

**Minutes of the Regular Meeting of the  
JEFFERSON COUNTY PUBLIC LIBRARY  
BOARD OF TRUSTEES  
August 19, 2021**

**CALL TO ORDER – REGULAR MEETING**

The regular meeting of the Jefferson County Public Library Board of Trustees was held online via WebEx on August 19, 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; 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:** Charles Naumer moved that the Library Board of Trustees approve the agenda as presented. Seconded by Jeanne Lomba 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. One public comment was received regarding landscaping at the Lakewood Library. The Executive Director will forward that comment to the Board and provide assistance on the response.

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

Items on the Consent Agenda

- A. Approve the July 15, 2021 Board Meeting Minutes
- B. Adopt Policy Governance Monitoring Reports 2.5 through 2.9 as presented.
- C. Authorize the Executive Director to sign the renewal of the contract with Midwest Tape, LLC within the approved 2021/2022 budgeted amount.
- D. Authorize the Executive Director to renew the contract with Bear Creek Landscape Co. for snow mitigation services at Evergreen Library within the approved budgeted amount.
- E. Authorize the Executive Director to renew the contract with CoCal Landscape Services Inc. for snow mitigation services at all locations other than Evergreen within the approved budgeted amount.
- F. Authorize the Executive Director to enter into a contract with Powers Products Co for \$141,750.00 for the purchase and replacement of the Standley Lake clerestory roof panels.
- G. Authorize the Executive Director to sign the Intergovernmental Agreement with Cimarron Metropolitan District for the installation of holds lockers and a material returns bin at the Candelas Residential Community.
- H. Authorize the Executive Director to enter into a lease agreement with William Penn Apartments, LLC, and Courtyard on Vine Street, LLC, for a period of five years for the property located at 14455 W. 64<sup>th</sup> Ave Arvada, CO.

**FOUNDATION UPDATE**

Jo Schantz, Foundation Executive Director, provided an update on the activities of the Foundation. The Foundation is expanding into the adjacent office and warehouse as of September 1, 2021. This will double the Foundation's office and warehouse space. There are plans to put a kitchen facility into the new addition to have a place for our staff and volunteers to take a break. The Foundation is planning an open house and would like to invite the Trustees. Jo will be accepting the 2021 Lakewood Mayor's Inspiration Award at the Lakewood City Council meeting on September 27. The tent sale at the Brass Armadillo Antique Mall raised \$3,400. The Whale's Tale bookstore is still going strong with sales for

the month at \$11,869. The Whale of a Used Book Sale is moving back to the Fairgrounds. The sale starts with a Friends only preview night on Thursday, October 28, and then is open to the public Friday, October 29 through Sunday, October 31. The annual volunteer appreciation chuck wagon barbeque was held on July 30. Jean Osborne was named volunteer of year; Sherry Olin was named the volunteer leadership honoree; Tim O'Neil accepted the Elena Joyce Grissom lifetime achievement honor; and Vicki Ponce received the Linda Abbott memorial award for volunteer excellence. Alison Brigham gave \$5,000 to assist with the tumble math program. The 2020 audit was completed and the Foundation provided almost \$180,000 to the Library in 2020. If you add in the in-kind contribution and all Foundation operations costs, there was a 8:1 return on JCPL investment.

Trustee Fellman report that the book store sold over \$1,200 in a single record album sale. The Foundation is doing well and working hard.

The Chair expressed appreciation to Jo Schantz and her team.

## **EXECUTIVE DIRECTOR REPORT**

### Executive Director Report

The Executive Director addressed the Board and noted that her report includes the Library's focus for the third quarter. She noted that she will be moving off the West Metro Chamber Board and Julianne Rist, Director of Libraries, will be joining that Board. The West Metro Chamber's support to businesses will be well served by Julianne and her team as they handle that area for the Library. The Executive Director noted that she will seek out something new and expressed appreciation to Julianne for her service on that Board.

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

### **Hybrid Meetings**

The Executive Director introduced the topic and addressed the Board. The Library has a presentation for the Board on hybrid public meetings. Last month the topic of hybrid public meetings for the Library Board of Trustees was brought forward as an emerging issue. Conversation included things like executive session requirements, ability to hold hybrid meetings at different library locations, Board attendance, and other potential topics.

The Executive Director noted that tonight there is time and space for a fuller conversation that includes these topics:

- How the Library is defining a hybrid public meeting
- Governance considerations and requirements
- Opportunities and challenges
- Potential Options to consider

- A Preliminary staff recommendation
- Timeline

This is the main topic for tonight's meeting and time has been provided for a full discussion in order for the Board to reach consensus on the direction for the Library to move forward.

