



Jefferson County
PUBLIC LIBRARY

BOARD STUDY SESSION

DATE: January 10, 2019

TIME: 5:30 P.M.

PLACE: Administration Conference Room
10200 W. 20th Avenue
Lakewood, CO 80215

Topics:

- Trustees review the “Sunshine Resolution”
- Financial Review
- Belmar Library Redesign
- 2019 Strategic Plan Highlights
- 2020 Board Strategic Planning – Review Ends

NEXT BOARD STUDY SESSION

PROPOSED FOR ADOPTION AT
JANUARY 17, 2019 LIBRARY BOARD MEETING

BEFORE THE BOARD OF TRUSTEES

OF THE JEFFERSON COUNTY PUBLIC LIBRARY

RESOLUTION NO.: LB 01-17-19

WHEREAS, effective June 1, 1991, the Board of Trustees of the Jefferson County Public Library is subject to the provisions of Senate Bill 91-33 (the "Colorado Sunshine Act"); and

WHEREAS, pursuant to Section 24-6-402(2) (c), the Board is required to give notice of meetings, which notice must be posted in a designated public place within the boundaries of the local body no less than twenty-four (24) hours prior to the meeting; and

WHEREAS, the public place in which such notice will be posted must be designated annually.

WHEREAS, the notice must include specific agenda information where possible.

NOW, THEREFORE, BE IT RESOLVED that the Board of Trustees of the Jefferson County Public Library hereby designates a public bulletin board in each branch of the Jefferson County Public Library as the location where notice and agenda information for public meetings of the Board of Trustees of the Jefferson County Public Library will be posted.

Date: January 17, 2019

MEMORANDUM



TO: Board of Trustees
FROM: Donna Walker
RE: Belmar Library Redesign
DATE: 1/2/19

At the Board Study Session on January 10th, the Library will bring forward detailed information on the scope, conceptual design, and projected costs for the redesign of the Belmar Library. Because the cost-modeling session is scheduled for January 3rd staff will not have estimates available to review until 1/7/19. We will send cost information to the Board as soon as it is available. We have flexibility to modify the final project scope and budget at this critical point, if needed.

We are excited about redesigning the Belmar Library. The need for the project was validated in our Facilities Master Plan. Its execution is evidence to our community that we are keeping the promises made when the mill levy passed, in this case to repair and refurbish existing facilities.

At the study session on January 10th, we will share the following:

Julianne Rist, Director of Libraries:

- How community input and research shaped service decisions
- Service direction

Julianne Scherer, Principal Architect, HDR:

- How community input, site challenges, building constraints and opportunities contributed to guiding principles for the Conceptual Design
- The Conceptual Design

Steve Chestnut, Director of Facilities and Construction

- Proactive approach to addressing infrastructure and patron safety issues
- Cost estimates
- Total Project costs
- Drivers for the costs



MEMORANDUM

TO: Library Board of Trustees

FROM: Donna Walker

RE: 2019 Strategic Plan Highlights

DATE: 1/2/19

Attached is the full 2019 Strategic Plan for JCPL. I'd like to call your attention to the Library's top three areas of focus for this year:

2019 Strategic Priorities:

1. Develop and implement an effective and responsive planning process - long-range planning for 2020 and 2021-2025 with Board participation
 - Assess community needs and interests
 - Allocate resources to meet community needs
2. Identify and develop leadership teams
3. Integrate and execute plans for leading-edge library services, spaces and staffing

Library leadership chose these three areas of focus as a response to what I heard from the Board in our one-on-one meetings and what was planned and approved in the 2019 budget with special emphasis on executing the recommendations of the Organizational Analysis and Facility Master Plan.

We believe we've created an ambitious and achievable strategic plan for the coming year, with several of these initiatives already underway.

We do not have a formal presentation planned for the study session or the Board meeting. We are happy to take questions submitted by email before the meetings and also answer any and all questions at the meetings as well.

