

# SPECIAL BOARD MEETING AGENDA

Jefferson County Public Library Board of Trustees

ITEM# / ACTION	<p><b>Thursday, March 14, 2024 – 5:30 pm – <u>VIRTUAL SPECIAL MEETING</u></b></p> <ul style="list-style-type: none"> <li><b><u>ONLINE MEETING VIA ZOOM</u></b></li> </ul>
1.	<p><b>Call to order &amp; attendance (4.5.8)</b>  <u>Call to order &amp; Attendance</u></p> <ul style="list-style-type: none"> <li>Verbal roll call – Each Trustee announces their presence by stating their name.</li> </ul>
2.	<p><b>Pledge of Allegiance</b></p>
3. Agenda <b>Action</b>	<p><b>Approve Agenda</b>  <b>Chair: Call for motion and second</b></p>
4. Operational Updates <b>Action</b> as Needed	<p><b><u>Board Governance - Strategy</u></b>                  2020-2025 Strategic Plan Update</p> <ul style="list-style-type: none"> <li>Trends Exercise</li> <li>Updated Facility Master Plan (FMP)</li> </ul> <p><b><u>Public Services</u></b></p> <ul style="list-style-type: none"> <li>Conifer Opportunity Update</li> </ul> <p><b><u>People and Culture</u></b></p> <ul style="list-style-type: none"> <li>All Staff Compensation Study</li> </ul> <p><b><u>Executive Director</u></b></p> <ul style="list-style-type: none"> <li>Collective Bargaining</li> </ul>
5. Emerging Issues <b>Action</b> as Needed	
6. Suggest Agenda Items <b>Action</b> as Needed	<p>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.</p> <p><u>2024 Board Meeting Schedule</u></p> <ul style="list-style-type: none"> <li>April 11, 2024 – Study Session – 5:30 pm Hybrid: Virtual via ZOOM. In-Person Location: Lakewood Library Meeting Room</li> <li>April 18, 2024 – Board Meeting – 5:30 pm Hybrid: Virtual via ZOOM. In-Person Location: Lakewood Library Meeting Room</li> <li>May 9, 2024 – Study Session – 5:30 pm Hybrid: Virtual via ZOOM. In-Person Location: Lakewood Library Meeting Room</li> <li>May 16, 2024 – Board Meeting – 5:30 pm Hybrid: Virtual via ZOOM. In-Person Location: Lakewood Library Meeting Room</li> </ul>
7. EXECUTIVE SESSION WITH	<p><b>EXECUTIVE SESSION</b>  <b>Call for Motion and Second:</b> To adjourn the special meeting of the Library Board</p>

# SPECIAL BOARD MEETING AGENDA

Jefferson County Public Library Board of Trustees

<p>ADJOURNMENT OF REGULAR MEETING</p>	<p>of Trustees and reconvene in executive session <u>AND</u> adjourn the regular Board meeting at the conclusion of the Executive Session.</p> <p><b><u>EXECUTIVE SESSION:</u></b></p> <p><b>(1)</b> Collective Bargaining. Statutory citation authorizing an executive session for this topic is:</p> <ul style="list-style-type: none"><li>• Pursuant to 24-6-402(4)(e)(I) for discussion of strategy and instructions to negotiators.</li></ul>
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**MEMORANDUM**

TO: Donna Walker, Executive Director  
 FROM: Lisa Smith, Director of People and Culture  
 RE: Trends Summary and Exercise  
 DATE: March 5, 2024

As part of the JCPL annual strategic planning process, we invite input from our leadership to examine trends in our community that may influence library services in the coming budget year. Although we often think of trends as the future, trends actually 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 analyzed for future impact. In the chart below, are the trends and patterns identified by JCPL staff. Seven different patterns were identified. Some trends fit more than one pattern, and some patterns are interrelated.

