

**Minutes of the Regular Meeting of the
JEFFERSON COUNTY PUBLIC LIBRARY
BOARD OF TRUSTEES
February 16, 2023**

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 February 16, 2023. Library Board of Trustees Chair, Kim Johnson, called the meeting to order at 5:30 p.m.

Other Trustees present: Pam Anderson (Vice-Chair), Charles Jones, Jeanne Lomba, Charles Naumer and Emelda Walker.

Trustees not present: Jill Fellman.

Staff present: Donna Walker, Executive Director; Julianne Rist, Director of Public Services; Steve Chestnut, Director of Facilities and Construction Projects; Bernadette Berger, Director of Technology and Innovation; Kim McGrigg, Director of Communications and Engagement; Lisa Smith, Director of People and Culture; Amy Bentz, Assistant Director of Library Design Projects and Planning; Padma Polepeddi, Assistant Director of Public Services for Community Outreach; Lizzie Gall, Assistant Director of Public Services for Resources and Programs; Amber Fisher, Executive Assistant, Office of the Executive Director; Katie O’Loughlin, Administrative Coordinator; and Joseph Grover, Technical Support Technician Senior.

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 Jeanne Lomba 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 provided the process and instructions for public comment.

The Chair noted that two online public comments were received and provided to the Board. There were no other public comments, and the Chair closed the public comment portion of the meeting at 5:34 pm.

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 Charles Jones the motion passed by unanimous vote of all Trustees present.

Items on the Consent Agenda

- A. Library Board of Trustees approve the January 12, 2023 Study Session Minutes.
- B. Library Board of Trustees approve the January 19, 2023 Board Meeting Minutes.
- C. Library Board of Trustees authorize the Executive Director to sign the Baker & Taylor Axis 360 contract amendment.
- D. Library Board of Trustees authorize the Executive Director to sign the Emerald Isle Landscaping contract renewal for the base amount of \$105,085.
- E. Library Board of Trustees authorize the Executive Director to sign the EBSCO Serial Subscription contract renewal.

FOUNDATION UPDATE

Jo Schantz, Foundation Executive Director provided an update on the activities of the Foundation. The Friends annual meeting will be held on April 14, at the Wheat Ridge Recreation Center. Author Emily Littlejohn is the featured speaker. The Spring Whale of a Used Book Sale is scheduled for June 1-4, at the Jeffco Fairgrounds. In July the Foundation will hold the second Books on Film fundraising event. This year's feature film is *Oppenheimer*, starring Matt Damon. The event will be held at Regal UA Cinemas in Colorado Mills Mall on July 21.

July 28 is the volunteer appreciation luncheon. Outreach activities, grants and sponsorships are included in the second page of the report. The Whales Tale bookstore gross sales were \$10,000 as of the end of January.

The Chair expressed appreciation for the Foundation's work to support the Library.

EXECUTIVE DIRECTOR REPORT

A. Executive Director Report

The Executive Director provided an update on the Arvada Library. The Library is still closed. JCPL leadership met with Jefferson County Public Health (JCPH) this week and the

Library has been referred to the Colorado Department of Public Health and Environment (CDPHE) as a primary contact. JCPL is scheduled to meet with CDPHE next week. For now, the Arvada Library remains closed, and no one is able to enter that building.

In response to a question, the Board was advised that no CDPHE guidelines have been received and the meeting with CDPHE is scheduled for next week.

The Executive Director advised the Board that JCPL is continuing conversations and gathering feedback on the South County site proposal. The Library is receiving great feedback. The Chair, Kim Johnson is joining in some of the feedback meetings with elected officials. Initial feedback from the Board indicated that it would be nice to have Trustees engaged.

This Friday is the Jeffco Celebrates event. Trustee Walker and her husband will attend. The Executive Director shared JCPL promotional postcards for the 2023 Spring Author Event with *New York Times* bestselling author Kate Quinn. I Love My Library stickers were also shared with the Board. The Executive Director expressed appreciation to the Communications and Engagement Team for the beautiful promotional materials. The Board was advised of the *New York Times* article "Love Letter to Libraries" that can be read for free through JCPL's online library.

