

Jefferson County Public Library Board of Trustees
Study Session
April 14, 2022 – 5:30 pm
Online Meeting via ZOOM

TOPICS:

Board - Strategy

- Updated Facility Master Plan (FMP) – Review

Business Strategy and Finance

- Financial Review (February 2022)

Contracts & Agreements

- Kleen-Tech Carpet and Upholstery Cleaning Contract Information
- EBSCO Periodicals Subscription Services Contract Information
- Bibliocommons Contract Amendment Information
- Public Service Company of Colorado Easement – Evergreen Highway 73

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) and Charles Naumer.

Trustees not present: Jeanne Lomba, Cassie Tanner and German Zarate-Bohorquez .

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; Padma Polepeddi, Assistant Director of Library Experience; Lizzie Gall, Assistant Director of Library Experience; Amy Bentz, Assistant Director of Library Design Projects and Planning; Amber Fisher, Administrative Services Coordinator, Office of the Executive Director; and Katie O'Loughlin, Administrative Coordinator.

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

Guests: None.

Business Strategy and Finance

Financial Review (February 2022)

There were no questions from the Board on the February financials.

Board - Strategy

Updated Facility Master Plan (FMP) – Review

The Chair introduced the topic and turned the discussion over to the Executive Director. The Executive Director addressed the Board and noted that last month, the Library brought forward an implementation update to the 2018 Facilities Master Plan, facilitated by Group 4 with recommendations for projects to achieve 0.5 square foot per capita of library space by 2030.

These recommendations included 2 new destination libraries in South County and NW Arvada, expanded public service into the full Lakewood Library, with capacity boosts for public space possible at Standley Lake, South County or Fehringer Ranch. Recommendations also included a new operations center at Fehringer Ranch and evaluating future community needs in Golden, Wheat Ridge and Conifer.

Discussion at that meeting brought forward quite a few questions and requests for more information and time for discussion. Some of the responses to Trustee questions are part of tonight's study session. The Library has does not have all the answers tonight and will bring those answers forward later. To that end, we'll continue the discussion of the updated Facility Master Plan (FMP) with these topics:

- What is a Library Service Area (LSA)?
- What are the JCPL LSAs at the local community level?
- How did JCPL determine the LSA for the new South County Library?
- What are the definitions and differences between full-service destination libraries, satellite libraries, and alternative services at JCPL?
- What are the elements used to define "needs based" in that grouping in the FMP?
- A draft approach to providing trustees with more data on the need for a consolidated operations center.

The Executive Director advised the Board that Julianne Rist, Director of Public Services, will address the questions around the library service areas (LSA).

Library Service Areas (LSA)

Julianne Rist addressed the Board and presented information on LSAs. The state's definition of a Library Service Area is the Geographic area for which a public library has been established. For JCPL this is all of Jefferson County and our population includes all residents of Jefferson County. This includes some areas you might not think about such as areas within the city of Westminster that are also in Jefferson County. When we talk about

system use, we are referring to all of our locations and all of Jefferson County. Next, we'll look at how that breaks down into individual Library Service Areas within the County in relation to where people live and what library they use.

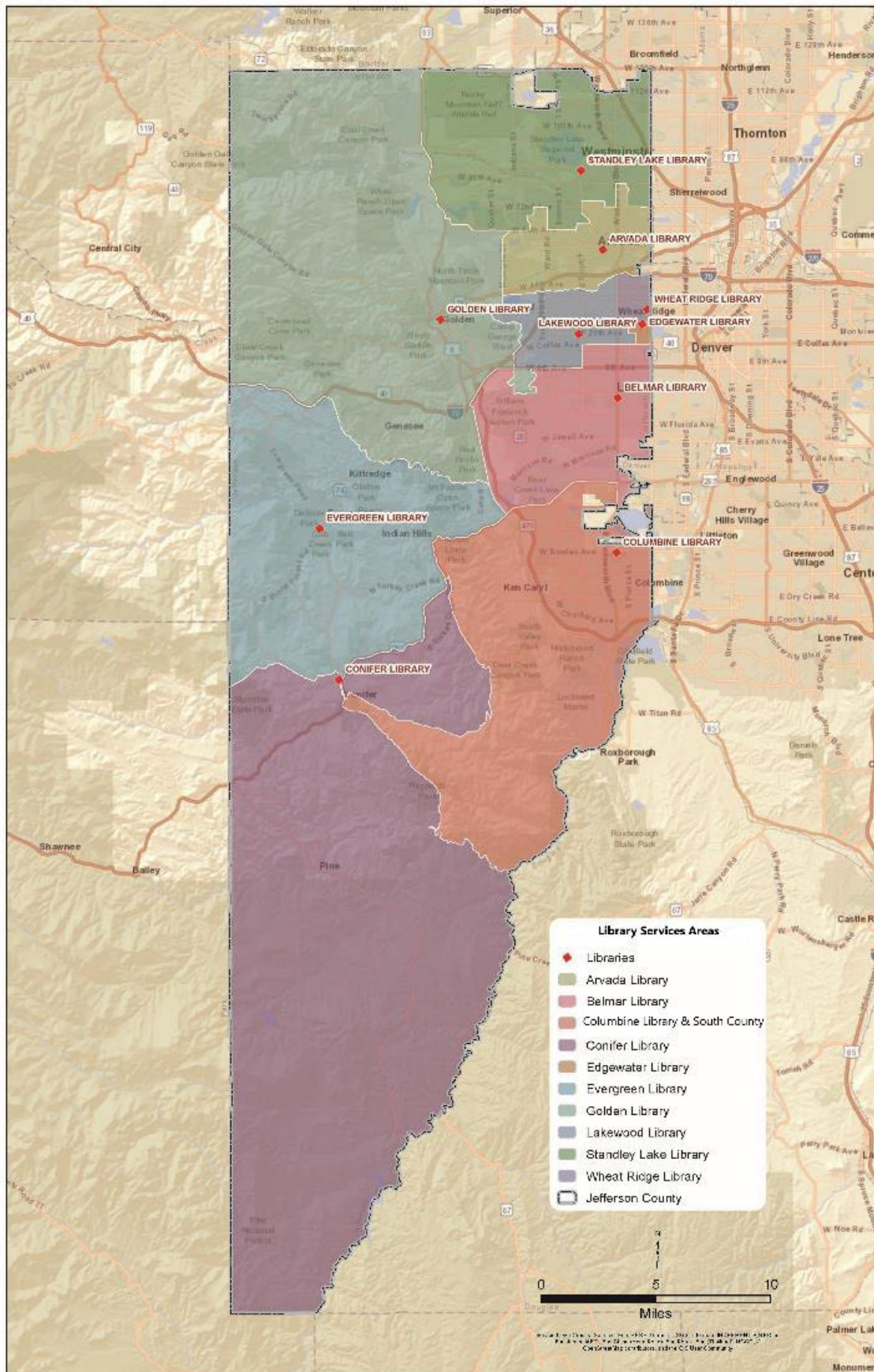
Some might recognize this map from the Study session on November 14, 2019. I wanted to remind us of the bigger picture of showing all the individual library service areas that JCPL designates within the county. Each JCPL designated LSA is a different color. The LSA is used to guide the operations of each location. We use the LSA to understand market penetration, where there are opportunities for new cardholders and what services are needed based on who is using the library.

