

Jefferson County Public Library Board of Trustees
Study Session
January 13, 2022 – 5:30 pm
Online Meeting via WebEx

TOPICS:

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

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, Cassie Tanner and German Zarate-Bohorquez.

Trustees not present: Jeanne Lomba.

Staff present: Donna Walker, Executive Director; Julianne Rist, Director of Public Services; Bernadette Berger, Director of Technology and Innovation; Lisa Smith, Director of People and Culture; Steve Chestnut, Director of Facilities and Construction Projects; Kim McGrigg, Director of Communications and Engagement; 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 Kelci Rude, Administrative Coordinator.

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

Guests: None.

Board Governance - Strategy

Board Reviews Global Ends Statements 1.0-1.4

The Executive Director introduced the topic and advised the Board that the Library's recommendation is to hold firm on the ends statements. These Ends continue to guide us, and, in the middle of the 5-year strategic plan, we would not recommend any changes. At the Board meeting next week, we will ask for Board consensus. Reviewing the ends is an important part of the governance process.

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.

Board comments included:

- People love their libraries
- The ends have been reinforced in a really challenging time – we reflected back, did a check in and it made a big difference.

The Chair stated that the Board has been able to rely on the ends and they are great guiding principles. The Chair noted that the Board indicated agreement to stand by and confirm the ends.

The Executive Director expressed appreciation to the Board for the time and attention that went into creating the ends and how helpful they have been.

2020-2025 Strategic Planning Framework & Process

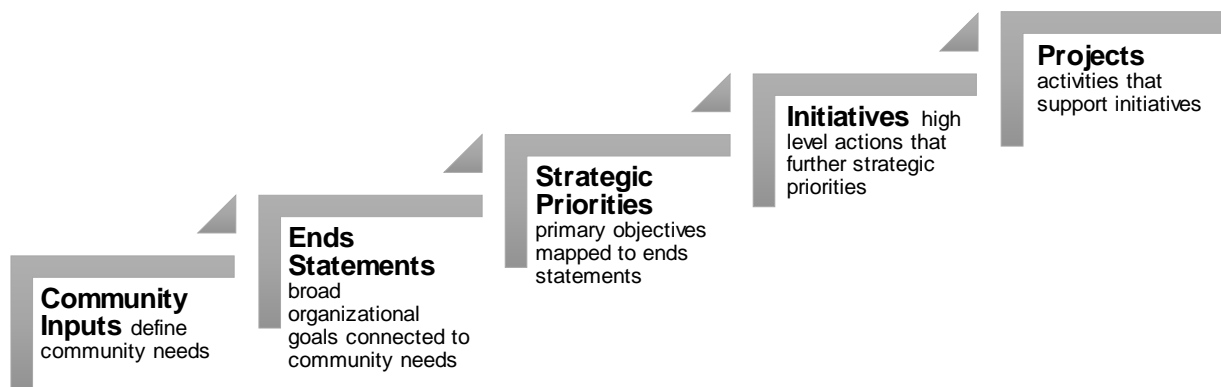
The Executive Director addressed the Board and noted that it is a pleasure to have this time with the Board. Going over the framework and process will set the context with the information in the packet. The bulk of the time will be walking through the 2022 strategic priorities, initiatives, and projects to get Board feedback, direction, engagement, and

alignment. This plan is based on the direction set by the Board when the budget was developed for 2022 and the longer term financial plan was updated.