B. 2022 Strategic Plan Achievements

The Executive Director addressed the Board and noted that the 2022 Annual Plan in the Board's information packet is the formal completion of an element of the governance process. She noted that tonight the Library will take a few minutes to engage with the Board on some highlights of a rewarding and challenging year and celebrate achievements.

Patron Impact Statement

"I absolutely love the library and recommend that everyone I know gets a library card. The staff is wonderful, the selection is broad, and the additional programs are amazing."

Highlights of completed deliverables and activities for each of JCPL's 10 projects in 2022 were shared with the Board. The Executive Director noted that questions from the Board are welcome as each project is presented.

Accelerate Our Building Program

We completed and presented a more formal update to our Facility Master Plan (FMP) and started on the exciting path of creating a new design standard for JCPL.

Design a New Library in South Jefferson County

We engaged our community on a potential site for a new library; while we weren't ultimately successful, it was a valiant effort to create an awesome community amenity in our search area.

Initiate a New Library in Northwest Jefferson County

We validated the need for the library and initiated the site search based on a newly defined Library Service Area (LSA), site search boundaries and criteria.

Develop a New Concept in Philanthropy Strategy

We completed and presented to the Board a fundraising plan with identified grant opportunities, conducted a corporate philanthropic search, and continued our conversation with our fundraising partner on potential new roles and responsibilities. This is an element of the strategic priority, grow sustainably.

Redesign Evergreen Library

We held our community engagement, created a program of service and began design development.

Assess Organizational Staffing

We evaluated pay levels, conducted a market study, adjusted pay for equity and compression, transitioned to a new performance management process, and engaged with an outside consultant to conduct an organizational staffing assessment.

Create a Radically Welcoming JCPL

We formalized and implemented our hybrid work policy, initiated hybrid public meetings with our Board, and continued making progress on our DEI planning with support from our partners from County.

Advance Digital Equity and Inclusion

We launched our new library app, created a new program in digital literacy in Spanish with take home technology, added 110 Chromebooks for checkout to expand Workforce Readiness offerings and started our Creative Tech program in earnest with the hiring of 2 new positions in creative technology to go with the coordinator. All Chromebooks are checked out.

Expand Offsite Services

We opened our award winning innovative space and service in our new Express library and launched the new bookmobile. We're reaching more people across all barriers.

Integrate Emerging Technologies

Addressing cybersecurity was the main focus this year with progress made in deploying our document management system across JCPL. We replaced Columbine sorter and started the Arvada sorter replacement.

2022 Scorecard

2022 Scorecard



Library Benchmark Measures				
	2020	2021	2022	% change YOY 2022 vs. 2021
Total collection use	8,806,903	9,843,592	9,593,816	-3%
Circulation (physical materials)	5,496,337	6,806,488	6,624,616	-3%
Circulation (e-materials)	1,807,144	1,798,042	1,887,986	5%
Database use	1,503,422	1,239,062	1,081,214	-13%
Program attendance	55,647	41,325	143,155	246%
Visits	830,615	1,242,213	1,725,351	39%
Active households*	100,581	113,212	91,068	-20%
Active cardholders*	138,477	159,313	132,171	-17%
Market penetration	42.29%	45.55%	36.29%	-20%
Net Promoter Score	84	82	84	2%

More people are coming in and shifting how they use materials. We started auto renewal and patrons are renewing less and checking out more, which isn't reflected in how this number shows due to the decrease in renewals. There was an increase in physical collection circulation, which includes renewals. E-materials continues to go up. With Covid, everything looks different. In comparisons with libraries across the country and use of physical spaces we're in the top quartile with people coming back into our buildings.

There is so much more to our 2022 story than what's in the annual plan like the outdoor adventure space and our volunteer coordinator doing amazing work with our teens and volunteers.

Trustee Anderson noted a highlight from her perspective. At the beginning of the year the Board said do more faster, take advantage of opportunities and you swung away at that which is impressive. It is a success measure that you can't capture in data, the leadership measure for you and your team, that stands out for me.

