

Jefferson County Public Library Board of Trustees
Study Session
May 14, 2020 – 5:30 pm
Online Meeting via WebEx

TOPICS:

- Library Response to Covid-19
- 2020 Strategic Impacts
- 2020 Budget Recommended Adjustments
- Return to In-Person Service
- Intergovernmental Agreement with the Foothills Park & Recreation District
- Financial Review (March)

Call to Order

Charles Naumer, Chair, called the Study Session to order at 5:34 p.m.

Other Trustees present: Kim Johnson (Vice-Chair), Pam Anderson (Secretary), John Bodnar, Jill Fellman, Jeanne Lomba and German Zarate-Bohorquez.

Trustees not present: All Trustees were present.

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; Amber Oeltjenbruns, Employee Relations Manager; Brad Green, IT Security and Systems Manager; Amber Fisher, Executive Assistant, Office of the Executive Director; and Katie O'Loughlin, Administrative Coordinator.

Guests: No guests.

The Chair opened the meeting with an acknowledgement of the hard work staff is doing and noted the challenge of working through a situation they have not faced before.

Library Response to Covid-19

The Executive Director introduced the topic and provided an update on the Library's response to COVID-19 and the closure of our buildings to the public. It has been almost

9 weeks of closure at this point. Tomorrow will mark the end of the 9th week. This is our first study session since the order to close the buildings to the staff and public. The Executive Director thanked the Board for their support during this unprecedented time in our lives and in the history of Jefferson County Public Library. We are grateful to have a Board that cares about its community and the Library.

As an introduction to this topic, the Executive Director acknowledged the extraordinary work of the JCPL staff in the Library's response to this pandemic. She also acknowledged the support the Library has received from our partners in Jefferson County, particularly the commissioners, the county manager, public health and county human resources. They have been a great support to JCPL. She noted that she would be remiss in her duties as the executive director if she did not call out the extreme difficulties and challenges of the work of the Library at this time as well as the extreme productivity, creativity, and adaptability of our staff. She's proud of the Library's response to this emergency.

Speaking to adaptability, a lot has changed again since the last Library Board of Trustees meeting on April 23. We have new public health orders, the update was posted this past Monday, May 11, and added not only clarity but authorization for the curbside services portion of the Library's plan for a gradual return to in-person services. Details of this service and the timeline will come in a later topic on the agenda.

Continuity of Operations

The Executive Director provided a brief update on the Library's continuity of operations. As it is for organizations across the county, state, country and world, the COVID-19 crisis continues to be one of rapidly evolving conditions. As reported previously, the library shifted its operation to be in emergency response mode using an incident command structure during this time. In that structure, we expanded our digital offerings and moved our entire service efforts online and our workforce to work from home. Our communication efforts included new needs to respond to for our partners and residents. Our collaboration with our community took on new urgency and importance. In the last several weeks, we've added a second tranche of work, also operating in an incident command structure, a separate structure to plan and implement a return to in person service. In addition, our business as usual work in Finance and Budgeting, Information Technology, Human Resources, Facilities and construction continues. All this work goes on behind the scenes as well.

We are playing the long game here. We see this next normal continuing for at least the next 6-8 months. In this environment, our digital and online services will remain an important access point for people's use of the library at least through the end of the year. We will spend some time on that today. The purpose in emphasizing this point is

to inform the Board about the Library's choice to take a measured approach to returning to in person services, and emphasize the importance of our current use of the library that demonstrates demand for these services and value to our residents while the libraries are closed to the public

Providing Remote Service

The Executive Director provided information on the use of library services in a remote environment:

Digital Downloads: For our collection, we expanded the availability of digital materials right away. That resulted in a 40%-100% increase on various platforms, with over 54,000 unique users accessing our databases or downloading materials. More than 9,000 of these are people who are new to using digital content since the library buildings closed.

E-reference and Phone Service: Our call center staff has been fielding reference and technical support inquiries by phone and email, answering over 50 questions each day and supporting patrons with account questions, directional questions on our website, help accessing e-resources, as well as providing customer service in answering questions about our current and upcoming programs and services.

Online Library Cards: We continue to gain new users by people signing up for new library cards online. Residents are seeking digital content and access to placing holds on materials online. New library card registrations since March now exceed 3,500 and continue to grow each week and we are seeing growth in online library card use.