### Hybrid Meeting Definition

The term hybrid meeting refers to any meeting that has both a physical "in-person" format and a "virtual" online component. The online component is meant for remote attendees. What this means in practice is that having a hybrid meeting is essentially running these two types of meetings at the same time and integrating them seamlessly to create an experience that satisfies the needs of the Board, the public, and the staff. And, how to translate this concept into a fully equitably participatory public meeting that meets legal requirements.

### Governance Considerations

When it comes to legal requirements and governance the Board is well set. Public meetings can be held completely remote, in person, or in a hybrid environment. The Board of County Commissioners has indicated that in-person only meetings are not an option at this time.

The Board's excellence in governing is reflected in the current Bylaws and Governance Policies. It's why we were able to pivot to the completely remote environment in March of 2020. A reminder that Bylaws are forward-looking, in order that changes or amendments are not unnecessarily restrictive on future activities. The Library does not see a need for the Board to change the Bylaws.

The Library might recommend minor changes to policies to reflect the Board's responsibilities and values in a hybrid environment. Most of the governance of hybrid public meetings can be handled in the instructions and motions document that Amber (Fisher) provides for every regular Board meeting.

All of us will need training. The County has been practicing for hybrid public meetings for 3-4 weeks, but we can proceed with hybrid public meetings without concern for meeting legal requirements.

With that question answered, we can move on to opportunities and challenges in the hybrid public meeting environment.

## Opportunities



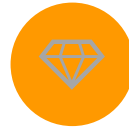
Increased attendance capability



Environment-friendly



Higher audience engagement



Valuable data metrics on attendance and engagement.



Help meet quorum



Increases transparency

As we've seen during the pandemic, having a virtual component to public meetings increases the number of people who can attend and participate, could help us meet a quorum, reduces the need for people to travel and is environmentally friendly and could provide more data on public and staff engagement. Most importantly, it increases transparency into the Board's decisions and decision-making process. Equitable Participation in the public process has more potential than ever.

## Challenges

### Challenges



Delivery Has Potential to Become Complex



Potential Connectivity Issues



Engagement issues



Coordination & Engagement Requirements



Cybersecurity



Change can be Challenging



Delivery has the potential to be complex, essentially running two meetings at once. Additional staff resources are required to coordinate technology, people, systems, and processes. As we've seen with the all virtual environment, connectivity issues are part and parcel of both the all remote and hybrid solution. Cybersecurity concerns would need to be addressed through norms and software settings. We'll have a learning curve with Trustee, staff, and public engagement, and we need to manage this big change well to be successful. Unlike March of 2020, we have time to plan.

Now that we've set the stage, Bernadette Berger, Director of Technology and Innovation, will walk the Board through the technology options and staff recommendation.

### Hybrid Options – Three Levels

Bernadette Berger addressed the Board and provided information on three options for hybrid public meetings.

- Update
- Standard
- State of the Art

All of the three options will require some room reconfiguration and the purchase of new equipment to integrate soft conferencing. When we are discussing integrating the conferencing capabilities, we are using the term to include every part; meeting software such as WebEx Events, all the features that come with it, and hardware.

### Update Option

- Reconfiguring existing equipment
- Adding minimal new equipment
- Upgrading the projection system and keeping existing screens
- Adding a ceiling microphone
- Adding a camera for limited camera view

The update option includes reconfiguring existing equipment and adding minimal new equipment. This would include upgrading projector systems and adding in ceiling microphones and cameras so people can hear and see what's happening in the room; who is speaking or presenting. This is the cheapest option with less equipment costs but more staff costs. Each is a separate component controlled independently that would require more resources to manage. There would be an in-room laptop or PC where you would plug in all devices and includes a dedicated staff person to manage. The cost is around \$15,000 per room. The risks are in the complexity making it more difficult to run, and single point of failure considerations. The timeline is 60 days and is dependent upon the supply chain.

### Standard Option

- Upgraded displays in place of the existing projection solution
- Directional ceiling microphone
- Meeting controlled by touch panel room device integrated into soft conferencing
- Multiple camera angles for room coverage

This option is more what you see today in board rooms and higher end meeting rooms. The Library does not currently have anything similar. This option includes updated displays in place of the existing projection system, directional ceiling microphones so Board members conversations can easily be picked up. There would be multiple camera angles for room coverage for equitable participation. The meeting is controlled by a touch panel in the room that is integrated into soft conferencing. There are more equipment costs but less staff costs with this option. This is the mid-range option and is still dependent on the supply chain.

