

Jefferson County Public Library Board of Trustees
Study Session
April 8, 2021 – 5:30 pm
Online Meeting via WebEx

TOPICS:

- **Financial Review (February)**
- **Kleen-Tech Carpet and Upholstery Cleaning Contract Information**
- **Freemusic Music Streaming Contract Information**
- **EBSCO Subscription Services Contract Information**
- **Renewal of the Intergovernmental Memorandum of Understanding with Jefferson County Public Schools Regarding Axis 360 Community Share Portal**
- **2020-2025 Strategic Plan Update**
- **Facility Master Plan Review**
- **Public Services Trends Refresh**

Call to Order

Kim Johnson, Chair, called the Study Session to order at 5:30 p.m.

Other Trustees present: Pam Anderson (Vice-Chair), Jill Fellman (Secretary), Charles Naumer and German Zarate-Bohorquez.

Trustees not present: John Bodnar 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; Steve Chestnut, Director of Facilities and Construction Projects; Barbara Long, Assistant Director of Finance and Budget; Padma Polepeddi, Assistant Director of Library Experience; Lizzie Gall, Assistant Director of Library Experience; Amber Fisher, Administrative Services Coordinator, Office of the Executive Director; and Katie O'Loughlin, Administrative Coordinator.

Guests: None.

Financial Review (February 2021)

The Chair asked if there were any questions about the February 2021 financials. There were no questions from the Board.

Kleen-Tech Carpet and Upholstery Cleaning Contract Information

Steve Chestnut, Director of Facilities and Construction Projects, addressed the Board and provided information on the carpet and upholstery cleaning contract. JCPL is currently under contract with Kleen-Tech Services Corporation to provide carpet and upholstery-cleaning services for all JCPL owned properties through May 31, 2021. The Library completed an RFP this spring to ensure that we were receiving the best quality service and pricing after our five-year contract term. While Kleen Tech was the high bid, the Library has been happy with their services and would like to enter into a one-year contract. There were no questions from the Board.

Freegal Music Streaming Contract Information

Julianne Rist, Director of Libraries, introduced the topic. The Board approved the original agreement with Library Ideas for Freegal Music in May 2019. This agreement included an option to renew for a second year at the same cost. Our current agreement ends June 30, 2021. Freegal Music is a platform that gives Jefferson County Public Library patrons access to over 15 million songs for download or streaming. Freegal Music is the only music platform available to public libraries with this depth of content and has proven to be very popular with our patrons. There were no questions from the Board.

EBSCO Subscription Services Contract Information

Julianne Rist addressed the Board and provided information on the EBSCO contract. The contract will allow JCPL to have all magazines going through one vendor. JCPL would like to renew the contract now that materials are in a three day quarantine. The renewal is coming before the Board one month early to allow time to get the magazines back into the libraries. In response to questions, the Board was advised that:

- Circulation of physical materials is going down because of the quarantine. Materials are not available as quickly because they go into quarantine before they go on to the next patron. E-materials usage is increasing because they are instantly available.
- Physical material circulation is still strong.

Renewal of the Intergovernmental Memorandum of Understanding with Jefferson County Public Schools Regarding Axis 360 Community Share Portal

Julianne Rist advised the Board that the agreement between JCPL and Jeffco Schools allows the Library to give access directly to students through their school website. This is the first renewal of the agreement that was brought to the Board last year. In response to questions, the Board was advised that:

- The agreement allows the school's website and their system that circulates their books to talk directly to Axis 360, JCPL's digital book vendor.
- JCPL's goal is to get materials into people's hands and the Library would be happy to talk to different groups.
- In 2020, there were 11,240 student e-book circulations through Axis 360. So far in 2021, there are almost 3,000 circulations through this platform.

