

**Minutes of the Special Meeting of the
JEFFERSON COUNTY PUBLIC LIBRARY
BOARD OF TRUSTEES
September 8, 2022**

CALL TO ORDER – REGULAR MEETING

The special 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 September 8, 2022. Library Board of Trustees Chair, Kim Johnson, called the meeting to order at 5:38 p.m. Other Trustees present: Pam Anderson (Vice-Chair), Jeanne Lomba, Charles Naumer and German Zarate-Bohorquez

Trustees not present: Jill Fellman.

Staff present: Donna Walker, Executive Director; Julianne Rist, Director of Public Services; Bernadette Berger, Director of Technology and Innovation; Steve Chestnut, Director of Facilities and Construction Projects; 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: Pam Anderson moved that the Library Board of Trustees approve the agenda as presented. Seconded by German Zarate-Bohorquez the motion passed by unanimous vote of all Trustees present.

PUBLIC COMMENT

The Board values public participation. Those who would like to address the Library Board can do so virtually, in-person, or online. The opportunity to address the Library Board does not include a question and answer session or response. Additionally, the Library Board does not respond to anonymous questions or comments. Comments will be acknowledged in the minutes of the meeting.

The Chair stated the process for public comment and that process was displayed on screen as follows:

To address the Board of Trustees during Public Comment:

- Virtually: Send a chat message to the meeting host at JCPL Events with your name and the topic of your comment.

- In-Person: Sign up on the form provided.
- Online: Submit through the online public comment form at <https://jeffcolibrary.org/board-of-trustees/>.

The Chair asked for virtual attendees to sign in the chat and noted that four online form comments were received and shared with the Board.

The Chair acknowledged Tina Moeinian and Marian Mather who expressed their opposition to a new library in sledding hill park. The Chair expressed appreciation for their comments. There were no other public comments, and the Chair closed the public comment portion of the meeting.

EXECUTIVE TEAM OPERATIONAL UPDATES

EXECUTIVE DIRECTOR

Executive Director

A. South County Expansion Project

The Executive Director advised the Board that Kim McGrigg, Director of Communications and Engagement will provide information on South County community engagement later in the meeting.

People and Culture & Business Strategy and Finance

A. American Rescue Plan - 2022 Salary Adjustment Recommendation

Lisa Smith, Director of People and Culture addressed the Board and provided information on the request that the Board accept the use of County directed ARPA (American Rescue Plan) funds to address retention and recruitment challenges. It was noted that the Board received a memo in their meeting packet with information about the County's proposal. The Board of County Commissioners voted to approve this 5% salary increase for County employees effective August 28, 2022. The County's proposal is to use ARPA to fund this increase in 2022 and 2023 and non-general fund departments will need to pick this up in their budgets in 2024.

The attrition rate is projected to be 23% for 2022 at the County and JCPL is still struggling with an attrition rate of 19.76%. Data shows that Jefferson County salaries are 10% below other local government agencies and businesses. JCPL wants to be an employer of choice and one factor is good salaries and benefits. The Library also has a strategic goal of radically welcoming as a part of our agency. This goal helps us attract and stay competitive in the marketplace. It also helps with turnover and hiring at higher rates attracts more people in the candidate pools to help us hire top candidates. Information from the GPS (Government Performance Solutions) Staffing Assessment indicates that employees view human capital as just as important as new building projects. This proposal also responds to inflation and the high priced Denver area. The extra

burden on staff due to attrition and vacancies was also noted. This plan would help address the cost of turnover which is 1.5 to 2.0 times an employee's salary.

Lisa Smith introduced Dan Wells, Director of Business Strategy and Finance to share information from a budgeting perspective.

Dan Wells addressed the Board and provided information on the financial implications of the proposal. With ARPA funds covering the increase in 2022 and 2023, the Library looked at the increase in operating expense for 2024 which is estimated at \$845,000. The increase would adjust in out-years with budgeting. Salaries and benefits as a percentage of operating costs currently are at 55.1% and with this proposed increase that percentage would be 55.9%, a relatively marginal impact. Revenue projections remain above operating expenses. The Library also looked at the impact to the fund balance and large capital investment plan to insure there was flexibility and offer solutions for the additional cost. The Library worked on one simulation moving the Golden opportunity out to a later year and adjusting the timing of the unspecified capital project in 2030. Just that one movement would protect the fund balance. Additional options will be modeled and discussed with the Board as part of the 2024 budgeting process.

