

**Jefferson County Public Library Board of Trustees**  
**Study Session**  
**January 12, 2023 – 5:30 pm**  
**Hybrid meeting held online via ZOOM**  
**and in-person in the Lakewood Library meeting room.**

**TOPICS:**

**Board Governance - Strategy**

- Board Reviews Global Ends Statements 1.0-1.4
- Strategic Planning Framework & Process
- 2023 Annual Plan: Strategic Priorities, Initiatives & Projects

**Board Governance**

- Board Reviews Draft Sunshine Resolution LB-01-19-23

**Public Services**

- Annual Pine Library Contribution

**Contracts & Agreements**

- Midwest Tape Hoopla Subscription Agreement Information
- HVAC Contract Renewal Information
- Evergreen Land Transfer Proposal

**Call to Order**

Pam Anderson, Vice-Chair, called the Study Session to order at 5:30 p.m.

Kim Johnson, Chair, arrived at 5:31 p.m.

**Other Trustees present:** Jill Fellman (Secretary), Charles Jones, Jeanne Lomba, Charles Naumer and Emelda Walker.

**Trustees not present:** All Trustees were present.

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

There were additional Library staff members attending the 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 is going into year 4 of the 5-year strategic plan with the Ends Statements the Board established at beginning of the plan. It has been a great guide for us and we prefer we don't change them without good reason as they continue to provide good guidance. Next week we will ask the Board for consensus on the Ends Statements.

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

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

### **Strategic Planning Framework & Process**

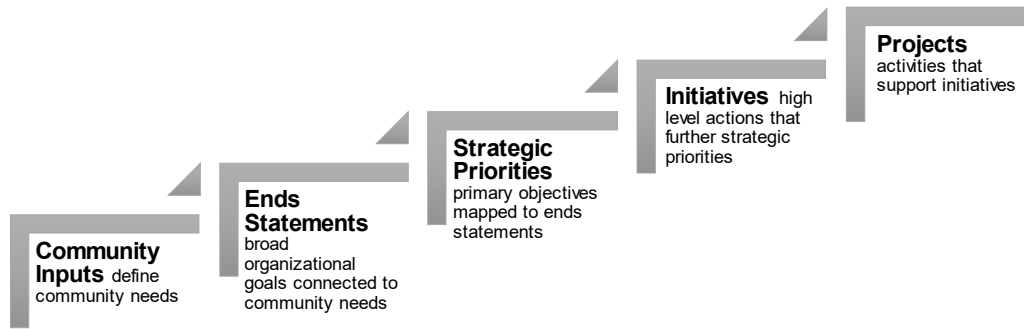
The Executive Director addressed the Board and noted that the strategic planning framework and process was included in the information packet. Most of time this evening will be around the annual plan, priorities and projects. We'll do a quick overview of the Library's strategic planning framework and process as a reminder for some and introduction for our new Trustees.

### **Strategic Planning Steps**

These are the steps that JCPL took to develop our 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; these are mapped back to the boards ends statements. Our multi-year initiatives help further our strategic priorities and are

supported by our annual strategic projects – which is the actual work we do to move the library forward in these areas.