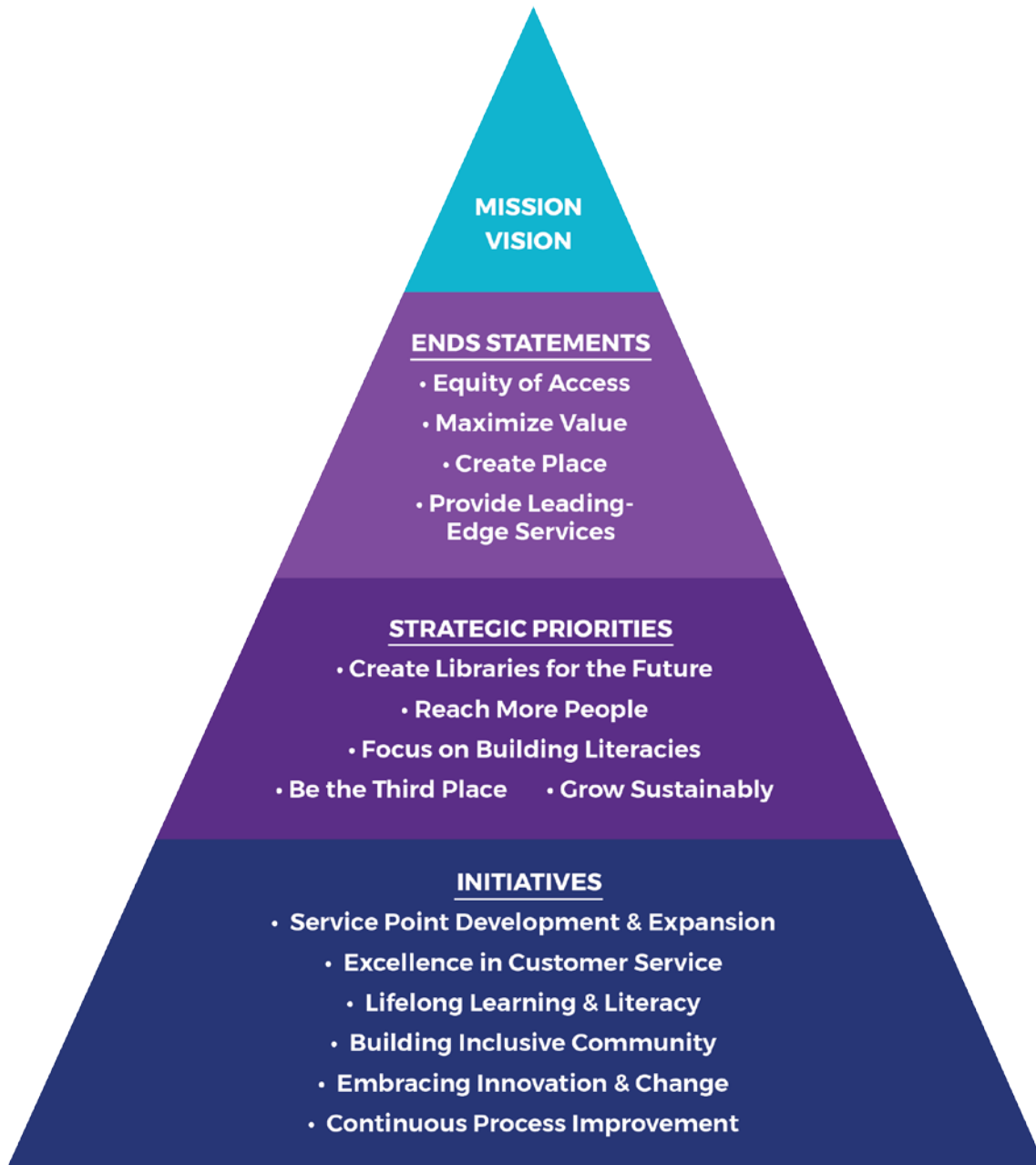
2020-2025 Strategic Plan Update

The Executive Director introduced the topic and addressed the Board. When the Board put strategic planning into their bylaws some changes happened in the Library's engagement with the Board around strategic planning. Since then, the Library has been checking in with the Board every March as a way to receive inputs and do a big picture review. 2020 was the first year of implementation of the 5-year strategic plan. The advantage of the longer term plan is that the annual updates are quicker. The Library used to spend half a day on this with the Board. As we go into 2021, year two of the 5-year plan, the Library is looking for input into the updates to plan for this year. Rex Whisman, Director of Strategy, Engagement and Finance will lead the discussion on the update of the plan for 2021.