Library Service Areas (LSA) – Data Utilized

- Based on census tracts
- Based on patron's last active location
- Based on patron's home location

We utilize data from Savannah software to inform us about current use of the library by our residents. The Library Service areas are defined by where card holders live and the library that they use. For instance, the area in green at the top of the map shows where people live who use the Standley Lake library. This information is pulled from current use data in our systems.

Let's take a closer look at the data that is utilized in creating the library service area. Each library location is assigned a unique Library Service Area (LSA). LSAs are created by assigning census tracts to each library location and based on where people live and what location they use. By basing the assignments on census tracts, we can also use census data for demographic data and a deeper dive into community characteristics captured by the census tract and compare that to the type of use we are seeing at locations.



Drive Time Maps

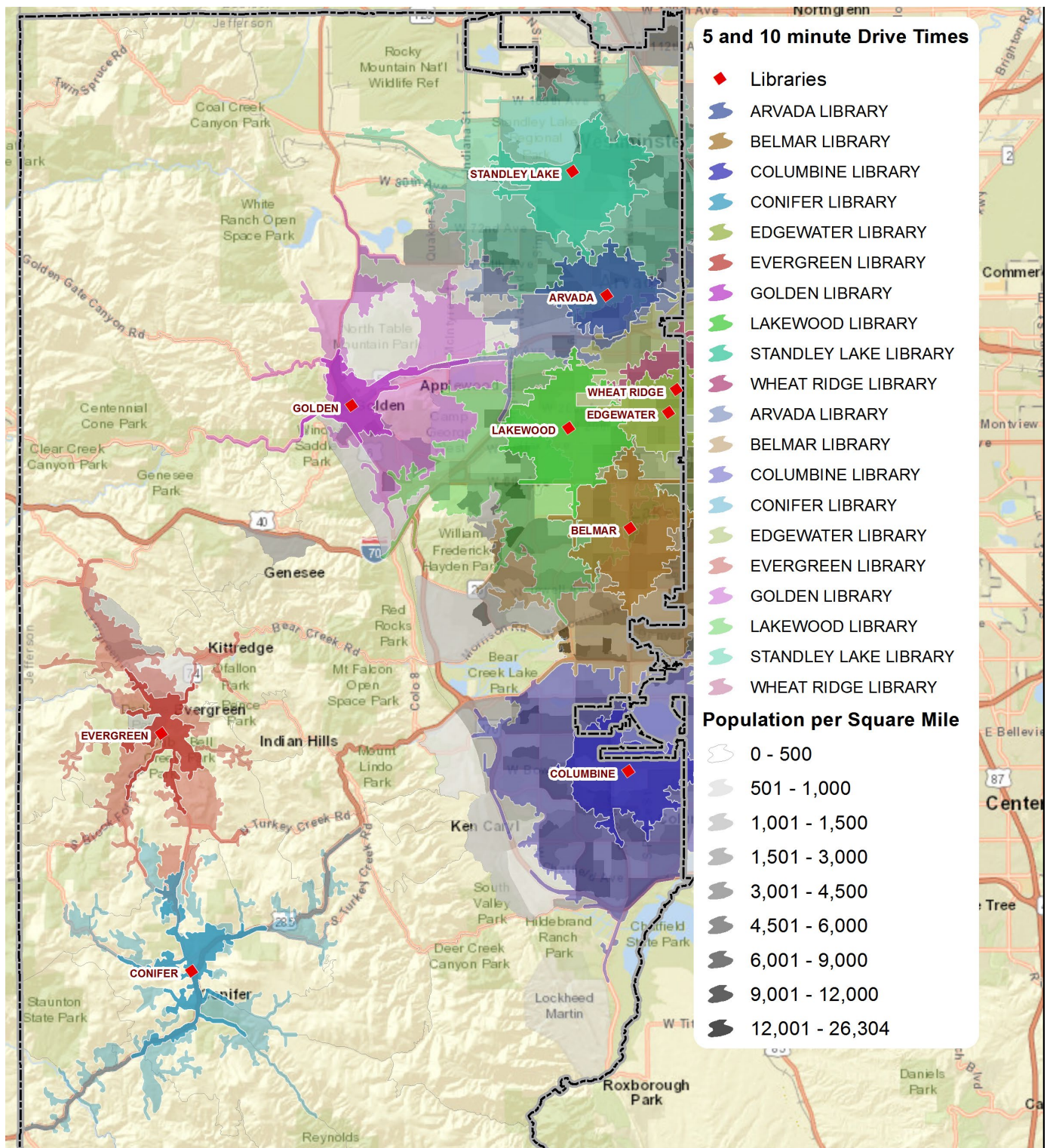
At the March meeting we were asked about drive time. When creating the 2018 Facilities Master Plan, and when we defined the library service area for the new South County location, we looked at drive times for the system as a whole. Drive time represents convenience to library services based on where people live.

Drive-times help us visualize how many Jeffco residents live within a 5 or 10-minute drive of a JCPL Library. This was a datapoint that helped inform the parameters of where we wanted services beyond or at the 10-minute drive time. This data point helped to place both the Express library location and the geographic search area for a property or building for new South County.

People who live in an area where multiple locations are within a 10-20 minute drive time tend to use more than one location. We can also see that people will use a location that is not near their home but may be near their workplace or on their errand route.

Drive-time maps provide us with a visual snapshot of population densities in relation to convenient drive times to JCPL Library locations.

The map below shows the number of Jeffco residents that live within a 5- or 10-minute drive of a JCPL Library.



If all the additions are made, JCPL will meet it's 0.5 per capita goal. In the original facility master plan, we looked at needs at the system or County level. With the updated plan we took a more regional new approach. The regional approach helps us consider space in terms of population density and drive times. The 2018 facilities master plan identified South County as the first priority for an expansion based on the population growth in the area that had far exceeded the ability for Columbine to support the library needs as the only service point. We wanted to see if there were other areas of the County that were underserved based on our square footage per capita goal. The three regions are areas that have about the same population. The north and central regions are areas where patrons utilize more than one location and loosely follow the geographic areas of Jefferson County's three commissioners' districts. This allowed a more granular look at where we need additional service points and helped to ensure that we reduce underserved areas of the County.

