



Jefferson County  
**PUBLIC LIBRARY**

## **BOARD STUDY SESSION**

**DATE:** January 11, 2024

**TIME:** 5:30 P.M.

**PLACE:** Hybrid Public Meeting

- Online via ZOOM
- In-Person at Lakewood Library meeting room, 10200 W. 20<sup>th</sup> Avenue, Lakewood 80215

### Public Services

- Express Library Evaluation Results

### Board Governance - Strategy

- Board Reviews Global Ends Statements 1.0-1.4
- Strategic Planning Framework & Process
- 2024 Annual Plan: Strategic Priorities, Initiatives, Programs & Projects

### Board Governance

- Board Reviews Draft Sunshine Resolution LB-01-18-24

### Public Services

- Annual Pine Library Contribution

### Contracts & Agreements

- Baker & Taylor Boundless Contract Renewal

For instructions on how to access the **online ZOOM Study Session** please go to:

<https://jeffcolibrary.org/board-of-trustees/2024-study-sessions/>

**NEXT BOARD STUDY SESSION**

**ADMINISTRATION**  
10200 W. 20th Ave.  
Lakewood, CO 80215  
303.235.5275



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TO: Donna Walker, Executive Director

FROM: Julianne Rist - Director of Public Services, Padma Polepeddi - Assistant Director of Public Services, Kelly Duran - Public Services Manager

DATE: January 11, 2024

RE: Express Library Evaluation and Proof of Concept

**Background:**

In July of 2021 we brought to Board a new service concept - the Express Library - as part of offsite services. The vision for the Express library was to provide a staffless, remote self-service location that offers a full library experience including services such as:

- Browsing the collection
- Computer and internet access
- Printing and copying
- Programs
- Convenience and flexibility for patrons
- A lower overhead cost to library systems than a fully staffed location

The Board of Trustee saw the potential and took a chance on this cutting-edge idea. The West Arvada Express Library opened to the public in April 2022.

**Evaluation and Success Measures:**

The one-year evaluation shows that the West Arvada Express Library met the success measures and has been well received by the neighborhood.

Success Measures	Goal	Results
Daily Visits	65-100	73
Daily Check outs	100-150	141

**Other Successes:**

- Patrons are utilizing all the library resources provided: computers, copiers, holds pick up, browsing collection and returns.
- The 24/7 return bin continues to be extremely popular. Patrons consistently return more items than were checked out from the Express Library
- Programming was piloted with Summer Challenge in 2022 and 2023. We offer weekly family story times as well.

**Patron feedback:**

Patrons expressed their satisfaction with the Express Library on an ongoing basis by sending in their comments as well as filling out patron surveys (626 surveys received). The survey revealed that patrons;

- Like the convenience, especially less travel time or biking to the location

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- Like the 24/7 book return
- Appreciate being able to browse and choose items
- Having computers and copiers
- Requesting even more hours

**Recommendation:**

The Express Library is a service that can be offered to provide access to library resources where there are:

- Geographic gaps or underserved areas
- Creating awareness and providing access to library resources when building new locations
- Supplementing services where access is limited in an existing location

**Conclusion:**

We thank the Board for trusting staff and supporting piloting the concept of a self-service express library. This was leading edge innovation and the first in the nation. Staff have worked hard to make this pilot a success. We believe we have proved that the concept works. The use and survey data shows that the community supports this innovation, and we are meeting a need. By leveraging all our library services such as our traditional locations, bookmobile, outreach, hold lockers and the express library we can offer access to library resources to all residents of Jefferson County.

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TO: Library Board of Trustees

FROM: Donna Walker, executive director

RE: Review Global Ends Statements 1.0-1.4

DATE: January 11, 2024

At the beginning of each calendar year the Board reviews their Global Ends Statements - the long-term, broad organizational goals that set direction for the Library - per their governance calendar. This review is a critical step in the strategic planning process.

The Library recommends that the current Board Ends stand as is. These Ends are the foundation of our 2020-2025 Strategic Plan and continue to provide vision and guidance for our priorities, initiatives and projects.

