

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

July 15, 2021

CALL TO ORDER – REGULAR MEETING

The regular meeting of the Jefferson County Public Library Board of Trustees was held online via WebEx on July 15, 2021. Library Board of Trustees Chair, Kim Johnson, called the meeting to order at 5:30 p.m. Other Trustees present: Pam Anderson (Vice-Chair), Jill Fellman (Secretary), Jeanne Lomba, Charles Naumer 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 Technology and Innovation; Steve Chestnut, Director of Facilities and Construction Projects; Lisa Smith, Director of People and Culture; Barbara Long, Assistant Director of Finance and Budget; Lizzie Gall, Assistant Director of Library Experience; Padma Polepeddi, Assistant Director of Library Experience; Kelly Duran, Public Services Manager; Amber Fisher, Executive Assistant, Office of the Executive Director; and Katie O'Loughlin, Administrative Coordinator.

There were additional Library staff members attending the online WebEx meeting.

APPROVAL OF AGENDA

MOTION: Jeanne Lomba moved that the Library Board of Trustees approve the agenda as presented. Seconded by Jill Fellman the motion passed by unanimous vote of all Trustees present.

PUBLIC COMMENT

Public comments are currently being submitted to the Board via a link on the Board of Trustee's webpage. Comments will be acknowledged in the minutes of the meeting. There were no public comments.

APPROVAL OF CONSENT AGENDA

The Chair asked the Trustees if any of the items should be removed from the consent agenda. There were no requests for items to be removed.

MOTION: German Zarate-Bohorquez moved that the Library Board of Trustees approve the items on the consent agenda as presented. Seconded by Pam Anderson the motion passed by unanimous vote of all Trustees present.

Items on the Consent Agenda

- A. Minutes of June 10, 2021 Study Session
- B. Minutes of June 17, 2021 Board Meeting

FOUNDATION UPDATE

Jo Schantz, Foundation Executive Director, provided an update to the Board. The Summer Whale Book Sale finished with just over \$52,000 gross. The Friends Annual Meeting is July 16, featuring author Barbara Nickless. The volunteer appreciation picnic is scheduled for July 30. The Foundation is gearing up for the summer tent sale at the Brass Armadillo in Wheat Ridge, August 13 and 14.

Jill Fellman, Trustee Liaison, commended all the wonderful people at the Foundation for the success of the Summer Whale Book Sale. It was quite an accomplishment considering the Covid protocols, new location and new time.

EXECUTIVE DIRECTOR REPORT

Executive Director Report

The Executive Director advised the Board that the Library returned service hours to pre-pandemic levels at nearly all locations on July 5.

Introduction of Lisa Smith, Director of People and Culture.

The Executive Director advised the Board that Lisa Smith has joined JCPL as the Director of People and Culture. Lisa Smith introduced herself to the Board and provided a brief summary of her experience. She noted that she is in her fourth week with JCPL and is very excited to work with the Library. The past eight years she worked in non-profits in the Denver area in education and in high level human resources positions, and worked for 12 years with Jeffco schools in early childhood education. She also worked for the State of Minnesota in training and development.

The Board welcomed Lisa to JCPL.

There were no questions from the Board about the Executive Director's report.

EXECUTIVE TEAM OPERATIONAL UPDATES

Business Strategy and Finance

Finance and Budget

Financial Review (May)

There were no questions from the Board about the May financial report.

Financial Report (June)

Barbara Long, Assistant Director of Finance and Budget, addressed the Board and pointed out that property tax revenue in the tables provided only include revenues through May. June is one of biggest months for property tax collections. The County did post June property tax revenues today and it looks like the Library is on track with its biggest revenue source. The Library has received transfer revenue from Workforce Jeffco for the collaboration on the equipment lending program.

In response to a question, the Board was advised that fines and fees are well below budget and next year's budget has been set much lower. The Library will probably not hit the budget for 2021. Charges for services is mainly revenue from printing. At the time that was budgeted last year, the Library did feel things would be back to normal. The Library is still not charging for printing so that will be under budget as well.

2022 Budget

The Chair noted that the Board has had many discussions over the last couple of months on the 2022 budget and capital plan. The last meeting ended with consensus from the Board to have staff present the budget for approval at this meeting.