### State of the Art

- Individual screens for members
- Use of AI to focus on speaker
- Utilizing microphone arrays and individual microphones
- Installing multiple cameras with auto tracking based on microphone activity
- Multiple displays for content

The County and the Edgewater City Council chamber room have some of these elements. This option has individual screens for Board members, uses artificial intelligence – if someone speaks the camera goes to that person. It has a great sound system throughout the meeting room and you would not have to step up to a microphone. Auto tracking is based on the microphone activity. This option is much more futuristic. There are a lot of equipment costs and some risk. The technology is not as proven, it is newer technology, but the Library wanted to present this information as something that the Board could choose.

### Staff Proposal - Standard

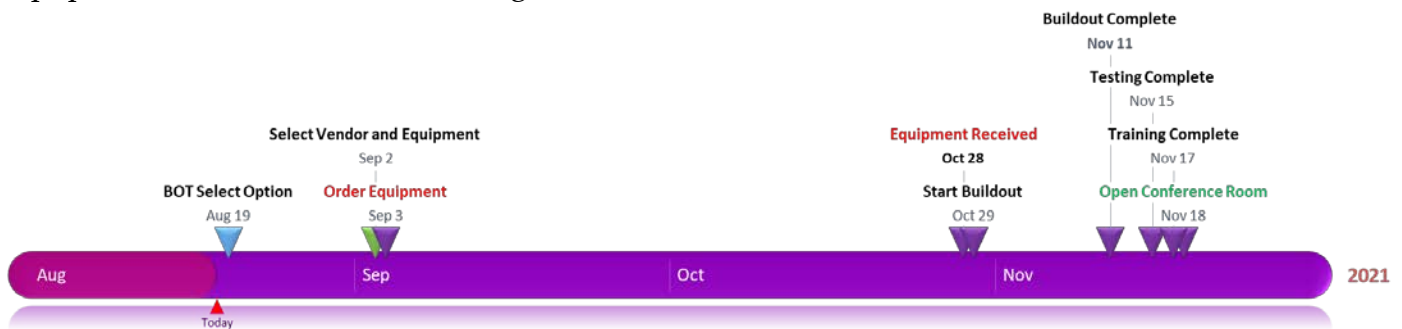
- Mid-level solution
- Equitable participation
- Ability to focus on panelists
- Set rooms – Nissler and Lakewood Meeting Room
- Recommend two rooms for redundancy

With the mid-level solution the Library would do a little more intensive upgrade of equipment to allow for more equitable participation. There would be the ability to focus on board members or people brought in to speak. The Library would pick one location

with two rooms for redundancy and to make sure we could accommodate social distancing. The Nissler conference room is not meant for a large crowd. Both the Lakewood Library meeting room and the Pam Nissler conference room would be included. This option does have some impact to our patrons in terms of the time the meeting room would be available.

### Potential Timeline

The Executive Director shared the potential timeline if the Board selects an option tonight and reaches consensus. Bernadette Berger, Brad Green, Systems and Security Manager, and Amber Fisher have already completed much of the work including vendor bids. The lead time the Library has been told to expect after ordering equipment is 60 days. Once we receive the equipment, install the equipment, perform testing and real time training for staff and Trustees, and if everything goes exactly as planned, we could hold a hybrid meeting in November. This is a very tight timeline to successfully get this all done. If equipment comes in sooner we can get it done sooner.



### Wants and Needs

The Executive Director reviewed the wants and needs of the Library to implement hybrid public meetings for the Board.

- Equitably Participatory
- Meet legal requirements for transparent government
- Reliability of the technology
- Reliability of the people
- Low staff resource requirements
- Low complexity
- Redundancy

First and foremost is equitable participation and meeting legal requirements for transparent government. Then, the reliability of the technology, the people running the meetings and participating in the meetings. The Library would like the lower staff resource requirement. The update option would be the most complex and staff resource intensive and the Library is experiencing what the rest of the county is in terms of staff



turnover and recruitment challenges. Redundancy is important and having two rooms in one location would help us manage hybrid meetings. If we set up in the Pam Nissler room and that room goes out we would have to be able to respond to that situation and move to another room.

The Executive Director asked the Board for their comments and questions. Following are the responses to questions and comments from that discussion:

- 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.
- The estimated cost for the Standard Option is \$30,000 per room.
- As this is a new project it was not included in the budget. The initial funds would come from the contingency budget. The Library would establish the ongoing budget for this technology so that we are constantly maintaining this asset like we do for all assets.
- The estimated cost for the State of the Art option is \$50,000 per room.
- At this time the Library is focused on implementing this technology for the public Library Board meetings.
- There are some libraries that offer hybrid meeting services to the public. Implementing this as a public service at JCPL would require more time for research, planning and budgeting for staff resources.
- The Library recognizes the value and usefulness of hybrid meeting technology and the potential to provide that service to the public and to staff as we move into this new world of work. Spreading the cost across other uses increases the value of this investment.
- Library Board Study Sessions are subject to open meeting legal requirements.
- The Library's recommendation at this time does not provide for moving the technology around to other Library locations. The Library is not resourced or staffed to provide that ability at this time.
- The Lakewood Library meeting room would not be available for other uses during Board meetings or study sessions approximately two nights per month.
- As the technology improves the Library could update the firmware or software.
- The component pieces of the technology could be packed up and moved when the Lakewood Library is scheduled for remodel in 2025.
- The Library is not able to predict future changes to the technology. Technology changes quickly and the Library hopes to continue using the majority of the component pieces, like the display, for at least five years.

