

Jefferson County Public Library Board of Trustees
Study Session
March 12, 2020 – 5:30 pm
Administration Conference Room

TOPICS:

- Financial Review
- 2020-2025 Strategic Planning
 - 2020-2025 Strategic Plan
 - 2020 Initiatives and Projects
 - 2020 Success Measures and Targets
- Landscape Contract Information: Environmental Designs
- South County Book Drop Use Agreement Information

Call to Order

Charles Naumer, Chair, called the Study Session to order at 5:30 p.m.

Other Trustees present: Kim Johnson, John Bodnar and German Zarate-Bohorquez.

Trustees not present: Pam Anderson, Jill Fellman and Jeanne Lomba.

Staff present: Donna Walker, Executive Director; Julianne Rist, Director of Libraries; Bernadette Berger, Director of Information Technology; Rex Whisman, Director of Strategy & Engagement; Barbara Long, Assistant Director of Finance and Budget; Sandie Coutts, Director of People and Culture; Steve Chestnut, Director of Facilities and Construction Projects; Padma Polepeddi, Assistant Director of Library Experience; Lizzie Gall, Assistant Director of Library Experience; Deirdre Keating, Assistant Director of Community Engagement; and Amber Fisher, Executive Assistant, Office of the Executive Director.

Guests: No guests.

Financial Review

There were no questions.

2020-2025 Strategic Planning

The Chair introduced the topic and expressed appreciation to the Library for reworking the strategic planning meetings.

2020-2025 Strategic Plan

The Executive Director addressed the Board and provided an overview of the combined strategic planning work of the Board and Library. In January, the Library presented a new approach to strategic planning at JCPL. A five-year plan was presented to the Board for consideration. The Library received a general consensus from the Board in terms of direction. At that meeting the Board also provided input and requested additional information including more details on a time structure and links between the different elements. The Board also noted some gaps in the priorities around materials and partnerships and provided ideas around the proposed success measures. The Library incorporated that feedback and made adjustments to the priorities, initiatives and some of the success measures.

The Executive Director led the Board through the adjustments to the plan and provided more detail including connecting the dots between the Board's Ends, the 2020-2025 priorities, the 2020-2025 initiatives and finally to the 2020 projects, success measures and targets.

In January the Board reviewed their Ends statements, validating that these long term goals of the organization connect back to the Vision and Mission of the Library. The Board reviewed the 2020-2025 strategic priorities and how they connect to the ends. The priorities were developed in response to the many inputs used in the planning process, including the Board ends. At the January meeting, the Board asked for a map or a chart of how things are linked. The Board was provided with information that demonstrated how each priority connected to every End Statement.

Create Libraries for the Future

- Jefferson County Public Library will create libraries for the future throughout the county via expansion, redesign and construction. This statement, or priority, directs the Library toward the future. When the Library expands, redesigns and builds new libraries more literal spaces are created which increases opportunity for residents to use the library. JCPL creates a sense of place that reflects the community as it is becoming, JCPL uses community input to determine services, and takes care of taxpayer assets by keeping them up-to-date and in good repair.

There was discussion on the meaning and interpretation of the words redesign versus refurbish. There was general agreement that redesign encompasses a larger endeavor and refurbish is interpreted as a lighter endeavor like paint and carpet. The Executive Director expressed appreciation for the input and noted that it is important to get clarity.

Reach More People

- Using people to reach more people. JCPL meets all of our ends when we expand into new markets which increases access and enhances our ability to reach out into underserved communities. Jefferson County Public Library will reach more people through strategic partnerships, alternative services, customer experience, inclusion efforts, and community engagement and outreach. This priority to reach more people helps us meet all four ends through expanding into new markets to increase access, using partnerships to find common customer bases, and reaching out to underserved communities with library staff who understand their unique information needs. To radically welcome them and provide opportunities to participate in community life. When we reach more people, they are getting a return on the amount of their investment in the library – more people being served with the same level of resources.

In response to a question the Board was advised that, JCPL has been adding more people and considering their skillset to reach more people. Outreach staff go out into the community to meet people and that means staff getting in their cars and going out to the communities we serve. Another example of reaching more people is the signature event Romance in the Rockies. Instead of 40 people we reached 400.