North Region: Arvada, Standley Lake

Location	Population	Sq Ft Per Capita
Arvada	72,237	.4
Standley Lake	108,426	.27

Central Region: Belmar, Edgewater, Golden, Lakewood, Wheat Ridge

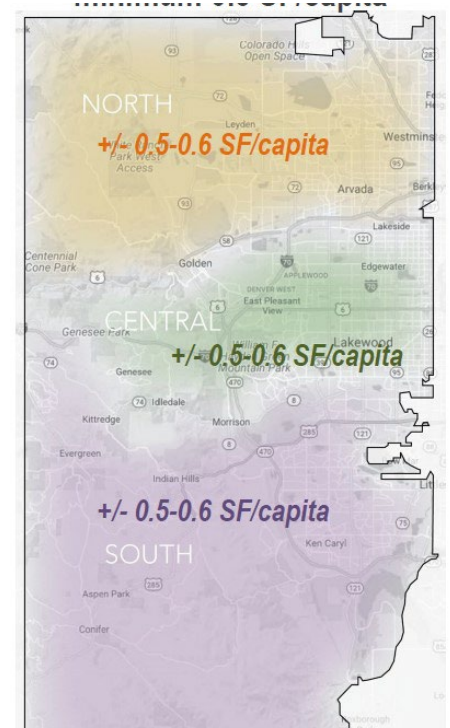
Location	Population	Sq Ft Per Capita
Belmar	136,239	.23
Edgewater	6,385	1.57
Golden	47,304	.29
Lakewood	43,327	.57
Wheat Ridge	15,542	.42

Southern Region: Columbine, Conifer, Evergreen

Location	Population	Sq Ft Per Capita
Columbine	142,211	.21
Conifer	10,597	.84
Evergreen	29,057	.52

Current square foot per capita

North Region	Population	Sq Ft Per Capita
Arvada, Standley Lake	180,663	.32
Central Region	Population	Sq Ft Per Capita
Belmar, Edgewater, Golden, Lakewood, Wheat Ridge	248,797	.35
Southern Region	Population	Sq Ft Per Capita
Columbine, Conifer, Evergreen	181,865	.30



Determining the LSA for the New South County Library

Next, we'll take a look at the South County LSA to review how this data works for a project when we approach our capital planning. Some of you may recognize the next few slides, they are from the December 2019 Board meeting when we presented how we defined the library service area for the new South County location.

South County is currently served by Columbine, the Ridge Center holds locker and lending machine, and 24/7 material return drop box and a weekly Bookmobile stop at Ken Caryl. Columbine is undersized for both the population and geographic area. Columbine cannot provide adequate library services and resources for the area.

Let's take a few moments to explain the following map since we will be seeing it in several of the next slides. On the right, the dark blue is the 5-minute drive time, and the light blue is the 10-minute drive time for Columbine, while the population density is shown in grey. The darker the grey the more people per square mile.

The orange map to the left is the library service area for Columbine, it shows where people live who use Columbine for library services.

