



Jefferson County  
**PUBLIC LIBRARY**

## **BOARD STUDY SESSION**

**DATE:** January 13, 2022  
**TIME:** 5:30 P.M.  
**PLACE:** Online via WebEx

### **Board Governance - Strategy**

- Board Reviews Global Ends Statements 1.0-1.4
- 2020-2025 Strategic Planning Framework & Process
- 2022 Annual Plan: Strategic Priorities, Initiatives & Projects

### **Board Governance**

- Draft Sunshine Resolution

### **Contracts**

- Axis 360 Contract Renewal Information
- STAT Contract Renewal Information
- RFID Contract Information - Columbine Sorter

### **Business Strategy and Finance**

- Pine Library Contribution

### **Communications and Engagement**

- Naming Agreement – Columbine Library Bench

**NEXT BOARD STUDY SESSION**

TO: Library Board of Trustees

FROM: Donna Walker, executive director

RE: Review Global Ends Statements 1.0-1.4

DATE: January 13, 2022

At the beginning of each calendar year the Board reviews their Global Ends Statements - the long-term, broad organizational goals that set direction for the Library - per their governance calendar. This review is a critical step in the strategic planning process.

The Library recommends that the current Board Ends stand as is. These Ends are the foundation of our 2020-2025 Strategic Plan and continue to provide vision and guidance for our priorities, initiatives and projects.

These Ends are:

**POLICY TYPE: ENDS**

**POLICY 1.0**

**POLICY TITLE: *ENDS POLICIES***

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**Global Ends Statements:**

**The Jefferson County Public Library helps to build an educated and vibrant community by providing equal access to information and opportunities.**

1. All Jefferson County residents have equal opportunity to access information, resources, ideas and technology, and they are supported in using these resources.
2. All Jefferson County residents have safe, convenient, and radically welcoming places to go to access information and resources and participate in community life.
3. Jefferson County Public Library adds value to the community by providing leading-edge services that advance our common goals.
4. JCPL maximizes return on shared investment by delivering services of the greatest possible value to Jefferson County residents through effective and efficient use of our resources.

To: Library Board of Trustees

From: Donna Walker, executive director

Re: JCPL 2020-2025 Strategic Planning Framework and Process

Date: January 13, 2022

In 2022, Jefferson County Public Library (JCPL) enters year three of our 2020 – 2025 Strategic Plan. The following provides background on implementation so far. A brief refresher on the Framework and Process will be provided at the study session.

## **2020**

### **Year One Implementation**

The steps described below led to the development and application of JCPL's five-year strategic plan:

- Gathering extensive Board, staff and community inputs to define community needs
- Developing ends statements, the broad organizational goals, to connect community needs and the Board of Trustees
- Establishing strategic priorities, the primary objectives to be accomplished over five years that realize the ends statements
- Creating initiatives, the high-level actions that set the direction for JCPL's strategic projects, and further the strategic priorities to reach the ends statements
- Developing strategic projects, the activities that support our initiatives, and map back to the strategic priorities and ends statements

These steps also led to the creation of JCPL's **strategic framework**, the structured method JCPL uses to define how initiatives and projects support the strategic plan's priorities and ends statements. The five-year strategic plan framework was presented to the Board of Trustees in January of 2020.

In March of 2020 the pandemic hit Colorado and JCPL closed our libraries to the public. For the next several months the Continuity of Operations Plan guided our tactical decision-making, services, and programs. Once the Library began providing curbside services and a gradual return to in-person services, strategic additions and modifications were made to the 2020 projects.

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## **2021**

### **Year Two Execution**

2021 was year two of carrying out our five-year strategic plan. The executive team assessed our strategic priorities and validated with the Board that creating libraries for the future, reaching more people, focusing on building literacies, being the third place and growing sustainably still hold, and continue to be our guideposts moving forward.

JCPL's executive team modified the strategic plan's initiatives and updated the strategic framework with those changes. The Library Board validated the 2021 strategic projects as the organizational annual plan. Two high priority strategic projects were added by the Board in the course of the year to respond to changing conditions.