Focus on Building Literacies

- Jefferson County Public Library will focus on building literacies through patron-interest-focused materials selection, creative technologies, digital literacy services, school and workforce readiness, adulting programs, small business support and financial literacy initiatives. This priority is a way for our residents have the tools they need to participate fully in community life from pre-natal onward. JCPL's patron-interest focused collection, in a variety of formats, provides one important access point to literacy. Having digital tools and staff who help them use those tools creates more opportunity for people to gain digital literacy skills to fully participate in social and work life as part of creating place. When we think of meeting the common goals of our residents through leading edge services it means we focus on building the kinds of literacies that help our kids start school ready to learn and graduate college or career ready, for example. And when we focus on building literacies in these ways, we allow people to try things out before they buy – reduce barriers to access so they get more out of their library dollar collectively and individually. When we build these literacies, kids start school ready to learn, graduate high school and are career ready. Sometimes the library is the only place they can receive access. The Standley Lake Early Learning Environment is an example of the services JCPL provides to build literacies.

Be the Third Place

- Jefferson County Public Library will facilitate civil civic conversation, develop collaborative community discovery spaces, and serve as the place to be for out-of-school time and not-to-miss events. This priority signals that the library is a place to hang out, get together, or just be. Part of this welcome is offering a place to convene and converse. The library can facilitate that not only as a space but with our programs and services. Collaborative spaces, meeting rooms and study rooms are all available – no need to buy anything – the library is a judgement-free space. No matter who you are the Library is just right for you.

Grow Sustainably

- This priority is all about stewardship of the taxpayer investment in the Library. Jefferson County Public Library will manage financial resources to meet our planned capital and service build-out within our current mill levy rate of 4.5 and account for a variety of economic conditions. Our build out of facilities, spaces, services, and staffing are measured. We pilot as a practice. We iterate. We look for partnerships to create more effective ways to deliver services for higher impact across all agencies. And we allocate our resources to meet these priorities within the financial commitment from our taxpayers.

There was discussion on the mil levy. During the discussion it was generally understood that:

- The 4.5 mil levy was used for the 5-year plan and needed to complete that plan.
- The Library and the Board revisits the 5-year plan annually and could make adjustments as appropriate
- Community input during the mil levy campaign was that the Library should ask for the mil levy needed and not come back and ask for more

The Executive Director advised the Board that this is a living document and the Library will continue to bring this back to the Board.

Rex Whisman, Director of Strategy and Engagement, addressed the Board and presented information on the implementation plan including multi-year initiatives and 2020 projects.

Strategic Framework

PLAN LEVEL	SET DIRECTION FOR	RESPONSIBILITY
Mission and Vision	All of JCPL	Board of Trustees
Ends Statements	All of JCPL	Board of Trustees
Strategic Priorities	All of JCPL	Board / Executive Director / Executive Team
Initiatives	All of JCPL	Library Leadership
Projects	Work Groups	Directors / Assistant Directors / Managers

Initiatives

- Alternative Services
- Continuous Process Improvement
- Creative Technologies
- Customer Experience and Literacy
- Data and Project Management
- Library Expansion, Redesign and Construction
- Organizational Change and Development
- Strategic Communications

Rex Whisman introduced Julianne Rist, Director of Libraries, to share information on the Alternative Services Initiative.

Alternative Services

Alternative Services is all about reaching more people by being more convenient, either in location or hours.

- Pop Up libraries – Imagine being on jury duty and in the waiting room with nothing to do, you take out your phone or tablet and find access to e materials from the library. You could get a library card right there, or check something out without a card and get it later. A self-contained little library that connects

automatically to the internet and gets us out to a group of people aren't traditional library users.

- Redeploying Lockers and vending machines, setting up vending, hold locker, and a larger book drop. We just learned yesterday that Foot Hills Recreation Center is very excited to partner with us at their Ridge Recreation Center in South County (Ward St, south of Cola Mine and west of Simms). We are hoping to bring an MOU for approval at the May Board meeting to you. We are also looking at a second location for hold lockers in Northwest Arvada.

Continuous Process Improvement

- **Workday.** Sandie Coutts, Director of People and Culture, addressed the Board and provided information on the County's implementation of Workday. Workday is a state-of-the-art cloud solution that will replace disparate systems (i.e. JD Edwards, NeoGov and many shadow data systems, etc.) and help streamline all these systems into one, consolidated system. It will replace many of the manual processes used throughout the County. Workday will manage human resources, payroll, and financial data during Phase I. Talent & performance, planning, recruitment, and learning management in Phase II. This is one of the ways we demonstrate stewardship of shared investment, improve our efficiency and make us more effective. We know that when employees are engaged and productive they deliver improved services to patrons. Right now government workplaces are undergoing a digital revolution. Workday will transform the way we do our work and eliminate manual and inefficient shadow systems. Implementation is scheduled for human resources and financial applications is scheduled for the fall of 2020.
- **Document Management System (DMS).** Bernadette Berger, Director of Information Technology, addressed the Board. The goal of the document management system is to streamline staff work while creating additional efficiencies. There is much work that we must continue to ensure that JCPL continually evolves to meet the staff and citizen's needs. We strive to improve services, keep them up to date, and repair or replace as needed. This area captures some of our annual renewal and maintenance expenses so that we don't fall behind with operating expenses. We want to ensure that we grow sustainable while we continually reach more people.
- **Integrated Library System (ILS) Evaluation.** Bernadette provided information to the Board on the ILS evaluation initiative. The ILS is the database management system that is central to our entire operation. It is critical to every aspect from checking out a book to tracking the collection location. This project was originally scheduled for later in our five year cycle but needed to be moved into a 2020 project in response to a vendor announcement. The new strategic