SOUTH COUNTY LSA

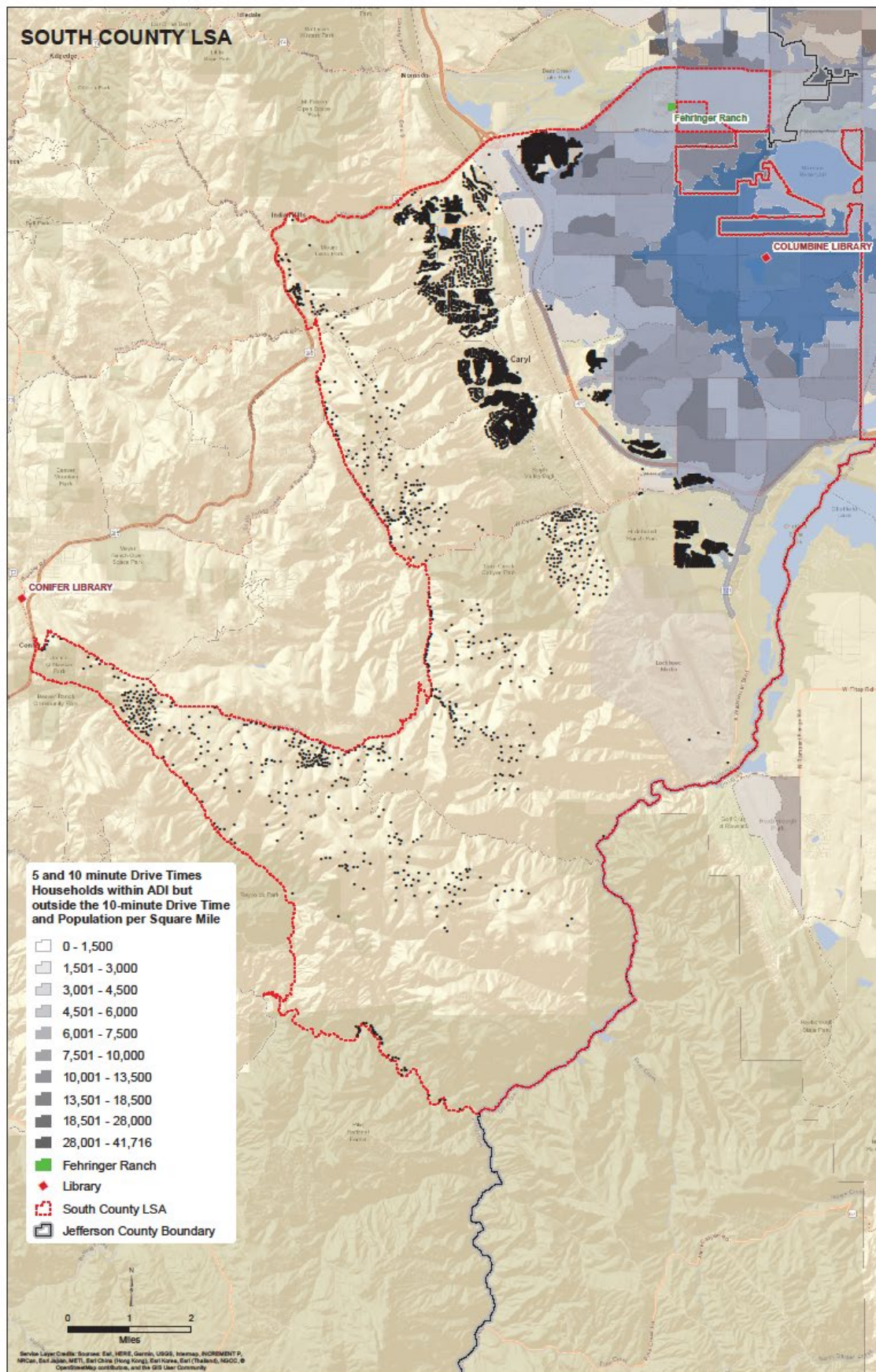
6 April 2010 Update: Census Tracts
 Unincorporated within 100 feet
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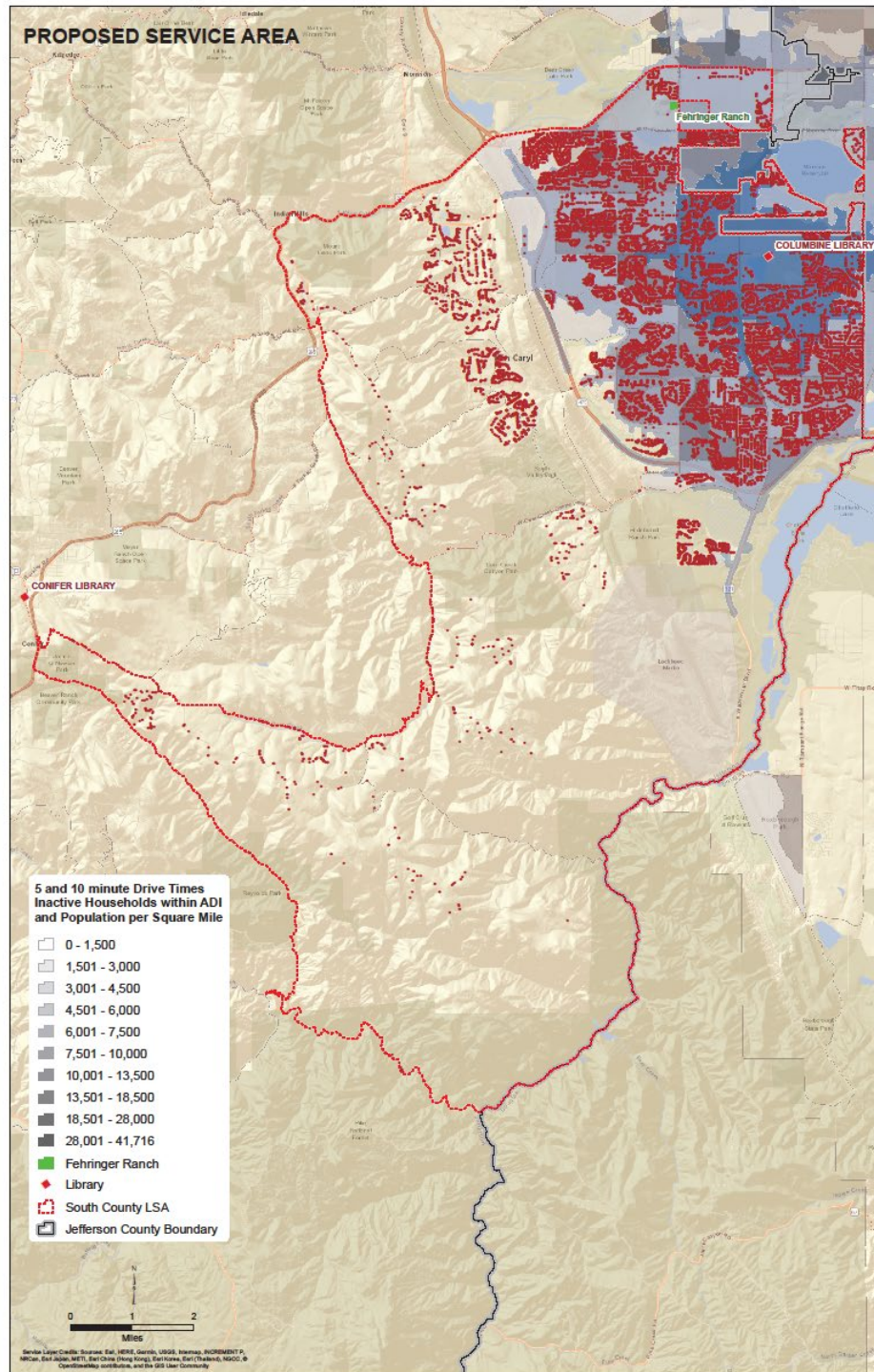
The next image is of active households outside a 10-minute drive. The lighter blue is the 10-minute drive to Columbine Library, and the black dots are active households that are located outside the 10-minute drive time. One thing that brings people to a library or that keeps them from coming is convenience. This map shows there are some dedicated residents who will come to Columbine no matter what.

Map shows:

- Page 9 of 24

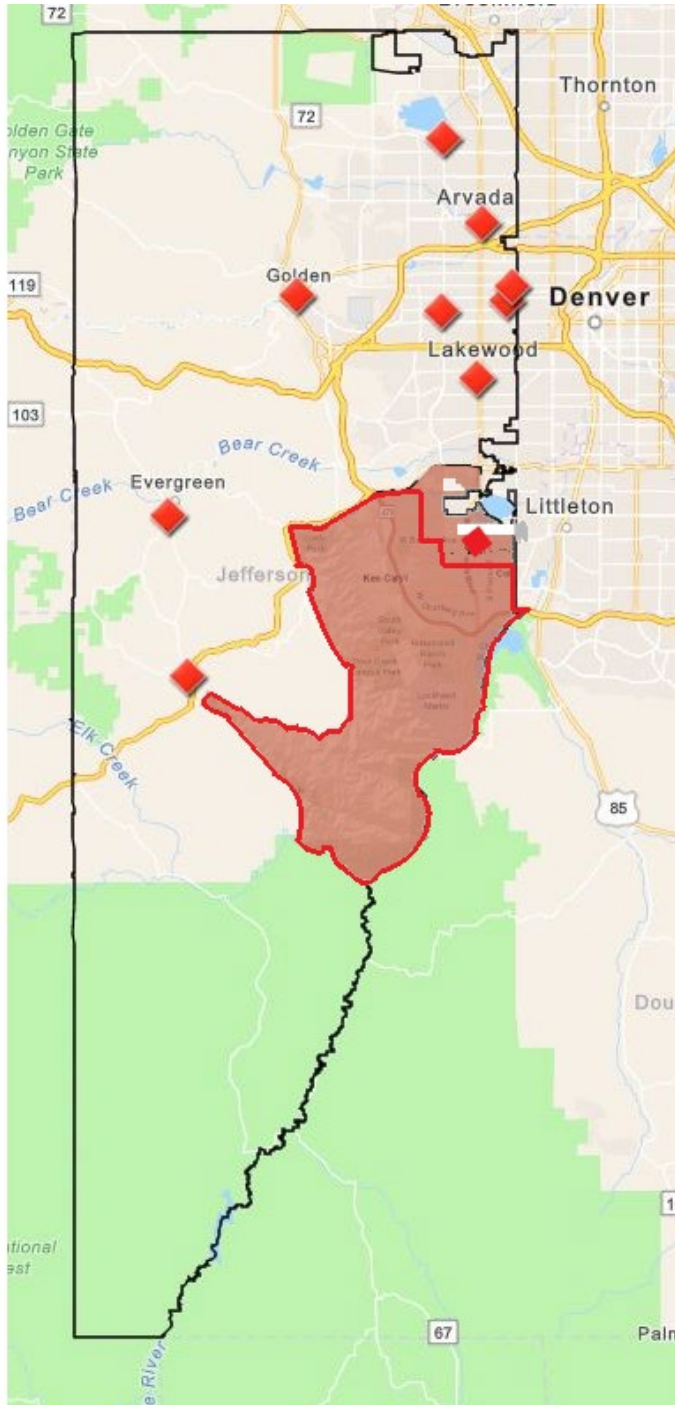


The potential for growth for active households is shown in this map. The red dots represent households who have a library card but have not used it in the past 12 months. This map shows that the lack of convenience means there are many residents who are not using the library and illustrates the potential for who might become active cardholders again with a more convenient location.

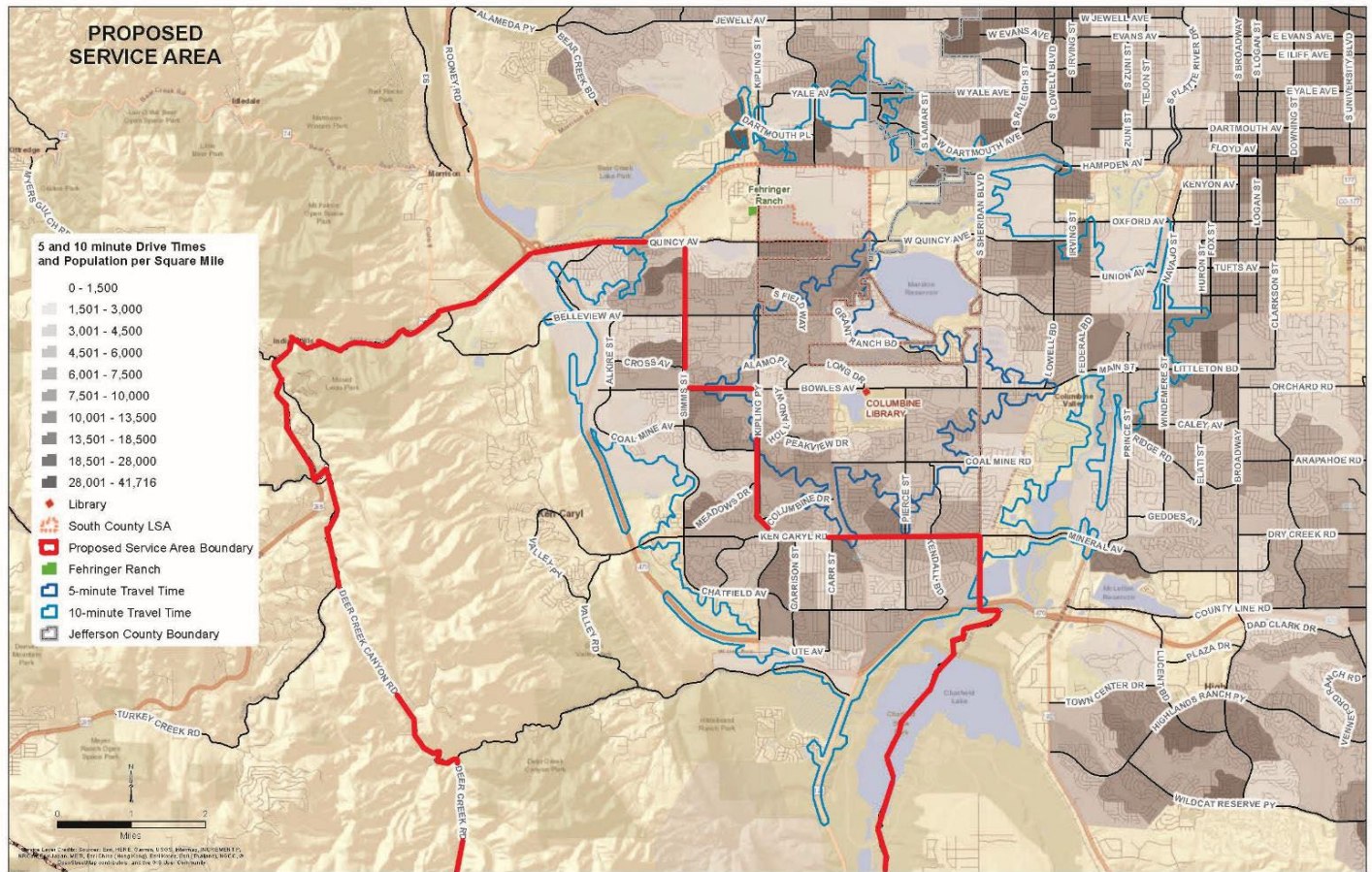


New South County Library Proposed Service Area

This map shows current locations and the proposed service area for a new South County location. Let's look at where we think people live who will use the new South County location. The bright red line shows the outline for the area that we are calling the proposed library service area for the new branch. It is geographically large; however, the population density drops off dramatically south and west of C470. The area becomes more rural or is made up of national forest (bright green area). The total population of this LSA is 66,402.



Proposed Library Service Area for the New South County Library



If we take a close up view of the northern portion, the boundaries are defined by a drive time to Columbine, population density and traffic patterns. The property owned by JCPL was also taken into account when planning the boundaries for the new location. This is a brief recap of how we determined the LSA for South County. The process was similar for determining the plans for the Express Library and will be utilized when we begin planning for what the LSA might look like for the new NW Arvada location.

South County Library Service Area

North Quincy

Moving south then east - Simms St. to Bowles to Kipling to Ken Caryl to Sheridan to County border

West Dear Creek Canyon RD.