Rex Whisman addressed the Board and shared a few PowerPoint slides to help guide the conversation. The draft of the plan for 2021 is included in the information packet. Included in the plan is the strategic planning steps that we take to arrive at our ends statements, strategic priorities, initiatives and projects. We have consensus that our ends statements and strategic priorities have held firm, while our initiatives have been updated to reflect our first year successes and our road map for year two and beyond.

The strategic framework is the structured method we use to define how initiatives and projects support our strategic priorities and ends statements. Our famous pyramid captures the essence of our strategic plan and demonstrates the relationship of each component.

Strategic Framework



The updated five-year strategic plan draft in the Board’s information packet stays true to the format of the original plan, with the following modifications.

2021 Year Two Update

- New Cover Page
- New Message from Chair and Executive Director

- Updated Planning and Framework Content
- New Initiatives and Projects
- New Appendix A: Year One Progress
- Updated Appendix B: Glossary

Of note is the impact of Covid-19 on year one of the five-year plan and weaving throughout year two. And, by design and based on input from stakeholders, our path forward in 2021. Another important point is our 2022 budget. The Library is in the process of developing the 2022 budget for year three of the strategic plan. The Library is confident that we will see a more aligned process with strategic planning and budget development. Last year when we started the process the pandemic hit and there was uncertainty about the Gallagher amendment. The plan reflects year one progress within the context of the pandemic. There is also an updated glossary to reflect our project management focus now that the Library has a project manager, tools and resources. The glossary includes common terms for project management. In response to questions and comments, the Board was advised that:

- The Library has a diversity, equity and inclusion project charter and is waiting for our new director of people and culture. The plan is to make progress this year.
- The projects are listed in priority order in the updated strategic plan and the Library will work to highlight the top three projects. The Executive Director also reports on those top three priorities every month in her report to the Board.

The Board expressed appreciation for the work that went into the updated strategic plan and noted that it is very helpful when responding to questions.

Facility Master Plan Review

The Executive Director addressed the Board and noted that the Library brings the Facility Master Plan (FMP) to the Board every year as part of the budget development process. The FMP is a key element in the strategic plan and a key driver of the Library's capital spending. Information from the Board's review will be used to develop the five year capital improvement plan and ten year financial forecast.

Steve Chestnut addressed the Board and provided background information, including the purpose of the FMP. In 2017 JCPL commissioned Group 4 to prepare a Facilities Master Plan (FMP). The purpose was to evaluate space needs and recommend a plan for capital projects that assured sustainable growth and delivery of library services. The FMP is intended as a flexible document that will enable JCPL to easily adjust and update its capital facilities planning as circumstances evolve and opportunities arise

over time. The FMP is updated each year to reflect what’s been completed and what recommendations and opportunities there are for the coming years

