

**Minutes of the Meeting of the
JEFFERSON COUNTY PUBLIC LIBRARY
BOARD OF TRUSTEES**

October 18, 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 October 18, 2018. Library Board of Trustees Chair, Charles Naumer, called the meeting to order at 5:30 p.m. Other Trustees present: Kim Johnson (Vice-Chair), Pam Anderson (Secretary), Deborah Deal, Brian DeLaet and Jeanne Lomba

Trustees not present: John Bodnar

Guests: Paul Wember, President, Wember Inc.

Staff present: Donna Walker, Executive Director; Julianne Rist, Director of Library Programs and Services; Rebecca Winning, Director of Communications; Steve Chestnut, Director of Facilities and Construction Projects; Bernadette Berger, Director of Information Technology; Barbara Long, Interim Director of Finance and Budget; and Amber Fisher, Executive Assistant, Office of the Executive Director.

APPROVAL OF AGENDA

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

APPROVAL OF MINUTES

MOTION: Brian DeLaet moved approval of the minutes of the September 13, 2018 Special Board Meeting. Seconded by Kim Johnson the minutes were approved by all Trustees present.

MOTION: Pam Anderson moved approval of the minutes of the September 20, 2018 Board meeting. Seconded by Brian DeLaet the minutes were approved by unanimous vote of all Trustees present.

Belmar Community Meeting and JCPL All Staff Conference

The Chair advised the Board that he attended the community meeting at the Belmar Library on Friday (October 12). He noted that it was a very well run, impressive process. There were a number of tables set up with groups of 6-8 people discussing what they would like to see in the Belmar Library renovation. Approximately 30-40 people attended the community meeting. The Chair also noted that he attended the All Staff Conference on October 8, and that it was a great

event to experience. The morale of the staff and their excitement about Donna Walker's leadership was evident.

PUBLIC COMMENT

There was no public comment.

FOUNDATION REPORT

Trustee Deal advised the Board that the Foundation's book sale starts tonight with the Friend's preview night. The book sale starts in full Friday, October 19 and runs through Sunday, October 21. Donna Walker, JCPL Executive Director, noted that Sharon Morris, with the Colorado State Library, presented information and training at the Foundation Board meeting on board responsibilities.

SENIOR MANAGEMENT TEAM (SMT) OPERATIONAL UPDATES

Executive Director Update

Donna Walker, Executive Director, provided an update to the Board. The Executive Director is starting work on a strategy for the community/stakeholder meetings and capturing impacts and outcomes of the meetings she is attending. The Board expressed appreciation for the new format of the Executive Director's report and noted it is very informative.

Budget and Finance Department

Financial Report

Barbara Long, Interim Director of the Finance and Budget Department, addressed the Board and presented information related to the September financial report. As well as providing year-to-date actuals, the report this month includes some projections for expenses (Table 3) and projected savings on capital projects (Table 5). The report included highlights on savings in salaries related to the delay in the Edgewater Library project and delays in hiring some positions. In supplies and other services there will be some large expenses, approximately \$200,000, related to the Edgewater Library. Savings in capital projects include some projects that the Library will be continuing into the new fiscal year (2019). A draft outline of those projects are included in the report.

Transfer Request

The Library requested a budget transfer between capital projects is requested because expense projections show that the Capital Maintenance project, ARM-01 will be over budget if work planned for 2018 is completed. The request is to transfer \$120,000 from the Lakewood Public Restroom Expansion project to ARM-01, Capital Maintenance.

In response to questions, the Board was advised that:

- The bookmobile sinking fund is projected in its full amount to indicate that it will be carried over.

- There will be additional expenses in supplies and other services over and above expenditures related to the Edgewater Library

The Chair expressed appreciation for the carry-over information. Trustees Johnson and Anderson noted that the percentage carryover is certainly reasonable.

