

**Minutes of the Regular Meeting of the  
JEFFERSON COUNTY PUBLIC LIBRARY  
BOARD OF TRUSTEES  
August 11, 2022**

**CALL TO ORDER – REGULAR MEETING**

The regular meeting of the Jefferson County Public Library Board of Trustees was held online via ZOOM and in-person at the Lakewood Library meeting room on August 11, 2022. Library Board of Trustees Chair, Kim Johnson, called the meeting to order at 5:32 p.m. Other Trustees present: Pam Anderson (Vice-Chair), Jill Fellman (Secretary), and Charles Naumer.

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

**Staff present:** Donna Walker, Executive Director; Julianne Rist, Director of Public Services; Bernadette Berger, Director of Technology and Innovation; Kim McGrigg, Director of Communications and Engagement; Dan Wells, Director of Business Strategy and Finance; Lisa Smith, Director of People and Engagement; Padma Polepeddi, Assistant Director of Library Experience; Amy Bentz, Assistant Director of Library Design Projects and Planning; Lizzie Gall, Assistant Director of Library Experience; Jennifer Reading, Assistant Director of Patron Experience; Amber Fisher, Executive Assistant, Office of the Executive Director; and Katie O’Loughlin, Administrative Coordinator.

There were additional Library staff members attending the meeting.

**APPROVAL OF AGENDA**

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

**PUBLIC COMMENT**

The Board values public participation. For those attending in-person, you must sign on the form provided at the door. For virtual public comment, submit the online public comment form on the Board of Trustees webpage or send a chat message to the host, Bernadette Berger, with your name, and the topic of your comment so that at the appropriate time you can be recognized. Comments will be acknowledged in the minutes of the meeting.

There were no public comments.

**APPROVAL OF CONSENT AGENDA**

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

**MOTION:** Pam Anderson moved that the Library Board of Trustees approve the items on the consent agenda as presented. Seconded by Jill Fellman the motion passed by unanimous vote of all Trustees present.

Items on the Consent Agenda

- A. Library Board of Trustees approve the July 21, 2022 Board Meeting Minutes.
- B. Library Board of Trustees adopt the following Policy Governance Monitoring Reports:
  - 1) 2.5 Financial Planning, Budgeting
  - 2) 2.6 Compensation and Benefits
  - 3) 2.7 Emergency Executive Director Succession
  - 4) 2.8 Board Awareness and Support
  - 5) 2.9 Materials Selection
- C. Library Board of Trustees authorize the Executive Director to sign the Bear Creek Landscape Snow Removal Renewal Contract.
- D. Library Board of Trustees authorize the Executive Director to sign the CoCal Landscape Snow Removal Renewal Contract.
- E. Library Board of Trustees authorize the Executive Director to sign the Eppstein Uhen Architects, Inc. (EUA) contract amendment to support the community engagement process for the new library in Northwest Jefferson County.
- F. Library Board of Trustees authorize the Executive Director to enter into the easement agreement with Public Service Company of Colorado for the property at Evergreen Library, 5000 Highway 73, Evergreen Colorado 80439, for purposes defined by the agreement.
- G. Library Board of Trustees authorize the Executive Director to enter into an IGA with the City of Arvada, granting the City of Arvada permission to install one exterior camera at the 7525 W. 57<sup>th</sup> Ave property.

**EXECUTIVE TEAM OPERATIONAL UPDATES**

**Business Strategy & Finance**

A. 2022 Mid-year Report

The Executive Director addressed the Board and introduced the topic. The Board’s governance process calendar provides for a midyear progress report on the annual strategic plan. There will be another opportunity at the September Study Session for further discussion on any projects or progress. Out of respect for the Trustees time, the Library may provide brief answers and will provide fuller answers later if needed.

Dan Wells, Director of Business Strategy and Finance, addressed the Board and provided information on the 2022 midyear strategic plan report. 2022 is off to an exciting start for Jefferson County Public Library (JCPL), with the first half of the year bringing many accomplishments along with significant groundwork activities necessary to meet 2022 target objectives. As public health restrictions continue to ease, JCPL is actively embracing changes to community needs and trends with the adoption of new access opportunities and technology

capabilities. 2022 promises to be a critical year in achieving the vision established in the 2020-2025 JCPL Strategic Plan.

