

Jefferson County Public Library Board of Trustees
Study Session
April 12, 2018 – 5:30 p.m.
Administration Conference Room

TOPICS:

- 2019 Strategic Planning Board Visioning
- Facility Master Plan 5-Year Recommendations
- Value Added Services Contract Information
- Security Camera Contract Authorization
- Landscape Management Services Contract Information
- Financial Review

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: Pam Anderson.

Staff present: Pam Nissler, Executive Director; Donna Walker, Director of Public Services; Julianne Rist, Director of Public Services; Steve Chestnut, Director of Facilities and Construction Projects; Rebecca Winning, Director of Communications; Sandie Coutts, Director of Employee Relations and Development; Pat Klein, Director of Information Technology; Danny Lagage, Information Technology Operations Manager; Barbara Long, Finance and Budget Manager; and Amber Fisher, Executive Assistant, Office of the Executive Director.

2019 Strategic Planning Board Visioning

Julia Hill-Nichols introduced the topic and expresses appreciation to the Board for taking the time to complete the survey. The Chair noted that nothing is broken but rather this is an opportunity to expand the vision and build a foundation for all our patrons for generations to come.

Charles Naumer addressed the Board and noted that the survey is a start to the process of an increased level of engagement in strategic planning. In working to clarify what the Board's role is relative to the Senior Management Team, the Board of County Commissioners and the policy governance training, some questions were brought to the

surface. A couple of years ago a revision was made to the Board's Bylaws, adding strategic planning and recognizing the Board's interest in being involved in the longer term and short term planning.

The Trustees were asked to take three minutes to share their thoughts on the responses to the survey and highlight what was important to each of them, then to determine the next steps.

Trustee Naumer: Looking at the trends – changing times right now in terms of E-media; books always important – shifts around distribution – new ways to receive products – expectations. Would make the argument for relevance and being nimble and responding to the needs of the residents. Tied to that is value based lens – value we're providing to the residents of Jeffco – those people who use the library and those who don't - what is the value we are creating. People who are not using library - how do we increase our value to them. Measures we use to define our success in that lens – in support of the ends statements but they are very broad – but the details are how we define success – will push us forward to provide the citizens with the best value. Huge fan of the Senior Management Team and all their work.

Trustee Johnson: My thoughts are very similar to what Trustee Naumer just said. On one of the ends statements, I would like to talk about and understand the purpose of it – shared community outcomes – want clear on what the intent of that is. Also thought about measurements – and how are we going to tell if we are successful – planning for that next not so great situation – plan now while we are in a great place so we know how we would address that going forward.

Trustee DeLaet: I agree with Trustees Naumer and Jonson. I heard a couple different presentations that JCPL is very well funded right now – and that we will begin to see excess – instead of 'is this the best use of the funds citizens entrusted us with'. Bradbury Miller stated that JCPL is attractive for Executive Director candidates because it is well-funded - and that's good but just want to make sure from a strategic point that we're continuing to keep that as lean and mean as possible.

Trustee Deal: I concur with everything – think that it's important that the Library and the Trustees keep an eye towards making sure in the future we stay relevant as there are an increasing number of people who question the need for the library because we have the internet and don't need these large facilities. We need to make sure our

services evolve and our facilities evolve so we remain relevant and serve a purpose beyond just going and checking out books. We need to evolve way beyond that – we are a meeting space now – maker spaces and the exchange of ideas and information and that is what we have to continue to look at beyond just a place to check out books.

Trustee Bodnar: In the back of my mind - being conservative – a measure is not 100% attendance – there will be a certain segment that will not go to the library. I do not think enrollment, number of cards or checkout is a good indicator. An educated society is a better society for all of us – one of the ways is early literacy. Columbine has 70 kids everyday reading. That is enough for me to come twice a month. Feel that as we have more money – and the desire of staff and the Board – we have to watch for mission creep – or we bring out a program that is very successful but we cannot fund it and then we have to lay off to fund it.

Trustee Hill-Nichols: With the trends and library services – it is a unique position - incredible talent to provide the community with analysis on what is happening in this community. That is a lot of the information that this staff has put together. Whether its facilities or staff – that is something the other departments do not have. To be someone they look to and provide analysis and research for the County. Concerned about the little ones but the older ones – teens and drug issues – see us partnering more with schools – and parents – and addressing student retention – providing a healthy environment – focus on all ages and be as innovative as possible with how we raise teens. The kids and dogs are cute – teens are also important. In the next 1-5 years, we need to look at the effective onboarding of a new Executive Director - need to onboard correctly or they fail and the institution fails. Having change management skills at all levels of the organization – from Trustees to the Senior Management Team to the front line. The Ends Statements are fine - did some tweaking – looking for a gut feel to the Ends Statements – using words that resonated more – supported by a robust system committed to lifelong learning – Jeffco receives optimum value, etc. On shared community outcomes – all Jefferson County – great spaces and places and providing services in different ways - think about facilities –the buildings are important.