framework allows JCPL to respond to evolving situations and be flexible as our needs change.

Creative Technologies

Bernadette Berger, Director of Information Technology, provided information on the Creative Technologies initiative.

- **Creative Technology Master Plan.** JCPL wants to continue to provide leading-edge services. In an effort to create libraries for the future we created an initiative and projects around creative technologies. Part of this includes preparing and educating people on things like artificial intelligence, robotics, and new and emerging technologies. We're considering a technology petting zoo – purchase a couple items and let people try it out; maybe someone received a technology device as a gift - they can make an appointment with a tech to learn how to use it. We want to prepare the workforce of the future while creating literacy around every day technologies. That way we can be the third place where people can gather. In 2020 we are hiring a creative technical coordinator who will develop a master plan similar to other master plans that provide the framework for our work around the initiative.
- **EDGE Recommendations.** Edge is a survey tool that we utilize to compare JCPL to other libraries of similar size or in a regional area. The survey changed significantly last year including the way information was collected. We are going to review and analyze the results of the survey and provide areas where we would like to improve our performance, determine other areas where we may choose to be a leader, and identify areas we decline to participate because it doesn't meet the needs of our community.

Customer Experience and Literacy

Julianne Rist, Director of Libraries, presented information on the Customer Experience Initiative. Customer Experience and Literacy is a focus in building literacy in all its definitions, reading, school readiness, workforce readiness.

- **Master Plan Process.** The Customer Service and Literacy initiative is largely about master planning. I wanted to talk a little bit about how these plans are created. Before managers started on the plan they attended the Harwood Public Innovators online training. The Institute is about understanding our community, turning outward, or going where the community already are, and then finding the right path. Managers learned the right questions to ask and conducted interviews with both library staff and community members. They used the information that you will hear about from the community input. They also did research for best practices and literature reviews for their core services. From all this data they created master plans that are revisited every year during the budget process to ensure we are both planning and budgeting for services we

want to provide. A couple of examples of services in 2020 that are a result of this process are:

- The **Kids and Families master plan** will foster learning and enrichment opportunities for the whole family with 2nd family place at Belmar, and an expanded focus on K-5th grade
- The **Teen Services master plan** is intended for youth in Jefferson County aged 11-18. The priority targets include those who are in need of social-emotional support, those dreaming about future job or college opportunities, and those who may feel marginalized in the other facets of their lives. In 2020 formalizing internship opportunities for teens at JCPL. Currently we are partnering with Gold Crown and teens are working on a project for Digital experience and our teen page on the website. Teens are giving us feedback on what the teen website should look like.
- **After Hours Phone Service.** This is a way to expand access to library services by providing phone service during planned and unplanned closures and reach more people. Even though the library is closed for Memorial Day or for a snow day you could still get help on the phone. Or you could get help on the phone after 5 on the weekends. We would contract with a service who could provide help with holds, answering questions about their device and using e material, they would be able to answer the questions.

In response to questions, the Board was advised that:

- The After Hours Phone Service involves contracting out the service, not expanding our FTE or adding additional staff.
- The hours for the expanded phone service would include providing service during closures, extending weekend hours (service after 5:00 on Friday, Saturday and Sunday). The Library will balance cost with hours and terms of service.

Data and Project Management

Rex Whisman, Director of Strategy and Engagement, provided information on these initiatives. The Library utilizes a multitude of data sources and plans to hire someone with the appropriate expertise to make sure we are on top of our data sources. As a data driven organization, the Library makes informed decisions based on our data. This is a key opportunity for all of our different areas to be supported effectively and efficiently.