## **2022**

### **Year Three Execution**

As JCPL enters year three of the execution of our five-year strategic plan, library leadership has once again validated that our strategic priorities and initiatives continue to lead towards the achievement of the Board Ends.

JCPL's executive team created more specific criteria to rank projects being brought forward for consideration to determine which met these more rigorous standards. Creation of these criteria was guided by the more advanced understanding and application of project management principles gained organization-wide in 2021.

TO: Library Board of Trustees

FROM: Donna Walker, executive director

RE: 2022 Annual Plan: Strategic Priorities, Initiatives and Projects

DATE: January 13, 2022

The ongoing effect of COVID-19 on organizational planning and assessment for the year 2022 can't be overstated. The uncertainties brought to our world and local community due to the pandemic have created ongoing challenges and opportunities to our strategic planning process and priorities.

After careful reflection and review, the Library believes that the five strategic priorities set for the 2020-2025 Strategic Plan continue to hold true for 2022 and that they connect directly to achievement of the Board Ends Statements.

These **priorities** are to:

**CREATE LIBRARIES FOR THE FUTURE**

Jefferson County Public Library will create libraries for the future throughout the county via expansion, redesign and construction.

**REACH MORE PEOPLE**

Jefferson County Public Library will reach more people through strategic partnerships, alternative services, customer experience, inclusion efforts, and community engagement and outreach.

**FOCUS ON BUILDING LITERACIES**

Jefferson County Public Library will focus on building literacies through patron-interest-focused materials selection, creative technologies, digital literacy services, school and workforce readiness, adulting programs, small business support and financial literacy initiatives.

**BE THE THIRD PLACE**

Jefferson County Public Library will facilitate civil civic conversation, develop collaborative community discovery spaces, and serve as the place to be for out-of-school time and not-to-miss events.

**GROW SUSTAINABLY**

Jefferson County Public Library will manage financial resources to meet our planned capital and service build-out within our current mill levy rate of 4.5 and account for a variety of economic conditions.

Similarly, library leadership reviewed and validated our strategic initiatives, high-level actions that set the direction for JCPL's strategic projects, and further the strategic priorities to reach the ends statements.

These **initiatives** are:

| INITIATIVE                                       | OBJECTIVE   |
|--|---|
| <b>Service Point Development &amp; Expansion</b> | JCPL has more convenient and accessible service points throughout our community. Service points are designed to meet the social, technological, economic and sustainability challenges and opportunities of the future. |
| <b>Excellence in Customer Service</b>            | JCPL demonstrates a deep understanding of individual, community, and organizational needs in the way we serve each other and our residents.   |
| <b>Lifelong Learning &amp; Literacy</b>          | Literacy programs and services address specific learning and literacy development needs. Opportunities for all ages, backgrounds, and abilities are met with effective and inclusive technologies and approaches.       |
| <b>Building Inclusive Community</b>              | Equitable and inclusive practices are embedded in policy, decision-making and partnership development.  |
| <b>Embracing Innovation &amp; Change</b>         | Modernization of JCPL is achieved through proactive pursuit of positive change by exploring new technologies, structures, approaches, and systems.  |
| <b>Continuous Process Improvement</b>            | Systems are improved in order to maximize organizational effectiveness, advance services, and increase efficiency.  |

The **JCPL 2022 Annual Plan** consists of ten strategic projects – specific activities that support our initiatives and map back to our strategic priorities and ends statements. Our new project management process led to the creation of ranking criteria to aid the Library in determining which projects met this more formal standard.

To be considered strategic, a project must meet these criteria:

- Link to at least three strategic initiatives
- Be a substantial driver of at least one identified success measure
- Include all elements of our definition of a project
- Executive team must be consulted before decision-making
- Project sponsorship is at the director-level

The **top five projects** listed below include the major deliverables expected in 2022 and are intended for Board and executive director focus.