Pattern	Trends that influence the pattern
Serving Diverse Community Needs	<ul style="list-style-type: none"> <li>• A notable shift in demographics among homeschoolers, with 41% being non-white, highlights the need for libraries to evaluate and include diverse perspectives in their materials.</li> <li>• Incorporating an Equity, Diversity, and Inclusion (EDI) lens in evaluating story times is mentioned, emphasizing the importance of representing different voices and stories.</li> </ul>
Technological Advancements	<ul style="list-style-type: none"> <li>• The rapid pace of change in AI and augmented reality demands attention, indicating a need for staff training and the development of new competencies.</li> <li>• Microsoft's use of virtual staff meetings with avatars reflects the integration of augmented reality into work environments, suggesting potential applications for libraries in providing immersive experiences.</li> </ul>
Social Connection and Isolation	<ul style="list-style-type: none"> <li>• Libraries are positioned as a key player in reducing social isolation and polarization, emphasizing the role they can play in fostering civil discussions and community connections.</li> <li>• The "Lonely Project" book underscores the societal concern of isolation, aligning with the library's role in building community and addressing social issues.</li> </ul>
Data Literacy and Privacy	<ul style="list-style-type: none"> <li>• The rise of AI in applications calls for a focus on information literacy, helping patrons evaluate sources for reliability and navigate the vast amounts of available information.</li> </ul>



## MEMORANDUM

	<ul style="list-style-type: none"><li>Concerns about privacy indicate a need for libraries to address this issue proactively in the digital age.</li></ul>
Sustainability and Accessibility	<ul style="list-style-type: none"><li>Libraries are encouraged to adopt sustainable practices, both in terms of physical spaces and resource management, aligning with the broader push for sustainability.</li><li>Addressing accessibility, both physically and neurologically, underscores the importance of making library services inclusive for all patrons.</li></ul>
Workforce Trends	<ul style="list-style-type: none"><li>Anticipating a wave of retirements and adapting to a changing workforce, including generational shifts and remote work, emphasizes the need for flexible policies, skill development, and adaptability.</li><li>Workforce activism which includes coordinated, collective actions employees take to advocate for social change. These actions may include promoting or countering change in their organization or using the organization as a platform to bring attention to an issue in society at large.</li></ul>
Mental Health and Community Building	<ul style="list-style-type: none"><li>Recognizing mental health as a priority in the workplace and community is acknowledged, emphasizing the role of libraries in creating a community of care and addressing shared trauma.</li></ul>

Our analysis provided a holistic view of the challenges and opportunities libraries face in a rapidly evolving landscape. Addressing these trends requires a forward-thinking approach, adaptability, and a commitment to serving diverse community needs.

At the study session Trustees will be invited to share ideas about:

- additional trends that might relate to the identified patterns.
- trends that are unique and do not relate to identified patterns.
- impacts to the library.

**ADMINISTRATION**  
10200 W. 20th Ave.  
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TO: Donna Walker, Executive Director

FROM: Steve Chestnut, Director of Facilities and Construction

DATE: March 14, 2024

RE: 2024 Facility Master Plan Update

**Background:**

In 2017 JCPL commissioned Group 4 Architecture to prepare a Facilities Master Plan (FMP) to guide planning, decision-making, and capital investment in its facilities over the next two decades. The recommendations contained in that plan were presented to the Board in 2018. The FMP is a flexible, “living” plan designed to be reviewed annually to accommodate changes in need and opportunities.

At the Board’s request, we presented information and a methodology for accelerating the FMP in July 2021. This roadmap included evaluation of changes in populations, usage, community needs and stakeholder desires specific to our buildings and services in the County. In September 2021 we contracted with Group 4 Architecture to reaffirm the 2018 FMP and to update and accelerate the FMP. Their findings and updated plan were presented to the Board in March 2022.

JCPL uses the FMP to guide planning, decision-making, and capital investment in its facilities. What follows is our annual update as part of that regular evaluation. I would recommend that this update be shared with the Board and their input on it be used in the development of the five-year capital plan and 2025 budget.

**Process:**

Our facility master planning is a data-driven process that leverages previous studies with new analysis of the amount, type, and distribution of space needed to provide excellent library service to Jefferson County communities.

Some of the data points used to determine those needs are population growth projections, drive time mapping, number of cardholders in a specific area, use data of existing services and potential opportunities to partner with another organization or agency.

The 2018 plan had several key findings. Each of those findings are summarized below and have been evaluated to determine if there are any changes to recommendations from the previous year.