Strategic Planning Steps

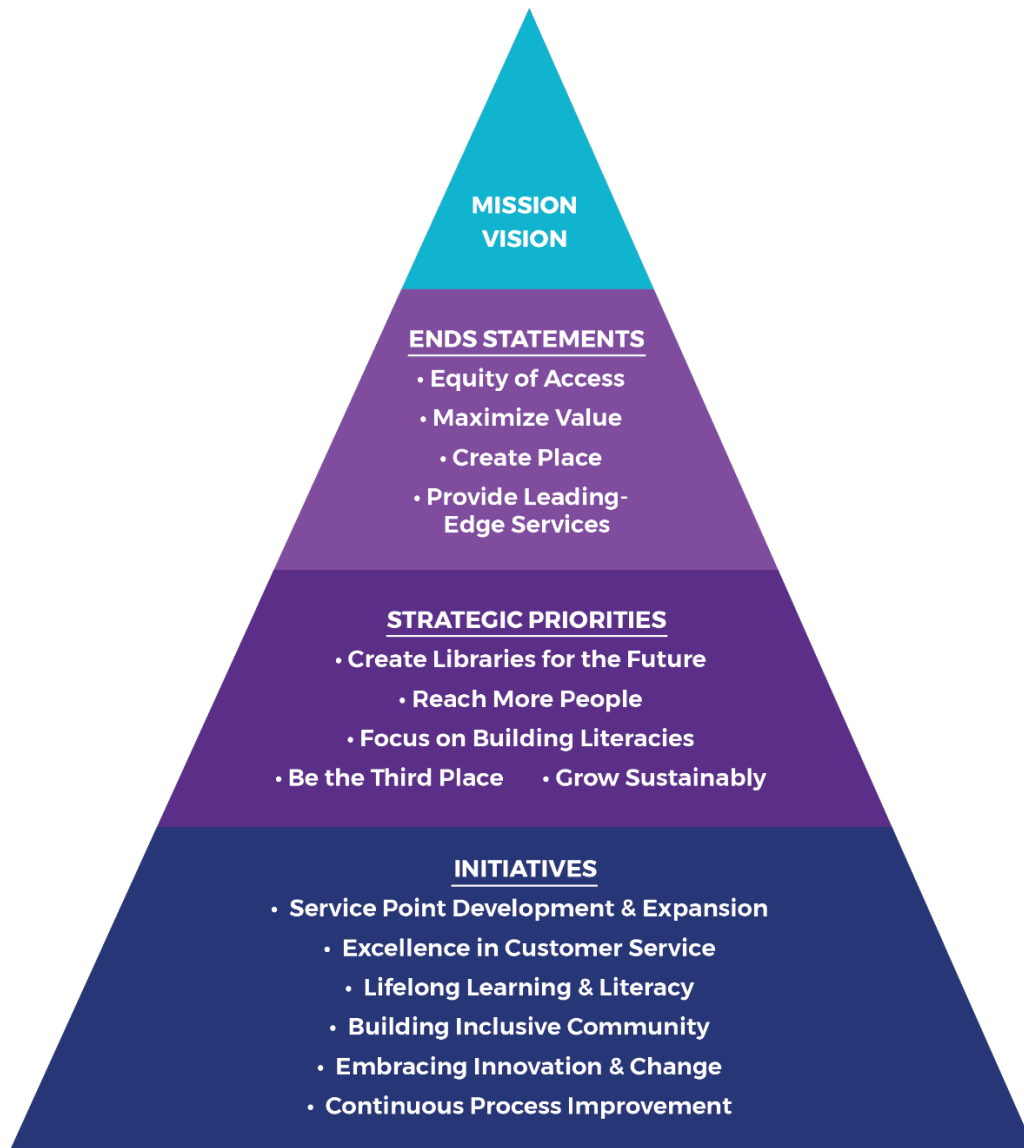
These are the steps that JCPL took to develop the five year strategic plan and how we arrived at our strategic framework. We go through these steps every year to incorporate what's new in our environment into the next year's plan. We use our Community inputs – which includes extensive staff and board input - help us define our community needs and connects the board's ends statements that the board has just reviewed. In 2020 we established our strategic priorities, the primary objectives that we want to accomplish over five years and are mapped back to the boards ends statements. Our multi-year initiatives help further our strategic priorities and those are supported by our annual strategic projects – the actual work we do to move the library forward in these particular areas. These are the steps we take every year to develop our annual plan and budget.

STRATEGIC PLANNING STEPS



Strategic Framework

These steps are visualized in this strategic framework. It illustrates the direction set by each level of the organization and the responsible teams, starting with our mission and vision and our board through the multi-year initiatives that lead to our annual projects. We'll look at the practical application of this framework in our 5-year plan.



2020-2025 Strategic Plan Progress

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

As noted in the packet, 2020 was year one of applying this framework and year one of implementation. It was also year one of the pandemic. Our plan was an invaluable tool for the Library as we navigated that difficult year. 2021 was year two of carrying out our five-year strategic plan and coincidentally year two of the pandemic. Our leadership teams assessed our strategic priorities and modified our initiatives based on new knowledge and those changing conditions. In 2021 we implemented a new system of formalized project management for our strategic projects. Now we enter 2022, year three of carrying out our five-year strategic plan. Year three also looks likely to be year three of the pandemic, the

residual effects at least. Library leadership assessed the strategic priorities and initiatives, and they still hold true and continue to be the North Star for where we're heading.

2022 Strategic Priorities, Initiatives and Projects

Last February when we started our 2022 budget process, we were hopeful that the vaccine would put a quick and certain end to the pandemic. Our reality looked different as we continued to adjust services, plans and dreams to respond to the new realities and needs in our community. Tonight, we'll share with the Board what the Library believes are the strategic priorities, initiatives and projects for Board advocacy, engagement, and focus. The Board already approved the spending plan to support this work. This portion of our agenda is intended to gather input from you on the recommended strategic projects for 2022 in order to confirm the organization's annual performance plan.