Book A Librarian: Our Book A Librarian service has seen well over 100 appointments by phone, email, and virtually. This service is growing as well. Our librarians are helping customers successfully access digital materials and databases, providing answers about resources related to business and legal forms, and helping patrons with step by step instructions and support on setting up tools for remote working and communicating with video conferencing apps, email by phone and other devices, and many more helpful tools to help customers through this time.

Programs: Another bright spot. Our program offerings continue to expand as we adapt to interests and needs. We currently have had 75 programs with plans for many of them to continue as the summer months approach. Our total program attendance during this time is nearing 5,000. Story times are very popular and continue to draw attendance over 100 when they are live with views of those recorded Story times reaching over 500 that same day and 1,000 during the week. The Executive Director invited the Trustees to take a look at one of the story times for a fun experience. Customers have come together on virtual trivia nights, book groups, and "crafternoons" for tweens. More information

about the summer reading program is in the information packet for the board meeting next week. There can be more discussion about the programs next week.

Outreach: There is more detailed information about our outreach efforts in the Executive Director's monthly report for further discussion next week.

Wi-Fi Use: We consistently have about 500 people connecting to our Wi-Fi from their cars and around our buildings on a given day. This allows people to get their school or other work done remotely when they don't have reliable internet at home. There was an article about a teacher doing her class from a parking lot using library Wi-Fi. We've seen more than 13,000 unique Wi-Fi uses since our physical closure and now that we're in the safer at home stage, we will be promoting this library resource to our residents so more people know about it.

Social Engagement: Patrons and residents are listening and engaging with an increase in followers across all our platforms. Many are tuning in to YouTube to see our programs, and they continue to learn about our available services through all of our social media outlets and through our emails. There is more than just fun going on. The Executive Director recommended that the Board stop in for one of the programs or follow us on social media to see how our residents are engaging with the library

The governor's updated timeline, also released on May 11, states that after June 1, the state will decide if the safer at home order can be further modified to phase in other things like summer activities and public spaces like libraries. Libraries are now listed in the orders when before they weren't mentioned. This helps us have idea of when the next things might happen for us.

As the public health orders change, we are starting to look forward to designing library services in this new frontier. There is no settling in. Everything we try is a new adventure. In our next study session topic, Rex Whisman, our director of strategy and engagement, will walk the Board through some of the impacts to our 2020 strategy that we're seeing in this new landscape.

In response to a question, the Board was advised that the Library will bring more specific information on teen programming to the Board meeting next week.

Trustee Fellman applauded the Library's use of the term "next normal" in this uncertain time and noted that term is being used in other places. It is really important for us to say that we don't know the end game. The next normal is here. The Chair also applauded that term and noted that moving past the stage where we are getting guidance at the state and county levels, we recognize that we have patrons with

different levels of comfort. Some will not be comfortable coming back into the libraries and over the long term, this is something to think about. It could be for a longer period of time than 6-8 months, it could be a year and a half or more.

2020 Strategic Impacts

Rex Whisman, Director of Strategy and Engagement, addressed the Board and introduced the topic. As the Board might recall, the draft 2020-2025 strategic plan was presented at the January Board meeting. Several Trustees had some suggested recommendations to make modifications to the plan. The Library shared that revised plan at the February Study Session and at that same time, shared eight initiatives. Each division director shared examples of the projects planned to support those ends and priorities. Shortly after that, the decision was made to shut down Jefferson County. Donna Walker shared the Library's response and as we shift to the next pivot, a gradual return to services, we thought that it is time to revisit our strategic plan.

Strategic Planning

- Invest Our Ideas
- Respond to Market Conditions
- Justify Our Decisions
- Position JCPL for Whatever the Future Holds

Our draft 2020 – 2025 Strategic Plan states, “strategic planning helps determine how best to invest our ideas and be responsive to market conditions and competition, as well as justify our decisions and effectively position JCPL for whatever the future holds.” Those words might never be timelier.

The Board of Trustees ends statements and the Library's strategic priorities remain relevant, and serve as the validating guideposts for our decisions and actions during the closure of JCPL's buildings, and our planning for a gradual return to in-person services, in response to COVID – 19.