MOTION: Kim Johnson moved that the Library Board of Trustees authorize the Executive Director to transfer \$120,000 from the Lakewood Public Restroom Expansion Project to ARM-01, Capital maintenance. Seconded by Deborah Deal the motion passed by unanimous vote of all Trustees present.

Public Services

CLiC Courier Agreement

Julianne Rist, Director of Library Programs and Services introduced the topic and provided a brief summary of the information that was presented at the October Study Session. JCPL signs a yearly agreement to participate that renews on October 1. JCPL has participated for 30+ years with the Colorado Library Consortium (CLiC) Courier. The cost of \$0.29 per item is far less than purchasing items that JCPL typically does not select for its collection, which is an excellent return on investment and provides those materials to our residents.

MOTION: Pam Anderson moved that the Library Board of Trustees authorize the Executive Director to sign the Agreement with Colorado Library Consortium for statewide courier services for October 2018 through September 2019 within the approved 2018 and 2019 budgeted amounts. Seconded by Brain DeLaet the motion passed by unanimous vote of all Trustees present.

Standley Lake Outdoor Adventure Space

Julianne Rist, Director of Library Programs and Services, presented information on the Standley Lake Outdoor Adventure Space. On September 22, the Library held a very exciting ground breaking for the space. From an early age, play is important to a child's learning. It is not just physical. Play can involve cognitive, imaginative, creative, emotional and social aspects of development. It is the main way that most kids express their impulse to explore experiment and understand the world.

A priority for the Library is to get young kids ready to read and learn and, as they grow, support their learning. We fold literacy skills and activities into our story times, programming and spaces. Now we have the opportunity to encourage these skills within an outdoor environment.

Unstructured play is vital for kids to gain numerous skills, including:

- Social: making friends, learning to take turns, sharing, handling conflict, relating to others
- Fine motor skills: hand and wrist strength, grabbing and gripping

- Gross motor skills: gaining strength, coordinating large body movement
- Creativity: exploring the world, discovering passions, practicing problem solving and building self-confidence

Some of the highlights include:

- Willow dome
- Fairy Stumps
- Benches
- Sensory Garden
- Loose Parts (wood, pine cones, other tactile items)
- Log Steppers
- Insect Hotel and Nests

The project is possible through generous donations from Warren Roeske and his daughter Allison Brigham in memory of Warren's wife Shirley and an anonymous donor. Donations now total \$50,200.00. \$5000.00 is allowing us to add outdoor musical instruments.

In summary, the Library has the funding to design and build Phase One, which will allow kids to move, socialize and pretend in a raw, natural setting. Next spring when Phase 1 is finished the Library will have a ribbon cutting ceremony.

In response to questions, the Board was advised that:

- The door will be monitored by staff during programming and locked otherwise.
- The space is located far enough away from the street that the Library is not concerned with traffic safety.
- The Library will provide information on whether or not there is Wi-Fi coverage in the outdoor space.

Facilities and Construction Projects

Edgewater Library Project Update

Paul Wember, President of Wember, Inc. addressed the Board and provided an update. Lighting installation is underway, including fun lights in the children's' area. Completed the pre-punch walkthrough with the contractor and identified miscellaneous items with nothing major identified. Work with the city on firing up the mechanical systems is continuing. Everything is in place for water; the system was pressurized and there were no leaks. The schedule for the Library is on track and shelving has been delivered. The temporary ceiling is up at the contractor's cost. The wood for the permanent ceiling is on order and when it is received installation can be done during closed hours so there will be not be an impact on library services.

Rebecca Winning, Director of Communications, advised the Board that the Library is working on opening plans for the VIP Reception on Friday, November 16, a staff sneak peak event on Saturday, November 17, and a grand opening celebration for Sunday, November 18. Invitations and more information will be provided to the Board as plans are finalized.

LSC HVAC Contract Authorization

Steve Chestnut, Director of Facilities and Construction Projects, advised the Board that information on the HVAC contract and work to be performed was presented at the October Study Session. The Board did not have any additional questions.