In response to a question regarding benchmark measures, noticeable market penetration and trends in libraries in general or geo-mobility metrics, the Board was advised that JCPL changed how we're counting things. Before, total active cardholders included everybody, and we narrowed that down to who in Jefferson County is an active cardholder. Instead of saying we have almost half of all households with a library card, we actually have 1 in 3, better than most of our peers we benchmark against. Our peers are at 26% or 1 in 4. Now we're looking at Jeffco residents and we can aim for that 50% or even higher. Now it is a truer number of who we are intended to serve. We're also purging more out of our database, and we are seeing fewer people. The Library is working to increase active households.

The Chair noted that she does think the work the Library is doing will reach some of those households and acknowledged how apparent it is to her as a Board member, how strong the entire JCPL team is. What the leadership and team were able to accomplish, given the challenges, is truly remarkable and speaks to great leadership.

2022 Success Measures: Project Outcome

- Summer Challenge. We reached almost 30,000 people with this program to promote a culture of reading and learning to help create an educated and vibrant community
- Author Event – World Reborn. We reached over 700 people with this author event. JCPL as a third place – a place to gather and connect over something of mutual interest.
- 1000 Books Before Kindergarten. Objective: We have over 11,000 enrolled in the program demonstrating focus on building literacies. The Executive Director shared examples of the books children receive when they complete the program.
- Raise a Reader. Almost 1,500 people attended this all day event at the Colorado Railroad museum with literacy stations across the entire property.

The Board expressed appreciation for the report and congratulated the Library on its achievements.

EXECUTIVE TEAM OPERATIONAL UPDATES

Business Strategy & Finance

Finance and Budget

A. Financial Review (Review December 2022)

B. Financial Report (January 2023)

Angila Pine, contracted finance personnel, addressed the Board and noted that there is not a lot of activity in the financials and nothing material of note. Revenue usually comes in starting in March/April. There were no questions from the Board on the December 2022 or January 2023 financial reports.

C. Project Carry-forward Budget Amendment

The Board was advised that the project carry-forward budget amendment consists of capital projects that were planned in 2022 and did not complete and will now carry forward to 2023.

These are capital projects that have to be committed or contracted.

The Chair noted that the carry-forward request will go to the Board of County Commissioners.

In response to a question, the Board was advised that the full budget for the Evergreen Redesign project is already in the 2023 budget. The \$500,000 carry-forward is the amount that was committed or contracted but not spent in 2022 and the request is to carryforward that amount to 2023.

MOTION: Jeanne Lomba moved that the Library Board of Trustees authorize the Executive Director to submit a carry-forward budget amendment in the amount of \$22,033,807. Seconded by Emelda Walker the motion passed by unanimous vote of all Trustees present.

People and Culture

A. Organizational Staffing Assessment Project Update

Lisa Smith, Director of People and Culture, addressed the Board and provided background information on the 2022 strategic project, Organizational Staffing Assessment and noted that she is the project sponsor. JCPL has undergone two organizational staffing assessments in its recent history. The first was completed in 2018 and drove staffing through 2022. It was impacted by the pandemic and was amended in the last two years due to the changing circumstances in our environment and at work. Looking forward, we won't always know what will impact our planning, but we try to set up a plan through 2027 and anticipate challenges including incorporating two new libraries. There will be other things that we will incorporate as we go.

Reason for Action

Since the original staffing assessment was completed in 2018, there have been meaningful changes to JCPL's operating environment, including new leaders, pandemic-driven changes in traffic patterns and services, and significant attrition in certain roles. Along with these changes, JCPL also has aggressive expansion plans underway, adding two new libraries in the coming years.

An Exciting Time

JCPL undertook 10 strategic projects in 2022 while the assessment took place. The following projects will continue into 2023, often with new flow through projects and objectives:

- Design a New South County Library
- Initiate a New Library in Northwest Jefferson County
- Organizational Staffing Assessment
- Create a Radically Welcoming JCPL
- Expand Offsite Services
- Advance Digital Equity and Inclusion
- Integrate Emerging Technology

We will be at the point of sharing the results with the Board next month. This will impact the upcoming 2024 budget development.

