

Jefferson County Public Library Board of Trustees
Study Session
March 9, 2023 – 5:30 pm
Hybrid meeting held online via ZOOM
and in-person in the Lakewood Library meeting room.

TOPICS:

Board Governance - Strategy

- 2020-2025 Strategic Plan Update
 - Trends Exercise
 - Updated Facility Master Plan (FMP)

People and Culture

- Organizational Staffing Assessment Result
 - Guests: Greg Bellomo and Erin Ulric, Government Performance Solutions

Business Strategy and Finance

- Financial Review (January 2022)

Call to Order

Kim Johnson, Chair, called the Study Session to order at 5:30 p.m.

Other Trustees present: Pam Anderson (Vice-Chair), Jill Fellman (Secretary), Charles Jones, and Emelda Walker.

Trustees not present: Jeanne Lomba and Charles Naumer.

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; 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; Jennifer Reading, Assistant Director of Public Services for Patron Experience; 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.

Guests: Greg Bellomo and Erin Ulric, Government Performance Solutions

Board Governance - Strategy

- 2020-2025 Strategic Plan Update

- Trends Exercise
- Updated Facility Master Plan (FMP)

Trends Exercise

The Executive Director advised the Board that the March study session is typically when the Library brings our Trustees together for strategic planning conversation. This conversation will help guide the Library to move forward with the 2024 budget and developing the 5-year capital plan and 10-year financial forecast. First will be a trends exercise and Julianne Rist, Director of Public Services, will lead the Board through the exercise. Next week there will be time for an additional check in to see if there is anything the Board wants to add. Julianne Rist addressed the Board and provided information on the trends exercise. As part of the 5-year strategic planning process, we invite input from our leadership to examine trends in our community that may influence library services in 2024. We will be looking at the trends and patterns identified by JCPL staff and will be asking the Board to share their insights and comments.

Trends and Patterns

Although we often think of trends as the future, trends represent the present. That's because we see evidence of them today. Patterns are created when different trends share commonalities. While individual trends can be discounted, patterns can be used to analyze future impact.

Patterns Identified by JCPL Staff

Some trends fit more than one pattern and some patterns are interrelated. Six different patterns were identified. We did have two patterns we felt influenced all six patterns; (1) changes in demographics, both in Jefferson County and the State of Colorado are projected to have lower population growth, a decline in birth rates, increasing diversity and (2) an emphasis on safety and security.

1. Impact of Artificial Intelligence
2. Evolution of Technology
3. Increasing Digital Use
4. Equity, Diversity and Inclusion
5. New Work Patterns
6. Climate Change

Impact of Artificial Intelligence: Artificial intelligence is more common and impactful. Examples include ChatGPT, artificial intelligence that uses conversations to answer questions, impacting education. You can ask questions and it can write your essay. The new Bing search engine uses conversations and finds what you are looking for. Smart buildings

learn use patterns and adjusts levels to fit those uses. The internet of things – your refrigerator will order milk. And the impact on security of data and personally identifiable information.

Evolution of Technology: Technology is evolving faster, becoming more complex and requires everyone to have digital skills. Examples include the creator/maker movement which remains strong. Digital equity access to hardware and the internet. Digital literacy and the ability to use digital services. Digital navigators that help others bridge the digital divide. Digital equity includes access but also the skills to be able to use hardware and participate in all aspects of society that require online interactions.

Increasing Digital Use: Digital resources and use are increasing in all aspects of society. You place your order online and have it delivered. This is having a big impact on brick-and-mortar buildings. Stores and staffing also impact services and operations and there are more self-service options.

Equity Diversity and Inclusion: Impacts all aspects of society. There is a growing dichotomy of the haves and have nots and more social needs to respond to people in crisis. A greater polarization between groups, and those groups are more vocal.

New Work Patterns: New work patterns that require more flexibility. Employees look for opportunities, not the next promotion but the next job they are interested in. Careers still last a long number of years (40-50 years) but working at different companies and different professions. A new trend is not a full time job but contracted positions with more flexibility and the ability to work from anywhere. Everyone has a different definition of work life balance, but it is important to all. People skills or soft skills are becoming more important.