MOTION: Brian DeLaet moved that the Library Board of Trustees authorize the Executive Director to sign the contract with Building Technology Systems to perform the HVAC system work at the Library Service Center in the amount of \$100,490. Seconded by Kim Johnson the motion passed by unanimous vote of all Trustees present.

Information Technology

Bernadette Berger, Director of Information Technology, introduced the topic and addressed the Board. Information on the contract and services was provided at the October Study Session. There were no further questions from the Board.

Firewall Contract Authorization

MOTION: Deborah Deal moved that the Library Board of Trustees authorize the Executive Director to sign the contract with Sentinel Technologies, Inc. for the firewall upgrade within the approved 2018-budgeted amount. Seconded by Brian DeLaet the motion passed by unanimous vote of all Trustees present.

Communications Department

Rebecca Winning, Director of Communications, introduced the topic and addressed the Board. The endowment was established in 1997 and restricted for use at the Edgewater Library. The Library is asking that the Edgewater Library Story Time area be named in honor of Betty Harmon. In response to a question, the Board was advised that the Library did try to find Ms. Harmon's surviving family members but was unsuccessful.

Naming Agreement – Edgewater Library

MOTION: Kim Johnson moved that the Library Board of Trustees authorize the Executive Director to sign the agreement recognizing Betty Harmon For her generous support by naming the Edgewater Library Story Time area in her honor. Seconded by Pam Anderson the motion passed by unanimous vote of all Trustees present.

Ends

2020 Strategic Planning - Metrics

Charles Naumer, Chair, introduced the topic and provided a summary of the Board's previous strategic planning discussions to provide some context for new Trustee Jeanne Lomba.

In 2016, the Board modified its Bylaws to include a provision where the Board is more involved in strategic planning with the Senior Management Team. This decision was not based in dissatisfaction and was based on the great work that has been done and continues to be done. In 2016, the Board started looking into strategic planning including how the Library measured things and worked with Pam Nissler on a way to work together on strategic planning. The Board engaged in a number of conversations over the last several months preparing to do 2020 strategic planning. The Board reviewed the ends statements that drive what the Library does and next month the Board is going to evaluate the ends statements. In June, the Board came up with topics to discuss. The targeted audience was a key point from the discussion in August; individuals, patrons, citizens and stakeholders. Interest was expressed in stakeholders who play a big part in community goals, workforce development, and civic engagement. In September, the Board talked about the Aspen Institute report on libraries. Part of the discussion included the amount of data that is available and trying to understand that data. The Library's role in data literacy and turning information into knowledge. The Board also touched in infrastructure and having sustainable resources. The Library as the third place concept was also a topic of discussion. The Library is thought of as a trusted neutral place and addresses all citizens' not just taxpayers and JCPL having more of a suburban focus.

This month the Board is discussing metrics and measures. In November, the Board will look at the ends statements and in December, the Board will finalize the ends statements.

The Board's comments on metrics and measures follow:

- At high level – three main areas of metrics – community impact – financial impact and business impact. Important to incorporate all three of those things. When started business someone from the library came and talked about business resources – resource tools, meeting space. Looking at businesses who pay inordinate property tax – look at business impacts – primarily small businesses. How do we measure that. Business users in book a librarian – business related programming – number of partnerships the County business resource center. For community – measure lots of stuff – collecting the data – you can always go back and reevaluate it. Program numbers – attendees – variety of programs – classification system – tagging system – this program is a business related program – somehow to track all of those – and then the financial impact of what we're doing. Pleased that we are a lean organization – know we need to add staff as we add libraries – look at financial aspects.
- We know what but not how. Impressed with how lean we are – love to have a way to demonstrate that but don't know how.
- Return on investment – there is a section that talks about ROI – if you went out into the market and purchased these items – it is an appealing metric. Also opens you up to skewering. Reading through the – struck by all the things you are measuring – don't know if

it would be helpful to do an overview of what we already do - Orange Boy – etc. Not convinced we need to make changes in the ways we are measuring – just connecting the dots – how that applies to our ends. Don't want to measure things just to say we do. When we're using some of these metrics what role do they play in strategic planning.