Board Ends, Strategic Priorities, and Initiatives

Despite the many changes in our world and library services these past two years, the Library feels that each of these strategic priorities created for this 5-year plan continue to connect directly to each and every one of the Board's Ends statements to provide equity of access, create place, provide leading edge services and maximize value for our taxpayers,

Continuing into 2022, the library is using these same priorities and multi-year initiatives to guide us in our decision-making about strategic projects for organizational focus. More detail about each of these areas of the plan was provided in your packet.

BOARD ENDS, STRATEGIC PRIORITIES & INITIATIVES



2022 Strategic Projects

In terms of an annual organizational performance plan, (in the chart below) on the left are the five projects that the Library believes to be our 2022 strategic projects for Board focus. On the right are five other strategic projects that fill out our 2022 annual plan. The Library is recommending starting the year with a total of 10 strategic projects for JCPL. This might be a place to pause and note that responding to COVID is no longer showing as a strategic project. The library feels we've operationalized our approach to the many continuing disruptions caused by the pandemic. While this operational response continues to have enormous impact on our resources, staff, operations, and our community, because we don't consider it new work with new deliverables, we have not included it in our list of strategic projects.

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**

Trustee Fellman noted that if she had one word to describe 2022 – adaptability – adapt to our situation – this is a proactive approach not a reactive approach– thank you for that – wonderful that we move forward and adapt to whatever comes our way and we know how to do that.

In response to a question regarding which projects were carry-overs from 2021 and which projects are new, the Board was advised that:

- Accelerate the Building Program is a new project from direction of the Board carrying over from 2021 with a new name.
- Designing new library in South County – this is a multi-year project and 2022 will be the year of design.
- Initiating a new library in northwest Arvada is a flow through project from accelerating the building program – it wasn't an official project in 2021.

- Develop a new concept in philanthropy strategy is a continuing project.
- Evergreen redesign is a new project
- Assess Organizational Staffing was moved forward to 2022
- Create a Radically Welcoming JCPL was two initiatives, and both of them had a different approach. We put them together for 2022.
- Expand Offsite Services is a multi-year project. We met many deliverables last year and there is a new deliverable this year.
- Advance Digital Equity and Inclusion is transforming our literacy project into something more specific.
- Integrate Emerging Technology is a multi-year project that was on the list last year.

The Executive Director advised the Board that the 2021 closeout and accomplishments will be presented to the Board next month.

In response to questions, the Board was advised that:

- The Library added resources in the 2022 budget to do some of this work. The challenge facing everybody is retention of staff and people being out sick. JCPL is not immune to that. Last year some of our projects were put on hold, delayed, or slowed due to staff turnover. Last year JCPL started the year with more projects. For 2022 the team worked hard to reduce the list to what we feel is achievable. If our path is disrupted again, we will come back to the Board. We think we can do this and feel this is achievable.
- The strategic projects have a beginning date, an ending date, and clearly defined deliverables. For example, integrating emerging technologies has new deliverables this year that have start and end dates. It may become a different project with different deliverables for the next year. Every year there are new technologies that we consider flow through projects associated with the integration of emerging technologies.
- Some of these projects are multi-year projects that take more than one year to complete. For the Evergreen project this year is community engagement and design, next year is construction. Eventually the project will be completed, and we will check it off.

Deliverables: 2022 Priority Strategic Projects

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



Board Comments:

- The bullet points are very explanatory. I appreciate the kickoff at the beginning of the year and the mid-year check.
- It's very helpful to see the bullet points – they all would have end dates and can be completed in 2022. Looking through that lens these things we can check off – philanthropy is right on and achievable.
- The goals we set up – I can see the vision and team working together – my concern if you think some of them are going to be not possible or not achievable.
- I would call it ambitious but achievable. With exception of Evergreen, each one has at least one item that is not entirely in JCPL's control. Appreciate the detail – easy to look at this and know where the Board's involvement is – keep governance and policy separate from operations.
- This is very helpful to me – a lot of information to internalize – level of detail is so appreciated – and your leadership – it's clear that this is very well thought out.

The Executive Director advised the Board that there are responsibilities for Directors. Kim McGrigg, Director of Communications and Engagement will be involved in philanthropy, fundraising and community engagement for projects. We will have a Director of Business Strategy and Finance that will lead the accelerated building plan – we need that position filled to be ready to roll. The facility master plan will come to the Board in Q1 and the lead

role for project management is ready to fill as well. Creating a new design standard will involve a design consultant. Those resources are mapped out in the project plans. They are achievable if things go our way, and we can add these team members in the next quarter. For South County, finding a site is critical and we've taken a more entrepreneurial approach that is in progress to identify sites. If things go according to plan, those deliverables are built into our work, with these resources and ought to be achievable. We do have a little bit of room so people can take their time off and we don't burn out our staff. It is a big plan in the middle of the pandemic.