**2024 Staff Recommendations:**

**Finding:** Countywide, JCPL's library branches provide less than 71% of the space needed to serve Jefferson County's current population and lack the capacity to accommodate future community growth. The FMP recommends a system wide target of 0.5-0.6 square feet of branch 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. This space per capita target is a gross square foot measure, meaning that it includes all staff, support and non-assignable spaces associated with service delivery in branches.

**2023 Recommendation:** The recommendation of a system wide target of 0.5-0.6 square foot per capita was reconfirmed in the 2022 update completed by Group 4 and this target is still appropriate to provide library services and space for our residents.

**2024 Update:** No change in this recommendation.

**Finding:** JCPL's library branches are not distributed equitably relative to community development; branch capacity is disproportionately concentrated in central part of Jefferson County, while southern and northern county areas lag in branch capacity.

**2023 Recommendation:**

South County remains a strategic project with the recommendation to build a new 40,000 sq. ft. library. Northwest Jefferson County also remains a strategic project that will allow JCPL to increase access to services in an underserved area. Staff recommend, based upon new population projections, that we continue with plans to build a new 30,000 sq. ft. library in N/W Jefferson County. Both projects meet the direction of the Board for accelerating the building plan to meet per capita goals and increase access to library services.

**2024 Update:** No change to this recommendation of location or sq. footage. Staff does recommend that the design of the building for Northwest Jeffco include the ability to readily expand by 10,000 sq. ft. in the future to accommodate anticipated growth in a rapidly developing part of the County.

**Finding:** JCPL's system wide administrative and operations functions are divided among multiple, undersized facilities scattered across different cities, which keeps the organization from achieving maximum efficiency and effectiveness.

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**2023 Recommendation:** Staff is not recommending a change in outcomes to the original recommendation. However, to align with the Board’s direction on a change in priority for Arvada Library, we would delay an analysis of the need for an operations center.

**2024 Recommendation:** No change in this recommendation.

**Finding:** The report compliments JCPL on its destination library service model and recommends that future expansions continue as larger library buildings

**2023 Recommendation:** No change in recommendation. JCPL will continue to plan expansions using our destination library service model. We recommend keeping our 0.5-0.6 SF/capita goal to meet the needs of the community. The approach we’ve taken is a combination of adding new destination libraries in the Northwest and Southern areas of the county; and augmenting underserved areas with offsite services such as hold lockers, material returns, Express Libraries, van and bookmobile services to ensure equitable access to library services for all of Jefferson County residents.

**2024 Recommendation:** No change in this recommendation. We would recommend clarifying the definition of “destination” of future expansions to include Northwest Jeffco and South County but not apply to the redesign or changes to any existing locations.

**Finding:** Update for Priority Sequencing – 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.

**2023 Recommendation:**

- Group 1 – Evergreen Redesign, New South County Library, New NW Jefferson County Library, Conifer Opportunity, Arvada Redesign
- Group 2 – Standley Lake Redesign (expansion), Operations Center, Lakewood Expansion
- Opportunity/Needs Based – Golden, Wheat Ridge

We moved Conifer Opportunity forward in the 2023 capital budget from the needs-based category to Group 1, due to the revised school hours beginning in the fall of 2023.

**2024 Recommendation:**

- Group 1 – Evergreen Redesign, New South County Library, New NW Jefferson County Library, Conifer Opportunity, Arvada Redesign, South County express library.
- Group 2 – Operations Center, Lakewood Expansion, Standley Lake Redesign
- Opportunity/Needs Based – Golden, Wheat Ridge

**FMP Projects within the current 5-year plan:**

Completed Projects

- Edgewater Library expansion (opportunity not part of the original plan)
- Belmar Library Redesign
- Ridge Recreation Center Offsite services
- Conifer Mountain Resource Center Offsite Services
- Candelas Parkview holds locker
- Green Mountain holds locker
- Location holds lockers at Lakewood, Standley Lake, Belmar, Columbine, Wheat Ridge and Arvada
- Express Library West Arvada

Projects underway in 2024 \*

- Evergreen Library Redesign (to be complete in April 2024)
- 30,000 sq. ft. destination library in Northwest County
- South County Express library
- 40,000 sq. ft. destination library in South County
- Conifer Opportunity
- Location holds lockers at Evergreen and Golden

\* When considering population growth estimates, the FMP recommends the addition of least 102,000 additional square feet of library space to meet a target of 0.5 by 2030.