Climate Change: With increased awareness of climate change there is an increased focus on sustainability. Examples include the effects of fires in Colorado. There is also an emphasis on water and a shift from consumption to sharing – a barter economy. There is a shift on repairing broken things and recycling is not enough. Repurposing and reusing technology pieces into something else.

The Board was asked to share their thoughts and ideas:

- What trends are you seeing that might relate to the identified patterns?
- What trends are you seeing that are unique and do not relate to the identified patterns?
- What impacts to the library do you see?

Board comments included:

- Along with polarization there is distrust of professionalism and professionals in different fields which goes along with dis and mis information. Making sure those of us in the public sector communicate and communication again with reliable sources of information and being that trusted source.
- It always comes back to that community piece for the library. The trend that society is more vocal and polarized. It is not necessarily quantity and not everyone; just a few that are very loud. Be that place where everyone can share their voice and see us engage more in community conversation. Bring people together so those people who aren't the loudest have a place to share. People are putting trust in who appears most on their feed. Have the Library be the way people come together.
- With climate change and wildfires and floods, anything can happen anywhere. Be prepared with an emergency plan.
- As far as public health is concerned how do you make places more accessible – open to anything that improves health access overall. The built environment: a facility with outside play areas or facilities that encourage active movement. It is important for us to look at health trends and see how that can play into what we're doing here. Anything from encouraging books on public health trends to climate change.
- So many of these things will have impact on the workforce. Artificial intelligence and things we would have hired someone for that we don't need to anymore. ChatGPT will replace writing, displacing different types of workers. Potentially digital equity will play into that and the demands on the library to be the provider for our community. Going back to society and communications – soft skills and emotional intelligence. That's a big piece of what we see every day. I see that as a very long process and a long game we're working with. The significant impact on the library because patrons come in with different social skills than we're used to. Climate change and the expectations for outdoor spaces, especially in Colorado.
- ChatGPT may not have the best practices developed, but I do feel it is coming at exactly the most challenging time with regard to trust and professionalism. Fundamental to the library is access and transparency, it is a tool and needs to be accessible, but as an organization it feels right to be open and transparent about its use and where we would use it as an organization. With the workforce piece its incredibly important in trying to maintain trust. In some ways we're validators of information and access and doubling down on transparency is critical.
- Transparency for the greater community is important, transparency for the organization – ChatGPT has the ability to create efficiencies for the workforce, but I don't want it to

interfere with jobs. I use it when I need a job description, but I still need people to finish it out. Digital media awareness – garbage in garbage out.

- The library being a convener for some of these ideas. A meeting/convener space – a forum of ideas.
- With schools and the impact of the pandemic, kids who had internet access at home fared better. The learning loss widened the gap between those with internet access at home and those without. Right now, we're looking at behaviors and that piece in our youth is challenging. That recovery is slower than the academics. There is a need for a place for kids to hang out.
- Economic impacts include more food insecurity and we're seeing that in the schools. We've partnered with a non-profit to deliver meals, especially on the weekends and that has helped a great deal. Paychecks don't stretch as far. The cost of living in the Denver area has impact. Even though 95% of our families have seen steady increases in income, those families don't feel like they've seen those increases.
- I wish more people knew what we can offer, help for those families, a safe space to study. Help them know how to access our programs for kids and families.
- The library is still a place people go to seek knowledge – health issues or crisis – policies and the cost of healthcare rising or not getting covered. People start seeking alternative ways to treat ailments they might have – services within the library might be where they seek that – don't know if there is a way to help them alleviate those concerns. From a public health standpoint, the library could be an excellent resource to get the information they need to be healthy.
- We need to take care with scope creep. The libraries are a reflection of our communities. We need to take thought and care in drawing lines where we have to maintain safe environments. The hard problems and policies to address and enforce and what resources it will take. It's an intricate balance but make sure we're well prepared and resourced. The social service position is incredibly important. I don't want to host candidate debates – bringing some of the worst polarizing energies into a space. Trying to figure out where those lines are as that convener and connector.
- That social services role is shifting to a navigator role – that person is directing people to services.