These Ends are:

**POLICY TYPE: ENDS**

**POLICY 1.0**

**POLICY TITLE: *ENDS POLICIES***

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**Global 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.

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To: Library Board of Trustees

From: Matt Griffin, Director of Business Strategy & Finance

Re: JCPL 2020-2025 Strategic Planning Framework and Process

Date: January 11, 2024

In 2024, Jefferson County Public Library (JCPL) enters year five of our 2020 – 2025 Strategic Plan. The following provides background on implementation so far. A brief refresher on the Framework and Process will be provided at the study session.

## **2020**

### **Year One Implementation**

The steps described below led to the development and application of JCPL's five-year strategic plan:

- Gathering extensive Board, staff and community inputs to define community needs
- Developing ends statements, the broad organizational goals, to connect community needs and the Board of Trustees
- Establishing strategic priorities, the primary objectives to be accomplished over five years that realize the ends statements
- Creating initiatives, the high-level actions that set the direction for JCPL's strategic projects, and further the strategic priorities to reach the ends statements
- Developing strategic projects, the activities that support our initiatives, and map back to the strategic priorities and ends statements

These steps also led to the creation of JCPL's **strategic framework**, the structured method JCPL uses to define how initiatives and projects support the strategic plan's priorities and ends statements. The five-year strategic plan framework was presented to the Board of Trustees in January of 2020. Providing an annual plan for each year of the 5-year plan was integrated into the process.

In March of 2020 the pandemic hit Colorado and JCPL closed our libraries to the public. For the next several months the Continuity of Operations Plan guided our tactical decision-making, services, and programs. Once the Library began providing curbside services and a gradual return to in-person services, strategic additions and modifications were made to the 2020 projects, taking it from eight to ten projects.

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## **2021**

### **Year Two Execution**

2021 was year two of carrying out our five-year strategic plan. The executive team assessed our strategic priorities and validated with the Board that creating libraries for the future, reaching more people, focusing on building literacies, being the third place and growing sustainably still held, and continued to be our guideposts moving forward.

JCPL's executive team modified the strategic plan's initiatives and updated the strategic framework with those changes. The Library Board validated the 2021 strategic projects as the organizational annual plan. Two high priority strategic projects were added to the annual plan by the Board in the course of the year to respond to changing conditions, taking it from twelve to fourteen projects.

## **2022**

### **Year Three Execution**

2022 was year three of carrying out our five-year strategic plan. Library leadership once again validated that our strategic priorities and initiatives continued to lead towards the achievement of the Board Ends.

JCPL's executive team created more specific criteria to rank projects being brought forward for consideration to determine which met these more rigorous standards. Creation of these criteria was guided by the more advanced understanding and application of project management principles gained organization-wide in 2021. The annual plan consisted of ten strategic projects.

## **2023**

### **Year Four Execution**

2023 was year four of carrying out our 2020-2025 strategic plan. Library leadership once again validated that our strategic priorities and initiatives continued to lead towards the achievement of the Board Ends.

In the past year, JCPL made substantial progress on both strategic and critical projects. Through focused efforts, we successfully achieved key milestones outlined in our annual plan. This underscores our commitment to excellence and positions us well for continued success in the upcoming year.

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## **2024**

### **Year Five Execution**

As JCPL heads into year five of execution of our five-year strategic plan, we have once again validated that our strategic priorities and initiatives continue to lead towards the achievement of the Board Ends.

JCPL is poised to enhance its project management practices by adopting an advanced framework, a significant move towards industry best practices in project management. Projects will be organized into programs, each aligned with a specific portfolio, corresponding to one of JCPL's six initiatives. This approach ensures a clear linkage, demonstrating how each project directly aligns with an initiative and contributes to the overarching JCPL strategy.



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TO: Library Board of Trustees

FROM: Matt Griffin, Director of Business Strategy & Finance

RE: 2024 Annual Plan: Strategic Priorities, Initiatives, Programs & Projects

DATE: January 11, 2024

Heading into 2024, the Library believes that the five strategic priorities set in the 2020-2025 Strategic Plan continue to hold true.