In addition to the 3 areas of focus named above, I'd like to call your attention to these particular initiatives:

- Eliminate barriers to physical materials
- Develop a Technology Plan
- Develop a Training Master Plan
- Design library space to meet community aspirations (BL redesign)
- Explore options to locate library facilities in underserved areas (SoCo)
- Identify and implement alternative services
- Provide increased safety and security
- Strengthen Information Security
- Support the Library Foundation in fund development



Jefferson County
PUBLIC LIBRARY

2019 Strategic Plan DRAFT

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2019 Strategic Priorities:

1. Develop and implement an effective and responsive planning process
2. Identify and develop leadership teams
3. Integrate and execute plans for leading-edge library services, spaces and staffing

ENDS 1: Provide Access and Support

| Goal I - To increase access to, availability & awareness of library resources | Initiatives | Responsibility | Milestones | Success Measures |
|---|---|----------------|---|--|
| <p>In order that all Jefferson County residents have equal opportunity to access information, resources, ideas and technology, and they are supported in using these resources we will:</p> | | | | <p>Cardholders as a % of population Circulation per capita Total visits per capita Program attendance per 1000 capita</p> |
| <p>*Improve the collection of materials for download and checkout so that it is of sufficient size, has broad appeal and is easy to access</p> | <p>Increase access to online resources on the library website</p> | <p>DX</p> | <p>Q1 Complete 1-year evaluation of jeffcolibrary.org Q2 Evaluate new methods connecting to targeted audiences Q3 Implement new methods</p> | <p>Website visits Milestones are met</p> |
| | <p>Improve access to physical materials</p> | <p>PS</p> | <p>Q1 Implement improved merchandising/shelving plan at 1-2 location(s) incorporating evaluation results from 2018 pilot Q4 Complete implementation at remaining locations</p> | <p>Circulation per capita Milestones are met</p> |

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| | Eliminate barriers to physical materials | PS | Q2 Research auto renewal and propose recommendation Q3 Research expansion of fine free and propose a recommendation | Milestones are met |
| *Increase knowledge of library materials and services through more-informed staff, better tools, and more effective promotion and marketing of resources. | Enhance promotions of Library programs | COMM/PS | Q2 Launch quarterly event guide to promote Summer Reading Q3 Launch Fall magazine Q4 Launch Winter magazine Evaluate initiative | Program attendance per 1000 capita Milestones are met |
| | Implement a combined library card and school ID | PS/IT/COMM | Q1 Establish school partnership for combined card Q2 Transfer program data Q3 Launch promotional campaign (Date TBD) | Cardholders as % of population Circulation per capita |
| *Provide access to current and emerging technology | Develop 2019 Technology Plan for patrons and staff | IT/PS | Q1 Evaluate results from Impact Survey & Edge; develop Master Plan Q2 Create & present draft recommendations for Master Plan Q3 Recommendations are accepted | Milestones are met |

ENDS 1: Provide Access and Support

| Goal ii - To attract, develop & retain a highly skilled, well qualified workforce | Initiatives | Responsibility | Milestones | Success Measures |
|---|---------------------------------------|----------------------------|---|--|
| In order to support Jefferson County residents in using information, resources, ideas and technology we will: | | | | Meet or exceed public sector industry measures for staff retention FTEs per 1000 capita |
| * Build Strong Leadership | Identify and develop leadership teams | Executive Director/SMT/ERD | Q1 Establish executive and other leadership team, roles, and responsibilities; Establish new meeting rhythms Q2 Create and implement development plan for each executive team member | Milestones met |
| | Implement leadership development plan | ERD | Q1 Expand supervisor training to include change management and project management; Partner with County HR on roll out of 2019 Jeffco Leadership Academy Q2 Celebrate 2018 CAAP graduates | Milestones met # successful Library applicants to JCLA % graduates |