Then the area becomes more rural or is made up of national forest

In response to questions, the Board was advised that:

- In the 2018 Facility Master Plan (FMP) the term “areas of dominant influence” is a term that Savannah software uses. JCPL felt it was not user friendly and changed it to “library service area” as a more user friendly and descriptive term than Savannah’s terminology.
- Regarding what other libraries do to address more rural areas, the eastern portion of the Pikes Peak Library District is very rural. They did not have buildings and addressed service by bookmobile and 24/7 material returns. High Plains Library District did build a library at the intersection of two highways that replaced a bookmobile stop, but not all of them. Many build mini-libraries, 600 sq. ft., which are very staff intensive, don’t hold much of a collection and are comparable to our lending machines.

The Chair noted that we are already on the cutting edge of alternative service delivery.

Trustee Anderson noted that it is helpful to see it broken down and having these refreshers for new board members was helpful to her too. She noted that having alternative services measures would also be of value.

The Chair noted that she believes we will figure out those measures.

Trustee Fellman noted that communication will be very important to let people know about the alternative services offered by JCPL and she agrees having measures to determine the value of those services to the community.

The Executive Director expressed appreciation for the conversation. In terms of what we know about other library systems serving rural or mountain communities, we do have some experts in the field here at JCPL that have done a lot of research into communities with barriers. We know all the models out there and we are testing some that haven’t been tried here before. How they are valued is a great question. People have different values based on their experience and may assign a value differently based on their lived experience.

Service Type Definitions and Differences

Julianne Rist noted the perfect segue into this topic, how our robust alternative services complement our branches. The 2018 Master Facility Plan identified that we have three different types of library service points.

- Small Branches are locations less than 15,000 square feet, offer fundamental library service and may have limited core services and have a smaller geographic LSA.

Currently our locations that would be considered small branches are Conifer, Edgewater, Golden and Wheat Ridge.

- Destination Libraries are greater than 30,000 square feet, offer a full complement of core library services, may have strategically located signature services such as the maker space and digital media studio at Belmar, and have a larger geographic LSA that correlates with branch size. The 2018 report recommended growing the “destination library” model. Destination libraries are a highly efficient and effective strategy for building capacity, with economies of scale that maximize service and efficiency per square foot. New or expanded destination libraries in Jefferson County should be at least 30,000 square feet, and JCPL is encouraged to build even larger branches as opportunities and capital resources permit. We have found that 30,000 square feet is the minimum to provide all the services the community expects. The magnitude of JCPL’s need for additional space is beyond what can be met sustainably through neighborhood-scale facilities, and the Library should avoid adding smaller libraries.
- Alternative Services complement our physical branches and support our mission to provide equal access to information and opportunities. Our alternative services expand and innovate access to library services and resources beyond physical library locations. These services respond to community needs, address barriers to access and expand into new markets. Group 4 has stated that one of the reasons that they recommended a goal of 0.5 -0.6 sq. ft. per capita is because of JCPL’s robust alternative services, without them their square foot per capita recommendation would have been higher. Currently JCPL offers many alternative services which include outreach by our core services staff such as story times in preschool and head start, and classes with Jeffco Workforce Center and chambers. Library to You services meet people where they are with our home delivery and mail service, three hold pick up lockers and four material return locations, the lending machine, the bookmobile, and lobby stop van and, of course, our new Express Library which officially opens with a ribbon cutting ceremony on April 18.

Defining “Needs Based “in the Facility Master Plan

The updated Facility Master Plan (FMP) consists of parallel paths that help us reach different goals. The FMP is intended as a flexible, “living” document that enables JCPL to easily adjust and update its capital facilities planning as circumstances evolve and opportunities arise over time. The Board has always reevaluated the FMP annually as part of the budgeting process so bringing this review to you is part of our normal operations.

Facility Master Plan Categories

- Renovations to maintain assets
- Opportunities to increase space to meet population growth

Group 1	Evergreen Remodel
	New South County Library
	New NW Arvada Branch
	New FR Operations Center
Group 2	Standley Lake Remodel (Expansion)
	Lakewood Expansion
	Arvada Remodel



Group 1 and 2 represent adding space to meet patron needs and population growth and maintaining assets with redesigns to our existing buildings. Group 1 includes our three active projects for 2022, Evergreen remodel, the New South county location, and the new NW Arvada location.

The needs based category takes into consideration service needs beyond what is currently offered. And any changes or opportunities that may arise that wasn't anticipated by the study. Two of the locations (Wheat Ridge and Golden) currently have city redevelopment projects underway that could impact JCPL's decisions about phasing, redesign or enhancements.

The Library is in conversations with Golden about their Heart of Golden project and their anticipated timeline. We are also in conversation with Wheat Ridge about their redevelopment project for the Lutheran Medical Campus. Conifer has an active group who wants better access to library services, and we have had several meetings with the Conifer Area Council. At the March meeting the Board was informed that the Library just learned that there may be a change in the high school schedule that could affect library hours. We are looking at this new information along with other data and plan to bring a recommendation to the Board in May about Conifer as part of our budget planning and process. Our recommendation may affect the priority list in the Facility Master Plan and our 5-year capital project budget.

In response to a question, the Board was advised that:

- The Library has refined its community engagement process. With Conifer, the CAC does some of their own surveying and we'll find out how the community feels. There was quite a bit of community engagement when the school did their remodel and different information was shared in that engagement. When the Library does its community engagement it will be similar to what we just did in Evergreen.

A Consolidated Operations Center: Next Steps for Providing More Data

The Executive Director advised the Board that at the March 17 regular meeting of the Board, there was a request for more data on the need for a consolidated operations center for JCPL, and the request for the Executive Director to meet with the Chair to discuss an approach. Trustee Naumer provided ideas around the scope of work. The Executive Director noted that her understanding is that the question from the Board as a whole is about the value proposition of building a consolidated operations center, most notably because of the large cash outlay called out in the 5-year CIP, the costs of operating now and what the future costs might be for consolidated operations. The Executive Director had that conversation with the Chair and Vice Chair that led her to suggest the following approach for Board consideration. The Executive Director advised the Board that Steve Chestnut, Director of Facilities and Construction Projects, would lead the project and will present that information.

Steve Chestnut addressed the Board and presented information. The Library's approach is to engage a consultant to assess the value proposition of implementing the recommendation for operations consolidation. This would include a financial analysis as well as looking at alternative scenarios like leasing space or co-locating with another JCPL library. The Library would engage a consultant and have them report out to the Board. The timing will likely not meet our budget deadlines for 2023. This will take a couple of months to scope, bid, do the work and report out on findings. The Library would shift planning for the operations center from 2023 to 2024 which would keep the project in the 5-year CIP without committing to it in 2023. The findings would be reported in time for 2024 budget planning as part of next year's strategic planning process

In response to questions, the Board was advised that:

- This approach is what is being presented to the Board for discussion. The Library would have started consolidated operations center planning in 2023, but with the request from the Board for more data, the Board consent to move forward with NW Arvada, Evergreen and South County, the Library would have three big projects going on in 2023. It seemed prudent to move the project out another year as we work on the cost modeling for the 5-year CIP.