Barbara Long addressed the Board and stated that the Library did project a fairly substantial increase to revenue based on information from the County Assessor's office and the County Budget office. The proposed 2022 budget also includes 11 new positions. Two positions are to add capacity to accelerate capital projects. The Library is excited by the direction from the Board to accelerate the Facility Master Plan and that is the focus for the 2022 budget. There is significant capital investment in projects to add square footage for our communities and the budget continues to fund materials, library services and programs.

In response to a question, the Board was advised that the Library will have an opportunity during the 2022 budget presentation to the Board of County Commissioners, to provide information on the capital projects and will address staffing in the context of previously approved positions.

- A. Letter to the Board of County Commissioners certifying the mil levy necessary to maintain and operate the library.

MOTION: Jill Fellman moved that the Library Board of Trustees authorize the Chair to sign the letter to the Board of County Commissioners certifying the mil levy necessary to maintain and operate the Library in 2022. Seconded by German Zarate-Bohorquez the motion passed by unanimous vote of all Trustees present.

B. 2022 5-Year Capital Plan

MOTION: Pam Anderson moved that the Library Board of Trustees authorize the Executive Director to submit the 2022 5-Year Capital Plan request to the Board of County Commissioners. Seconded by Jeanne Lomba voting on the motion was paused for discussion.

Trustee Naumer advised the Board that he is not comfortable that the Library has done the research on the Fehringer Ranch Administration project and will be voting no on the 5-year capital plan for that reason.

MOTION: Pam Anderson moved that the Library Board of Trustees authorize the Executive Director to submit the 2022 5-Year Capital Plan request to the Board of County Commissioners. Seconded by Jeanne Lomba the motion passed by majority vote of all Trustees present with Charles Naumer voting against the motion.

C. 2022 Proposed Budget Plan

MOTION: Pam Anderson moved that the Library Board of Trustees authorize the Executive Director to submit the 2022 Proposed Budget Plan to the Board of County Commissioners. Seconded by German Zarate-Bohorquez the motion passed by unanimous vote of all Trustees present.

Public Services

JCPL & Jefferson County Public Health Intern IGA

Julianne Rist, Director of Libraries, advised the Board that the Intergovernmental Agreement is between Jefferson County Public Health (JCPH) and the Library. JCPH is the lead agency for Communities that Care. The Library is an active member of Communities that Care (CTC). The agreement allows collaboration to establish a teen internship program that was part of CTC's master plan. JCPH and CTC has the structure the Library can leverage instead of creating our own. The agreement is for 10 interns for \$3,500.

MOTION: Jill Fellman moved that the Library Board of Trustees authorize the Executive Director to enter into an IGA with Jefferson County Public Health for the collaboration and funding of up to ten teen internships annually through the Communities That Care internship program. Seconded by Jeanne Lomba the motion passed by unanimous vote of all Trustees present.

Offsite Services: New Service Concept and Pilot Update

The Executive Director introduced the topic and advised the Board that they had asked for an update on alternative and offsite services. Julianne Rist and her team have prepared a presentation for the Board. Over the last few years, the Board has approved an investment in alternative services of almost \$1.5 million.

Julianne Rist addressed the Board and noted that the Library is excited to present a new concept as well as an update on alternative services. Julianne advised the Board that she will be giving a brief introduction and then Padma Polepeddi, Assistant Director of Library Experience will give an overview of the research that went into the new concept proposal. Kelly Duran, Public Services Manager, will then present information on how the new concept services might look and give an update on the existing alternative services.

Offsite Alternative Services

The goal of the Library's offsite service program is to bring library materials and services to those with difficulty accessing library locations. We aim to meet patrons where they are by offering a variety of services, from delivering materials to offering easy library access within communities and creating accessible at-home events and educational programs. Alternative services was first discussed in the Facility Master Plan in 2018. The Board has always been supportive of these ideas and during the last two years has approved innovative concepts such as utilizing hold lockers and a lending machine as alternative services while Belmar was closed for the redesign. The Board has also supported expanding these services, ensuring we have the budget to pilot them. We appreciate the Board's leadership and enthusiastic support. Last year the Board approved our purchasing additional lockers in order to both expand the number of locations in the county for hold lockers, and to pilot them at libraries. Julianne was happy to report the Library has finally received all of those lockers that were ordered and is working on the installation at Belmar and Columbine. The Library will evaluate these lockers as an alternative to curbside services. Tonight the Board will hear about an offsite locker location in northwest Arvada and a new innovative service. The Library looks forward to hearing the Board's discussion and thoughts about the Express Library.