These **projects** are:

- 1) **Accelerate our Building Program**
  - 1) Finalize updated Facility Master Plan
  - 2) Initialize concurrent building project management
  - 3) Create a new design standard for JCPL
- 2) **Design a New Library in South County**
  - 1) Acquire site
  - 2) Design space
  - 3) Engage community
- 3) **Initiate a New Library in Northwest Arvada**
  - 1) Validate need
  - 2) Engage community
  - 3) Acquire site
- 4) **Develop a New Concept in Philanthropy Strategy**
  - 1) Create a JCPL fundraising plan
  - 2) Codify new roles and responsibilities for fundraising between JCPL and JCLF (MOU)
  - 3) Begin execution of JCPL fundraising plan
- 5) **Redesign Evergreen Library**
  - 1) Engage Community
  - 2) Create Program of Service
  - 3) Create and finalize design

#### Additional JCPL 2022 Strategic Projects

- ❖ Assess Organizational Staffing
- ❖ Create a Radically Welcoming JCPL
- ❖ Expand Offsite Service
- ❖ Advance Digital Equity and Inclusion
- ❖ Integrate Emerging Technology

These projects are intended to represent the 2022 Annual Plan for JCPL. Sample deliverables for all strategic projects can be explored further with the Board at the January 13 study session, if needed. Review of Final 2021 Strategic Plan Achievements will be presented to the Board in February.

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**Annual milestone-opportunities for Board Strategic Planning engagement and input:**

| <b>Budget and Strategic Planning Calendar</b> |   |
|---|---|
| <b>Month</b>                                  | <b>Output</b>   |
| January                                       | Review Ends Statements<br>Consensus on 2022 Strategic Priorities, Initiatives, Projects |
| February                                      | Review of Final 2021 Strategic Plan Achievements  |
| March   | Direction on 2020-2025 Strategic Plan, year four  |
| May   | Direction on 2023 Budget<br>Direction on 5 Year CIP and 10 Year Financial Forecast      |
| June  | Authorize submission of 2023 Budget and 5 Year CIP                                      |
| August – September                            | Review 2023 Budget Highlights with Board of County Commissioners                        |
| November                                      | Review 2023 Budget  |
| December                                      | Authorize 2023 Spending Plan  |





Jefferson County  
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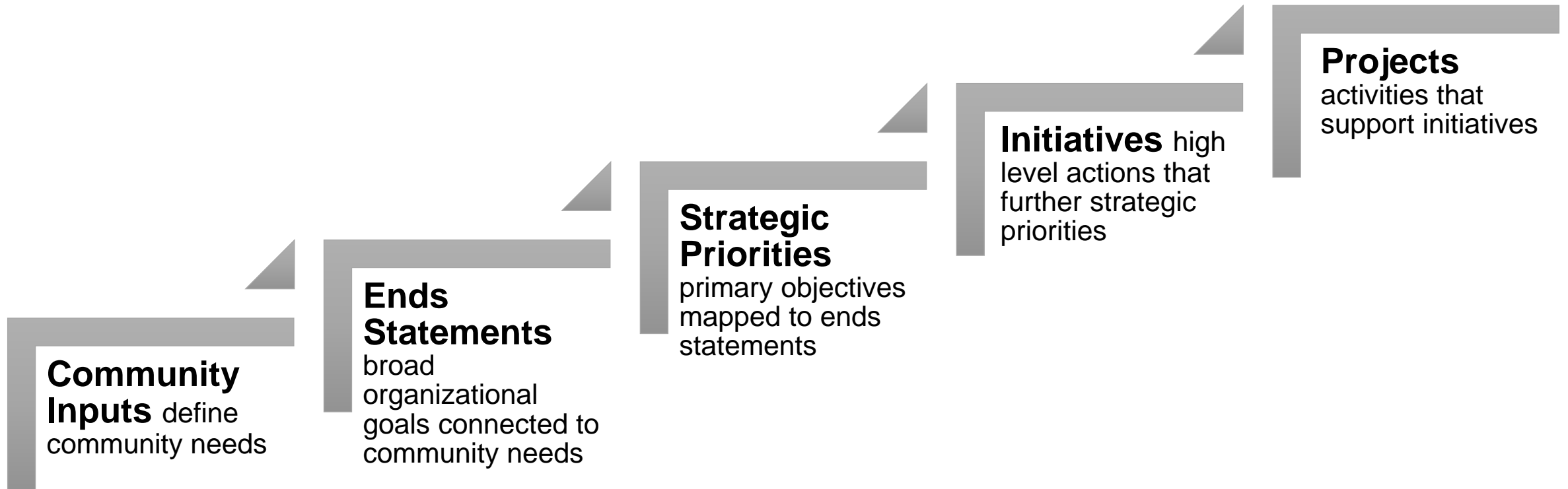
# 2022 Strategic Planning Framework & Process