These **priorities** are to:

**CREATE LIBRARIES FOR THE FUTURE**

Jefferson County Public Library will create libraries for the future throughout the county via expansion, redesign and construction.

**REACH MORE PEOPLE**

Jefferson County Public Library will reach more people through strategic partnerships, alternative services, customer experience, inclusion efforts, and community engagement and outreach.

**FOCUS ON BUILDING LITERACIES**

Jefferson County Public Library will focus on building literacies through patron-interest-focused materials selection, creative technologies, digital literacy services, school and workforce readiness, adulting programs, small business support and financial literacy initiatives.

**BE THE THIRD PLACE**

Jefferson County Public Library will facilitate civil civic conversation, develop collaborative community discovery spaces, and serve as the place to be for out-of-school time and not-to-miss events.

**GROW SUSTAINABLY**

Jefferson County Public Library will manage financial resources to meet our planned capital and service build-out within our current mill levy rate of 4.5 and account for a variety of economic conditions.



Similarly, library leadership reviewed and validated our strategic initiatives, high-level actions that set the direction for JCPL’s strategic projects, and further the strategic priorities to reach the ends statements.

These **initiatives** are:

INITIATIVE	OBJECTIVE
<b>Service Point Development &amp; Expansion</b>	JCPL has more convenient and accessible service points throughout our community. Service points are designed to meet the social, technological, economic and sustainability challenges and opportunities of the future.
<b>Excellence in Customer Service</b>	JCPL demonstrates a deep understanding of individual, community, and organizational needs in the way we serve each other and our residents.
<b>Lifelong Learning &amp; Literacy</b>	Literacy programs and services address specific learning and literacy development needs. Opportunities for all ages, backgrounds, and abilities are met with effective and inclusive technologies and approaches.
<b>Building Inclusive Community</b>	Equitable and inclusive practices are embedded in policy, decision-making and partnership development.
<b>Embracing Innovation &amp; Change</b>	Modernization of JCPL is achieved through proactive pursuit of positive change by exploring new technologies, structures, approaches, and systems.
<b>Continuous Process Improvement</b>	Systems are improved in order to maximize organizational effectiveness, advance services, and increase efficiency.

To enhance our project management approach at JCPL, a revised framework has been introduced. This new structure organizes projects into programs, essentially grouping related projects together. These programs, in turn, contribute to portfolios named after respective initiatives. This alignment allows us to directly link each endeavor to its impact on an initiative, providing a targeted focus for our efforts throughout JCPL.

The projects outlined below are intended to constitute the JCPL Annual Plan for 2024 and detail the expected deliverables that will be achieved in 2024:

Portfolio: Service Point Development & Expansion

Program: New Construction

Project: **South County Library**

Deliverables:

- Engage realtor to identify suitable sites
- Identify short list sites
- Recommend site to Board of trustees



Portfolio: Service Point Development & Expansion  
Program: New Construction  
Project: **Northwest Jeffco Library**  
Deliverables:

- Submit rezoning application
  - Select architect
  - Facilitated community engagement
  - Acquire site
  - Program of Service
  - Start design development
- 

Portfolio: Service Point Development & Expansion  
Program: Expand Offsite Services  
Project: **4<sup>th</sup> Hold Pickup Location – Offsite**  
Deliverables:

- Complete installation of offsite holds lockers
- 

Portfolio: Service Point Development & Expansion  
Program: Expand Offsite Services  
Project: **South County – Express Library**  
Deliverables:

- Secure funding for project
  - Identify site location
  - Tenant finish
- 

Portfolio: Service Point Development & Expansion  
Program: Building Redesign  
Project: **Arvada Library**  
Deliverables:

- Facilitated Community Engagement
  - Program of Service
  - Design development
  - Identify alternative services location
-



Portfolio: Service Point Development & Expansion  
Program: Building Redesign  
Project: **Evergreen Library**  
Deliverables:

- Complete construction
  - Move in
  - Reopen to public
- 

Portfolio: Service Point Development & Expansion  
Program: Building Opportunities  
Project: **Conifer Library**  
Deliverables:

- Acquire or lease location
  - Program of Service
  - Design development
- 

Portfolio: Excellence in Customer Service  
Program: Create a Radically Welcoming JCPL - Public  
Project: **New Collection Development Policy**  
Deliverables:

- Research Report - Library Policy Comparative Study
  - Revise Collection Development Policy
  - Revise Material Reconsideration Request
- 

Portfolio: Lifelong Learning & Literacy  
Program: Advance Digital Equity & Inclusion  
Project: **Digital Literacy Collaboration (ARPA)**  
Deliverables:

- Complete all phases (I,II,III)
    - Order equipment
    - Conduct school and community group trainings
    - Produce reporting
    - Evaluation plan
    - Conduct and present a Think/Make/Check evaluation
  - Fulfill final accounting and reporting requirements
-



Portfolio: Lifelong Learning & Literacy  
Program: Advance Community Literacy  
Project: **Imagination Library**  
Deliverables:

- Determine fiscal agent
  - Identify zip codes and supportive organizations
  - Strategy for long-term organizations
  - Recommend JCPL involvement and resources
  - Initiate the pilot program.
- 

Portfolio: Building Inclusive Community  
Program: Create a Radically Welcoming JCPL - Staff  
Project: **Talent Pipeline Development**  
Deliverables:

- DEI training to JCPL leadership teams
  - Deliver JCPL Leadership Academy
  - Create a Leadership Book Club
  - Leadership Lunch and Learn
  - Conduct a talent pipeline assessment with the Directors Team
- 

Portfolio: Building Inclusive Community  
Program: Create a Radically Welcoming JCPL - Staff  
Project: **All Staff Compensation Strategy**  
Deliverables:

- Compensation philosophy and policy for JCPL
  - Complete the compensation analysis
  - Apply findings to the 2025 salary budget
- 

Portfolio: Embracing Innovation & Change  
Program: Artificial Intelligence Strategy  
Deliverables:

- Develop AI staff and patron policies and guidelines
  - Feasibility study for implementing AI solutions
  - AI pilot program
-

Portfolio: Embracing Innovation & Change  
 Program: Fundraising Development  
 Deliverables:

- Outsource fundraising counsel
- 2-year fundraising plan
- Codify separate fundraising portfolios for JCPL and JCLF
- Pilot foundation relations and grants program
- Fundraising evaluation

Portfolio: Continuous Process Improvement  
 Program: Accelerate our Building Program  
 Project: **Design Standard**  
 Deliverables:

- Finalize design standard
- Revise Program of Service
- Integrate Design Standard and Program of Service
- Operationalize design standard

<b>BUDGET AND STRATEGIC PLANNING CALENDAR</b>	
<b>Month</b>	<b>Output</b>
January	Review Ends Statements Consensus on 2024 Strategic Priorities, Initiatives, Projects
February	Review of Final 2023 Strategic Plan Achievements
March	Direction on 2020-2025 Strategic Plan, year six
May	Direction on 2025 Budget Direction on 5 Year CIP and 10 Year Financial Forecast
June	Authorize submission of 2025 Budget
August – September	Review 2025 Budget Highlights with Board of County Commissioners
November	Review 2025 Budget
December	Authorize 2025 Spending Plan

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TO: Donna Walker, Executive Director

FROM: Amber Fisher, Executive Assistant

DATE: January 4, 2024

RE: Resolution No. LB-01-18-24 "Sunshine Resolution"

The Library Board of Trustees adopts a resolution annually at their January Board meeting in compliance with C.R.S. 24-6-402, the Colorado Open Meetings or Sunshine law, which requires that the public place or places for posting meeting notices shall be designated annually at the local public body's first regular meeting of each calendar year.

The Library Board of Trustees through this resolution complies with that legal requirement and designates the public website [jeffcolibrary.org](http://jeffcolibrary.org) as the location where notice and agenda information for public meetings of the Board of Trustees of the Jefferson County Public Library will be posted.

The attached resolution is provided to the Board at their January 11, 2024 Study Session and will be placed on the consent agenda for the January 18, 2024 Library Board meeting unless otherwise instructed by the Board.