Recreating the Library Experience

We know that holds lockers allow access to materials and meet the needs of patrons who utilize placing material on hold. The lending machine offers a small collection for those who do not plan ahead for what they want to watch or read. We also know there are other needs that lockers and the lending machine do not meet such as internet and computer access. One new opportunity that JCPL is currently exploring is an "Express Library" which is a remote staff-less library location enabled by technology. It represents an innovative development in alternative service delivery. With the Express Library we can

provide a more holistic library experience than what we can offer with lockers or a lending machine.

This space increases access to library resources, and could help us meet the demand for resources in those areas of the county where population growth has outpaced our planned building expansions. The space can also serve as interim access to library services until a location can be built. This service would be offered in a small leased space or space with a partner organization. Both a lease or partnership offers the Library more flexibility than an owned location. The Library can revise the service, discontinue it at the end of the agreement, or even sublease the space to another entity if we wanted to end the service sooner. The Express Library would be a higher price point than hold lockers or the lending machine, but will also offer a fuller library experience and meet the needs of more residents. It will also have lower operating costs and be open more hours than a fully staffed location. Padma Polepeddi, Assistant Director of Library Experience will now talk about the background of this proposal and how we did our research.

Express Library Pilot

Padma Polepeddi addressed the Board and provided information on the proposed Express Library pilot. At JCPL, we are continually looking at new and innovative ways to bring all types of library services into the community, including researching ways to bring a more holistic library experience to communities that have a distance barrier to a physical library location. Through our research we found that Bibliotheca's Open+ software provides a self-service, staff-less library opportunity that we are calling an "Express Library." The Library is looking at piloting the Express Library model as a first for JCPL and for Colorado as well. While other systems in the US have used this technology to expand open library hours at their existing locations, we have not found anyone who uses this self-service software at a standalone location which would make JCPL the first in the nation.

Padma reported that she came across Bibliotheca's Open+ software through professional journal articles as well as talking to Bibliotheca representatives at the recent PLA conference in 2019 and reaching out to libraries using this software. The Library talked with three library systems currently using this self-service model with Open+ software to extend library open hours, L.A. County Library, Ventura County Library and Appaloosa Library in Scottsdale, Arizona. They use Open+ to provide extra hours of access to patrons before the staff get to the building and after hours when staff are not in the building, bringing the ability for patrons to browse in a physical library space. Browsing helps in supporting library circulation and they were falling below average in terms of staffing, and that was a motivation to look for innovative ways to bring services to patrons.

The Library will be coming back to the Board for their authorization when there is an agreement for a location. The project plan also covers community communication and outreach about the services as well as the evaluation of the service and success measures such as expected daily use. But tonight, the Library would just like to talk about the concept and hear from the Board.

Project Estimates

The startup costs would be costs for finishing and furnishing the space. We have already looked at what we would need for a 1600 square foot space. When we ran the numbers for purchasing new items including shelving we felt it was high for a pilot, so we have done some value engineering such as not purchasing new shelving but using shelving that the library already has to reduce costs. The final costs will depend on the space and what work the landlord would do for us as a tenant. The major operating costs would be the lease and software license and support. The Library would use Library to You staffing and this would become another rotation as part of their duties for all their services. The lease would be \$50,000 to \$60,000 and the software is about \$10,000.

Padma Polepeddi advised the Board that Kelly Duran, Public Services Manager for the Lakewood Library and Library to You Core Service, will talk about the Express Library concept, what services would be provided at the Express Library location and give an update on current offsite services.

Express Library Concept and Services Offered

Kelly Duran addressed the Board and provided information on how the Express Library would work. The Library would lease a small space and utilize Open+ software. To unlock the door you would use your library card. Patrons would have to opt in with a signed agreement and an orientation. The software can also manage occupancy limits, announce closing time and automatically locks and unlocks the doors. Security cameras are part of the system for remote monitoring. A phone would be available so that patrons can contact the call center or 911 in an emergency. Staff would go to the Express Library for a short time on a daily basis to process and shelve holds, straighten shelves and displays, check in items, etc. This work is similar to stocking the lockers or lending machine on a daily basis. They would not be staffing a desk. The Express Library services are more holistic than the lending machine or holds locker and will have displays and a collection to browse high interest materials. It will also have computers, access to Wi-Fi, printing, copying, faxing and limited seating. There are also programming opportunities like weekly story times, monthly book groups, book a librarian, and programs for teens. Patrons will also have the opportunity to pick up holds and have the convenience of library services closer to their homes.