Following are the Board comments from that discussion:

- The Chair noted that the technology horizon in her opinion is relatively short – it's always changing. From the update option to the standard option we have to consider the staffing impact and additional cost that would probably fill that gap. Either way it comes in the cost of additional staff or in the cost of losing staff from overworking and expecting too much. There would be a high staff cost for the update version. The Chair noted that she also likes the idea of being able to provide this technology to the public down the road. She noted that she has participated in the update version and knows that she does not want to put that on staff shoulders. It is very difficult on the staff side to manage, run and participate and we would lose a lot of our productivity.
- Trustee Fellman stated that technology breaks at the speed of light and the minute you buy something there is a new one. She noted that we will need updates down the road. Technology changes on a dime and we have to roll with it.
- Trustee Anderson expressed appreciation for the information and to staff for pulling it all together. This was an unexpected project that came up due to circumstances. The standard option is the way to go – high end systems are around meetings that have more attendance – not that we won't down the road. I don't think we're ever going back to in person only in the public square. People are appreciative of the access point and the convenience. She noted that she does not think it's necessarily just a policy from the BCC. It is a public expectation from here on out. Once we get our feet under us, it feels comfortable and we know what the budget looks like, the opportunity to make it more broadly available for the cost benefit is appealing.

The Chair stated that while this is largely an operational issue, the Board is being asked to provide the Library with guidance and direction. The Chair noted that the Board has the choices and asked if they were ready to come to consensus on an option.

The Board reached consensus on the Standard option and the Chair confirmed that direction for the Executive Director.

The Executive Director thanked the Board and noted that if the cost goes over \$60,000 the Library will come back to the Board.

## **EXECUTIVE TEAM OPERATIONAL UPDATES**

### **Business Strategy and Finance - Finance and Budget**

#### Financial Report (July)

Barbara Long, Assistant Director of Finance and Budget, addressed the Board and noted that the contingency budget was set at \$500,000. The Library has used \$140,000 of that

contingency budget for the Standley Lake clerestory roof and there are still funds available.

Property tax receipts in July pushed the Library over budget for the year. Operating expenses are on track and capital projects are moving along.

In response to a question, the Board was advised that there are discussions at County regarding Tabor requirements and refunds, and the Library is fortunate that Tabor does not impact the Library's budget.

### **Communications & Engagement**

#### **Mid-Year Report – Follow-up**

There were no follow-up questions from the Board.

### **ITEMS REMOVED FROM THE CONSENT AGENDA**

No items were removed from the consent agenda.

### **EMERGING ISSUES**

No emerging issues.

### **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.

The Chair noted that at the August Study Session, the Board did agree by consensus to cancel the September Study Session and reschedule the September regular Board meeting and called for a motion to reschedule the Board meeting.

### **RESCHEDULE SEPTEMBER BOARD MEETING**

**MOTION:** Jill Fellman moved that the Library Board of Trustees reschedule the Regular Board meeting from September 16, 2021 to September 23, 2021. Seconded by Jeanne Lomba the motion passed by unanimous vote of all Trustees present.

The Chair advised the Board that the joint meeting with the Board of County Commissioners (BCC) is scheduled for earlier in the day on September 23, 2021. The Chair noted that she will send an email to the BCC to see if they have any particular topics for that meeting. The Chair asked the Board to send her any topics they may have for that meeting.

#### 2021 Board Meeting Schedule

- September 9, 2021 – Study Session – 5:30 pm - CANCELLED
- September 23, 2021 – Joint BCC & Library Board Meeting – 1:00-2:00 pm
- September 23, 2021 – Board Meeting – 5:30 pm – WebEx – Executive Session
- October 14, 2021 – Study Session – 5:30 pm - TBD
- October 21, 2021 – Board Meeting – 5:30 pm - TBD

#### **ANNOUNCEMENTS/GENERAL INFORMATION SHARING**

#### **ADJOURNMENT**

The Board meeting was adjourned at 6:29 pm.



Jill Fellman, Secretary