The Chair suggested that the next steps would be to come back, look at the Ends Statements, and make sure the Board has agreement and start to look at measures as well. We have a number of measures and we get lots and lots of data. This is not a toss this out – this is ‘and lets do this.

The Executive Director noted that many of the survey responses were affirming of the trends and issues the Library is already working on, and it was nice to see support. What may complicate the process is that the 2019 budget documents are due tomorrow. The Senior Management Team will look at those documents and decision packages and start preparing the strategic operational plan. We will need to work together so we can still meet our budget process schedule.

There was some discussion on whether or not there would be any impact on the budget. It was noted that if the measurements change dramatically it might affect the budget. There was some discussion on the challenges of public institutions related to budgeting constraints and the ability to make dynamic shifts.

Trustee Johnson noted that for her, it is not new measurements – but which measurements align with which Ends Statements - not creating additional work for the staff so it would not affect the budget. Working together on which of those measurements will affect the Ends. Some of the data must already be available because the Library has provided a lot of data.

The Chair suggested that the agenda could be formatted by the ends statements – so here's number 1 ends statement and here are the agenda items under that – forcing the agenda to be aligned with the ends statements and reminding us that this is why we're talking about this or be a filter that we don't need to talk about this.

Trustee DeLaet noted that he doesn't expect to impact the budget this year, however, what we are measuring should have big impacts on the budget moving forward – yes this is working well so put more resources there – or, this is what we're measuring and it's not working. I do not see this as we need to make decisions tonight – it should be an ongoing process.

The Chair stated that the Ends Statements are truly the Board's area to look at and there was a lot of information presented. The next steps are for the Trustees to read the information and complete another survey about what really resonated. The Chair asked the Executive Director to look at the information and note what the Library is already doing and what is not being addressed. In response to a question from the Executive Director, the Chair agreed that this discussion should be a continuing agenda item for future study sessions. The Executive Director asked the Trustees to submit any changes to the key initiatives that would have an impact including the recruitment and

on-boarding of the new Executive Director, implementation of Phase 1 of the Long Range Facilities Plan and Implementation of the next phase of the GPS staffing plan. The Chair asked the Executive Director to send that list via email to the Board.

Rebecca Winning, Director of Communications, addressed the Board and noted that JCPL's nomination for the Library Journals' Library of the Year contains information that would shed some light on the questions the Board asked during this discussion about the Ends Statements. Rebecca will share that document with the Board.

Facility Master Plan 5-Year Recommendations

Julianne Rist, Director of Public Services and Steve Chestnut, Director of Facilities and Construction Projects, addressed the Board and provided a presentation on the Facility Master Plan Five-Year recommendations. The Board was presented with the Facility Master Plan from Group 4 in February. The report recommended that to adequately provide services to the community, JCPL should be aiming for 0.50 - 0.60 square foot public space per capita. JCPL currently has .35 square feet of branch library space per capita. In order to catch up to the current population JPCL would need to add 100,000 additional square feet. Even more space will be needed to accommodate future growth. The recommendation is to build capacity over time and review the facility master plan every year with the five-year capital plan. The report is a flexible, "living" document that will enable the Library to easily adjust and update capital facilities planning as circumstances evolve and opportunities arise over time. The recommendations include that same flexible approach. The Library has overlaid the five-year capital plan needed for budgeting with phases 1 and 2 in the recommendation. The recommendations are presented in priority order.

Phase 1 (2018-2023)

Belmar 2018-2019

A Belmar remodel will require more extensive work for a remodel because the library hasn't been updated since 2007, and its supporting systems and structures have reached the end of their serviceable life and are due for replacement. The Belmar remodel will include replacing the chiller, the boiler, air handler, some of the air boxes, the parking lot and the parking area lighting. Based on our Columbine experience we may need to replace the data cabling as well.