Update on Offsite Holds Lockers and Return Bins

The Library has successfully utilized offsite holds lockers now in several areas of the County. Holds lockers provide patrons with increased flexibility in accessing their library materials 24/7/365 and being closer to their home. Wherever we put an offsite holds locker we also add a Returns Bin so patrons can also return items 24/7/365. The Library does have data to show that patrons are using these services when the locations are closed. In addition to the holds lockers, JCPL has piloted one lending machine. The lending machine gives patrons a limited browsing experience with the option to check out popular items. These services are working well for patrons to have access to materials with a shorter drive time to pick up or return materials and offer 24/7 access. The success measure is to see if the offsite services are being utilized by the community. To measure this, the Library's goal for the first year is to have 80-95% locker use rate. This percentage means that lockers are not sitting empty, and also that patrons are not waiting additional days for a locker to open up. During this first year the Library is establishing a baseline for what success in this brand new 24/7 service looks like through use, number of items checked out and returned and number of patron visits.

Offsite service at the Ridge have been available for 9 months with an 87% usage rate and at Mountain Resource Center for 6 months with a 65% usage rate so far. During this time 7,890 items have been checked out from these 2 offsite locations. JCPL is excited about the success of the holds lockers and is expanding this service to other locations in Candelas in northwest Arvada and is looking for locations in Morrison. These offsite services are a complement to other Library to You services – meeting the needs of patrons who can't come to library locations – we come to them.

In response to questions, the Board was advised that:

- Security was one of the very first questions the Library asked. The libraries using this concept shared that the patrons self-monitor one another and the spaces. Ventura has had this service for over three years and has not had a single incident. Having the physical space in a high visibility location has also contributed to the safety and success of the model. Just like any other library, if an issue comes up, patrons call the library and staff are accessible. The placement of the physical space is important, the community takes ownership with this model and supports the safety aspect.
- There is an opt-in process for patrons and there would be age restrictions. To use the Express Library, patrons sign an agreement, know the rules and how to behave in the space or their privileges are taken away. The Library card is scanned to get in the space and the Library will know who is in the building.
- It is standard JCPL policy that if a patron loses their library card a new card is issued with a different number.

- The Express Library proposal is for a standalone location, not as part of an existing location. The focus for this service is to have it in an underserved area of the County.
- The Library is developing success measures for the Express Library.
- The Library will include the cost per square footage of the Express Library versus a staffed library.
- The proposed operating hours for the Express Library will be provided to the Board.
- The three libraries using this software that the Library talked with are L.A. County, Ventura County California and Appaloosa Library in Scottsdale, Arizona.
- Appaloosa Library uses the software before hours, 3 hours before that library opens at 10:00 am. Ventura County uses the software for after hours, later than 7:00 pm.
- Holds pick up would be a service at the Express Library.
- Some of the locations for alternative services were identified in the Facility Master Plan. Some alternative services are a fill-in service in underserved areas until the Library can build the destination library in those locations. The Library also looked for other areas outside a 10 minute drive time and demographics including population density.
- The Library builds in an evaluation process as part of the pilot plan. One of the tools the Library uses is the net promoter survey. That tool was utilized in June for curbside services to see how well that service was received by patrons. Return on investment is a part of the evaluation process.
- The general timeframe for evaluation is typically from the time the service is introduced to between 90 and 120 days. We start to see baseline development in about 6 to 9 months. The Library does an initial scanning in 90 days to see if what we are offering is meeting that community's needs. The Library would not do a complete assessment until after 6 months. In Ventura County patrons embraced the service, but patron excitement builds gradually.
- The Library will provide more information on the lease terms, the operational hours and the age restriction.
- Programming at the Express Library would be staffed. For example, for Saturday story times, staff would arrive, set-up, hold the program, hang out and talk with patrons, then move on to other duties.

The Trustees expressed appreciation for the work that has gone into alternative services, for providing information on the exciting new service option and noted that they look forward to receiving more information.

Julianne Rist thanked the Board for their time and great questions and noted that the Library will have answers to those questions.