- The Library anticipates absorbing the consultant cost in the consultant budget. The Library always has that budget to bring in experts. Steve Chestnut and the Executive Director met with a potential consultant to get an idea of what that work would look like in terms of affordability and scope, not process improvement. Just what the cost differential is between what it is today and what it might look like. It is not planning that project.
- The consultant budget is an operational budget item not a capital budget item.
- The cost of the consultant would depend upon the scope of work. The initial look at the cost is \$10,000 to \$20,000.

Trustee Anderson noted that if the Board agrees with the consultant direction, information on current leases for administration spaces would be important. She noted that staff have done a good job on maintaining flexibility in our capital plan and coming for direction to take advantage of opportunities on the ground. She noted that she doesn't believe that there is a difference in serving library patrons between administration services and capital support and they are equally important. How the staff works as an organization operationally is an operational analysis, not a Board analysis. She trusts that more information will be beneficial to the entire Board on prioritization and direction and maintaining flexibility in the capital plan decisions and the FMP.

Trustee Fellman noted that a consultant can help tease out information and she would want to focus on the value of the intangibles and efficiencies of getting administrative staff in one place. She noted that there is always controversy around projects like this one and for her, it is more than dollars in the budget.

Trustee Naumer noted that he wanted to clarify that he is not opposed to this project, but he feels that a thorough analysis has not been done for this project. He noted that he had high expectations for the FMP hoping it would address this and getting more information is moving in the right direction. He noted that he has a ton of faith in our staff and how they serve the community. The best approach is to ask questions. He wants information to justify the project to the taxpayers. He noted that he has a list of questions so he can be clear with what we need to answer. He will forward that list but wants to go through those questions.

- Total one time cost - have \$21 million
- not clear on Fehringer Ranch property value.
- Are costs with moving included
- onetime costs
- other costs and total ongoing costs
- Estimates on ongoing maintenance – assuming facility maintenance costs increase by adding another large building and what are the differences.

- Cost per square foot of the project
- Compared to the other two libraries it seems a lot more expensive - almost the same cost as building two libraries
- Why is it more costly
- what are the differences? It is also helpful to understand the project – some of these questions – we’re not there yet but it’s important to understand them in the future.
- What the functions in that building are
- how many employees
- how will the space be configured
- Moving forward will there be work from home and how will those impact office space needs. Organizations are cutting down office space, how does that impact the way we’re looking forward.
- The square foot per employee and what is it now compared to national average and head count growth. He thinks there are tremendous benefits from consolidating – the 2018 plan describes them quite well. He noted that he never disputed the value in creating consolidated space where people interact
- look at efficiency gains – less travel costs – numbers to efficiency gains prioritization.
- Why are we prioritizing this over other needs such as Conifer? He sees those issues tied together – moving to reprioritizing as needs change.
- Alternative scenarios are really good – telling the public that we considered leasing and the pros and cons of leasing and if not pursuing why not.
- Co-locating with a library building and those pros and cons and are there potential cost savings there. Denver has one large building for a central library that includes admin services.
- Logistical challenges and understanding those and are they mitigated or not and what are the costs of not doing that strategy.
- Lastly, buying an existing building, go back to the original plan on page 6, detailed assessments, and page 22, JCPL should explore alternative sites.

Going back to 2018 it was left open – these questions were left open saying we need future analysis. Group 4 said it was outside their scope of the project. Go back to that 2018 plan that had a lot of good suggestions for that analysis. He noted that he has this list of questions written out and will forward that list to Amber

Trustee Anderson noted that she is not sure she has ever been to these locations as a Trustee and a tour might be helpful as well. The Chair asked for clarification that Trustee Anderson meant current administration locations and Trustee Anderson confirmed she was talking about a tour of operations locations.

The Chair noted that she doesn't think any administration building has not been controversial. We can be armed with as much information as we can and guide the organization down the right path. It can be frustrating to be behind the scenes staff and feel like you need to provide an extra justification for the value you give. She acknowledged all the work the senior management team and the entire staff is doing. She noted that she likes the proposal for a consultant and that it would be best for the team going forward. Hopefully the questions asked tonight will help formulate that scope for a consultant and that scope is still a work in progress.

Trustee Naumer inquired about the process and if this will be discussed next month.

The Executive Director addressed the Board and asked for a scope check. She noted that when this was done for the FMP, she felt like we clarified and did a particular scope. That FMP scope was not about checking the operations center; it was about library service at that location. The scope for a consultant in tonight's Board conversation is much more than a \$20,000 scope and a much different project. Some of the things listed she would consider planning the building the same way we do for all our projects, community engagement, program of service, etc. She noted that she is not saying we can't do it, but it is a much different scope that would take more time and more money than she just quoted. It would likely exceed her authority in terms of spending, and she would have to come back to the Board. She noted that she would not have something ready next week for Board response.

The Chair stated that the process and feasibility portion may be a phased approach with the first step some smaller scope that gets at the types of things you would work with a consultant on with a more immediate schedule. Then, when planning the 2023 budget, include a larger expenditure for this larger scope.

The Executive Director stated that she doesn't want to frustrate the Board. Working with a consultant to do a limited scope and have the Board say it's not enough and we need this other information. She noted that if the Board wants the big thing all at once, it's a different approach. She stated that she will need to take all this discussion and see what will work. She noted that if we plan for something and then not keep moving with it – that costs money too.

Trustee Anderson stated that for the process and capital plan, including in the budget for next year a more detailed analysis would be most helpful. She noted a question to Trustee Naumer on the sense of urgency and does he feel he needs all this information for the 5-year capital plan for 2023 given what we heard tonight about reprioritizing the projects.

Trustee Naumer stated that in terms of process he doesn't want to be back in a year where we are today. We need to take these questions and say okay here are the questions we need to get answered. Use these questions to guide that scope and he doesn't want scope confusion again. There needs to be a process of the Board saying here are the questions we need answered. I'm one of seven Trustees, if the Board says it takes too many resources, he's okay with it. He stated that he doesn't have an answer to that question, and he wants to see where this goes. On voting for the capital plan, he would like to say yes, but he needs to see how this process will move forward.

The Chair stated that while she thinks the questions Trustee Naumer asked are important, and she appreciates that the taxpayers may ask, quite a few of the questions are really part of the project planning process. It's also how much is this going to cost and when you get into planning the project, does that come from the capital project budget. That would have been the first step in capital project planning. What you asked for is larger than what Donna talked to the consultant about.