In response to questions, the Board was advised that:

- The Library is asking the Board to vote on this proposal and this special meeting was called by the Chair because of the timeline constraint to follow closely with the County. The Board of County Commissioners approved this increase on August 30, 2022 with an effective date of August 28, 2022 and has communicated that information out to all staff including Library staff. The Library is bringing this forward to include library staff in the next pay period.
- The ARPA funds to the Library would be a prorated amount for 2022 and in 2023 that amount is approximately \$845,000.
- Information from County meeting agendas on their website indicates the ARPA funds County is using for salaries in 2022, 2023 and 2024 is \$22.3 million. Total ARPA funds awarded to the county is \$113.2 million.

The Chair provided her comments and acknowledged Trustee comments which included the importance of addressing recruiting and retention, decision timeline concerns, and future Board consideration of salaries and budget. The Chair noted that she would like to continue looking at salaries in relation to the County's pay scale.

The Chair expressed appreciation to the Trustees for their feedback.

MOTION: Pam Anderson moved that the Library Board of Trustees accept the use of County-directed ARPA funds to support an across the board 5% salary increase for all eligible Library employees effective in the 9/11/22 pay period in order to address current

retention and recruitment challenges. Seconded by Jeanne Lomba the motion passed by unanimous vote of all Trustees present.