Original Project Plan



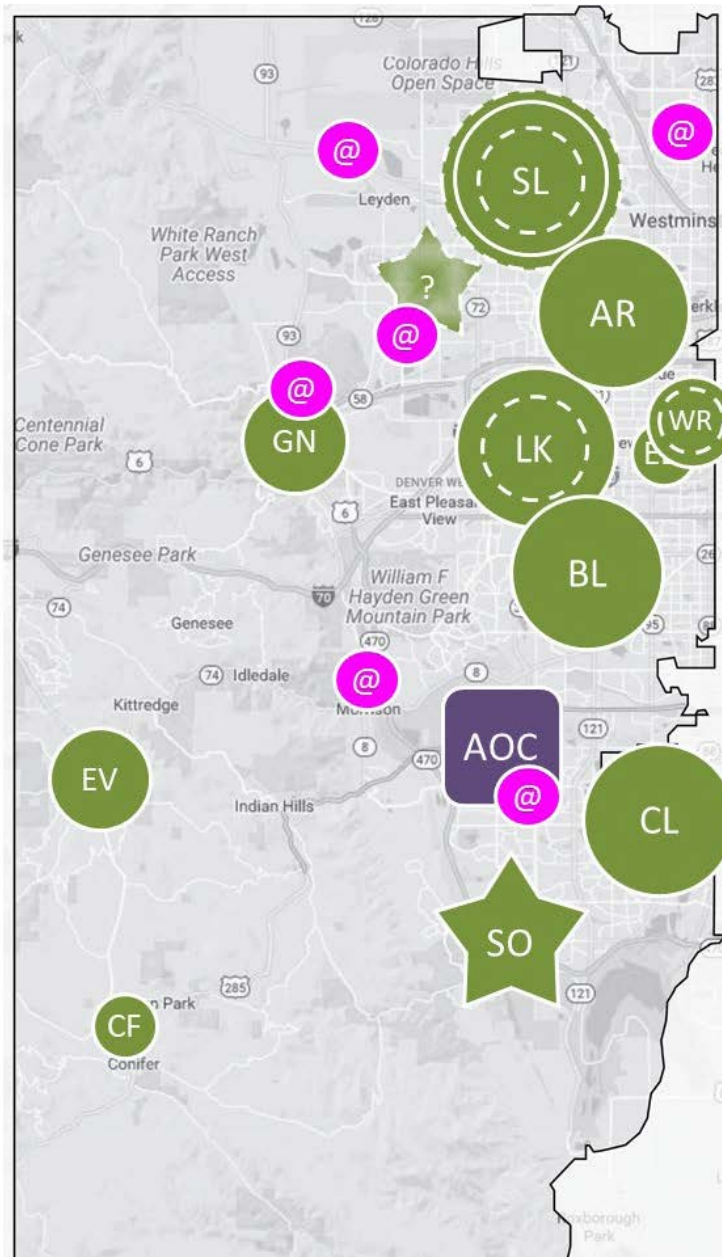
Phase 1 Projects Begin 2018	Phase 2 Projects Begin ~ 2023-2025	Phase 3 Projects Begin ~ 2030-2032
<ul style="list-style-type: none"> • Belmar Library renovation • Evergreen Library renovation • Standley Lake Library renovation/expansion • South County new branch — minimum 30,000 square feet 	<ul style="list-style-type: none"> • Administration/Operations Center (AOC) relocation/consolidation • Arvada Library renovation • Lakewood Library renovation/expansion into east wing 	<ul style="list-style-type: none"> • Conifer Library relocation/expansion • North County additional capacity strategy • Wheat Ridge Library relocation/expansion



Several of the phase 1 projects that were part of the original FMP have been completed, as well as some projects that weren’t in the FMP but were unexpected opportunities.

Completed Projects	Projects Underway in 2021
<ul style="list-style-type: none"> • Edgewater Library expansion (opportunity not part of the original plan) • Belmar Redesign • Ridge Recreation Center Offsite Services • Conifer Mountain Resource Center Offsite Services 	<ul style="list-style-type: none"> • South County Expansion (New Library) • N/W Arvada Offsite Services