January 13, 2022 | JCPL Board of Trustees Study Session

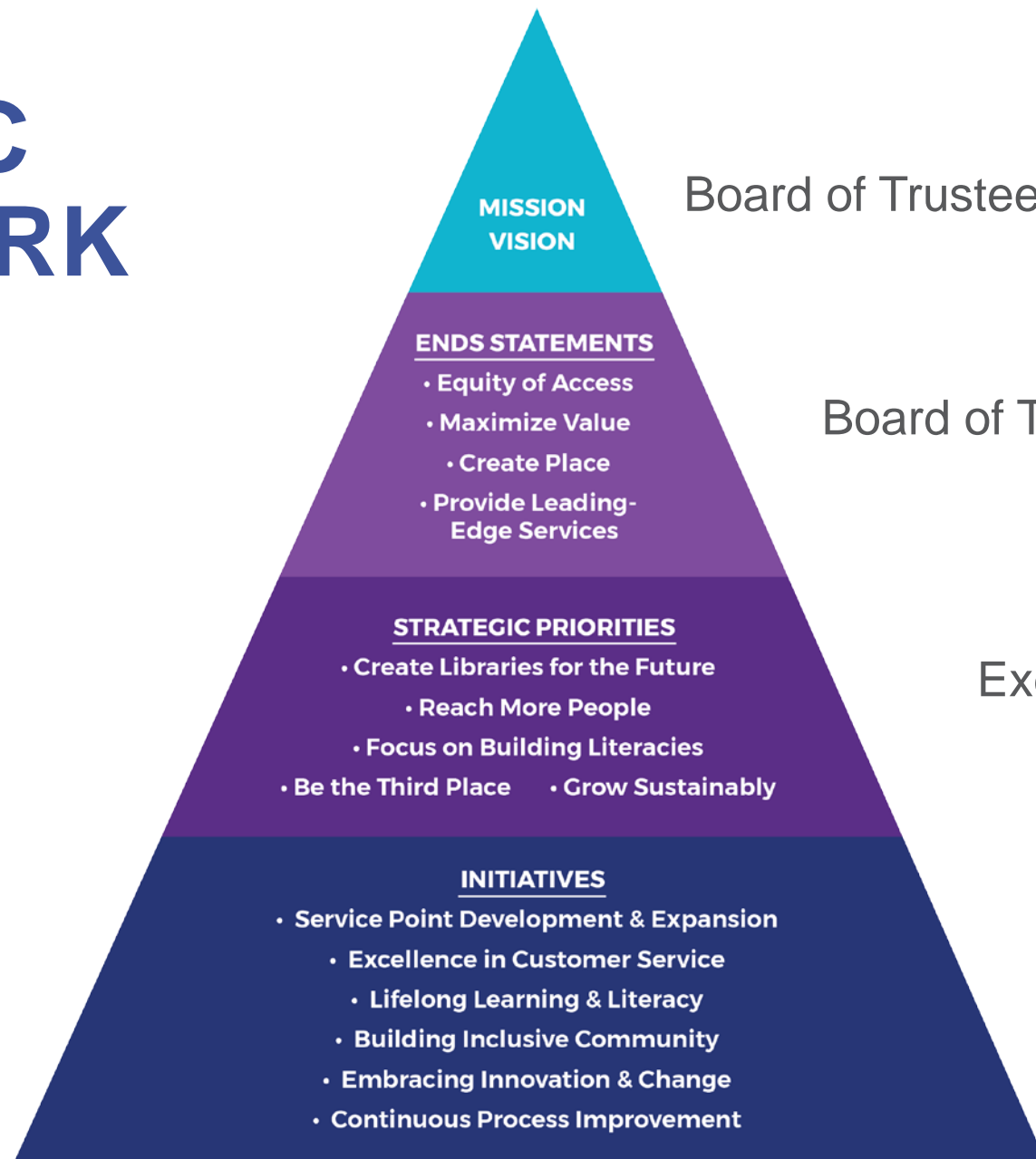
# STRATEGIC PLANNING STEPS



Jefferson County  
**PUBLIC LIBRARY**



# STRATEGIC FRAMEWORK



Board of Trustees

Board of Trustees

Executive Director

Library Leadership

# 2020-2025 STRATEGIC PLAN PROGRESS



- 2020 Year One Implementation
- 2021 Year Two Execution
- 2022 Year Three Execution





Jefferson County  
**PUBLIC LIBRARY**

# 2022 Strategic Priorities, Initiatives & Projects

January 13, 2022 | JCPL Board of Trustees Study Session

# BOARD ENDS, STRATEGIC PRIORITIES & INITIATIVES



## BOARD ENDS

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

## STRATEGIC PRIORITIES

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

## INITIATIVES

- Service Point Development & Expansion
- Excellence in Customer Service
- Lifelong Learning & Literacy
- Building Inclusive Community
- Embracing Innovation & Change
- Continuous Process Improvement

# 2022 STRATEGIC PROJECTS



- **Accelerate our Building Program**
- **Design a New Library in South County**
- **Initiate a New Library in Northwest Arvada**
- **Develop a New Concept in Philanthropy Strategy**
- **Redesign Evergreen Library**

- **Assess Organizational Staffing**
- **Create a Radically Welcoming JCPL**
- **Expand Offsite Service**
- **Advance Digital Equity and Inclusion**
- **Integrate Emerging Technology**



# DELIVERABLES: 2022 PRIORITY STRATEGIC PROJECTS



- **Accelerate our Building Program**
  - Finalize updated Facility Master Plan
  - Initialize concurrent building project management
  - Create a new design standard for JCPL
- **Design a New Library in South County**
  - Acquire site
  - Design space
  - Engage community