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| <p>*Ensure appropriate staffing to meet service needs</p> | <p>Implement Organizational Analysis to expand workforce</p> | <p>ERD</p> | <p>Q1 Finalize 2019 FTE implementation plan; Q2 Identify 2020 FTE positions; Finalize supplemental job descriptions for all JCPL positions Q3 Execute 2019 FTE implementation plan Q4 Evaluate impact of 2019 FTE additions; Develop plan for recruitment and onboarding of 2020 positions</p> | <p>First-year retention rate for new employee group 2020 FTE included in 2020 Budget FTE per 1000 capita</p> |
| <p>*Continue to build a culture of learning and skill development</p> | <p>Provide comprehensive training opportunities for all employees</p> | <p>ERD</p> | <p>Q1 Assemble All Staff Conference (ASC) project team Q2 Begin content development Q3 Schedule and plan event Q4 Complete and evaluate event</p> | <p>75% employee attendance at ASC Completion and ratings from ASC online evaluation survey Training Plan milestones are met</p> |
| | <p>Develop Training Master Plan</p> | <p>ERD</p> | <p>Q1 Interview Stakeholders, analyze inputs Q2 Present draft plan and recommendations to SMT/CMT Q3 Begin plan implementation</p> | <p>Milestones are met</p> |
| | <p>Develop patron experience training</p> | <p>PS/ERD</p> | <p>Q2 Begin training development and plan Q3 Launch new training at ASC Q3 Complete Orange Boy observations</p> | <p>Milestones are met</p> |
| | <p>Improve organizational competence in inclusive and responsive service delivery</p> | <p>D&I/ERD</p> | <p>Q2 Roll out Diversity and Inclusion (D&I) Foundations training to standard employees Q4 Provide D&I Foundations training to temp employees Q4 Incorporate D&I Foundations & Bridges training into new-hire training plans</p> | <p>75% of employees have completed D&I training</p> |

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| *Improve tools, systems & processes to maximize employee productivity | Implement Records Management System to increase workforce productivity | IT/ERD | Q2 Complete RFP and select vendor Q3 Develop multi-year project plan | Milestones are met |
| | Complete first phase of ERP implementation | ERD/Business & Finance | Q1 Partner in County steering committee; Develop change management plan; Implement County timeline. Q1 County makes go/no go decision Q 3 <i>If go</i> : Establish new chart of accounts; Streamline HR processes | Milestones are met |
| | Ensure operational and effective book sorter systems | IT/FAC/PS | Q1 Evaluate existing products and assess vendor viability Q2 Complete multi-year project plan for ongoing sorter replacements | Written, flexible, and repeatable plan for the replacement and maintenance of the book sorters |
| | Advance Intranet service offerings | IT | Q2 Develop prioritized project work-plan calendar, critical support functions and training. Q4 Evaluate first-year service offering and adjust work plan as needed; Complete project plan and design phase; Begin implementation | Milestones are met |

ENDS 2: Create Great Spaces and Places

| Goal iii - To maintain and improve buildings, grounds, facilities and IT systems | Initiatives | Responsibility | Milestones | Success Measures |
|--|---|----------------|--|---|
| <p>In order that Jefferson County residents have safe, convenient and inviting places to go to access information and resources and participate in community life we will:</p> | | | | <p>Square footage per capita Circulation per capita Visits per capita 98% facilities and technology uptime Replacement schedules are met Bandwidth utilization between 50% and 80%</p> |
| <p>*Create Leading-edge Library spaces to meet community needs</p> | <p>Design library space to meet community aspirations</p> | <p>PS/FAC</p> | <p>Q1 Determine scope for Belmar (BL) redesign; Complete Schematic Design; Complete plan for BL alternate services Q2 Complete Design Development Q3 Complete Construction Documents Q4 Begin Construction</p> | <p>Milestones are met</p> |
| | <p>Evaluate Edgewater Project Impact</p> | <p>PS/FAC</p> | <p>Q2 Gather and evaluate customer feedback Q3 Survey staff, create project plan for issues that need addressing Q4 Complete one-year evaluation of building and services with recommendations for continuation or changes in services or spaces</p> | <p>Circulation per capita Visits per capita</p> |

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| | Create appropriate Work Spaces for FTE | SMT/FAC | Q1 Develop space plan Q2 Begin implementation | |
| *Expand service in underserved areas | Explore options to locate library facilities in underserved areas | PS/FAC/COMM | Q2 Gather and evaluate community demographics and inputs, identify services and locations Q4 Recommend expanded library services; begin facility planning | Milestones are met |
| | Identify and implement alternative services | PS/FAC | Q1 Launch cargo van services Q2 Evaluate van services @ three months; Implement 24/7 South County book drop; Identify new alternative service opportunities Q3 Expand free mail delivery for remote geographic patrons; Issue RFP for bookmobile | Circulation per capita Milestones are met |
| * Address Safety and Security issues | Provide increased safety and security for staff and patrons | Facilities/ERD/PS | Q1 Hire and onboard Safety and Security Coordinator Q2 Provide Critical safety training to staff Q3 Draft Safety & Security Plan; Integrate with social work Q4 Begin safety and security plan implementation and staff training | Milestones are met |
| | Strengthen Privacy Protections | PS/SMT | Q1 Prioritize privacy policy implementation and create sustainable procedures Q2 Begin to implement project plan | Milestones are met |