Attachment: Resolution LB-01-18-24

**PROPOSED: 01-18-24**

BEFORE THE BOARD OF TRUSTEES  
OF THE JEFFERSON COUNTY PUBLIC LIBRARY  
RESOLUTION NO.: **LB 01-18-24**

**WHEREAS**, effective June 1, 1991, the Board of Trustees of the Jefferson County Public Library is subject to the provisions of Senate Bill 91-33 (the "Colorado Sunshine Act");  
and

**WHEREAS**, HB19-1087 was approved by the Governor on April 25, 2019 with an effective date of August 2, 2019. A local public body shall be deemed to have given full and timely notice of a public meeting if the local public body posts the notice, with specific agenda information if available no less than twenty-four hours prior to the holding of the meeting on a public website of the local public body.  
and

**WHEREAS**, the public place in which such notice will be posted must be designated annually.

**WHEREAS**, the notice must include specific agenda information where possible.

**NOW, THEREFORE, BE IT RESOLVED** that the Board of Trustees of the Jefferson County Public Library hereby designates the public website [jeffcolibrary.org](http://jeffcolibrary.org) as the location where notice and agenda information for public meetings of the Board of Trustees of the Jefferson County Public Library will be posted.

Date: January 18, 2024

This item will be placed on the consent agenda for the January 18, 2024 Library Board meeting unless otherwise instructed by the Board.

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TO: Donna Walker, Executive Director

FROM: Jessica Paulsen, Assistant Director of Public Services for Customer Service

DATE: January 11, 2024

RE: Annual Pine Library Contribution

**History:**

Jefferson County Public Library provides an annual gift to the North Fork Library Association to support the Pine Library's operating expenses. This funding helps pay for Pine Library's insurance, as that cost alone would consume almost the entire Pine Library income each year. Since 2020 the Jefferson County Library Board has annually granted Pine Library \$1,500.

In addition to the annual gift for operating expenses, JCPL also pays for Pine Library's internet and Wi-Fi costs throughout the year. The two organizations regularly interact each month as a member of JCPL's Evergreen and Conifer leadership team attends the Pine Library board meeting. JCPL also provides some weeded materials as donations. JCPL staff will also attend some of Pine Library's community events.

**Total Cost:**

JCPL's 2024 budget includes \$1,500 for this support to Pine Library's operating expenses.

**Next Actions:**

We request the Board of Trustees approve the annual gift to the North Fork Library Association to support the Pine Library's operating expenses in the amount of \$1,500. **This item will be placed on the consent agenda for the January 18, 2024 Library Board meeting unless otherwise instructed by the Board.**



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TO: Donna Walker, Executive Director

FROM: Lizzie Gall, Assistant Director of Public Services for Resources & Programs  
Franca C. Rosen, Collections Manager

DATE: January 11, 2024

RE: Baker & Taylor, Boundless Contract, 2nd Renewal

**History of Contract:**

In 2023, the Board of Trustees approved an amendment to the 2017 Baker & Taylor Axis 360 contract allowing JCPL to continue contracting with Baker & Taylor for the Axis 360 e-book/audiobook platform for four additional one-year terms. In September 2023 the Axis 360 platform was rebranded as Boundless, but the contract remains the same. Boundless allows us to integrate with Jeffco Schools through their unique Community Shares software to increase access to our JCPL digital materials. Due to this unique integration, we would like to continue with Boundless as a sole source vendor. The renewed contract period would be March 1, 2024 through February 28, 2025. This will be the second of four potential renewals.

**Total Cost:**

The not-to-exceed amount for this twelve-month contract is \$1,700,000 which is for both platform fees and materials.

**Budget:**

This expenditure is within the approved 2024 budget.

**Next Actions:**

We recommend that the Library Board of Trustees grant authorization for the Executive Director to proceed with the renewal of the agreement with Baker & Taylor for Boundless as an e-book and audiobooks materials vendor. Please note, the term will be renewed upon written notice to the Contractor. **This item will be placed on the consent agenda for the January 18, 2024 board meeting unless otherwise instructed by the Board.**