- **Initiate a New Library in Northwest Arvada**
  - Validate need
  - Engage community
  - Acquire site
- **Develop a New Concept in Philanthropy Strategy**
  - Codify new roles and responsibilities for fundraising between JCPL and JCLF (MOU)
  - Create a JCPL fundraising plan
  - Begin execution of JCPL fundraising plan
- **Redesign Evergreen Library**
  - Engage Community
  - Create Program of Service
  - Create and finalize design



# DRIVING IMPACT



## 2022 STRATEGIC PROJECTS and ANNUAL PLAN

- Accelerate our Building Program
- Design a New Library in South County
- Initiate a New Library in Northwest Arvada
- Develop a New Concept in Philanthropy Strategy
- Redesign Evergreen Library
- Assess Organizational Staffing
- Create a Radically Welcoming JCPL
- Expand Offsite Service
- Advance Digital Equity and Inclusion
- Integrate Emerging Technology

## SUCCESS MEASURES

Circulation per capita  
Visits per capita  
Program attendance per 1000 capita  
Public service hours per 1000 capita  
Square feet per capita  
Operating revenue per capita  
FTE per capita  
Net Promoter Score  
Active households  
Active cardholders  
Program attendance  
Total collection use  
Visits  
Edge  
Project Outcome

# NEXT STEPS

- Finalize 2022 Annual Plan
- Report 2021 Accomplishments
- Update 2020-2025 Strategic Plan
- Develop 2023 budget
- Update 5-year Capital Improvement Plan and 10-year forecast





# Questions and Conversation

**PROPOSED: 01-20-22**

BEFORE THE BOARD OF TRUSTEES  
OF THE JEFFERSON COUNTY PUBLIC LIBRARY  
RESOLUTION NO.: **LB 01-20-22**

**WHEREAS**, effective June 1, 1991, the Board of Trustees of the Jefferson County Public Library is subject to the provisions of Senate Bill 91-33 (the "Colorado Sunshine Act");  
and