Ends Statements

- Equity of Access
- Create Place
- Provide Leading-Edge Services
- Maximize Value

Strategic Priorities

- Create Libraries for the Future
- Reach More People
- Be the Third Place
- Focus on Building Literacies
- Grow Sustainably

As the Library pivots towards a gradual return to in-person services, and remote and alternative services that will continue into the next normal, the eight initiatives from the 2020 – 2025 strategic plan, which support our strategic priorities, remain relevant too.

However, because of unexpected circumstances from COVID-19, our budget will be impacted and necessitate a strategic shift in our approach to projects in 2020.

Strategic Impacts

- Eight Initiatives Remain Relevant
- Unexpected Circumstances from COVID – 19
- Shift Our Approach to Projects
- Adjust Budget for 2020

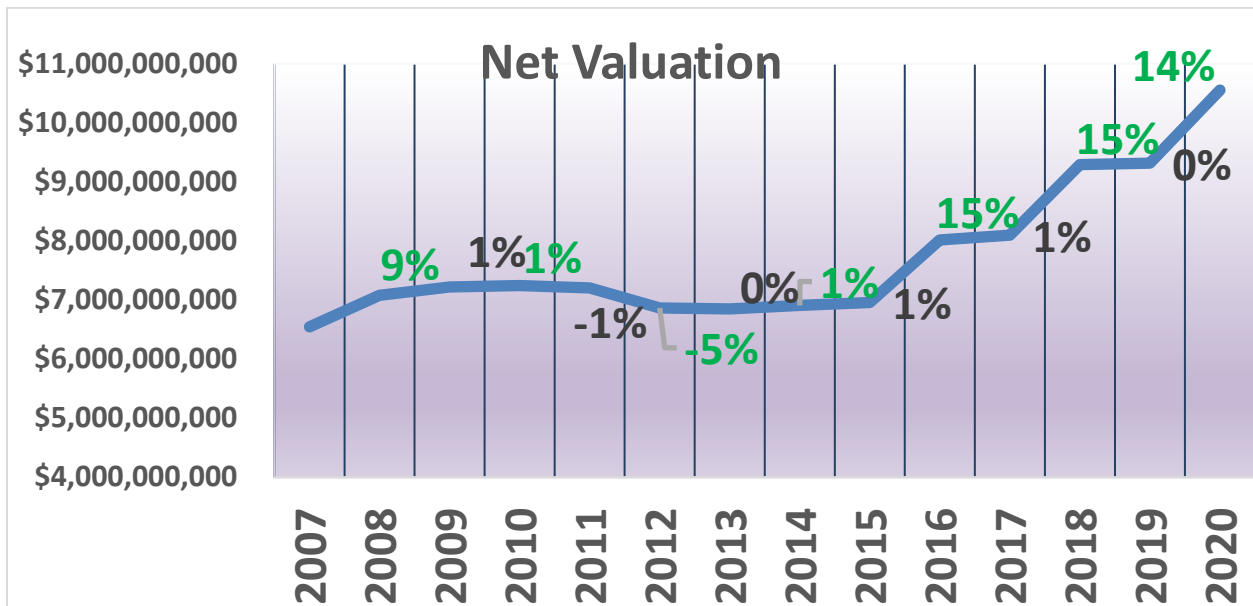
In considering the experience for students, teachers and families and what JCPL looks like next fall, we will expand and grow our partnership with Jeffco schools, building more literacies. The fifth strategic priority, grow sustainably, was in consideration of lots of growth opportunities and some of those probably need to be revisited while still maintaining the spirit and dedication to sustainability and viability.

At the February Study Session we reviewed the eight initiatives and those remain relevant as well. Alternative services, creative technology, organizational change and strategic communications. Due to unexpected circumstances, necessitates a shift to our approach to those projects and leadership teams as we make the pivot to return to services and move to the next normal – the ends statements and strategic priorities will still be our beacons of hope through the fog we’re experiencing at this time.

The Chair expressed appreciation for bringing everything back to the strategic language and the need to adapt given the situation we’re in. Trustee Anderson noted that it is validating and gratifying to see how the strategic plan can apply in such a different world.