Master Plan Buildout Vision



MASTER PLAN BUILDOUT VISION

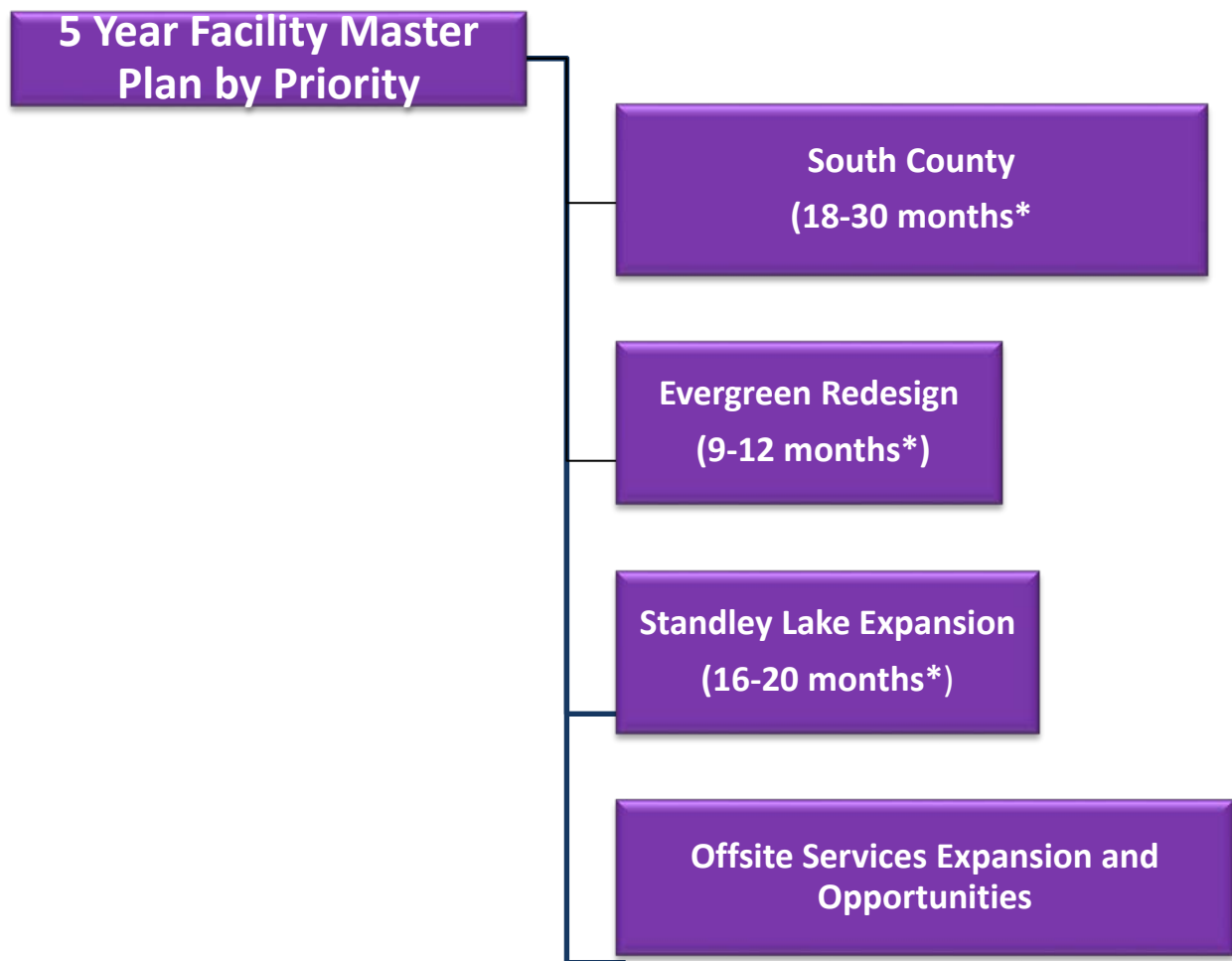
- 11-12 *branch libraries*
- ★ (1-2 *net new*)
 - 0.5-0.6 SF/capita over 15-20 years
 - full-service destination libraries
 - leverage partnerships for space and services
- @ *alternative service delivery (ASD)*
 - leverage opportunities for increased access and impact
 - (locations shown on map are placeholders)
- *consolidate systemwide services*
 - effective and space-efficient

The FMP build out vision recommends that JCPL aim for 0.5 - 0.6 square foot of public space per capita in order to provide adequate services to the community. JCPL is currently at 0.39 square feet per capita. When considering population growth estimates, JCPL needs to add 100,000 additional square feet of library space to meet a target of 0.5 by 2040.

The recommendation to develop large destination libraries has not changed. Moreover, the Covid-19 pandemic has demonstrated that our residents place a high value on physical library space and that large destination libraries are essential to meeting the community's need.

The plan also recommended a consolidated facility with enough space to accommodate all system wide administrative and operations functions which currently shows on the map as the Fehringer Ranch property.

5-Year Facility Master Plan by Priority



* Denotes estimated time to complete the project.

In response to questions and comments, the Board was advised that:

- The Library looks at all financial considerations for capital projects. The consolidation of administrative operations would include looking at all aspects to make sure we are fiscally responsible. This project would include looking at the cost savings associated with ending leased space and not having the Library Service Center (so it would be losing one building and gaining one building). There would also be a gain for public service use of 15,000 square feet that is currently used for administration at Lakewood. The Library would study all of the factors to see what the expenses versus cost benefit would be. This project is at least five years out.
- The FMP is designed to be a flexible document to allow the Library to take advantage of opportunities and to address gaps in service as we can. For example, Edgewater and the Mountain Resources Center were emerging opportunities. The Library uses the FMP as a guide and helpful graphic to remind us what we are aiming for.