The Executive Director thanked the Trustees for their input. The Library will take in what we've heard from the Board tonight and put it together to see what things we need to address if we're not already and see what comes from that. It's very helpful to hear your thoughts.

Updated Facility Master Plan (FMP)

Steve Chestnut, Director of Facilities and Construction Projects, addressed the Board and provided information on the updated Facility Master Plan (FMP) for 2023. In 2017 we commissioned Group 4 to prepare a FMP to guide out planning over the next two decades. It was recommended that the FMP be reviewed on a regular basis, and we do that with the Board one a year. At the Board’s request, we’re accelerating the FMP. In September of 2021, we contracted with Group 4 to update and accelerate the FMP and include changes in demographics. In March 2022, the Board reviewed the updated FMP and provided input. The update today will be used in capital planning and development of the 2024 budget.

Where Are We Now?

Where Are We Now?



Completed	Underway in 2023
<ul style="list-style-type: none">• Edgewater Library expansion <i>(opportunity not part of the original plan)</i>• Belmar Library Redesign• Ridge Recreation Center Offsite Services• Conifer Mountain Resource Center Offsite Services• Candelas Parkview Offsite Services• Express Library in Arvada	<ul style="list-style-type: none">• Evergreen Library redesign• 45,000 sq. ft. destination library in North County• 40,000 sq. ft. destination library in South County• Conifer Opportunity - evaluate and recommend library services for the Conifer area

Findings and Recommendations

Julianne Rist, Director of Public Services, addressed the Board and provided information on the Library’s FMP findings and recommendations. The 2018 plan had several key findings and recommendations. The 2022 update verified that most of the original findings and recommendations were still valid guideposts for JCPL. We are making some changes to the recommendations in the 2023 update. Our updates focused on aligning building plans with current population data and refreshing the priority sequencing for building projects.

Findings & Recommendations



• Staying the Same

- 0.5-0.6 sq ft per capita space planning goal
- Analysis of development of a consolidated operations center
- Destination Library model

• Updated

- 30,000 sq ft building in NW Jefferson County Library
- New priority sequencing for 2024 budget and 5 Year Capital Plan



The FMP recommends a system wide target of 0.5-0.6 square feet of library space per capita to serve Jefferson County's current and future population. The lower end of this range is a threshold below which JCPL will experience space related challenges, while the upper end of the range will further enhance service to the community. The recommendation of a system wide target of 0.5-0.6 square foot per capita was reconfirmed in the 2022 update. This target is still appropriate to provide library services and space for our residents.

JCPL's system wide administrative and operations functions are divided among multiple, undersized facilities scattered across the county, which prevents us from achieving maximum efficiency and effectiveness. Staff is not recommending a change in outcomes to the original recommendation. However, pending the Board's direction we are recommending a change in priority with the Arvada Library.

JCPL will continue to plan expansions using our destination library service model. The approach remains a combination of adding two new destination libraries, one in the northwest and the other in the south area of the county. We will continue to augment underserved areas with offsite services such as hold lockers, material returns, and van and bookmobile services to ensure equitable access to library services for all Jefferson County residents.

The 2022 report created prioritized groups of libraries, but the locations were not prioritized within the groups. The groupings prioritized increasing access and square footage per capita. We recommend NW Jefferson County library be reduced to a 30,000 square foot

building due to new population projections and designed with the flexibility to expand if needed. We recommend continuing with South county as planned. Both projects meet the direction of the Board for accelerating the building plan to meet per capita goals and increase access to library services.