South County Expansion 2019-2020

South County was identified as an underserved area. It is our recommendation that this be the first place for expansion and that we build a destination library of 30,000 square feet. We know that open land is in short supply, so we are suggesting that in

2019 we hire a commercial real estate agent to look for several options; land, a vacant building that could be remodeled as a library, or a leased space. You will see in the chart that the costs associated with this project vary greatly as do the the options that need to be investigated. The site criteria has already been developed in the Facility Master Plan report.

Evergreen Remodel 2021-2022

The Evergreen Library is showing its age in furnishings, carpet and layout. The front area has a large built-in circulation desk from when it opened in 1993. There is great potential in adapting this building to the new service model. With the exception of the boiler itself the supporting systems of the building have all been recently replaced due to wear and/or reaching the end of serviceable life.

Alternative Service Delivery 2021

Between now and 2021 staff would have time to research alternative service delivery. This would involve looking for partnerships, shared spaces and evaluating the services needed by the community. Alternative services could take several forms, such as a hold pick and book return, and/or providing programming, resources or staff to a location we do not own or maintain

Standley Lake Library 2022 – 2023

Standley Lake library sits on a large piece of property that would allow us to expand the building from at least 15,000 square feet to almost double the current size. We have placed this remodel four years out for several reasons:

- To make an informed decision on expansion or remodel
- If we expand the building decide if it should it be done in phases or all at once
- Both the City of Westminster and Candelas have reached out to the library about possible opportunities for library services. We would want to know what those might be, before planning a Standley Lake remodel or expansion
- All major support systems have been replaced recently

Phase 2 (2023-2028)

Administration Building 2023 -2024

We have placed the planning for consolidating administration at the beginning of phase 2. The consolidating of administrative services will have a direct impact on the decision of what to do with both the LSC building and the Fehringer Ranch property. In addition, before the Lakewood library can be planned, we need to know what administrative space might be able to be converted to public space. Finally, the report speaks to the increased efficiency and effectiveness of having administration services in one location.

Summary

The recommendations cover the time frame needed for the 2019 budgeting cycle and give a broad road map for implementing phase one of the Facility Master Plan. In addition the recommendations have the flexibility to take advantage of offers to partner, such as we are doing with the City of Edgewater for the new library in their community center. We know that there are currently four possible partnerships for the library, Candelas, City of Westminster, City of Wheat Ridge, and, City of Golden.

The recommendations take into account both staff's ability to support these projects as outlined, and the ability to pay for them. Funding is identified in the ten-year forecast from both annual revenue and fund balance. A chart was provided that included the amount of fund balance still available when the capital costs are factored into the budget. The Library will be asking for the Board's approval of these recommendations as part of the 2019 budget and five-year capital plan. The recommendations will be reevaluated each year as part of the annual budget and five-year capital plan. The plan can be evaluated every year and that yearly reassessment will allow the Library to make adjustments if there is an economic downturn or other opportunities are presented. A complete presentation on the 5-year and 10-year financial plan will be presented to the Board in May.

In response to questions, the Board was advised that:

- The Library cannot start South County planning in 2018 due to the resources required (budget and staff capacity). If the Library found an opportunity in South County there is nothing in the 2018 budget to pursue that opportunity.
- The Library will prepare more information (a white paper) on alternative services and acknowledged the suggestions to move alternative services up in the timeline. The resources required for alternative services vary widely depending upon the service (between \$5,000 and \$250,000).
- The Belmar Library is a priority, even before adding square footage, for several reasons. Many of the infrastructure systems have reached the end of their serviceable life and need to be replaced. For efficiencies in time and money, it makes sense to do everything at one time. The building will have to be closed and it is more cost effective to complete all the work at once. It would cost a lot more to do each of the items separately. Those infrastructure items include rebuilding the air handler, replacing the sorter, replacing the chiller, potentially replacing the boiler, repairing or isolating the in-floor heat loops, repairing some VAV's (Variable Air Volume Box) and FPB (Fan Powered Box), re-mill or replace the parking lot, supplement/upgrade the parking lot lighting and replacing the data cabling as a start. The last remodel for Belmar in 2007 was more of a refresh

and included only paint and carpet. Also, the Library can get Belmar up and running by 2020 and provide a better facility to the community faster.