2020 Budget Recommended Adjustments

Barbara Long, Assistant Director of Finance and Budget, introduced the topic and provided information on the proposed adjustments to the current year budget. The Library is dependent on property tax which is 98% of the budget and the largest source of funds. We are relatively fortunate with the stability of that resource as compared to sales tax. Property tax is based on the assessment from a year ago and we will not see steep declines immediately. Unfortunately, it can lag and the decline can last a couple years longer after the economy has recovered. Now there are special circumstances – higher collection risks and other risks associated with other revenue.



The chart shows how much the revenue has grown in the past few years. It is so easy to get used to growth year after year – but previous years did not show that kind of increase and you see a flat period after the last recession. Property tax lags the economic event and how much time it took before values started to increase again. This is a visual picture of how long things could potentially take to get back to growth. The recommendation is to plan for a 5% reduction for the current year 2020. This is a little conservative based on what we’ve seen so far and there is still lots of uncertainty. There are some actions the library would plan to take immediately in order to bridge that gap if the board members agree with that.

The Library acknowledged comments and responded to questions as follows:

- The breakdown between commercial and residential property tax revenue is 55% commercial and 45% residential.
- The 5% projection is considered conservative because the source is the last property tax assessment. It would not be conservative if the projection were applied to the next assessment year.
- The Library acknowledged Trustee Anderson’s suggestion to keep an eye on the bi partisan interest in amending Gallagher and other potential impacts with the state budget crisis.
- The Library acknowledged Trustee Johnson’s comments that the ability to be financially nimble and respond to this crisis lies in adjustments to the capital plan and the need to see that long term plan before forming additional questions.

The Executive Director advised the Board that long term information is included in the packet for the Board meeting next week. New financial planning information came out yesterday that shifted what the Library had been discussing and was prepared to

present. There have been no decisions made on FTE. The library is looking at what services will look like for the next 6 to 8 months, evaluating what patrons are currently using and deploying people in other jobs to get that work done. When we have the discussion next week on the longer term forecast, we may reallocate people to do other work if that is the new work that is needed in the next normal.

The Chair noted that next week is an important meeting with the topics of the facilities master plan and the longer term planning scenarios. It will be an opportunity to go over these items in much greater detail.

In response to additional questions, the Board was advised that:

- It is correct that the property tax assessments are based on 2018 and we are in a period where they could be contested. This is the first year of the 2-year assessment period and there could be small modifications – not like the full assessment where there could be larger adjustments. We won't see large changes until the 2022 budget.
- The Library agrees that the big risk is in people not being able to pay taxes. We will have to watch as the revenue comes in. April 30 and June 30 are deadlines for property tax payments. In the past we have seen the bulk of revenue by the end of August with some, not insignificant, coming in September. Mid-September is when we will have the August numbers. We will have to watch month by month to see if it is on track.
- The Library will advise the Board as soon as possible. The County doesn't really see the revenue any earlier than we do. Maybe 1.5 weeks. We see it as soon as it's posted to the books.
- The Library expects that we will have a better idea of revenues by mid-August.
- The \$400,000 proposed reduction to the collection focused on physical materials.
- The Library is asking for Board feedback on reduction planning and the items listed were ideas of how we could respond. The bigger items included in the "multiple other reductions" decreased spending on furniture and extra storage for security cameras. There is a commitment from library staff to be conservative on operations and we are usually able to see savings in a variety of areas with that commitment to watch the dollars and save in a large number of budget line items.
- It is true that taxes not paid by the property owner will be auctioned off at some point. If there are more delinquent property tax bills – we will see delays so our August numbers may not show the full picture. October is when the property tax lien sale takes place. It is such a unique situation now that we are talking about things we would normally not consider.
- The Library acknowledged the concern about commercial properties.