Driving Impact

On the left side of the chart, you see the full list of 10 projects with the projects intended for Board focus highlighted. All of these 10 strategic projects we've identified for 2022 are a substantial driver of at least one of the success measures identified in our 5-year plan on the right side of the chart. As we achieve our annual plan for 2022 and meet these success measures, we make progress towards creating libraries for the future, reaching more people, focusing on building literacies, being the third place, and growing sustainably. With the Board's leadership, JCPL is demonstrating our commitment to innovation, accountability, and excellence as we fulfill the mission and vision of the library and the ends of the Board of Trustees to provide equity of access, be a place of radical welcome, provide leading edge services and maximize value to our taxpayers.

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

The pandemic has made it hard for us to benchmark, but even in the pandemic they have been serving us really well and we will report on that next month.

Next Steps

At the Board meeting next week, we will ask the Board for consensus and finalize the 2022 annual plan. The 2021 year end results will also be presented. The update to the Facility Master Plan (FMP) will be presented either in February or as part of our strategic planning session in March. Also, in March we'll work together to update the 5-year strategic plan to respond to any new trends or needs identified in the community. All this is working towards our 2023 budget and updated 5-year capital improvement plan and 10-year financial forecast. The 2023 budget development process starts at the end of February/early March.

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



The Chair advised the Board that she is comfortable with the five primary strategic projects for Board focus and where the Board's attention should be for 2022. The Trustees were asked to reach out to her or the Executive Director if they have any questions or need additional information before next week's meeting. The Chair expressed appreciation to Trustee Naumer who started the Board's involvement with strategic planning.

Board Governance

Draft Sunshine Resolution

The Chair introduced the topic and advised the Board that the Sunshine Resolution is a requirement of the Open Meetings Law is to annually designate the public place where meeting information is posted. The Library Board complies with the requirement through this Sunshine resolution every January. The resolution will be on the consent agenda for next week's Board meeting.

In response to a question, the Board was advised that there were no changes in the resolution from last year.

Contracts

Axis 360 Contract Renewal Information

The Executive Director introduced the topic and asked Julianne Rist, Director of Public Services to provide a summary of the contract.

Julianne Rist advised the Board that Axis 360 is one of JCPL's e-book and platform vendors. The renewal before the Board is the last renewal on the contract. Staff is happy with the vendor and the services they provide. Axis 360 is also the vendor that supports Community Share, the partnership with Jeffco Schools to share our digital materials on the school's website.

There were no questions from the Board. The Chair advised the Board that this contract will be on the consent agenda for next week's meeting.

STAT Contract Renewal Information

The Executive Director introduced the topic and asked Steve Chestnut, Director of Facilities and Construction Projects to give a general overview of the services provided by STAT Courier.

Steve Chestnut advised the Board that STAT Courier delivers 9,000 pounds of books to the libraries every day. They also handle offsite book returns and deliver new books from JCPL's library service center (LSC). There is an increase this year primarily due to the rising cost of fuel.

There were no questions from the Board. The Board was advised that this contract will be on the consent agenda for next week's meeting.

RFID Contract Information - Columbine Sorter

The Executive Director introduced the topic and asked Bernadette Berger, Director of Technology and Innovation to share information on the Columbine sorter.

Bernadette Berger advised the Board that for 2022 the recommendation is to replace the Columbine Library's automated materials handling unit. The sorter has had significant issues. The vendor, PV Supa was acquired, and the new vendor has been unable to solve the problems with the sorter and are unable to provide additional support moving forward. The issues with the sorter are impacting staff's ability to do their daily work and this is not a good experience for our patrons.

There were no questions from the Board. The Board was advised that this contract will be on the consent agenda for next week's meeting.

The Chair expressed appreciation to the Executive Director and her team for doing such a wonderful job in providing information in their memos.

Business Strategy and Finance

Pine Library Contribution

The Executive Director advised the Board that the Library reached out to the Pine Library and received a letter from the North Fork Library Association/Pine Library regarding the annual contribution. That letter is included in the Board's information packet.

The Chair advised the Board that there is \$1,500 in the budget for the Pine Library which is the amount provided in 2020 and 2021.

There were no questions from the Board. The Board was advised that this item will be on the consent agenda for next week's meeting.

Communications and Engagement

Naming Agreement – Columbine Library Bench

The Executive Director addressed the Board and asked Kim McGrigg, Director of Communications and Engagement to provide information on the naming agreement.

Kim McGrigg advised the Board that JCPL is working with the Foundation on this recognition, and it is a standard agreement.

There were no questions from the Board. The Board was advised that this item will be on the consent agenda for next week's meeting.

The Chair expressed appreciation to Library staff and the Trustees for their time and participation in the Study Session.

ADJOURNMENT

The Study Session was adjourned at 6:24 p.m.



Jill Fellman, Secretary