### 2020-2025 Strategy

The 2022 Mid-Year Report specifically discusses the progress made and work completed by the JCPL team from January 1, through June 30, 2022. In addition to highlighting project activity, the report captures advancement of our success benchmark measures to quantify how we are meeting the Board’s stated ends to provide equity of access, maximize value, create place, and provide leading-edge services.

## Annual Plan Deliverables Met Mid-Year 2022



- ✓ Finalized updated **Facility Master Plan**
- ✓ Initialized **concurrent building** project management
- ✓ Conducted **community engagement** for Evergreen redesign
- ✓ Created Evergreen **Program of Service**
- ✓ Opened **Express Library** location
- ✓ Completed construction of **new Bookmobile**
- ✓ Initiated **Cohesive Creative Technologies** project
- ✓ Launched **new library app** (MyJCPL)
- ✓ Deployed **MS Exchange** to all staff
- ✓ Completed **cybersecurity** evaluation

### Midyear Success Measures

In addition to highlighting project activity, the report captures advancement of our success benchmark measures to quantify how we are meeting the Board’s stated ends to provide equity of access, maximize value, create place, and provide leading-edge services. Highlights include usage patterns, more in person visits, increase in active households, decrease in curbside as more people come indoors, increased program attendance and a decrease in recorded program use.

# Success Measures



Mid-Year Report	Mid-Year 2021	Mid-Year 2022	Change Mid-Year 2021-22	% Change Mid-Year 2021-22
Active Households	107,828	110,721	2,893	3%
Active Households (% of total Jeffco households)	43.4%	44.5%	1.2%	3%
Active Cardholders	149,742	146,820	(2,922)	-2%
Net Promoter Score	82.6	83.2	0.6	1%
Program Attendance	11,514	69,313	57,799	502%
Recorded Views (Jan-June Weekly Views)	4,033	994	(3,039)	-75%
Total Collection Use	4,957,302	4,812,707	(144,595)	-3%
Physical Circulation	3,381,429	3,310,269	(71,160)	-2%
Digital Circulation	902,936	920,239	17,303	2%
Database Use	672,937	582,205	(90,732)	-13%
Visits	509,917	830,199	320,282	63%
Curbside Patrons Served	44,631	6,190	(38,441)	-86%

As access and availability returns to pre-pandemic levels, and people become more comfortable being in-person in public settings, activity and usage patterns begin to resume.

- Increase in active households
- Increase in visits
- Decrease in curbside services
- Increase in program attendance
- Decrease in recorded views

In response to questions, the Board was advised that:

- The Library has initiated a hybrid work environment project and decided on the approach. Implementation and formal adoption are coming up.
- Database usage decreased. JCPL had two databases that were provided during the pandemic for in-home use. The vendors stopped providing that service and patrons now have to come into the library to use those databases. Additionally, a lot of schools were online and are now in person.
- Curbside Patrons Served has decreased as physical visits increase, and patrons use the additional offsite services like holds lockers.

The Executive Director asked the Board if there were any additional questions or requests for more information about the midyear report. The Board indicated that there were none at this time and expressed appreciation for the incredible work and achievements.

## Communications & Engagement

### A. Develop a New Concept in Philanthropy Strategy

The Executive Director addressed the Board and introduced the topic. Before Kim McGrigg, Director of Communications and Engagement shares information on the Philanthropy Strategy, we will touch on the major milestones from 2021. The Library completed the report on securing private funds to supplement public investments, identified resources needed by JCPL to do this work, renewed and extended the Memorandum of Understanding with the Foundation, completed the peer library fundraising comparison study, created this essential function in the

role of the Director of Communications and Engagement and completed the hiring of this position.