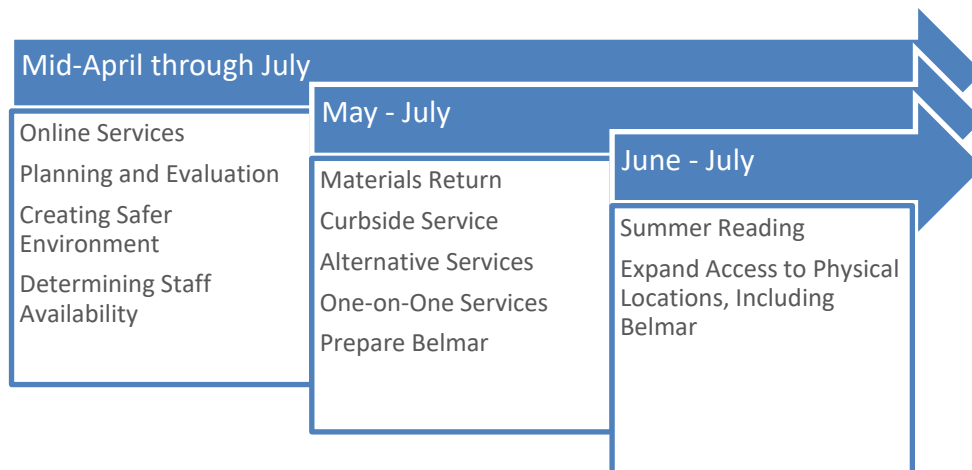
The Executive Director thanked the Board and acknowledged that with the new information received yesterday, the recommended approach is to wait until the Board reviews and discusses the long term numbers before giving any direction on the Library's 2020 assumptions.

The Chair noted that it is more important now than ever to make sure we do have consensus among the Board. With the healthy and robust discussions there will be situations where we don't have unanimous consent and will need to move to majority consent. Moving forward there will be more breaks in the discussions to get consensus. The Chair acknowledged Trustee Bodnar's request to look at staffing levels to reduce. The Executive Director noted that the proposal before the Board is to wait until the Board reviews more information on the long-term financial forecast and the Board's preference on that strategy and those numbers next week. The Chair requested that each Trustee respond and reach consensus on the proposal. Each Trustee responded in the affirmative and the Board reached consensus on the proposal.

Gradual Return to In-Person Service

Julianne Rist, Director of Libraries, introduced the topic and thanked the Board for their time and the opportunity to provide a brief overview of what the in-person services might look like.

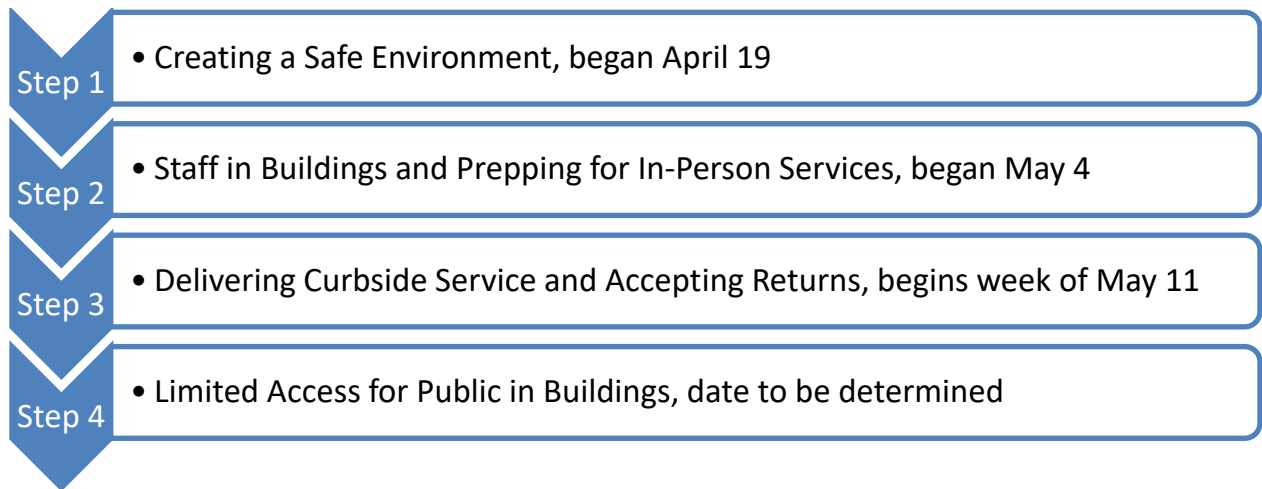
JCPL intends to provide library services at our physical locations in an incremental manner, responding to current circumstances and changing conditions, while keeping the health and safety of our staff and community, our first priority. When preparing for a safer return to services and reopening our buildings to the public, JCPL will align our process with other county agencies and neighboring library systems. We will adhere to, and follow, current orders and guidelines from governing authorities.