Library Expansion, Redesign and Construction

Steve Chestnut, Director of Facilities and Construction Projects, addressed the Board. The goal of this strategic priority is to create libraries for the future throughout the county via expansion, redesign and construction. Belmar and South County are the projects that are supporting this priority in 2020. Belmar is currently under

construction and to assure that our new Board members are caught up, the goals that drove that redesign were:

- Addressing Safety
 - Parking lot
 - Moving the restrooms
 - Improve sight lines
 - Fire Suppression system rebuild
- Infrastructure recapitalization
 - Replace equipment
 - Boiler
 - Air Handler
 - Sorter
 - Parking Lot resurfacing
- Accessibility
 - Improved entry access
 - Automatic doors on restrooms
 - More computer stations
- Increased efficiency and sustainability
 - Reduce energy by LED and efficient equipment
 - Inclusion of EV charging station (State Grant)
 - Staff consolidation
 - New work stations

South County is also a multi-year project with input currently being gathered to frame the project. Construction that is planned to begin in 2021. Once we have gathered the outputs and identified the parameters we'll begin the search for a building. As a reminder to the new members of the Board, the south Jefferson county expansion was part of our delivery promise during the mill levy campaign because it is an underserved area of the County. When a promising location is identified we'll begin the assessment and evaluation phase to determine if the building has the attributes we seek. If a building or buildings meet our criteria we'll then engage the Board in the selection and acquisition process.

Organizational Change and Development

Sandie Coutts addressed the Board and provided information on Leadership Development and Succession Planning. JCPL is growing and changing and needs skilled and qualified staff to deliver the best services. One of our goals is to attract and maximize the talents of a diverse workforce and develop a comprehensive training program. Every year the Library makes strategic decisions on training including the All Staff Conference and who will participate in various leadership academies. We are

setting up a foundation for succession planning and the Workday system includes a succession planning tool we plan to utilize. This ongoing focus on leadership development is one of the strategies we use to build a firm foundation for succession planning. With phase 2 of workday, in early 2021, we will also have a formal succession-planning tool.

Strategic Communications

Rex Whisman presented information on the Strategic Communications initiative. This initiative includes the process of asking, what, where, how, when and most importantly, why. For example, moving from an annual to a five-year plan – why are we doing that – why is that important? The strategy includes mapping communications back to the strategic priorities. As we move forward in the strategic planning process we will build upon the success of our visual identities to create a compelling verbal identity. This includes elements like the brand refresh and how we go out and talk about our resources and capital opportunities and making sure we are creating that value for our communities.

2020 Success Measures and Targets

The Executive Director addressed the Board and presented information on the Library's 2020 success measures and targets. Success measures and targets:

- Determine how our strategic priorities and initiatives meet our ends statements
- Help us understand how we compare to peer libraries
- Identify community demand and our ability to meet demand
- Align our outcomes with mission and vision
- Provide information on Quality, Relevance, Demand and Value

Success measures are really just data points. The target is the change in that data point that shows progress. Over the last year, the team worked with great determination, diligence, and outside supports to review, refine and define new success measures and targets. Many of them will be familiar – because they are good measures. Some of us have been here long enough to remember when JCPL fell into the bottom quartile of many of these measures. They helped tell the story of Quality and Relevance in relation to demand for and Value of library service. We used many of these measures to help get our mill levy passed like funding per capita and square feet per capita, public service open hours per capita, and FTE per capita.

- Library Benchmark Excellence Measures
- Library Benchmark Operational Measures
- Public Library Outcome Measures

We use some of these measures to help us know what the demand is for service and how we are meeting that demand. That includes measures like program attendance and visits. Some of these measures help us know whether we are meeting their needs with service that is relevant to them and of the quality they expect. This provides value to individuals and the community. The target we reach helps measure that value.

For JCPL, **Excellence** is the 75th percentile – we want to meet or exceed – and sometimes we will lead. These measures are ones where the Board can have quite a bit of impact in terms of decisions around resource allocation for things like the collection budget, people to staff the library, and funding our facility master plan.

Operational are measures that help us know where to focus our services to reach the most people, provide the best access and reflect the common goals of the community through leading edge services. Taken together, they help us know we are meeting the need.

Outcome measures help us understand how the library is impacting people's lives for the better.

The Executive Director introduced Julianne Rist to present information about the specifics of the targets and what's new for 2020-2025

Julianne Rist addressed the Board. In setting the 2020 targets we took into account the expected four month closure of Belmar, increases in Circulation from automatic renewals and fine free. We have also included expanded access hours for alternate services.

Many of the targets will be familiar, we have used them for several years in our benchmarking, or annual reporting. We have added a few new ones.