Kim McGrigg addressed the Board, provided an update on the philanthropy strategic project and shared the philanthropy philosophy about the future of philanthropy for JCPL. Kim advised the Board that this project was tackled with the same three steps that she applies to any project: Audit, Assess, Action.

### 2022 Strategic Philanthropy Project Deliverables

- Create a JCPL fundraising plan
- Funder and grant opportunity research
- Begin execution of JCPL fundraising plan
- Codify new roles and responsibilities for fundraising between JCPL and JCLF

### Audit and Access

**Audit Funding Requests:** This audit started by trying to understand how we partner with the Foundation on grants now – when the requests come in, who the resources are, etc. She is currently working with the Foundation to develop 2023 funding requests to align with grantor's areas of focus and past Foundation success.

**Identify Resources:** What do we provide, and what can we provide to the Foundation that would strengthen our chances of receiving funding. Things like copy, photos, budgets, statistics. Part of this is identifying sponsorship opportunities and developing collateral materials to solicit support for building projects, starting with Evergreen.

**Grant Tracking:** When we receive money from a funder, our relationship is not over. In fact, it is just beginning. She is working with Jo Schantz and our finance department to track when grants are awarded and keep track of when reports are due. Recording if recognition was promised, how/when we delivered on those promises, and make sure donors know the good work done with funds they provided.

**Assess:** The Foundation has a great track record of securing funds for programs. We worked with a professional fundraiser to research hundreds of potential grantors in the following categories: General Operating, RFP Specific or Invite Only, and Capital Grants. This provided us with a list of grantors that we are not currently engaging or who had the potential to fund us at higher amounts. We then prioritized the list based on the likelihood that they would fund us, meaning that we are a good match for their areas of focus and that they have funded similar organizations in the past.

# 2022 JCPL Fundraising Plan



## AUDIT

### Manage JCPL Funding Requests

### Provide Resources to the Foundation

- Copy, Images, Budgets, Statistics

### Develop System to Track Grants

- Reporting, Recognition

## ASSESS

### Research Potential Funders

- General Operating
- RFP Specific or Invite Only Grants
- Capital Grants

### Identify JCPL Priority Grantors and Develop Timeline



## JCPL Priority Grantors

We identified priority opportunities to ask for \$25k and up. In addition to the list, we gathered background information for each of these funders, including timelines, contact information, areas of focus, and fundraising history that provided the opportunity to see who our priority funders should be and who we could engage.

- Buell Foundation (General Operating/Program)
- Boettcher Foundation (General Operating/Program & Capital)
- The Denver Foundation (General Operating/Program & Capital)
- Gates Family Foundation (General Operating/Program & Capital)
- The Anschutz Foundation (General Operating/Program & Capital)
- El Pomar Foundation (General Operating/Program & Capital)
- Bank of America Charitable Foundation ((General Operating/Program)
- Peierls Foundation (Invite Only)

## Action and Next Steps

Kim McGrigg noted that she and Jo Schantz already had the opportunity to meet with the Buell Foundation to discuss some of JCPL's capital projects and they were encouraged to submit a capital grant application for the Evergreen Library children's area.

JCPL is partnering with the Foundation on every step. JCPL just hired a professional grant writer for the Evergreen redesign and plans to use the template as a model to apply on our own in the future. This is a great investment and will see a payoff from that effort. Next, we are in the process of hiring a community engagement coordinator. Part of that role will be to build and strengthen relationships with funders and how the Library, in coordination with the Foundation, makes donors feel appreciated and included. With the additional capacity in Communications, we can offer additional support to the Foundation. For example, on the JCPL

website why donate page, we can help tell the story to potential donors where the money is going and why it is important to support the Library. We could also do a better job of supporting Foundation events and how we can use some existing channels to help our fundraising.

### 2023 Fundraising Plan

It's exciting to report that we are a little bit ahead of the project plan and have started some implementation already. We are energized by the opportunities and as we started the Evergreen Library redesign, we saw no reason to wait. Jo Schantz has been a terrific partner to work with and everything that has been presented tonight is in addition to what is already happening. It is not a replacement, or instead of, it is in addition to and a win-win for both organizations to set us up for success in 2023.