Looking at the diagram from the left, each level builds on top of what came before it, so we will continue to offer more services when it is safer to do so. We quickly offered expanded digital programming, remote services, and increased digital material and

resources when the buildings closed. We started planning for more staff in the buildings, we will then add curbside delivery and returns, and will reactivating our library to you services. We will be taking each step individually, and evaluating when we are ready to add the next thing based on current guidelines and demands.

The process for safely providing in-person services for JCPL entails the following strategic steps, in priority order, with some overlap.



Step One: Creating a Safer Environment. JCPL ensured that Staff have adequate Personal Protective Equipment (PPE). Buildings are cleaned and continue to be cleaned. Staff are surveyed so that we can accurately tally who is available to work in physical locations, who is available to work remotely, and who is unavailable to work, we can ensure staff can work and meet social distancing guidelines

Step Two: Staff in Buildings and Prepping for In-Person Services Staff are trained in new ways of providing library services, handling materials, proper use of PPE Staff, and are comfortable and confident for in-person services

Step Three: Delivering Curbside Service and Accepting Returns. Standley Lake Library starts this week. Start curbside delivery of holds and accepting returns. We will pilot services and then expand to other locations. We will offer curbside delivery 7 days a week at 8 locations (Not Belmar and Conifer). The hours will be 10-5. We will also expand the call center hours to match. Library-2-You begins delivering materials to centers, facilities and homebound residents, as well as possible expansion of homebound services and books by mail. Hold Lockers for Belmar utilized for pick up.

Step Four: Limited Access for Public in Buildings. Access for the public will begin by limiting the number of people in the building with one-on-one services or scheduled appointments and limiting access to specific areas. As gathering size numbers are

increased areas of the building will open and services may change. Social distancing standards will need to be maintained.

The following services go on continuously throughout the plan and are integrated at the appropriate time to any step during the process.

Programming: Virtual, remote and call in, March 23 to current. Highlighted successes – adding new programs – recreated summer reading so it is online.

Digital Services: E-materials, streaming items, and website, March 23 to current – updating website - just launched new page for curbside. Collections shift budget to meet increased demand on digital materials.

Other Services: Such as support to vulnerable populations, support to businesses and Book-a-Librarian appointments, March 23 to current – continued without interruption.

Alternative Services: Non-staffed services like vending machines and lockers, mail delivery, and delivery of materials to bookmobile stops. Surveying current stops the week of May 2. Hold Lockers at Belmar will re-start the week of May 18. Library-2-You creating plan for home bound.

Description of how curbside works:

- Scheduled 105 appointments at Standley Lake Library starting Saturday.
- A person will receive their hold notice in the same manner they did before the closure. The email will have a link in it, and when the person clicks on that link they will be taken to an online form to schedule an appointment. Or they can call and schedule an appointment with the call center.
- When they arrive at the library there will be marked parking spots with a phone number. When they call that number a staff person answers, and will check out the items, staple a receipt to the bag, and take it to the car where it will be placed in the trunk.

JCPL is excited to offer curbside services and expand to more locations. Due to the constantly changing environment, the plan will continue to evolve, with immediate priorities covering the next 4-6 weeks. This plan is a living document that will be updated and adjusted regularly to meet the current needs of our community. In-person services will be added and adjusted accordingly

Jefferson County Public Library has created new ways to work effectively and remotely during these challenging and uncertain times. We have collaborated to ensure the well-being of our staff and community. The lessons learned will allow JCPL to become a

more nimble organization that quickly pivots services and resources to meet our community's needs in a healthy and safer manner. We will reflect on what we have gained from responding to COVID- 9, to keep us resilient, and to create an innovative and sustainable leading-edge library system for our community long into the future.

