this external view for some time. It is a key tenet of our model for patron service. To that end, in 2019 we will assist the Board as they plan community meet-and-greets as part of the onboarding process for the new Executive Director. We will also hold community input meetings for the Belmar Library remodel and our South County expansion.

One of the ways we will advance Community Outcomes in 2019 is through our support of grade-level proficiencies and workforce development with a system-wide STEM competition.

We see libraries stretching themselves in new ways with Strategic Partnerships in the community. We have been actively engaged with our strategic partners as the way we do business as a library. There is much more opportunity here for us libraries across the country find new ways to demonstrate value to key stakeholders.

In 2019, we'll continue participation in current partnerships, such as R1 schools, Jeffco's Child and Youth Leadership Commission (CYLC), TRIAD Early Childhood Council, Jefferson Success Pathway, and Communities that Care. We are excited to see how our collaboration with Gold Crown in Edgewater grows with our expanded presence in that community. There is much more opportunity here for libraries.

Gloria Overholt introduced the topic and provided the following information: Ends #4 All Jefferson County residents receive maximum return on their shared investment in library services.

Improve the efficiency and effectiveness of Library services.

1. Using data-driven decision-making and data visualization

- A key responsibility of governments is to develop and manage programs, services and their related resources as efficiently and effectively as possible and to communicate the results to stakeholders.
- By using data we currently have available through our benchmarking and surveys we can use the data gleaned from these sources to develop performance measures that at a minimum contain by program, the goals, inputs, outputs, efficiency and outcome measures. Integrating the performance measures into future budget and strategic planning processes will facilitate decisions regarding the efficient use of resources and service delivery – both in dollars and personnel.
- Finance will request a senior accountant in 2019 to begin this process.

## 2. Using technology to work smarter

- Document management systems that can eliminate the need to keep hard copies of documents, reports and other materials is method by which technology can play a part. Tagging documents for easy retrieval is a huge time-saver as well as reducing the amount of paper, ink, and staff resources needed to manage paper files, as well as physical storage space needed. It also allows multiple users' access to the same documents – ensuring the information is timely and accurate.
- Funds are budgeted in 2018 to fund the software needed to implement the DMS.

### **Summary**

The Executive Director advised the Board that the next step would be for the Board to identify the Key Initiatives that require Board attention and focus in 2019. Some key initiatives emerge naturally because of the following recommendations of our consultants:

- The recruitment and onboarding of the new Executive Director
- Implementing Phase 1 of the Facilities Master Plan (that will be a topic for your consideration at the April Board Meeting)
- Implementing the next phase of hiring staff

The Board may want to add more key initiatives as they consider this discussion and their priorities. Then the next question for you to consider is whether the current Ends statements accommodate the trends and key initiatives that have been discussed or do they need to be tweaked. The Senior Management Team is inspired by the current Ends and they serve us well; however, the Board must agree that they accurately reflect the purpose of the library and their high-level expectations. The Board was asked to come to the April Session ready to discuss the Key 2019 Initiatives and to bring forward any changes in the Ends statements. Staff will be adding operational initiatives to the strategic plan document that will move the library forward in 2019.

After some discussion, the Chair and Vice-Chair agreed to develop a formatted document that the Board could use to provide their thoughts and information on the 2019 strategic plan and the Ends Statements.

## **CONSENT AGENDA**

### **Nominating Committee report to the Board**

Trustees Deborah Deal and Brian DeLaet, members of the Nominating Committee, advised the Trustees that the nominations for Board Officers are Charles Naumer for Vice-Chair, and Kim Johnson for Secretary. After some discussion, the Trustees were asked if they had reached consensus and accepted the nominations as presented for voting at the April 19, 2018 Board meeting. The Trustees indicated acceptance of the nominations for officers as presented. The Board will hold a vote for Board officers at the April 19, 2018 Board Meeting.

### **Bylaws Committee report to the Board**

Trustees Pam Anderson and Kim Johnson, members of the Bylaws Committee, advised the Trustees that the recommendation of the Bylaws Committee is that there are no changes to the Bylaws. The Board will vote on that recommendation at the April 19, 2018 Board Meeting.

## **BOARD SCHEDULE – NEXT MEETINGS**

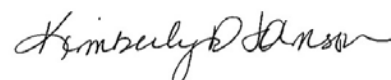
- April 12, 11:45-1:00 – BOT & BCC Quarterly Meeting & Working Lunch – Columbine Library Meeting Room
- April 12 – Study Session – 5:30 pm - Administration Conference Room
- April 19 – Board Meeting – 5:30 pm – Arvada Library Meeting Room
- May 10 – Study Session – 5:30 pm – Administration Conference Room
- May 17 – Board Meeting – 5:30 pm – Columbine Library Meeting Room

## **ANNOUNCEMENTS / GENERAL INFORMATION**

There were no announcements.

## **ADJOURNMENT**

The Board meeting was adjourned at 7:13 p.m.



Kim Johnson, Secretary