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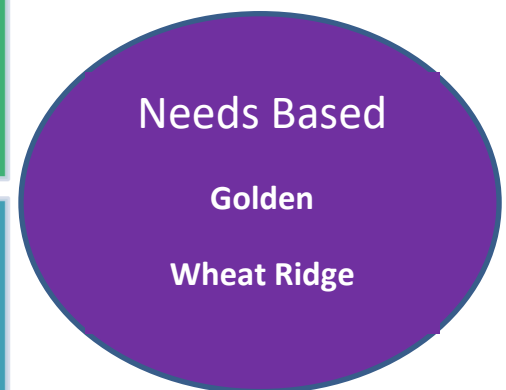
## 2023 Priorities

Group 1	<ul style="list-style-type: none"><li>• Evergreen Redesign</li><li>• New South County Library</li><li>• New NW Arvada Library</li><li>• New FR Operations Center</li></ul>
Group 2	<ul style="list-style-type: none"><li>• Standley Lake Redesign (Expansion)</li><li>• Lakewood Expansion</li><li>• Arvada Redesign</li></ul>



## 2024 Recommendation:

Group 1	<ul style="list-style-type: none"><li>• Evergreen Redesign</li><li>• New NW Jeffco Library</li><li>• New South County Library</li><li>• South County Express Library</li><li>• Conifer Opportunity</li><li>• Arvada Redesign</li></ul>
Group 2	<ul style="list-style-type: none"><li>• New Operations Center</li><li>• Lakewood Expansion</li><li>• Standley Lake Redesign (Expansion)</li></ul>