In early 2022, concerns were expressed about the number of incidents at the Arvada Library. Seeking architectural solutions, JCPL asked EUA to evaluate the external building to determine if modification could address safety and security concerns there. A conceptual design was proposed with cost projected in the \$900k range. Upon evaluation of the benefits gained by addressing concerns and the potential for other enhancements, it is our recommendation to shift the priority of the Arvada Library redesign. We recommend that Arvada Redesign be moved into Group 1 priority and that the new Operations Center be moved to a Group 2 priority. This will allow JCPL to capture efficiencies by redesigning Arvada as a whole. It will also allow time for the recommendations from the analysis of the Operations Center to be completed and analyzed while keeping the acceleration of the FMP that the Board requested moving forward.

2022 Priorities

As a reminder, the priorities that were presented last year are listed below. The report created prioritized groups of libraries, but the locations were not prioritized within the groups. The groupings prioritized increasing access and square footage per capita. As part of the 2023 budgeting process Conifer moved from needs-based category to Group 1.

2022 Priorities



- Group 1 – Evergreen Remodel, New South County Library, New NW Jeffco Library, New Fehringer Ranch Operations Center
- Group 2 – Standley Lake Remodel (expansion), Lakewood Expansion, Arvada remodel
- Needs Based – Golden, Conifer, Wheat Ridge

2023 Priority Recommendations Update

Steve Chestnut provided information on what the recommended changes in priorities would look like. The changes are in the priority groups. The locations are also listed in priority order in each group. Conifer moves from needs based to Group 1 as a result of creating a capital project for Conifer Library services in the 2023 budget due to the revised school hours beginning in the fall of 2023. We are recommending that we move the Arvada redesign from Group 2 to Group 1 to help address several opportunities to improve safety & create radically welcoming spaces and move the Operations Center to Group 2.

2023 Priority Recommendation Update



Our recommendation and approach to the operations center would be to first engage a consultant to assess the value proposition of implementing the recommendation. This would include a financial analysis and alternative scenarios like leasing space or repurposing an existing building. The analysis would also evaluate the return on investment from efficiencies and improvements from operations consolidation. We would want to know what decision or plans are made for the operations center before making any plans for the Lakewood location. Standley Lake is now last so that we have the opportunity

to see the impact of a new location in Northwest Jeffco before making any plans for changes to that building.

In response to questions, the Board was advised that:

- The Arvada Library conceptual design closes the canopy and moves out to the property line with a fence, created an outdoor learning environment and expanded the size of the meeting room. It would push those behaviors away from the building and the fence would block what happens in the park. However, it did not include moving the restrooms and while it addressed some safety concerns, it was unattractive and unwelcoming. The Arvada redesign would be in the 5-year capital plan. The Arvada Library debt is paid off in 2024.
- The Library does not anticipate engaging a consultant for the Operations Center until Phase 2. While it was originally planned for 4th quarter of 2023, we are recommending shifting that timeline as we continue to learn about the hybrid work environment and what space is needed for administrative offices.
- The Library does not feel that the recommendation for the Arvada Library is reactionary regarding the safety and security issues or that the issues are a trend but a pattern that is going to exist for some time. It is the Library's understanding that the City of Arvada is looking at that area and has contracted with an architecture firm regarding the town square, however, it is not within their scope to address the park.
- Regarding the 0.5-0.6 square foot per capita benchmark, the Library plans to bring that to the Board for discussion next year at this time when we talk about 2025 and the next 5-year plan. We can revisit that benchmark to see what has happened with library spaces and use of those spaces around the world. That benchmark may shift for us, but not this year. Right now, JCPL is at 0.4 square feet per capita. Even with adding two new libraries, JCPL would be at 0.46 square feet per capita.
- The Library is keeping informed about other opportunities. For example, the City of Golden has a new City Manager who may be interested in moving the Library into Phase 1 of their plans. The Library will remain flexible and informed.

There were no other questions or concerns from the Board regarding the updated Facility Master Plan and 2023 recommendations.

People and Culture

Organizational Staffing Assessment Results

Guests: Greg Bellomo and Erin Ulric, Government Performance Solutions

Lisa Smith, Director of People and Culture, addressed the Board and introduced the topic and guests. IJCPL engaged Government Performance Solutions (GPS), a Denver-based consulting firm, to conduct an organizational staffing assessment to ensure the organization has the right number of people in the right roles to meet current and future needs. Greg Bellomo and Erin Ulric, with GPS are here tonight to review the results with the Board and answer questions.