**WHEREAS**, HB19-1087 was approved by the Governor on April 25, 2019 with an effective date of August 2, 2019. A local public body shall be deemed to have given full and timely notice of a public meeting if the local public body posts the notice, with specific agenda information if available no less than twenty-four hours prior to the holding of the meeting on a public website of the local public body.  
and

**WHEREAS**, the public place in which such notice will be posted must be designated annually.

**WHEREAS**, the notice must include specific agenda information where possible.

**NOW, THEREFORE, BE IT RESOLVED** that the Board of Trustees of the Jefferson County Public Library hereby designates the public website [jeffcolibrary.org](http://jeffcolibrary.org) as the location where notice and agenda information for public meetings of the Board of Trustees of the Jefferson County Public Library will be posted.

Date: January 20, 2022

This item will be placed on the consent agenda for the January 2022 Library Board meeting unless otherwise instructed by the Board.

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TO: Donna Walker, Executive Director

FROM: Franca C. Rosen, Collections Manager

DATE: January 13, 2022

RE: Axis360 – Baker & Taylor Product - 2022 Annual Renewal

**History of Contract:**

In February of 2017, the Board of Trustees approved a contract with Baker & Taylor for the Axis360 e-book/audiobook platform. This contract was originally for four years with the option to renew for two additional years. Axis360 is a sole source product as their Community Shares platform allows Jeffco schools to use their Destiny integrated library software to seamlessly find and check out e-books and audiobooks from JCPL. The renewal period is March 1, 2022 through February 28, 2023. This will be the 6<sup>th</sup> and final renewal of the original contract.

**Total Cost:**

The not to exceed amount for this twelve-month contract is \$1,600,000 which is for both platform fees and materials.

**Budget:**

This expenditure is within the approved 2022 budget.

**Next Actions:**

This item will be placed on the consent agenda for January 20, 2022 meeting unless otherwise instructed by the Board.

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TO: Donna Walker, Executive Director

FROM: Steve Chestnut, Director of Facilities and Construction

DATE: January 1, 2022

RE: STAT Courier Service Inc. Contract, 3rd Renewal

**History of Contract: STAT Courier Service, Inc. Intra- Library Courier**

In January 2019, JCPL entered into a contract with STAT Courier Service, Inc., for our intra-library deliveries with the option to reauthorize the contract for up to four additional one-year terms with Board approval. Our current contract expires January 29, 2022. JCPL would like to continue utilizing STAT Courier services for our intra-library deliveries for the 2022 year. This will be our third renewal.

**Total Cost:**

The 2022 base pricing is \$377,958.15, to be billed monthly at a base fee of \$31,496.51. This includes a 15% increase above the 2021 pricing. This 15% increase reflects costs based on the US Bureau of Labor Statistics Consumer Price Index information for the Denver area. It specifically addresses the complexity and increasing costs of motor fuel which have risen by 33.9% and transportation by 20% over the last calendar year. The adjustment also helps the Library to attract and retain reliable and qualified drivers in a limited labor market. We will also be adding additional services in 2022 for alternative service locations such as our NW Arvada Express Library. This cost will be over our projected budget by approximately \$3k. The projected costs in the 2022 budget is \$375,206.

**Next Actions:**

We are asking the Library Board of Trustees to authorize the Library Executive Director to renew our contract with STAT Courier Services Inc. for base pricing of \$377,958.15 at the January 2022 Board meeting. **This item will be placed on the consent agenda for the January 2022 Library Board meeting unless otherwise instructed by the Board.**

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TO: Donna Walker, Executive Director

FROM: Bernadette Berger, Director of Technology and Innovation

DATE: January 4, 2022

RE: Contract Amendment for Automated Materials Handling System

**History of Contract: Automated Materials Handling System**

Jefferson County Public Library has a need to provide an available and reliable Automated Materials Handling System (Book Sorter), which both patrons and staff use daily. Jefferson County Public Libraries strives to make the patron experience positive and easy by providing a "Drop and Go" induction service either via the internal book drop portal or via an external drive-up or walk-up book drop portal. The specific goal of the system is to provide the patron convenience of an available and reliable "Drop and Go" system.