ENDS 3: Advance Shared Community Outcomes

| Goal iv – To foster community engagement, lifelong learning, health and well-being | Initiatives | Responsibility | Milestones | Success Measures |
|--|--|----------------|---|---|
| In order to support community aspirations and advance community outcomes we will: | | | | PLA Project Outcome ratings Program attendance per 1000 capita |
| *Integrate plans for library services to increase literacy | Increase Participation in early literacy opportunities | K&F | Q1 Pilot Family place programming Q2 Implement Discover Together best practices Q3 Promote 1000 Books Before Kindergarten | Program attendance ED receives Family Place Certification Project Outcome ratings |
| | Develop a Digital Literacy Services strategy | PS/IT | Q2 Define Patron Technology and Digital Literacy program Q4 Develop an implementation plan | Milestones are met |
| *Provide leading edge programs and services that reflect community | Develop and Implement Signature Programs | PS | Q1 Finalize project plan for 2019 & plan 2020 Signature events Q4 Implement project plan | PLA Project Outcome ratings Program Attendance per 1000 capita increased |

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| aspirations, needs and Interests | Develop plans for core Library services | Kids & Families Teens D&I Programming | Q1 Integrate community input findings into service planning and service plan Q2 Begin development of Teen, D&I, & K&F Master Plans; Develop Programming competencies and training Q3 Create & present draft recommendations for K&F, Teen & D&I Master Plans Q4 Master Plan recommendations are accepted | Core Service Master Plans are integrated into 2020-2025 strategic plan |
|---|---|--|---|--|

ENDS 4: Be Good Stewards

| Goal v - To improve the effectiveness & efficiency of library services | Initiatives | Responsibility | Milestones | Success Measures |
|--|--|----------------|---|---|
| In order that all Jefferson County residents receive maximum return on their shared investment in library facilities and services we will: | | | | Resources allocated to support strategic priorities. |
| * Develop and implement an effective and responsive planning process | Assess community needs and interests | SMT | Q1 Gather Input from key stakeholders Q2 Complete and analyze community inputs, Demographics and Market intelligence reports Q4 Complete Impact/Edge surveys; Evaluate impact on service planning | Milestones are met |
| | Allocate resources to meet community needs | SMT | Q1 Establish long-range performance targets and value measures; integrate key inputs and findings Q2 Integrate planning and budget milestones into BOT calendar; Board approves plan; Develop detailed plan for 2020; Develop high-level plans for 2021-2025 | Milestones are met Plan is responsive to constrained, modest and aggressive growth scenarios |

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| <p>*Identify and Improve Critical IT Systems</p> | <p>Strengthen Information Security to ensure confidentiality, integrity, and availability of IT resources</p> | <p>IT</p> | <p>Q1 Perform a qualitative and quantitative information security gap analysis report Q2 Project plan for transition to ideal information security state Q4 High availability network implemented</p> | <p>Written and flexible information security project plan for ongoing security compliance.</p> |
| <p>*Protect and preserve Library assets</p> | <p>Complete planned repairs and maintenance</p> | <p>FAC</p> | <p>Q1 Replace WR carpet; Upgrade HVAC in network computer room Q4 Add service garage to Service Center; Replace EV parking lot</p> | <p>All projects completed on schedule and within budget</p> |
| <p>*Develop alternative sources of revenue</p> | <p>Support the Library Foundation in fund development</p> | <p>COMM</p> | <p>Q1 Design naming solicitation package for Library redesign Q2 Identify prospects Q4 Solicit naming prospects; Finalize 2019 Naming Rights Agreements; Recognize donors</p> | <p>We raise at least \$50K through naming agreements</p> |