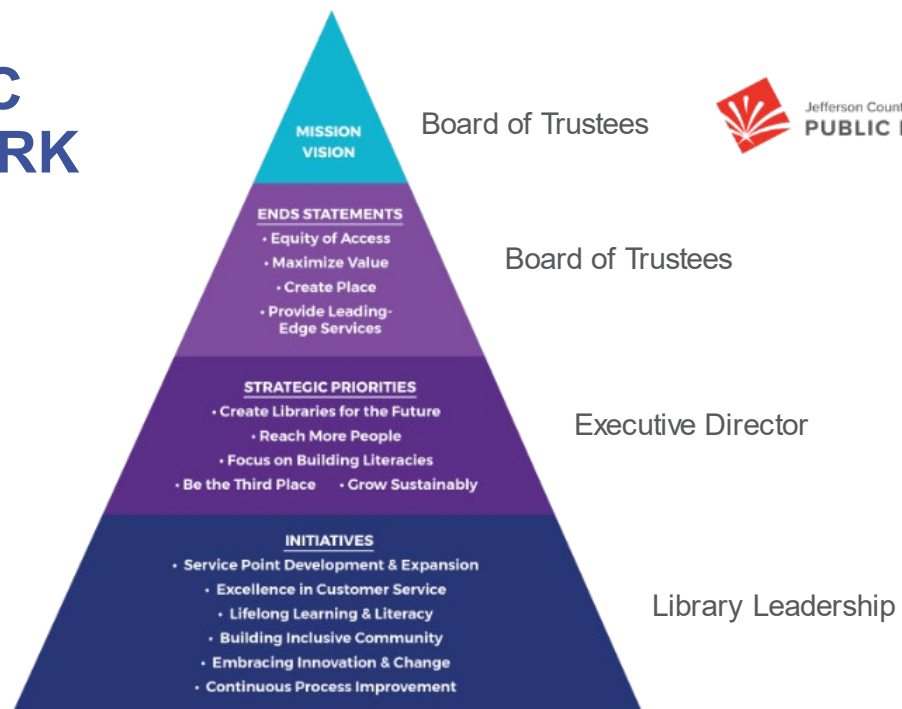
## STRATEGIC PLANNING STEPS



### Strategic Framework

The pyramid was embraced by the board and staff back when we created our 5-year plan. It illustrates the direction set by each level of the organization and the responsible teams, starting with our mission and vision through the multi-year initiatives that lead to our annual projects.

## STRATEGIC FRAMEWORK



### 2020-2025 Strategic Plan Progress

- 2020 Year One Implementation
- 2021 Year Two Execution
- 2022 Year Three Execution
- 2023 Year Four Execution

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 and 2022 were years two and three of execution and more or less matched years two and three of the pandemic. During that time, we got better at project management with new staffing resources and tools which improves our processes each year. 2023 is year four of this five year plan. It's time once again to check in with the Board on the Library's strategic planning process.

The Chair noted that the Board did touch on the 2023 plan when reviewing and approving the 2023 budget and asked if there were any questions or comments about how the Library is seeing our point in time in our 5 year strategic plan or about the process. There were no questions or comments from the Board.

### 2023 Annual Plan: Strategic Priorities, Initiatives & Projects

Last spring at budget time, we were seeing the light at the end of the tunnel with COVID impacts on service which helped our focus in terms of capital projects and planning for 2023. What we'll be sharing with the Board this evening is what the Library believes are the strategic priorities, initiatives and projects for the 2023 annual plan. The Board already approved the spending plan to support this work. Tonight, the Library will gather input from the Board on the recommended 2023 strategic and critical projects and confirm the annual plan at next week's meeting.

### Board Ends, Strategic Priorities and Initiatives

We start with the broad view of the plan that is based on board ends - the broad organizational goals that demonstrate that the library is meeting its mission. If the Board agrees that these elements are all well-established the Library will share a new element of the process, brought to us by Dan Wells, our former director of Business Strategy and Finance. It is another way to categorize our projects that we found useful and helps staff feel connected to the annual plan.