An RFP was issued on May 29, 2019, for an Automated Materials Handling System (AMH). RFID Library Solutions, Inc. was selected for the current contract during the July 2019, Board Meeting. The current contract included the Belmar AMH with the option to purchase additional AMH systems through 2022. RFID has installed "Drop and Go" sorters at the Lakewood, Belmar, Standley Lake, Golden, and Evergreen libraries. These sorters are functioning well and meeting JCPL's requirements. At this time, we recommend that we amend the current contract to include the purchase and installation of an AMH for the patrons and staff at the Columbine location.

The projected start date would be May 15, 2022.

**Budget:**

The budget for the contract will use monies from the 2022 budget for ARM-04, Book Sorter Replacement.

**Action Requested:**

We recommend an amendment to the existing RFID Library Solutions, Inc. contract to complete the Columbine AMH replacement project. We are asking the Library Board of Trustees to authorize the Executive Director to sign a contract amendment with the recommended vendor in the amount of \$338,275. **This item will be placed on the consent agenda for the January 2022 Library Board meeting unless otherwise instructed by the Board.**

## memorandum

To: Donna Walker, Executive Director  
From: Barbara Long, Assistant Director for Budget & Finance  
Re: Pine Library Annual Contribution  
Date: January 4, 2022

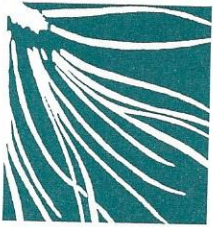
### **A. Pine Library Contribution**

Jefferson County Public Library provides an annual gift to the North Fork Library Association to support the Pine Library's operating expenses. This funding helps pay for the Library's insurance, as that cost alone would consume almost the entire Pine Library income each year.

In the years 2016 through 2019 the Jefferson County Library Board granted Pine Library \$1,000. In 2020, the Library trustees voted to increase the amount to \$1,500. JCPL's 2022 budget includes \$1,500 for this support.

**This item will be placed on the consent agenda for the January 2022 Library Board meeting unless otherwise instructed by the Board.**





# THE PINE LIBRARY

**North Fork Library Association**

16720 Highway 126  
Pine, Colorado 80470  
303-838-6093

Mailing Address:  
PO Box 194  
Buffalo Creek, CO 80425

A DONATION SUPPORTED COMMUNITY SERVICE

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December 28, 2021

Ms. Jessica Paulsen  
Evergreen Library  
5000 Highway 73  
Evergreen, CO 80439

Dear Jessica,

I have attached our American Family Insurance paid bill for premises and liability insurance. We seek funding for the annual grant allocated to us by the Jefferson County Library Board for 2021. Proceeds from the grant help pay for the Library's insurance. Would you please forward our request to the appropriate person or department for payment?

The Pine Library sincerely appreciates this grant from Jefferson County Libraries. It is a HUGE help with our budget as insurance costs alone would consume almost our entire income each year.

Thank you and thanks to the Jefferson County Library Board.

Sincerely,

Elinor F. White, Treasurer  
North Fork Library Association



## MEMORANDUM

TO: Donna Walker, JCPL Executive Director, and JCPL Board of Trustees

FROM: Jo Schantz, JCLF Executive Director

DATE: January 5, 2022

RE: Naming opportunity at Columbine Library

### JAMES FRITCH NAMING AGREEMENT

**Total Donation:**

\$1,000 to name an outdoor bench at Columbine Library (draft agreement attached).

**Action Requested:**

We are asking the Library Board of Trustees to authorize the Executive Director to sign a naming agreement with James Fritch to place a memorial plaque on an outdoor bench at Columbine Library in honor of his father, Gary Fritch.

The son, James, would like the plaque on the bench to read:

"In memory of Gary Fritch, a man who championed the pursuit of an education. Love, James."

**This item will be placed on the consent agenda for the January 2022 Library Board meeting unless otherwise instructed by the Board.**