Communications and Engagement

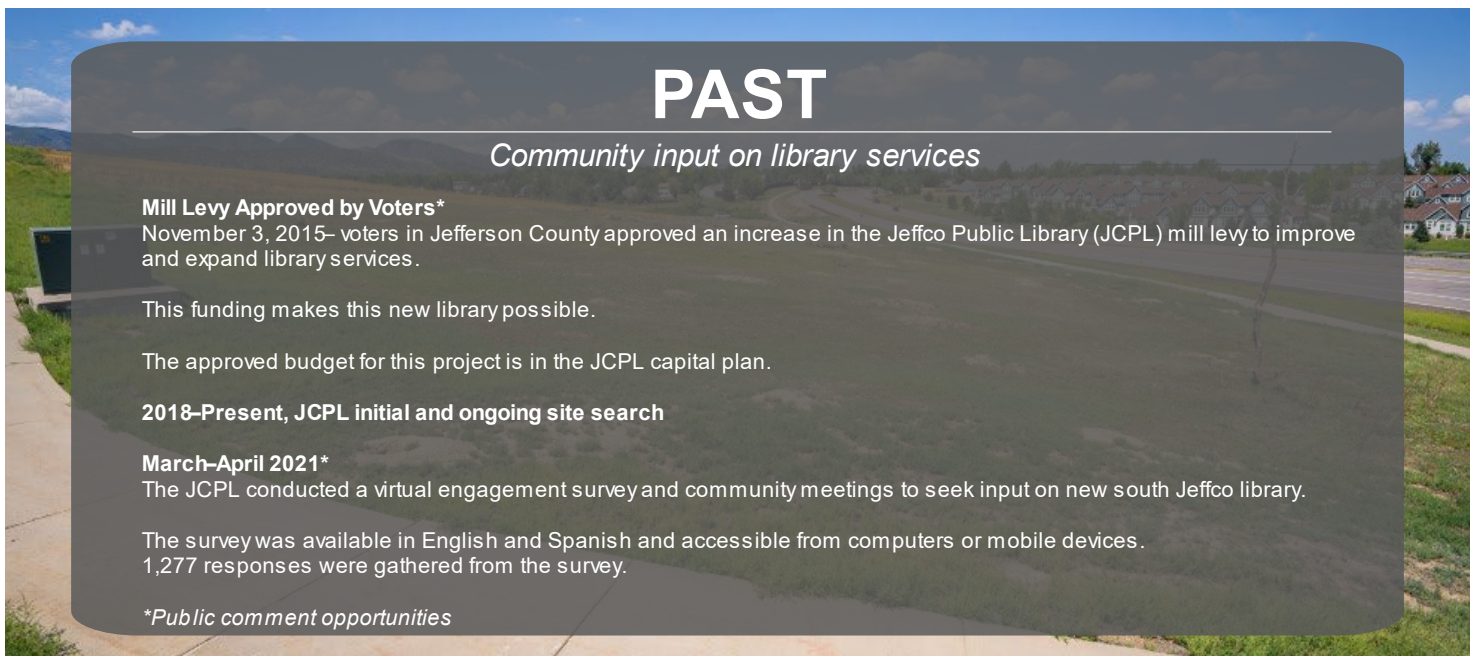
A. South County Community Engagement

Kim McGrigg, Director of Communications and Engagement addressed the Board and shared an overview of the process for the past, present and future community engagement opportunities.

Past Community Input on Library Services

While difficult, we tried to summarize three years of hard work and the actions that have already been taken. First, in 2015 voters approved an increase in the Library’s mill levy to improve and expand library services. It is this funding that makes the new library possible. From 2018 on, we have been searching for a site and in March 2021 we began a community engagement campaign that involved input from the community on what they would like to see in their new library. The results from these efforts can be found on our website at jeffcolibrary.org. There is a lot of detail on our website including the full community engagement reports.

PROPOSED NEW JEFFCO LIBRARY AT SLEDDING HILL PARK
Community Engagement Process



Present: Community Input on Library Location

We are now working in partnership with Jefferson County Open Space, the owners of sladding hill park, and all activities are done in conjunction with them. On Aug 30, we held our first

virtual community meeting. The goal was to share information and hear from the community. We were there to present information and gather information for their hopes, dreams and concerns. Coming up next is the second opportunity on September 28, where we take feedback from the August 30 meeting, and from other places, and come back to the community to address concerns and opportunities. In the fourth quarter of this year there are many additional opportunities for the public to voice opinions including meetings of the Library Board, Foothills Park and Recreation District Board (who leases land), Ken-Caryl Ranch Metro District Board, Jefferson County Open Space Advisory Committee and the Jefferson County Board of County Commissioners.

PROPOSED NEW JEFFCO LIBRARY AT SLEDDING HILL PARK
Community Engagement Process



PRESENT
Community input on library location

- August 30, 2022 Virtual Community Meeting #1***
Share background information, initial ideas, and hear community hopes, fears, and aspirations via electronic polling.
- September 28, 2022 Virtual Community Meeting #2***
Share feedback heard in Community Meeting #1, ways that concerns and opportunities could be addressed, seek feedback via electronic polling.
- October 20, 2022 JCPL Trustees Meeting***
Review community feedback, seek Trustee feedback, public comment.
- October 25, 2022 Foothills Park & Recreation District (FHPRD) Board Meeting***
Review community feedback, seek FHPRD Board feedback, public comment.
- October 25, 2022 Ken-Caryl Ranch Metro District (KCRMD) Board Meeting***
Review community feedback, seek KCRMD Board feedback, public comment.
- November 3, 2022 JCOS Advisory Committee Meeting***
Review community feedback, Committee feedback and recommendation to BCC, public comment.
- December 13, 2022 Jeffco Board of County Commissioners (BCC) Briefing**
Review community feedback. If favorable, request consent to enter into purchase and sale agreement.

Future: Community Input on Library Site Approvals

Into 2023 the community will again have opportunity to provide input on the library site. In total there are ten opportunities for the public to engage in this planning process. This is a conservative number. For example, this evening’s meeting is not included on the list.



FUTURE

Community input on library site approvals

Jefferson County Planning Commission – Project Consideration*

BCC Public Hearing *
Consideration of JCOS sale of property to JCPL.