Public Services Trends Refresh

The Executive Director introduced the topic and noted that in 2018/2019 when the Library was developing the five-year strategic plan, we did a lot of work with the Board on trends. Each year we do a refresh until we are ready to go into the next five year planning cycle when we will take a deeper look at trends. Covid-19 offered a whole new perspective on how quickly trends can change.

Julianne Rist addressed the Board and provided information on the work that went into creating the trends document in the Board's information packet. At the Manager's team meeting on March 24, the team talked about trends and the effect of the pandemic. Managers were assigned homework to research what trends or ideas they noticed on how industries were adapting to the "new normal", new services offered, or if there was something that would not be coming back. They then brought 2-3 of these trends/observations to the meeting and shared them with the group. They were asked not to restrict themselves to libraries, but to bring ideas from other industries or fields as well. The team broke out into small groups, each person shared their 2-3 trends and identified any overarching themes. Each group then talked about how the themes were reflected in the Library's 5-year strategic plan and in their own work. They each identified one strategic project or area of focus for 2022 that they saw as related to the trends. The entire group then shared their one strategic project and how the identified theme related to that project. All of the notes from the individual session work were utilized in the memo that was provided to the Board. For example, the trends for the theme of convenience and customization included such things as curbside pickup, home delivery, and subscription boxes of products used every month and sent to people's door. People are now used to the services coming to them, or being customized

to their needs. JCPL is planning for these new expectations with services such as our hold lockers, mail delivery, and our just for you recommendations for what to read or watch next.

The Board was invited to share their feedback on the information in the memo, any trends they have been noticing, and any gaps in service that can be addressed as the Library develops the 2022 budget. Following are the responses:

- People are used to stuff coming to them. The way we do things has changed forever and it is important for us to keep in mind. Under diversity, equity and inclusion, we have seen the divide between the haves and have nots; inequities in technology, medical care and criminal justice.
- Glad you shared the detail behind the information. What resonated was connection and an increasing desire to return back to the place and connect. People need that physical connection as well and materials and space. The values the library has for that third place and civic conversation. The trend around misinformation and disinformation and the role the Library can play with that increasing and hyperbolic trend. The Library being the third place, the trusted place for information.
- Trends in materials for families and students – emotionally more people are eager to find information about the social and emotional impacts with kid’s online learning. Parents are getting tired – bringing balance in their life – exercise – people trying to understand and facing some anxiety. There is a need to find out more about this – how to tackle it, confront and live with all of this in a healthy environment.
- Really like the themes, impacts and our response. One of the things I’m excited about is how we’ve looked at alternative service delivery – some really cool trends in that area.
- What stood out to me the most is continuous process improvement – know that everyone has had to do that evaluation and were surprised how much it has impacted your processes in the last year and how much you have thought about that.
- The society trend that I see at work and in the community. Hearing from kids and their peers and in my work life – a constant state of feeling better and then the other shoe is dropping and worrying about that being with us for some time. The library as a gathering place and keeping the mental health piece as part of the process of how we can help people.
- The balance of the new normal and going back to something – move forward with stuff – balance of the new, old, convenience and connection. In my life that’s what I’m hearing - how do you balance what was with what can be, and balance what is with what should be.

- 2020 was a tumultuous year – looking for stability in our institutions - our schools and libraries – safe places they can depend on and trust. Once we get through the pandemic – people look forward to going back to those places more than they did before the pandemic.
- Belmar providing services with other languages. Materials and bilingual programs – bringing what will be meaningful for other minorities and making advances to attract more people, serve more people and make a difference in their lives. I'm grateful for JCPL working toward this – it is amazing to see and is welcoming to more people.
- Don't think it's a gap in service, but the thing JCPL and most organizations have to work on is communication and how to break through all the noise. Biggest challenge in providing services to Jeffco residents is do they know what services we provide. Make sure that when we need to do that communication we put money toward that in the budgeting.

The Library expressed appreciation to the Board for their input. The Executive Director advised the Board that next week at the Board meeting, the Library will be asking for input on South County.

The Board expressed appreciation to the Library for the detailed and helpful information.

ADJOURNMENT

The Study Session was adjourned at 6:29 p.m.



Jill Fellman, Secretary