In response to questions the Board was advised that:

- Patrons will be advised as the locations come up for curbside pickup through the regular email and communication processes.
- Standley Lake is the first location and is a pilot for the service process. JCPL wants to give the new service a day or two to make sure we have things correct before moving on to the next location.
- There is a location order for the roll out of curbside service. As soon as we know we have the service correct we will be communicating that schedule out to everybody.
- We are starting with approximately 10 appointments per hour. The schedule is 10:00 am to 5:00 pm for people to come in for curbside. Each location will have the same schedule.
- The criteria for bringing on each location shifted because the return of materials could not go into the sorter. The plan is to start with returns in book drops that do not go directly into the sorter. Wheat Ridge is the next location.
- The Library had to change the training plan for staff because the guidelines from Human Resources around symptom checking changed from employers performing the symptom checks on site to employees doing them at home.
- The first location is always the hardest, if we can safely speed up the timeline for bringing on other locations the Library will do so. Each location is different and staff need to be trained on brand new things they have never done before including symptom checking and logging certain information. Allowing for a couple of days before each location is brought on provides the time needed for a safer and responsible roll out of these services.
- It is correct that the reason the Library is doing a pilot is to be able to respond in case something arises that wasn't anticipated. Each location will be different and if public health orders change, then our plan changes.
- Returns are accepted as curbside services roll out. Returns are handled in a specific way that also required staff training. There is a 72 hour quarantine on returns and staff have specific instructions on how to handle that material.

The Chair acknowledged the monumental task to develop, rollout and train to these new procedures and services. He further noted that there were many, many more details and logistics that had to be dealt with in order to provide these services in a way that protects the safety of staff and patrons. He expressed the Board's appreciation for the hard work.

The Executive Director advised the Board that during this pandemic, every human interaction brings with it an element of risk. It is my intent and the intent of Library Leadership to moderate our speed in implementing in person services. We feel that this more measured pace is the most responsible approach. When we consider the responsibility of the library and potential risks to staff and our community we are aligned on this approach. Our metro area peers and colleagues across the country are also moderating their approach, while responding to local conditions. In this environment, we are not competing to be the fastest, we are collaborating to be the safest. I would like to ask for the Board to continue to support us in this approach.

Intergovernmental Agreement with the Foothills Park & Recreation District

The Executive Director noted that this agreement is exciting news and that Julianne Rist and Padma Polepeddi have been working hard on this project to provide this alternative service in South County. In response to questions, the Board was advised that:

- The Library will pay the kilowatt hour rate that Foothills Parks and Recreation pays. We know the wattage usage of the machines and even at 24 hours per day the cost would be fairly nominal, approximately \$106.00 per month.
- The center is currently closed and the Library is extending the current agreement with the City of Lakewood until access to that center is possible in order to get access to electricity. The Library is working out the logistics on when to move the machines and the timeline that will coincide with when the center is open. The exact date is not available at this time.

Financial Review (March)

There were no questions.

Trustee Johnson expressed appreciation to Donna Walker and to her entire team. Meeting the daily challenges is exhausting and she thanked everyone for staying the course.

Trustee Bodnar noted that through emails he was led to believe that there would be information on patron comments during the past 9 week period. The Chair responded that the Executive Director would incorporate that into her report.

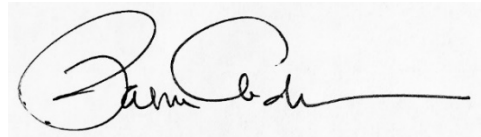
Trustee Bodnar noted that we are in the second point of the safer at home that allows groups under ten and that he wants to have in person board meetings. The Chair noted that it is hard to be able to let everyone participate including public – if we had to shut the door at ten people and have a hybrid meeting. The Chair asked for thoughts around that issue. The Executive Director responded that the public health order indicates that

public is not allowed in the buildings and is not sure how we would accommodate that. The recommendation is to stay in the remote environment as the Library does not know how we would bring the public into the building and practice social distancing. A hybrid meeting is not recommended. The Chair advised the Board that we will stay the course for May and evaluate options in June and that maybe Amber Fisher could research what others are doing. The Chair noted that a hybrid meeting would be difficult. Trustee Bodnar noted that he is frustrated that we can't be in the same room and wants to move toward that. The Chair stated that options will be looked at but for the foreseeable future we will continue with the remote meetings.

The Chair reiterated the appreciation to staff and that it is really exciting to see the plans around curbside delivery. The Board deeply appreciates the efforts of library staff and has a lot of compassion for what staff have gone through the past few weeks.

ADJOURNMENT

The Study Session was adjourned at 6:50 p.m.

A handwritten signature in black ink, appearing to read "Pam Anderson", written over a light gray rectangular background.

Pam Anderson, Secretary