The Executive Director noted that it is much larger than the conversation she had with the consultant. How many staff will this building house feels like a different level of questions and it's a different project. She noted that the Board is saying there are different questions for a library building than this project.

Trustee Anderson noted that the mechanism would be an RFP, hearing the scope and that becomes a decision point for the Board. There would be a decision point assuming that cost comes back over \$50,000. Or maybe an RFI would be enough to get information to the Board for a decision. She noted that she does think it is different than building a library and agrees there are questions to answer. An analytical perspective around operations is separate from what the financial cost is and that's an important distinction. She stated that she has less interest in operations unless they affect cost. The questions around remote work and the culture of the organization and maintaining that organization directly relates to cost. It will be worth the investment, but she is curious about the cost. The RFP mechanism has been a decision point for the Board.

The Chair noted that the RFP/RFI process makes sense.

Trustee Naumer noted that in terms of cost he thinks this \$21 million is the biggest project JCPL has embarked on.

The Executive Director noted that \$21 million is what shows in the plan, but it would not be more expensive per square foot than a library. The Executive Director asked for and

received confirmation on that from Steve Chestnut, Director of Facilities and Construction Projects.

Trustee Naumer stated that the building costs \$21 million, engaging a consultant would be a small part of that entire budget and to keep in mind how big of a project this is. There is opportunity here to potentially save a lot of money if we come up with a scenario less than this and he's very much in favor of that. Trustee Naumer acknowledged that there are vacancies on the senior management team and that we could use vacancy savings. He noted that he wants to understand the project better. He noted that he understands that is the project planning side and doesn't think it's important to an actual decision. He noted it's important to feel we're on board in terms of what that will look like. He asked if there was a question of his that is exceptionally difficult or onerous.

The Executive Director noted that she doesn't feel it is onerous, but that she doesn't have that list of questions in front of her. She noted that in just listening to the questions it's all possible, and when we put it all together and get it scoped a consultant may phase it. She stated that what she doesn't want to do is bring something back to the Board and have it be a no, that's not enough. she noted that she wants to bring back what the Board needs so a good decision is made for JCPL and is a good value for the taxpayer. It will take some time to digest these questions. We have the opening of the Express Library next week. This would be a thoughtful process that might need a scope check with the Board.

The Chair expressed appreciation to Donna, Steve, and their staffs for their work.

The Executive Director asked the Board if there are still questions about the goal of 0.5 square foot per capita in the updated FMP and the only other questions she sees now are around the operations center. She inquired if the Board wants more conversation around that square foot per capita mark as a planning goal or around the planning zones. She asked if the Board is good with those areas or if they would like more conversation.

The Chair noted that regarding the 0.5 square foot per capita, she would like to see a way to incorporate alternative service delivery into the analysis before the next FMP refresh. She noted that she believes we are on the leading edge but as we go through the process, she would like to see alternative services like the Express Library reflected so we can figure out where alternative services may fit in down the road.

Trustee Naumer noted that on the planning goal of 0.5 per capita, the table from 2018 is really helpful and shows where we are regarding other benchmark libraries. He noted that he is good with that number. He stated that he is encouraged about the Conifer conversation. He noted that he is okay with this model and what helped was to look at

LSAs and breaking them down. He stated that he is alright with it but cautious recognizing the limitations of using these two measures.

Trustee Anderson stated that what she heard is on the LSAs the consultants use that information to inform their recommendations - not just population data but density and usage and that's where that LSA comes from. The FMP is longer term and a live document. Maybe some appendixes for each LSA might be useful as a reference so we can see that data too as an appendix. Shaded population density and household data and where people are coming from – it was helpful when shown tonight and she noted she will forget that when she looks at the FMP next year.

The Chair asked the Executive Director if that conversation gave her the answer she needed, that those continue to be two measures we're comfortable following.

The Executive Director responded that she thinks it's helpful for the 2023 budget, 5-year, and long term plans. She noted that every year we look at the FMP with the Board and no one is saying it's not applying well in South County which is an active project or for NW Arvada. You see how much cross checking we do with that model, and you are offering layers of elements we might pioneer in libraries. She noted that she believes we can move forward and that we don't have a formal approval of the FMP. She advised the Board that there is an opportunity to talk more next week, and she will take this as an okay to move forward with those three priorities and 5-year capital plan draft.

There were no further questions on the FMP from the Board.

Business Strategy and Finance

Financial Review (February 2022)

There were no questions from the Board on the February financials.

Contracts & Agreements

Kleen-Tech Carpet and Upholstery Cleaning Contract Information

Steve Chestnut advised the Board that the Library is requesting to utilize Kleen-Tech for one more year. The 3.5% increase is due to the minimum wage increase and fuel costs.

There were no questions from the Board and the Chair noted that this contract will be on the consent agenda next week.

EBSCO Periodicals Subscription Services Contract Information

Julianne Rist advised the Board that JCPL is happy with the vendor and pricing. She noted that the \$120,000 includes not only vendor monitoring and facilitating subscriptions, but also the cost of the materials as well as all magazines and newspapers. There were no

questions from the Board and the Chair noted that this contract will be on the consent agenda next week.

Bibliocommons Contract Amendment Information

Lizzie Gall, Assistant Director of Library Experience, advised the Board that this contract is for JCPL's integrated suite of services including digital experience, the catalog, and my JCPL app. In 2017 the Board approved a 5-year master contract and JCPL is bringing forward an amendment to extend the contract for an additional three years. JCPL is happy with the vendor and pricing.

In response to a question, the Board was advised that the contract is the same renewal rate and will be a better bundle deal with the additions JCPL brought on.

There were no further questions from the Board and the Chair noted that this contract will be on the consent agenda next week.

Public Service Company of Colorado Easement – Evergreen Highway 73

Steve Chestnut advised the Board that the Public Service Company of Colorado (PSCO) is expanding road work and has a utility easement they would like access. There is not expense to the Library and PSCO will be responsible if they remove or damage anything on library property.

In response to a question, the Board was advised that the Library confirmed it is JCPL property.

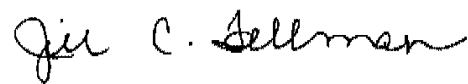
There were no further questions from the Board and the Chair noted that this contract will be on the consent agenda next week.

The Chair expressed appreciation to the Trustees and Executive Director for the discussions. She noted that she hoped it was helpful to the Executive Director and to let the Board know if she needs additional clarification.

The Chair advised the Board that Trustee Anderson will chair the Board meeting next week.

ADJOURNMENT

The Study Session was adjourned at 7:16 p.m.

A handwritten signature in black ink that reads "Jill C. Fellman". The signature is written in a cursive, flowing style.

Jill Fellman, Secretary