If approved, design and construction of new library by JCPL

To participate in or view current or future meetings visit:
[www.jeffco.us/1585/Plans -Projects](http://www.jeffco.us/1585/Plans-Projects)

References and reports:
[www.jeffcolibrary.org/south -county](http://www.jeffcolibrary.org/south-county)

In response to a question, the Chair advised the Board that if Trustees participated in the community meetings they would have to be listed as public Library Board meetings, and as a process, Trustees listen and give the public opportunity to comment. The Trustees have opportunities to share their voices at our public Board meetings.

In response to a question, Kim McGrigg advised the Board that the September 28, community meeting is at 6:00-7:30 pm and that when that link is available it will be on the Jefferson County Open Space website. As the Library did with the last community meeting, an email blast communication to the community will be sent out with that information.

B. Draft Northwest Jefferson County Fact Sheet

Kim McGrigg addressed the Board and noted that at the July 21 Board meeting, information was brought forward, and Board consensus was given for the Northwest Jefferson County 1) Library Service Area 2) Site search boundaries 3) Site search criteria. That information was used to draft the content for a project fact sheet. The goal of the time tonight is to review the direction for that Fact Sheet and get Board input on anything that is incorrect or missing. It is very important that we get this information correct at the start, as we will refer back to it time and time again throughout the course of the project.

Once we have the content, the communications team will lay it out in a format similar to the fact sheet that was created for the South County library. The final draft will then come back to the Board in October. Also in October, the Board will hear a report on the Northwest Jefferson County stakeholder engagement interviews that are taking place over the month of September.

The main categories for our messaging are:

- The need for a Library in Northwest Jefferson County
- the service area and background
- the location selection criteria
- a general timeline
- community engagement opportunities
- information about the budget

Kim McGrigg noted that she would prefer that this be an interactive exercise, but with the hybrid meeting format the most efficient way to go through the content is for the Board to review it and share what they like, what is missing, and what they are wondering about.

Northwest Jefferson County Library Need



Research has affirmed that the northwest area of Jefferson County needs a new library location. The two main indicators of this need are population growth and lack of convenient access to existing physical library services.

Ex: The household growth rate from 2021 to 2026 for this region of the county is expected to be 17.8% while the household growth rate for the county is expected to be 4.3%.

Adaptability is designed into the project to support future growth.

Comments from the Board included:

- Like the numbers specific to the area – the percentages help – big wonder is how we counteract the message from the schools – population shrinking – the challenge is it is a complicated message. To me the numbers speak for themselves – I know this area so well.
- Demographics between areas can be very different and that information may be helpful
- Suggestion - if there are other stakeholder groups in the area – big proponents – could mention that

Northwest Jefferson County Service Area Background

Service area background can be indicated on a map rather than through key messages.

Information that can be included on map graphic includes:

- JCPL boundaries
- NW County service area

- Nearby JCPL service locations (libraries and offsite services)
- Population data

In response to questions, the Board was advised that:

- Standley Lake Library is the nearest library, a 10-15 minute drive. The Express Library is more than ten miles away.
- Information like drive times, miles and other demographics that will not fit on a fact sheet can be shared on the public website.

Northwest Jefferson County Location Selection

The specific location of the new library has not yet been selected, though we are anticipating we will be seeking land within the library services area shown on the map. The following site selection criteria are the guideposts for our decision-making:

Size

A site with space to support a new build, including outdoor learning environments, technology and innovation needs, indoor programs, and sufficient parking to support larger events and programs.

- Building size would be approximately 45,000 sq. ft.
- 5-acre minimum total lot size
- 10-acre lot is desired to support future growth and use

Location

- The location and design of the site should provide for easy access and promote accessibility for all. It should be inclusive and safe, be accessible to walking and cycling routes, and ideally be located near public transportation routes. Location should have high visibility from through ways.

Sustainability and Stewardship

- We desire a site where we can promote an outdoor connection. The site should be a good value. A preferred site offers a design that could take advantage of renewable or energy efficient systems and that fosters environmental stewardship or has potential to allow for it.

Convenience

- Convenience of the site includes how patrons will access the site and its ability to provide intuitive wayfinding from community travel routes.