- **Net Promoter Score.** This survey has been done twice in the past to establish a baseline. Net Promoter score is a survey lets us know how likely someone is to recommend using the library to friends. It goes from a scale of -100 to +100. In 2020 we will be surveying patrons throughout the year. The survey is sent out to 5% of patrons who have used the library in the last 2 weeks. Once they take the survey they will not receive it again, so we will not be sending it to the same group. There is also the ability to opt out. This will give us a current and relevant measure of our current customer satisfaction with library services.
- **Active Card Holder.** The state definition for the number of card holders we report is anyone who has used the library in the last 3 years. An active

cardholder is someone who has used the library in the last 12 months. This gives us a better picture of who is currently using the library.

- **Active Household** is a household that has used a library card in the last 12 months. The difference is cardholders count the number of people, while a household may have 1 or more cardholders. These two numbers show us what kind of penetration we have in the community for people who have a card and are using the library.
- **Total Collection Use** is a measure we introduced in the 2017 benchmarking report. Circulation includes both physical and e-materials check out and renewals. Total collection use adds the use of our electronic resources, such as magazine databases, learning resources such as Mango languages, or linked in, and our new resource Creativebug, which is art and crafts.

The Executive Director addressed the Board and asked that with the understanding this is a living document and we will continue to revisit informally and formally, does the Board have consensus on the strategic priorities for the Library over the next 5 years to meet their ends?

After some discussion, the Chair advised the Executive Director and the Board that the question of consensus on the strategic priorities will be addressed at the March 19, 2020 Board meeting. The intent would be to reach mutual agreement, or consensus, that each of these priorities addresses every Board end statement.

Landscape Contract Information: Environmental Designs

Steve Chestnut introduced the topic. Environmental Designs Inc. provides landscape management services for all JCPL owned properties. JCPL entered into a contract with Environmental Designs Inc. for landscape management in 2018. In March 2019, the Board approved the library to enter into a one-year renewal of this contract. Our current contract ends April 19, 2020 and JCPL would like to renew the contract with Environmental Designs Inc. for a second time. This second renewal term would provide for services from April 20, 2020 through April 19, 2021. The base price for the landscape management services is \$87,000 and JCPL would reserve the right to request and add additional services on an as needed basis. There is an increase in the base price from the previous renewal due to the addition of the Fehringer Ranch property to the list of locations that will be regularly maintained under the contract. We paid for minimal landscape maintenance at Fehringer Ranch on an as needed basis in 2019, and we would like to have more consistent landscape management for that property in 2020.

In response to questions, the Board was advised that:

- Information on the annual cost of Fehringer Ranch relative to this contract would be provided to the Board.
- Information on the 2019 cost of the contract will be provided to the Board.

The Board was advised that authorization for the contract will be placed on the consent agenda for the March 19, 2020 Library Board meeting unless otherwise instructed by the Board. The Board indicated that the questions and information requested were for general purposes and did not warrant this item being removed from the consent agenda.

South County Book Drop Use Agreement Information

Julianne Rist addressed the Board and provided information. A Strategic Priority of JCPL is to reach more people and provide equity of access, to library services, resources, programs, technology, and learning. In addition to physical library spaces and digital environments, Alternative Services Delivery (ASD) supports JCPL's strategic plan to provide this equity of access. The goal of ASD is to address barriers related to demographics, socioeconomic, age or infirmity, physical or mental disability, time and distance, lack of transportation and lack of awareness by expanding and enhancing access. The South County book drop is part of the strategies to implement ASD and it is the second book drop deployed in the county. The first book drop is in Conifer. The library has worked with ACF Property Management of the KC Shopping Center 01 LLC, to identify a location for the book drop in the shopping center parking lot, close to the Saturday bookmobile stop. A Use Agreement was created to allow JCPL to place a book drop in the identified area, free of charge. The book drop will remain there until JCPL or the Property manager notifies the other that they would like it removed.

In response to questions, the Board was advised that:

- The County Attorney has reviewed and approved the Use Agreement as to form.
- The book drop will be picked up by couriers every day.
- The cost of courier service for that book drop was included in the 2020 budget as an additional stop for the service.
- There is insurance coverage for that book drop

The Board was advised that authorization for the Use Agreement will be placed on the consent agenda for the March 19, 2020 Library Board meeting unless otherwise instructed by the Board. The Board indicated that there was no intent by the Board to remove this agreement from the consent agenda.

ADJOURNMENT

The Study Session was adjourned at 7:02 p.m.

A handwritten signature in black ink on a light gray background. The signature is cursive and appears to read "Pam Anderson".

Pam Anderson, Secretary