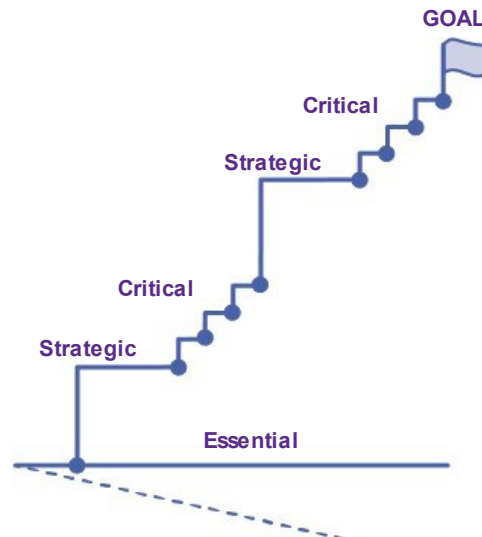
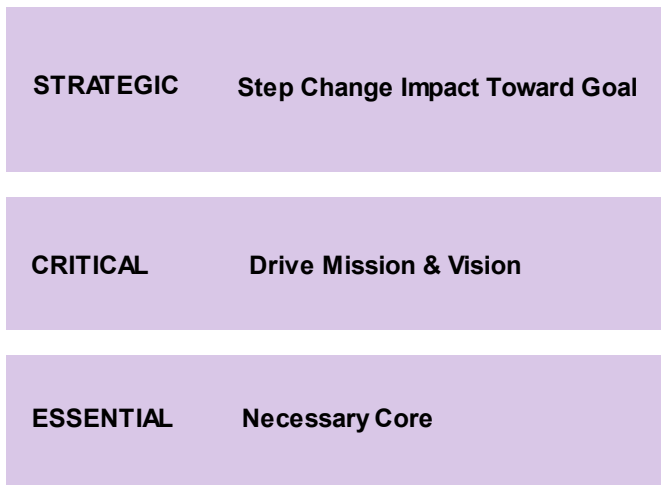
# BOARD ENDS, STRATEGIC PRIORITIES & INITIATIVES



## Project Categorization

Strategic projects takes a big step forward, critical projects take those incremental steps forward over time. Essential projects are necessary to maintaining and providing core services. More than a steady state, it is making progress over time. In terms of success measures, larger strategic projects make the bigger change.

# PROJECT CATEGORIZATION



In response to questions, the Board was advised that:

- Any of the Library's projects have to contain something that moves us forward in our strategic priorities.
- The Edgewater Library project was a big step, 1,500 square feet to 10,000 square feet. Open hours went from 45 hours per week to 65 hours per week. The Edgewater Library was a step change for that community.

The Board discussed enhancing the language in the strategic plan to highlight the Board and Library's commitment to diversity, inclusion and equity. The Chair and Executive Director expressed appreciation to Trustees Walker and Jones for sharing their input and experience and noted their engagement in the process is of great value to the Library. The Executive Director will bring this forward to the Board for the next planning cycle.

### Driving Impact

The proposed 2023 annual plan with 2 strategic and 9 critical projects will create both step change and incremental change in the success measures identified in our 5 year strategic plan.

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

### 2023 Strategic Projects and Deliverables

The two projects for 2023 that the Library is identifying as strategic are:

- Design a new library in South County
- Initiate a new library in Northwest Jefferson County.

The deliverables for each project were reviewed and it was noted that the timelines and more detail will be provided later in the meeting.

# 2023 STRATEGIC PROJECTS AND DELIVERABLES



## Design a New Library in South County



- **Deliverables**
  - Recommendation of new strategy
  - Execute on new strategy

## Initiate a New Library in Northwest Jefferson County



- **Deliverables**
  - Site proposed
  - Site acquired
  - Community Engagement Report
  - Program of Service Report
  - Library Design Initiated

### 2023 Critical Projects and Deliverables

The Executive Director advised the Board that each project sponsor is prepared to report out on the project purpose and timeline for meeting each deliverable and opened the topic to questions from the Board.

# 2023 CRITICAL PROJECTS AND DELIVERABLES



- **Conifer Opportunity**
  - Market Analysis Report
  - Evaluation Plan
  - Community Engagement Report
  - Program of Service Report
  - Recommendation for Library Service
  - Design for Library Service
- **Redesign Evergreen Library**
  - Finalize Library Design
  - Complete Construction
- **Accelerate Our Building Program**
  - Finalize Design Standard
  - Implement Design Standard across all JCPL locations
  - Initiate Ops Center Assessment
- **New Concept in Philanthropy Strategy**
  - Codify new roles and responsibilities for fundraising between JCPL and JCLF (MOU)
  - Set monetary objective for 2024 & 2029 years
- **Create a Radically Welcoming JCPL for Public**
  - Recommendation of new Collection Development Policy
  - Implement new vision for serving the public
  - Implement new patron communication plan
- **Create a Radically Welcoming JCPL for Staff**
  - Integrate Diversity Equity and Inclusion (DEI) strategy for staffing with outward DEI initiatives
  - Implement new staff communication plan for DEI strategy and initiatives