Overview

Greg Bellomo and Erin Ulric addressed the Board and provided an overview of the staffing assessment. 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. The goal was 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.

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.
- GPS's focus was on staffing levels within the existing structure. No significant organizational design changes were contemplated.
- GPS's analysis was limited to staffing levels, but process and technology opportunities shared by staff were shared with leadership. 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.

The JCPL team was thoughtful about continually adjusting the staffing plan and is confident this plan sets up JCPL for the future and will be revisited on a regular basis. A lot has changed, and more change is coming. The plan was developed to have the right people in the right roles to deliver on the Library's promises. GPS reached out to nearly 200 JCPL staff to see what they are seeing and needing in their work for the organization.

Staffing Proposals

- JCPL leaders and their teams recommend the addition of 19 Full Time Equivalents (FTE) across 11 roles by 2027. Seventy-nine percent (79%) of these roles are being added in patron-facing positions. The 19 FTE is inclusive of 5 temporary positions becoming permanent in the page role to have reliable resources in those positions.

- A summary of the proposed additions is shown in the table below and additional details were provided in the Board’s information packet. These changes will cost \$1.4M per year in 2027, but JCPL will remain lean versus its history with salary and benefits totaling 60% of operating costs.

Group	4-year FTE	2024	2025	2026	2027
Executive Administration	+0.5	+0.5			
Business Strategy and Finance	+0				
Communications and Engagement	+0				
Facilities and Construction	+1		+1		
People and Culture	+1	+1			
Public Services	+13	+7*	+1	+2.5	+2.5
Technology and Innovation	+3.5	+1.5	+2		
Totals	+19	+10	+4	+2.5	+2.5

JCPL is in an exciting, busy time. Developing the positions was a collaborative effort and some of the 19 FTE are not additional positions, but a repurposing of some existing positions.

Cumulative FTE Impact

After adding the 19 FTE proposed in this staffing analysis, JCPL will still have fewer staff than in 2009, despite a vastly increased range of services. The new library expansions will add another 38 FTE to serve the 100k+ of additional square feet required by the County’s growth.

Cumulative Budgetary Impact

The majority of increased FTE expense is already planned to staff the two new libraries. Salary and benefits for the recommended staffing additions from this analysis will add \$0.5M in 2024, growing to \$1.4M per year by 2027, when the last of the 19 FTE comes on board.

In response to questions, the Board was advised that:

- Converting the 5 temporary page positions into full time benefited FTE is a proven strategy to address high turnover in this critical area. It doesn’t cost that much and

provides certainty that the back of house operations is keeping up with the front of house operations.

- The study did forecast for inflation and cost of living including a 3-4% increase on salaries that includes the one-time ARPA adjustment.

The Chair reminded the Board that when the ARPA adjustment through the County was made, the Board committed to maintaining it. It is gratifying to see that 79% of the FTE are patron facing positions and will provide relief to our front line staff. She noted that she also wants to make sure our administrative staff are not being overworked and consideration is being given to retention of that staff. The information provided tonight will help and inform the Board as we move forward and see the increase in salary expense.

The Executive Director advised the Board that this is an opportunity for the Board to weigh in on the path forward with cost modeling. At the meeting next week, the Library will ask if we can model this into our 2024 budget, 5-year plan and 10-year financial forecast to see what we can afford.

The Chair noted that we do have a lot of commitments to our communities and residents of Jefferson County. She expressed appreciation to Lisa Smith, Greg Bellomo and Erin Ulric for their work.

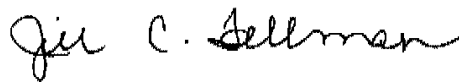
Business Strategy and Finance

- Financial Review (January 2022)

There were no questions from the Board about the January financials.

ADJOURNMENT

The Study Session was adjourned at 6:56 p.m.



Jill Fellman, Secretary