- South County is a longer, two to three year project. The Library needs to time to research and evaluate several options; land, a vacant building that could be remodeled as a library, or a leased space. The costs associated with this project vary greatly as do the the options that need to be investigated. Until more information is received through the project-planning phase, it would be challenging to set a budget.
- The site criteria has already been developed in the Facility Master Plan report. Ideally, the location for a South County facility would be south of Columbine and the Library has parameters for the commercial real estate agent to use.
- The cost of the Golden Library remodel was \$558,000 and did not include infrastructure items.
- The budget for the master facility plan recommendations is set at 4.5 mils for each of the five years. The Library will continue to make adjustments depending upon the assessments and anticipated revenue.
- There are other facility maintenance projects that are not included in the capital budget. Those items, such as paint and possibly carpet, are included in the annual maintenance budget.
- The Board does have the option of requesting an appropriation from the fund balance as well as adjusting the minimum/maximum requirements in their fund balance policy if they wanted to pursue an opportunity that was not included in the budget.

Value Added Services Contract Information

Debbi Mikash, Collection Services Manager, addressed the Board and provided background information on the contract with Baker & Taylor. In July 2014, the Board of Trustees authorized JCPL to sign a contract with Baker & Taylor for print material and value added services. Value added services include but not limited to catalog records, processing of materials, collection development support, opening day collection assistance, etc. The contract allowed JCPL three annual renewals and expires in July of 2018. There are currently three vendors in the United States that can handle the volume of print materials that JCPL is currently purchasing. JCPL published the RFP for print materials on February 9, 2018. Two of the three companies responded: Brodart and Baker & Taylor. A team evaluated the proposals and at the April Board meeting, JCPL will ask the Board to authorize a contract with Baker & Taylor. The cost of this contract will not exceed the annual Books and Materials budget authorized by the Jefferson County Public Library Board of Trustees.

Security Camera Contract Authorization

Pat Klein, Director of Information Technology, addressed the Board and provided background information. In 2016, JCPL went through the RFP process and selected Avant to install and maintain the library security camera system. Approximately half of the project was been completed in 2017. On February 27, 2018, Avant informed JCPL that they filed for bankruptcy and would not be able to continue the project. JCPL contacted Panasonic, the equipment vendor and asked for their recommendation for a local vendor to complete the project and provide maintenance. Panasonic recommended Inteconnex, a company that we used for some work on our current, older systems. We have contacted them and they have provided all the necessary documentation and a quote that is slightly less than our original quote from Avant. The initial cost of the contract will be to complete installation in 2018.

MOTION: Charles Naumer moved that the Library Board of Trustees authorize the Executive Director to sign a contract for \$151,928 with Inteconnex to complete installation of the security cameras. Seconded by Deborah Deal the motion passed by unanimous vote of all Trustees present.

Landscape Management Services Contract Information

Steve Chestnut, Director of Facilities and Construction Projects, addressed the Board and introduced the topic. At the October 12, 2017 Study Session, information was presented on the Landscape Management Service RFP. The Board was advised that the contract for landscaping services with CoCal Landscape Services expired on October 31, 2017 and that 2017 was the final year of the 4-year contract, which started April 2013. The Library received three responses to the RFP and selected Environmental Designs Inc. for its Landscape Management Service for nine separate buildings and 6.75 acres of undeveloped land at Fehringer Ranch. The recommendation from the team working on this project is for the Director of Facilities and Construction to request Board authorization for the Executive Director to enter into a one-year contract with Environmental Designs Inc., with up to four additional years with contract renewal, with the base cost of \$82,080 per year. \$79,000 is budgeted in the proposed 2018 budget. Gloria Overholt (Interim Finance Director) has been consulted and has identified money in the library's contingency budget, which can be used to fund the additional \$3,080 needed for this project. At the April Board meeting, the Library will ask the Library Board to authorize the Executive Director to sign a contract with Environmental Design Inc. for the base amount of \$82,080.

In response to questions, the Board was advised that:

- The Library's irrigation systems overall are in good shape and it is not anticipated that there will be a lot of maintenance. The biggest irrigation issue is at Columbine where the water is taken out of the lake unfiltered. It does clog up the valves and requires more maintenance.
- The exact figure was not immediately available; however, the contract last year was approximately \$4,000 - \$5,000 less.
- The Library does not have information on why CoCal Landscape Services did not respond to the RFP.
- The contract will cover nine Library facilities and the undeveloped land at Fehringer Ranch.

Financial Review

Barbara Long, Finance and Budget Manager addressed the Board and introduced the topic. The Trustees had requested that the Library break out Foundation revenue and revenue from E-rate. That has been done and will appear in the March financial statements that the Board will receive at the April Board meeting.

ADJOURNMENT

The study session was adjourned at 6:54 p.m.

A handwritten signature in cursive script that reads "Kimberly Johnson".

Kim Johnson, Secretary