# 2023 CRITICAL PROJECTS AND DELIVERABLES



- **Advance Digital Equity and Inclusion**
  - Implement Year 2 Cohesive Creative Technology Programs master plan
  - Create a comprehensive suite of programs and services for Job Seekers and Entrepreneurs
- **Integrate Emerging Technology**
  - Design Data Warehouse solution
  - Implement Document Management System
  - Complete prework to secondary data center
- **Expand Offsite Services**
  - Install Holds Lockers at 4<sup>th</sup> location (offsite)
  - Create and execute a sustainability plan for offsite services



In response to questions, the Board was advised that:

**Advance Digital Equity and Inclusion:** This critical project will expand access to digital information and technology resources to all Jefferson County residents including visual access, devices training, support programs and services and provide opportunities for all ages, backgrounds and abilities to participate. Examples include:

- Providing access to robots, 3-D printers, and the digital media studio.
- Partnering with the Workforce Center to provide laptops for the full 6 week Spanish program to practice skills and home. Expanding the laptop lending program to job seekers and entrepreneurs and providing a higher level of support.
- There are 200 laptops in the system now in addition to laptops that go out to Title 1 schools.

**New Concept in Philanthropy Strategy:** The purpose of this project is to create and implement a new approach to philanthropy to increase the amount of private funds raised. This approach will support library capital projects and reduce the burden on our taxpayers. Update and timeline:

- Tomorrow the Board Chair, Board Liaison and Executive Director will meet with the Foundation Board President and Foundation Executive Director to begin the conversation about a new agreement between the two organizations. The Library hopes to have a new agreement by summer 2023. The agreement will come to the Library Board.
- Setting a monetary objective for 2024 as part of the budget process.

**Conifer Opportunity/Timeline:**

- Q1: Market analysis and community engagement



- Q2: Program of Service Development
- Q3: Recommendation for Library Services, design and implementation.

**Redesign Evergreen Library Update and Timeline:**

- Q1: Design development & pricing. Currently at 30%.
- Q2: Finalize construction documents.
- Construction is 32 weeks starting this summer.
- The Library will be making a decision on staying open or closing during construction and deciding on what kind of alternative services will be offered. It is unlikely that the library will remain open due to the expense and pushing out the timeline. What the alternative services are will be brought to the Board.

Next Steps

- Finalize 2023 Annual Plan
- Report 2022 Accomplishments
- Update 2020-2025 Strategic Plan
- Develop 2024 budget
- Update 5-year Capital Improvement Plan and 10-year forecast

The Executive Director advised the Board that strategic project updates will be provided monthly and critical project updates will be provided quarterly. The next steps for this process is to finalize the 2023 annual strategic plan and the Library will ask for Board consensus at next week’s meeting. In February, the Library will report out on the 2022 accomplishments. In March, the Library will have conversations with the Board on updating the 2020-2025 strategic plan. In April, Library staff will use that information to develop the 2024 budget, update the 5-year Capital Improvement Plan and 10-year Financial Forecast.


South County: Next Steps to First Deliverable

**South County:  
Next Steps to First Deliverable**

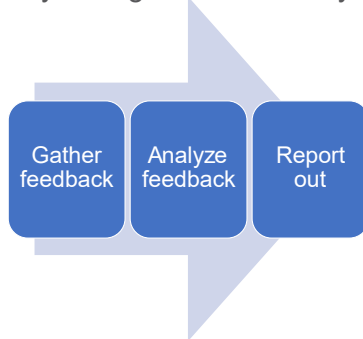


January through mid -February

**Design a New Library in South County**



- Deliverables
  - Recommendation of new strategy
  - Execute on new strategy



The Library's executive team have been working on the first deliverable of developing a recommendation for a new strategy and has identified gathering feedback as a first crucial step. It is anticipated that this feedback process will take us through mid-February. The Library will get feedback from the following stakeholders:

- Library Executive Team
- Library Board
- Library Leadership
- Library Staff
- Email list from community engagement
- Email list of cardholders in the area (Columbine Library, Library To You, Bookmobile stops and holds lockers.
- Stakeholder list
- Community partners like HOA's
- BCC and other elected officials
- Teens

The Executive Director advised the Board that she would like to start the Board feedback this week to keep things moving and recommended starting with a 4 question survey and options for one on one conversations. The Board indicated that one week to respond to the survey was appropriate.

Depending on the feedback, the strategy recommendation could come forward in the 1<sup>st</sup> quarter and the Library could begin executing on that strategy in the 2<sup>nd</sup> quarter.

### **Board Governance**

#### **Board Reviews Draft Sunshine Resolution LB-01-19-23**

This is a legal requirement that the public place where Board meeting notices and information will be posted must be designated annually. The Board fulfills that requirement with the sunshine resolution and designates the public website [jeffcolibrary.org](http://jeffcolibrary.org) as the location.

The Chair advised the Board that this item will go on the consent agenda for next week's meeting.

### **Public Services**

Jennifer Reading, Assistant Director of Library Experience, addressed the Board and provided information on the annual gift to the North Fork Library Association to support the operations of the Pine Library. The Pine Library is operated by an all-volunteer group. JCPL does provide some decommissioned items and pays for their internet. The gift from JCPL helps cover their insurance cost and helps offset the heating bill.

The Chair advised the Board that for now, the amount will remain the same, and this item will be on the consent agenda for next week's meeting.

Trustee Lomba left the meeting at 6:30 pm.

### Contracts & Agreements

#### Midwest Tape Hoopla Subscription Agreement Information

Lizzie Gall, Assistant Director of Library Experience, addressed the Board and provided information on the Hoopla subscription. The subscription has over one million titles and is very popular with our community. The Library would like to continue offering this service.

In response to a question, Franca Rosen, Interlibrary Loan and Collection Services Manager, advised the Board that in 2022 there were 317,770 Hoopla circulations.

The Chair advised the Board that this item will be on the consent agenda for next week's meeting.

#### HVAC Contract Renewal Information

Steve Chestnut, Director of Facilities and Construction Projects, addressed the Board and Noted that Haynes Mechanical Systems provides HVAC mechanical maintenance services at all JCPL locations. The Library has been happy with the service and recommends that the contract be renewed. The 4% increase from the previous year is reasonable.

The Chair advised the Board that this item will be on the consent agenda for next week's meeting.

#### Evergreen Land Transfer Proposal

Steve Chestnut, Director of Facilities and Construction Projects, addressed the Board and provided information on the land transfer proposal. As part of construction along highway 73, the County is asking for a permanent easement and construction easements. The land the County is proposing to purchase is not land the Library will develop or utilize, it is essentially a ditch. The temporary construction easement is for approximately one year. The Library is recommending the Board authorize the land transfer.

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

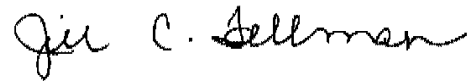
### EMERGING ISSUE

The Executive Director advised the Board of an emerging issue regarding the closure of the Boulder library and the Englewood library due to methamphetamine contamination. JCPL is getting media and staff inquiries. JCPL is continuing our ongoing conversation with Jefferson County Public Health regarding any potential concerns for our staff and the public. JCPL is

working with Jefferson County Public Health to get a recommendation including if testing is needed and if so, to what extent. JCPL is in a different situation than the libraries that closed. The Executive Director will keep the Board informed. In response to a question, the Board was advised that at this time there have been no patron inquiries about the situation.

#### **ADJOURNMENT**

The Study Session was adjourned at 6:43 p.m.

A handwritten signature in black ink that reads "Jill C. Fellman". The signature is written in a cursive style with a large initial "J" and a long, sweeping underline.

Jill Fellman, Secretary