Technology and Innovation

RFID Contract Amendment - Sorter Evergreen

Bernadette Berger, Director of Technology and Innovation addressed the Board and noted that the machines are modular and can be disassembled when the Evergreen Library is renovated.

MOTION: Pam Anderson moved that the Library Board of Trustees authorize the Library Executive Director to sign the contract amendment with RFID Library Systems, Inc. for the replacement of the Automated Materials Handling System at the Evergreen Library in the approved budgeted amount of \$255,275. Seconded by Jeanne Lomba the motion passed by unanimous vote of all Trustees present.

ITEMS REMOVED FROM THE CONSENT AGENDA

No items were removed from the consent agenda.

EMERGING ISSUES

Hybrid meetings

The Chair introduced the topic and asked the Executive Director to present information. The Executive Director advised the Board that she and Amber Fisher met with Kurt Behn with the County Attorney's office last week, and on Monday, received information from the Board of County Commissioners (BCC) regarding hybrid meetings. The BCC has requested that for the time being, all boards and commissions continue with an electronic component for meetings. Meetings can be in-person but they also require a virtual component. There are two options, all virtual or a hybrid format. Kurt Behn indicated that Trustees can participate and vote in a hybrid meeting and there is no minimum number of people that had to be present in person. The Library Board can put something in the Bylaws for parameters around attendance by Trustees but there is not a problem with public meetings in the hybrid environment. The County has made quite an investment in two rooms with hybrid technology to make it equitably participatory and it did take them a few months to select a contractor and get the system installed. When you have a hybrid meeting, and have Board members hybrid, you need a person to be monitoring the people who are virtual if someone raises a hand or has questions. That will be another resource that is needed. JCPL will have a decision point around in-person or hybrid attendance for the executive team.

In response to the Chair's request for a temperature check from the Trustees relative to moving to hybrid meetings, once the Library is able to do that, the Trustees responded with the following comments and concerns.

- Would executive sessions have separate attendance requirements

- Going to different libraries in the summer for Board meetings and would the technology be transported to other locations.
- Holding hybrid meetings at different locations is probably not possible immediately and it may be September before the Library has the technology in place.
- The Board may need to have further discussions around governance of hybrid meetings and attendance. For example, you can attend virtually but not more than 50% of the time.
- Having a virtual component to public meetings provides for more access by the Trustees to ensure quorum and participation by the public.
- It is probably not a change to the bylaws as much as a change to Board norms/governance policies.
- The Board can approach any adjustments to bylaws or policies step by step.
- The Board of County Commissioners can attend their public meetings virtually.
- The Board may have to wait and see what the technology provides and what the hybrid meetings would look like before making any decisions around adjustments to bylaws or governance policies.
- The Board can make changes to their Bylaws at any time, it does not have to be only on an annual basis.

Trustee Lomba lost connectivity at 6:53 p.m. and regained some connectivity at 6:54 pm. The Chair noted that she would reach out to Trustee Lomba to see if she had additional feedback.

The Executive Director requested and received confirmation from the Board on the following direction regarding hybrid meetings:

- The Board is in favor of Trustees participating remotely or in person.
- The Board is not recommending any changes to bylaws or governing policies at this time for Library staff to draft.
- In order to do it well in a short timeframe, the Library will return with a plan to implement hybrid meeting technology in one location, not a plan to make it happen in all locations now.

ENDS

There were no items.

BOARD GOVERNANCE

There were no items.

BOARD SCHEDULE – NEXT MEETINGS

Location of meetings of the Library Board of Trustees are being determined in cooperation with guidelines from Jefferson County. Information on meeting location will be posted at least one week prior to the scheduled meeting date.

2021 Board Meeting Schedule

- August 12, 2021 – Study Session – 5:30 pm – TBD - virtual
- August 19, 2021 – Board Meeting – 5:30 pm – TBD - virtual
- September 9, 2021 – Study Session – 5:30 pm - TBD
- September 16, 2021 – Board Meeting – 5:30 pm – TBD – Executive Session

Trustee Fellman advised the Board that September 16, is Yom Kipper and asked that the meeting be rescheduled. Amber Fisher will work on rescheduling the September 16, Board meeting.

ANNOUNCEMENTS/GENERAL INFORMATION SHARING

Thank you for your time and passing budget and capital plan.

ADJOURNMENT

The Board meeting was adjourned at 7:00 pm.



Jill Fellman, Secretary