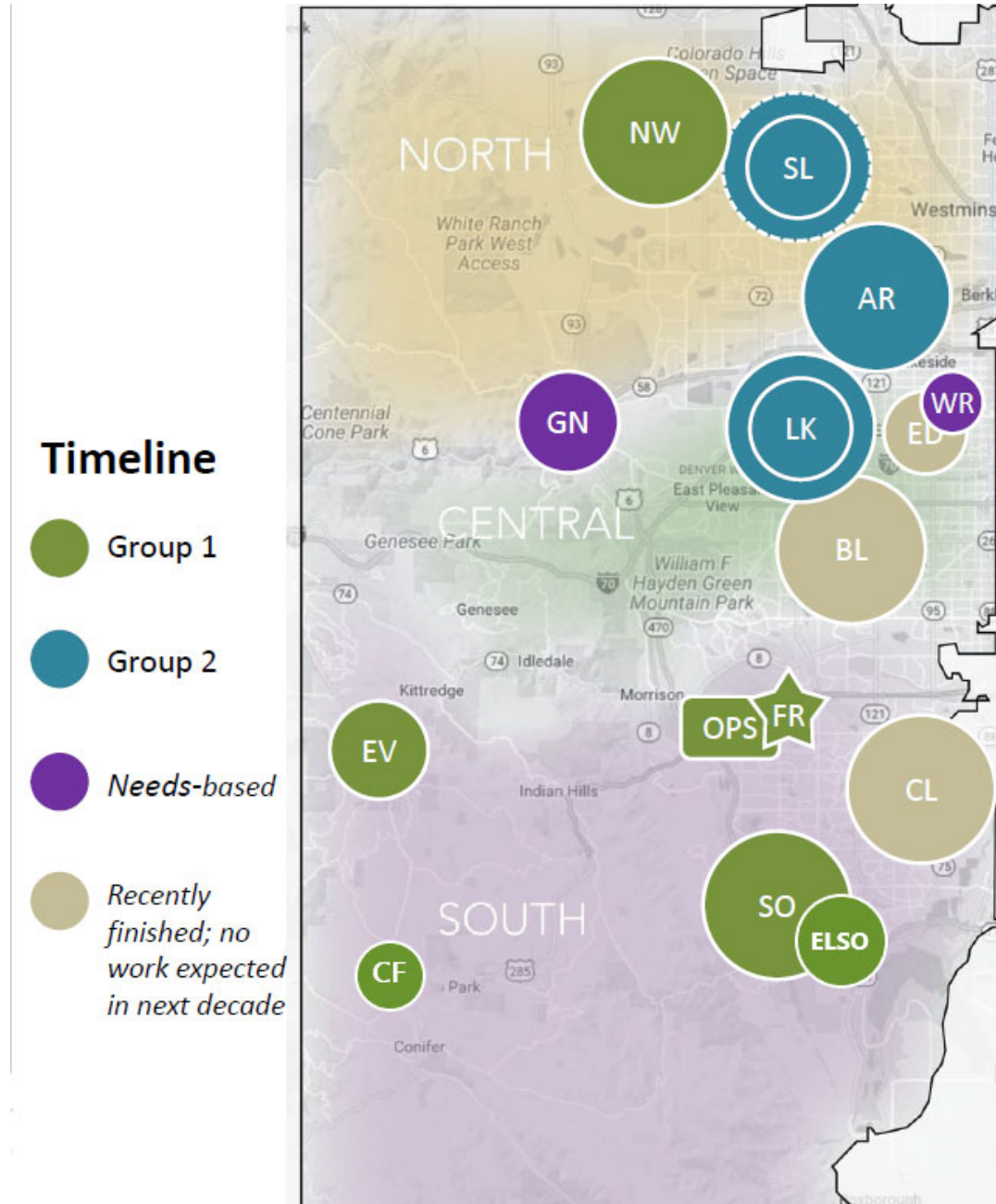


**ADMINISTRATION**  
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**Next Actions:**

The Board input on this update will be used in the development of the five-year capital plan and 2025 budget.



## **MEMORANDUM**

TO: Donna Walker, Executive Director

FROM: Julianne Rist, Director of Public Services

RE: Conifer Opportunity Update

DATE: March 14, 2024

### **Background**

When JCPL learned of the change to Jeffco Public School district hours, which would decrease the number of hours we could be open to the public, it accelerated the need to evaluate library services for the area and Conifer became a 2023 capital project. The Conifer Opportunity project's purpose is to evaluate and plan library services for the Conifer area. The project will then implement the planned services. This project will ensure that JCPL services meet the needs of the Conifer community by providing equal access to information and opportunities, and being the essential destination where all generations connect, discover, and create.

The following milestones have been completed to date on this project:

- April 2023 Market Analysis for the Conifer Area presented to the Board
- June 2023 Community engagement meetings and online survey
- July 2023 Conifer Library Service Community engagement report results presented to the Board
- August 2023 Conifer Library Service Plan present to the Board
- October 2023 The Library Board authorized signing an updated Intergovernmental Agreement with Conifer High School
- December 2023 JCPL contracted with Crosbie Real Estate Group for real estate services

### **Real Estate Search**

Conifer is an area of unincorporated Jefferson County. As a result, the boundaries of Conifer can be difficult to define and are often interpreted differently by different stakeholder groups. Conifer Library is also an existing location, so JCPL has use data and an established Library Service Area (LSA) for this location. JCPL is using the Conifer LSA as the defining boundaries for this project. The Conifer LSA has 5,392 households. We do not anticipate a significant change in the population or household numbers for this LSA. Jefferson County's Conifer 285 Corridor Area plan recommends for the area to continue low density development.

The plan presented to the Board recommended looking for existing buildings and retail spaces. Part of what we used to guide the site search area was based on the comments from the community input and the County's Conifer 285 Corridor Area Plan. Both support the idea that a location along the 285 Conifer Activity center corridor would be more convenient and visible.

JCPL shared with Crosbie Real Estate all the community suggestions which had been sent to us, which included both buildings and land. Crosbie Real Estate created an inventory of potential buildings, both on and off the market, and then evaluated each one. The results were:

- 63 possibilities on the complete inventory



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- 48 were eliminated due to factors such as location, size, condition, multi-level, not interested in selling, spaces were already in a long-term lease, etc.
- 15 buildings were assessed by staff & the realtor on a driving tour
- 2 building spaces were deemed possibilities
- 2 spaces were walked through by staff and the realtor in February

### **Next Steps**

The library is undergoing a more thorough evaluation to determine feasibility and costs to design space for library services. We plan to bring another update to the Board after this detailed information has been gathered.