# 2023 JCPL Fundraising Plan



## ACTION



**Partner with Foundation on Major Gift Requests**

**Create Major (Over \$20,000) Capital Grant Template**

**Hire community engagement coordinator to build (or strengthen) relationships with major grantors**

**Provide Additional Communication Support to Foundation**

- *Why Donate* landing page
- Donor recognition plan
- Added communication support for Foundation events and campaigns (social media, eConnect, The Buzz)

In response to questions, the Board was advised that:

- In terms of the amount we hope to raise, we do not have a dollar amount today. The results of the peer comparison showed an enormous range, and we don't know where we fall in that range. Our conversations with donors will help inform what kind of grant and what dollar amounts are reasonable to ask for. After we have those meetings, we will have a better idea and apply what percentage of grant applications we can expect will be successful to help develop that number.
- The professional grant writer is a contractor to the Library.
- Conversations about marketing alignment between the Library and Foundation have not yet taken place. On the Library webpage, the link goes directly to the Foundation, and we

feel it is a missed opportunity to tell our story if someone on our website hits the donate button.

The Executive Director asked the Board if there were any additional questions or requests for more information about the philanthropy project. The Board indicated that there were none at this time but there may be questions later and expressed appreciation for the exciting work and direction of the project.

## **EXECUTIVE DIRECTOR REPORT**

### **Executive Director**

#### **A. Executive Director Report**

The Executive Director advised the Board that the Library's All Staff Conference is an in-person event this year on October 3, and all Trustees will receive an invitation. The Chair will give opening remarks. The Library is pleased to advise the Board that JCPL has won the CALCON 2022 Innovated Spaces Award for the Express Library. There will be an awards luncheon at the CALCON 2022 conference.

#### **B. South County Expansion Project**

The Executive Director advised the Board that two virtual community engagement events for the South County Expansion Project are being scheduled for August 30, and September 13. The public announcement is being drafted and will be sent out for Trustee review. There will be a quick turnaround for that review.

The Chair advised the Board to watch their email for the draft announcement.

## **Business Strategy & Finance**

### **Monthly Financials**

#### **A. Financial Review (June)**

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

#### **B. Financial Report (July)**

There were no questions from the Board on the July financial memorandum in the Board report.

## **FOUNDATION UPDATE**

Jo Schantz provided an update on the activities of the Foundation. The Foundation held its books on film fundraiser and plans for a continuing series. The Foundation does not have numbers on how much was raised yet. The Foundation lost their bookkeeper and is in the process of hiring someone new. Upcoming events include the book drive and shred-a-thon this Saturday from 9:00-12:00 at the Bank of Colorado, 275 Union Boulevard in Lakewood. The dine and donate event at 240 Union is on September 20. The Foundation is gearing up for the fall whale sale. The bookstore continues to do well and up to this point has raised almost \$84,000. Jo

Schantz advised the Board that it has been wonderful to work with Kim McGrigg and her help is appreciated.

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

No items were removed from the consent agenda.

#### **EMERGING ISSUES**

There were 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.

#### 2022 Board Meeting Schedule

- September 8, 2022 – Study Session - 5:30 pm (Hybrid) Virtual via ZOOM. In-Person Location: Lakewood Library Meeting Room
- September 15, 2022 - Board Meeting – 5:30 pm (Hybrid) Virtual via ZOOM. In-Person Location: Lakewood Library Meeting Room
- October 13, 2022 – Study Session – 5:30 pm (Hybrid) Virtual via ZOOM. In-Person Location: Lakewood Library Meeting Room
- October 20, 2022 – Board Meeting – 5:30 pm (Hybrid) Virtual via ZOOM. In-Person Location: Lakewood Library Meeting Room

The Chair advised the Board that we will be tight on quorum until new members come on in October and asked the Trustees to let Amber Fisher know about their attendance plans for the upcoming meetings.

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

No announcements or correspondence.

#### **ADJOURNMENT**

The Board meeting was adjourned at 6:17 pm.



Jill Fellman, Secretary