Goal

JCPL engaged Government Performance Solutions (GPS), a Denver-based consulting firm, to conduct a focused effort to understand the collective impact of changes and chart the course forward, arriving at a 4-year staffing plan that covers each work unit and the organization as a whole. GPS was also the firm who conducted the original assessment in 2017 and 2018. Their efforts helped to produce a new 4-year staffing plan.

Process

GPS followed a 4-step process that began in May 2022. May and June were used to orient leaders, prepare the organization, and gather baseline data and demographics. In July and August, 120 staff and leaders across the organization were engaged through focus groups to gain perspective on needs. September and October were used to synthesize the results, meet again with each Director, and begin to settle on the final proposal. In November and December, the findings were summarized and shared with leadership. This month, we are setting the stage with the Board for the final report. Next month, we will share the summary of the findings and align with the budgeting process.

Caveats

- The staffing assessment is not a time-and-motion study. The data available on variety and frequency of tasks does not allow for precise computation of workloads.
- Focus was on staffing levels within the existing structure. No significant organizational design changes were contemplated.
- Analysis was limited to staffing levels, but process and technology opportunities shared by staff are included in a compendium in the appendix. Many are underway.
- The community's demands on the library continue to change, as do the social norms and expectations of the Library's role. All must remain flexible for future changes.

Additional Impacts

The study was completed:

- When attrition was high (17.65% in 2022).

- There was difficulty filling positions – we would have too few qualified candidates or sometimes 2 or 3 full interview rounds to fill certain positions.
- The pandemic demanded extra work from our supervisors and managers because people had to be quarantined and off for long periods of time. And they themselves were sometimes sick.
- Life/work had not returned to pre-pandemic functioning. It still may not have returned and may not ever return to those levels.

JCPL and GPS will bring the results of the organizational staffing assessment to the Board in March and looks forward to sharing what we have learned.

In response to questions, the Board was advised that:

- It is still early in 2023 to assess the current attrition level. JCPL is still experiencing turnover. The recruiting process was changed to be more targeted and fill positions more effectively and quickly.
- JCPL is similar to other library systems, however, we did not amend our hours and we have been able to maintain our standard of service. JCPL is also similar to what Jefferson County as a whole has experienced.

ITEMS REMOVED FROM THE CONSENT AGENDA

No items were removed from the consent agenda.

EMERGING ISSUES

There were no items.

ENDS

There were no items.

BOARD GOVERNANCE

A. Nominating Committee report to the Board: Proposed Slate of Officers.

Nominating Committee members Jeanne Lomba and Pam Anderson presented the Slate of Officers:

- Kim Johnson, Chair
- Emelda Walker, Vice Chair
- Jill Fellman, Secretary

The Chair expressed appreciation to the committee members for their work. She thanked Pam Anderson for her service as vice-chair and noted that she is looking forward to working with Emelda (Bing) Walker.

B. Bylaws Committee Status Update

Bylaws Committee members Charles Jones and Charles Naumer reported that they did have an opportunity to meet and are recommending that no changes be made to the Bylaws. The Chair expressed appreciation to the committee members for their work.

C. Library Board of Trustees Review Policy Governance Monitoring Reports 2.0 to 2.4.

Adoption will be on the consent agenda for the March 16, 2023 Board meeting.

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.

2023 Board Meeting Schedule

- March 9, 2023 – Study Session – 5:30 pm Hybrid: Virtual via ZOOM. In-Person
Location: Lakewood Library Meeting Room
- March 16, 2023 – Board Meeting – 5:30 pm Hybrid: Virtual via ZOOM. In-Person
Location: Lakewood Library Meeting Room
- April 13, 2023 – Study Session – 5:30 pm Hybrid: Virtual via ZOOM. In-Person
Location: Lakewood Library Meeting Room
- April 20, 2023 – Board Meeting – 5:30 pm Hybrid: Virtual via ZOOM. In-Person
Location: Lakewood Library Meeting Room

ANNOUNCEMENTS/GENERAL INFORMATION SHARING

There were no items.