Comments from the Board included:

- I talked about partnership opportunities with developers in that region that could potentially create benefits for us – make sure we don't lose that
- Fact sheet perspective – a tool to communicate we're open to partnerships
- The two separate comments about 5 acres and then t 10 acres – need to be a little more clear – feels contradictory – even if it says 5 up to 10.

Northwest Jefferson County Timeline

The timeline can be shown as a graphic with the following information. At this time it is broad and was taken from the project plan.

- 2022/23 Site search and acquisition
- 2022/23 Community input
- 2022/23 Program of service
- 2023/24 Design
- 2024 Permitting process
- 2024/25 Library construction

Northwest Jefferson County Public Engagement

Success for the Northwest Jefferson County Library depends on community input. JCPL wants to build a destination that helps to build an educated and vibrant community by providing equal access to information and opportunities. Invite community members to share their ideas by directing them to website, online meeting, in person meetings, email, etc.

The Library will have a full community engagement project and will launch the webpage as soon as the fact sheet is completed.

Northwest Jefferson County Budget

In 2015, voters in Jefferson County approved an increase in the maximum mill levy for the Jefferson County Public Library for the purposes of restoring the level of library services and expanding library services into underserved areas. That funding is making this new library possible.

Comments from the Board included:

- Could add that this is included in the capital plan
- We have these funds in reserve is an important message

C. Samson Energy Naming Agreement Information

Kim McGrigg advised the Board that Samson Energy sponsored the Golden Library fireplace during the remodel in 2015. Samson Energy is interested in renewing its naming rights for an additional two years for \$2,000.

There were no questions on the Samson Energy naming agreement, and the Chair advised the Board that approval of the naming agreement will be on the consent agenda for next week's Board meeting.

D. Philanthropy Strategic Project Follow-Up – If needed.

The Chair asked if there were any follow-up questions from the Board.

Trustee Naumer noted that it might be helpful to look at one of libraries that has been successful in fundraising and see what a good model is. From what I'm understanding we're focusing on foundation grants, but I think there are corporate sponsors and individual donors as well. Look at that mix. One of the peer libraries performing well and see what their strategy is. Hopefully

relatively quickly look at capital projects that could be a good opportunity. It's so important to have a goal – know you are working on that – in terms of fundraising strategies I've never been part of an effort that didn't have a goal – would like a vision for what our efforts should yield. If we don't have what we're striving for we're doing ourselves and community a disservice. We spent so much time and effort on this last year. We're in the bottom half and should aspire to be in top quartile like we do in other areas, that vision for where we want to be in a few years and set that goal.

Kim McGrigg advised the Board that the reason we're focusing on grants from foundations now is that we have building projects that might be of interest and we had to pick a place to start. Corporate philanthropy is on our list as is looking to other libraries that had great success. She noted that she has met with Denver Public Library to see how they work with their Foundation and met with the philanthropy officer from Pikes Peak. She has started that outreach and understanding of fundraising philosophies. Some corporations have their own foundations, and we do have an extensive list. We presented a list of 10-13 from that much larger list. We are tackling what is reasonable to do now with the project scheduled to start in 2023.

The Chair expressed appreciation to Kim McGrigg for her work on philanthropy development.

Facilities & Construction Projects

A. General Contractor Master Agreement Concept

Steve Chestnut, Director of Facilities and Construction Projects addressed the Board and provided background information. When we accelerated the building plan, we talked about the resources to compress that schedule and how best to utilize those resources to be effective. Developing a master contract for general contractor and architectural services would create a synergy of those elements working together. It would also reduce our request for proposal (RFP) process and timeline. The outcome of a master contract would produce a better process and we would have a team working on the projects without the need to continually bring new people into the project. It would be the same team working on projects. For this master contract we put out an RFP in July and had eight responses. From those we selected and interviewed the top three. Those interviews were completed on August 29, and we have selected one that we will bring to the next Board meeting with a recommendation that the Board authorize the Executive Director to enter into that master contract. There is not a price in that master contract. Each project will have a contract amendment with costs and schedules that the Board will approve.

In response to questions, the Board was advised that:

- The Library does leverage the County's purchasing ability.
- The Library's RFP process includes a basis for competitive pricing and applicants provided information including general pre-construction costs, overhead, change order percentages, how much work is done in-house and that value, performance bonding, etc.