- Peer measurements – I understand from the macro perspective – maybe learning more about those peers may provide some context for validating that basket of peers – maybe more context around that.
- Have problems with some of the benchmarks – don't really tell us community outcome. Like square footage – where I am coming from – value based indicators – create that alignment between ends and metrics – make it clear how we are measuring that. Addressing how are we doing – are we doing the right things – are we allocating resources to maximize the value. To make that alignment with the ends – here's how we are creating value – better outcome for the community.
- Value – going back to staff levels – increasing a lot without increasing square footage. I don't go to the libraries – I go on line. Comes back to the value rather than the square footage.
- My thinking has shifted – see the value of space – here is the value of space – not just identifying as a way to distribute materials.
- Goes back to what a library can be in a community – last bastion of community coming together – people going to church – not as prevalent. We have to realize the library is going to be forced to stepping up and fulfilling that role as a community center.
- Interesting square footage – one of the things I was trying to think about – what percentage is dedicated to the different services we provide – children's, computers – e books. Let's make sure we are placing our values on truly where we need that square footage where it needs to be. Having conversation about alternative service delivery method – teen area – have to have the metrics to justify those decisions. Think outside the box need numbers to back that up.
- The measurements – who does that work for you – is it done in house vs. tools.
- Went from having part time data specialist – now have full time – and our data manager position is open. Years ago, nobody had data analyst – now everyone does. I feel it's our job to gather the data – there are so many methods – we try to only collect what we need – but wide enough – it has become the new part of librarianship. Feel confident that we can measure what you want us to measure. How do we demonstrate value to the stakeholders who are not necessarily the people using the library. The master facility plan – the organizational analysis – on top of all the data we gather – we have expectations with our staff to know their numbers – and when they do this thing – this is the impact.
- Benchmarking is important internally and externally – provides context – when policy makers are looking at how you are doing – there is a natural tendency for ranking – do not want to go in a ranking direction – but having data. Important to be – excited about being a trend setter – interested in data and measurements – the trends are very exciting – but it's also important to be responsible – using that trend data – pilots that have been very successful – finding out from your peers – looking at the national level. Using metrics and data through collaborations. Being very deliberate in what you are measuring and how.

- Think that we might want to look at making sure we are going to the different conferences. We do budget for us to go to those – it takes time for us to go – but maybe if we just went to those. Maybe if we were going to those we would be more tuned in.
- Important to define what the benchmark is – give us the context – we are not going to increase the space just to increase space – what is the purpose for that data – are we achieving what we trying to achieve and some are more context based.
- The November Study Session is when we review the benchmarking report – hearing what you want out of it is helpful.
- The other value – is it makes us think about things – when we see the data – those numbers force us to challenge ourselves – and think about ways we can serve our community better. I agree we do a good job – this is not its broken lets fix it – but let’s take advantage of this information.
- Agreed – the staff has been saying – it is not getting on the cover of *Library Journal* – our staff is talking about value to the community.

The Chair expressed appreciation to the Trustees for their input.

BOARD SCHEDULE – NEXT MEETINGS

- November 8 – Study Session – 5:30 pm – Pam Nissler Conference Room
- November 15 – Board Meeting – 5:30 pm – Lakewood Library Meeting Room
- December 13 – BCC & BOT Quarterly Meeting – 11:30 – BCC Board Room
- December 13 – Board Meeting – 5:30 pm – Lakewood Library Meeting Room
- January 10 – Study Session – 5:30 pm – Pam Nissler Conference Room
- January 17 – Board Meeting – 5:30 pm – Lakewood Library Meeting Room

ADJOURNMENT

The Board meeting was adjourned at 6:49 p.m.



For: Pam Anderson, Secretary