EXECUTIVE SESSION:

At 6:17 pm, the Chair called for a motion to adjourn the regular meeting and reconvene in Executive Session. The Chair noted that Kurt Behn, County Attorney's Office and Tim P. Rogers, Genesee Commercial Group will attend the Executive Session.

MOTION: Pam Anderson moved to adjourn the regular meeting of the Library Board of Trustees and reconvene in Executive Session regarding the Northwest Jefferson County Library Expansion Project. Statutory citations authorizing an executive session for this topic are:

- Pursuant to 24-6-402(4)(b) Conferences with an attorney for the local public body for the purposes of receiving legal advice on specific legal questions.
- Pursuant to 24-6-402(4)(a) Concerning the purchase, acquisition, lease, transfer or sale of Property.
- Pursuant to 24-6-402(4)(e)(I) for discussion of strategy and instructions to negotiators.

Seconded by Jeanne Lomba the motion passed by unanimous vote of all Trustees present.

The Chair announced a seven minute break to allow the Board and staff time to clear the room, leave the existing ZOOM meeting and then join the Executive Session at 6:25 pm.

The Chair called the Executive Session to order at 6:23 pm with the following Trustees present, Charles Jones, Jeanne Lomba, Charles Naumer and Emelda Walker. Also present were Donna Walker, Executive Director; Julianne Rist, Director of Public Services; Steve Chestnut, Director of Facilities and Construction Projects; Bernadette Berger, Director of Technology and Innovation; Kim McGrigg, Director of Communications and Engagement; Kurt Behn, County Attorney's Office; Tim P. Rogers, Genesee Commercial Group; and Amber Fisher, Executive Assistant, Office of the Executive Director.

The Chair noted that the session would be recorded and that the recording would be retained for the required 90 days.

CALL FOR ADJOURNMENT OF EXECUTIVE SESSION AND TO RECONVENE THE REGULAR MEETING

MOTION: At 7:15 pm Pam Anderson moved to adjourn the Executive Session and reconvene the regular meeting. Seconded by Charles Jones the motion passed by unanimous vote of all Trustees present.

At 7:17 p.m. the Chair reconvened the regular meeting with the following Trustees present: Charles Jones, Jeanne Lomba, Charles Naumer and Emelda Walker. Also present were Donna Walker, Executive Director; Julianne Rist, Director of Public Services; Kim McGrigg, Director of Communications and Engagement; Steve Chestnut, Director of Facilities and Construction Projects; Bernadette Berger, Director of Technology and Innovation; Amber Fisher, Executive Assistant, Office of the Executive Director; and Katie O'Loughlin, Administrative Coordinator.

The Chair provided the following Executive Session Summary:

The Library Board of Trustees met in Executive Session concerning the purchase, acquisition, lease, transfer or sale of property and discussion of strategy and instructions to negotiators with respect to the Northwest Jefferson County Library Expansion Project. The Trustees held those discussions, and this summary is provided as required by Colorado Statute.

MOTION: Pam Anderson moved that the Library Board of Trustees delegate authority to the Executive Director to sign documents necessary for furthering negotiations on potential real estate transactions for the development of a library in northwest Jefferson County, provided:

- In the Executive Director's opinion, any such documents are consistent with instructions and advice that have been provided to the Executive Director at an executive session pursuant to C.R.S. 24-6-402(4)(e)(I) (advice to negotiators);
- The documents do not create a binding interest in real property, which shall not include any limited license or access agreements;
- The documents have been reviewed by relevant staff, including but not limited to legal counsel;
- This delegation of signature authority shall expire in one year.

Seconded by Jeanne Lomba the motion passed by unanimous vote of all Trustees present.

ADJOURNMENT

The Board meeting was adjourned at 7:20 pm.

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

Jill Fellman, Secretary