They will have to stick to what they said, for example if they said overhead is 1.5% that's what will be in the project contract.

- The Library anticipates the term of the master contract to be the next three projects. It is important to point out that the Library can terminate this contract for lack of performance or if we change our minds we can go out for an RFP.
- The Library does have the opportunity to go out for an RFP if we want to.

The Chair advised the Board that this item would be included on the regular agenda for next week's Board meeting.

Business Strategy & Finance

A. Library Design Consultant Concept

The Executive Director introduced the topic and provided background information. When the Board asked the Library to accelerate the building plan in May of 2021, she interviewed libraries and architects across the country to help determine the best practices. One of those best practices was using a library design consultant. Amy Bentz, Assistant Director of Library Design Projects and Planning will provide additional information.

2022 Strategic Project: Accelerate Our Building Program

Included in the deliverables of this project is the creation of a new design standard for JCPL. A library design standard will elevate the style of all JCPL libraries while aligning with our current brand by creating a handbook of professionally curated choices for furniture and color palettes that will be used in all new build and remodel projects. These choices will reflect the JCPL brand, look, and feel while allowing for customization to represent the communities of each of our locations.

New Design Standard = Functionality + Aesthetics

The creation of a JCPL Library Design Standard is aligned with our strategic initiatives of embracing innovation and change and continuous process improvement to modernize JCPL and maximize organizational effectiveness. It will increase our efficiencies in designing and procurement of furniture, fixtures and equipment for new and remodeled libraries.

New Design Standard = Flexibility

JCPL's design standards will be the guiding document for future projects that elevate JCPL's brand while allowing the required flexibility for each community to celebrate its own unique and distinct style. Examples of Starbucks stores were presented. While they each reflect the Starbucks brand, they are responsive to the culture and activity of their communities.

Design Standard Elements

- FF&E Standards
- Design and Color Palettes
- Shelving and Materials Layout

- Design Standards Report

The JCPL Library Design Standard will include up to four finish and color pallets, three alternates for each furniture piece, two furniture, fixtures and equipment layouts, two site specific shelving layouts as well as a shelving layout template that can be modified to fit any size library.

JCL is in the process of selecting a firm as our library design consultant to work with us in the creation of our library design standard. The library design consultant will make recommendations for color pallets and furniture choices that will elevate the JCPL brand and that represent JCPL's mission, vision and values. Their recommendations will reflect advances in technology including environmental and renewable options, economic and socially sustainable design approaches and take into account JCPL's desire to create libraries of the future.

There were no questions from the Board. The Chair advised the Board that this item will be on the consent agenda for the September 15, Board meeting.

B. 2022 Mid-year Report – Follow-up if needed

There were no questions or comments from the Board on the 2022 Mid-year Report.

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.

With Trustees Anderson and Naumer unable to attend the September 15, 2022 Board meeting, the Chair asked the Trustees to indicate who would be in attendance the meeting. Trustees Zarate-Bohorquez and Lomba indicated that they would be in attendance. The Chair also noted that she would be in attendance.

The Chair advised the Trustees that the Executive Director's evaluation is scheduled for the September 15, meeting and she would be in touch about that item.

2022 Board Meeting Schedule

- 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
- November 10, 2022 – Study Session – 5:30 pm Hybrid) Virtual via ZOOM. In-Person Location: Lakewood Library Meeting Room
- November 17, 2022 – Joint Meeting of the Library & Foundation Boards – Time to be determined - Hybrid) Virtual via ZOOM. In-Person Location: Lakewood Library Meeting Room
- November 17, 2022 – Board Meeting – 5:30 pm Hybrid) Virtual via ZOOM. In-Person Location: Lakewood Library Meeting Room
- November 28, 2022 – Joint BCC & Library Board meeting – 11:00 am. WebEx information to be provided.

ANNOUNCEMENTS/GENERAL INFORMATION SHARING

No announcements or correspondence.

ADJOURNMENT

The Board meeting was adjourned at 6:57 pm.



Jill Fellman, Secretary