

**Minutes of the SPECIAL Meeting of the
JEFFERSON COUNTY PUBLIC LIBRARY
BOARD OF TRUSTEES
March 14, 2024**

CALL TO ORDER – SPECIAL MEETING

The special meeting of the Jefferson County Public Library Board of Trustees was held online via ZOOM on March 14, 2024. Library Board of Trustees Chair, Kim Johnson, called the meeting to order at 5:39 p.m.

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

Trustees not present: All Trustees were present.

Staff present: Donna Walker, Executive Director; Julianne Rist, Director of Public Services; Bernadette Berger, Director of Technology and Innovation; Matt Griffin, Director of Business Strategy and Finance; Lisa Smith, Director of People and Culture; Elise Penington, Director of Communications and Engagement; Steve Chestnut, Director of Facilities and Construction Projects; Amy Bentz, Assistant Director of Library Design Projects and Planning; Padma Polepeddi, Assistant Director of Public Services for Community Outreach; Jessica Paulsen, Assistant Director of Public Services for Customer Experience; 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 Supervisor; and Ryan Turch, Technology and Innovation Operations Supervisor .

There were additional Library staff members attending the meeting.

APPROVAL OF AGENDA

MOTION: Jill Fellman moved that the Library Board of Trustees approve the agenda as presented. Seconded by Stanley Harsha the motion passed by unanimous vote of all Trustees present.

OPERATIONAL UPDATES

Board Governance – Strategy - 2020-2025 Strategic Plan Update

Trends Exercise

The Executive Director introduced the topic and advised the Board that there are two things this time of year that the Library does with the Board during the course of the strategic planning process. One is to bring the Board into the conversation regarding trends and the second is to review the update to the Facility Master Plan. The Library

brings these items to the Board ahead of budget development to hear from Trustees on library service direction.

Lisa Smith, Director of People and Culture, addressed the Board and presented information on trends. As part of the 5-year strategic planning process, JCPL invites input from leadership to examine trends in our community that may influence library services in 2025. The Library will be presenting the trends and patterns identified by JCPL staff and will be asking the Trustees to share insights and comments as well.

Trends and Patterns

A trend is a general direction into which something is changing, developing, or veering toward. A pattern is created when different trends share some commonalities. Individual trends can be discounted. Patterns are many trends that cross multiple domains or industries and affect change in society. JCPL wouldn't want to build the future on a single trend. Instead, the Library wants to find patterns in several trends. The Library wants to look for any patterns that can be identified in the trends the Trustees will share with the group. Patterns are wide, all encompassing, they may disrupt or challenge current assumptions, or they may confirm assumptions, but they are made up of many trends.

Patterns Identified

- Serving Diverse Community Needs
- Technological Advancements
- Social Connection and Isolation
- Data Literacy and Privacy
- Sustainability and Accessibility
- Workforce Trends
- Mental Health & Community Building

These are the list of patterns identified by JCPL staff. Some trends fit more than one pattern, and some patterns are interrelated. Seven different patterns were identified. Most patterns have several trends identified that fit within it. After a preliminary glance, you will notice substantial impact from advancing technology, increasingly diverse community demographics, and the need to adapt to a changing workforce. Next are the patterns and some of the trends they share:

Serving Diverse Community Needs

- 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.
- Incorporating an Equity, Diversity, and Inclusion (EDI) lens in evaluating story times is mentioned, emphasizing the importance of representing different voices and stories.

Technological Advancements

- The rapid pace of change in AI and augmented reality demands attention, indicating a need for staff training and the development of new competencies.
- 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.

Social Connection and Isolation

- 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.
- The "Lonely Project" book underscores the societal concern of isolation, aligning with the library's role in building community and addressing social issues.

Data Literacy and Privacy

- 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.
- Concerns about privacy indicate a need for libraries to address this issue proactively in the digital age.

Sustainability and Accessibility

- Libraries are encouraged to adopt sustainable practices, both in terms of physical spaces and resource management, aligning with the broader push for sustainability.
- Addressing accessibility, both physically and neurologically, underscores the importance of making library services inclusive for all patrons.

Workforce Trends

- 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.
- 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.

Mental Health and Community Building

- 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.

These are the things that stood out to JCPL staff members. The Library wanted to share these as a prompt for the Trustees to think about where they are seeing different patterns and trends. The Trustees were invited to take some time to share their ideas and what trends they are seeing that may be unique and don't relate to the identified patterns but may have impacts to the Library. The Library will take the Trustees input, synthesize and add them to the trends identified by staff.

The Trustees were asked:

- 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?

The Trustees shared the following thoughts:

- Incorporating Equity, Diversity, and Inclusion (EDI). Be more inclusive and accessible to all of our patrons.
- The technology piece - the technology is an engaging piece and I appreciate that when I'm at the library.
- An increasing trend over last couple years is the library on a policy level, that also applies at the Board level, is the political polarization resulting in libraries being at the crossroad for targeted agendas. From social justice to collections and book banning and on and on. Being that space that action and activity is at the forefront.
- Mental health identified as a trend or pattern – one of our society's most important issues. The Library plays a key role in terms of information and discussion, a safe places to seek out information and reduce the stigma and helping people get access to mental health care.
- Trends that are similar between libraries and schools. Diverse community needs and rapid change in AI technology. The library and social connection and isolation. The key role the library plays and even more deeply in the last four years. People still turn to the library when they don't have other connections and guidance and the best way for the library to address and continue to play that role in societal support and manage all those demands on the system.
- Data literacy, privacy and security. It's important to me and others that your information is being held in secure way.

Lisa Smith expressed appreciation to the Trustees for their engagement with the process, input and candor. She noted that if they have any more thoughts in the coming days, to please send them our way. This information is used to help JCPL plan for 2025 with budget development and focus.

Updated Facility Master Plan (FMP)

Steve Chestnut, Director of Facilities and Construction Projects, addressed the Board and provided background information and an update on the Facility Master Plan (FMP). 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. Three years later, the Board authorized the Library to contract again with Group 4 to confirm data, including population. One of the recommendations of the study was that the plan be reviewed regularly for opportunities and changing conditions and be updated on a yearly basis to reflect those changes to verify if the Library is still on the right path forward. The Board is updated annually, and the plan is re-evaluated for any changes and Board input will be used in the development of the five-year capital plan and 2025 budget. The FMP is a flexible, living document to accommodate changes in needs and opportunities.

Where Are We Now?

The following chart shows where we are today with the existing FMP.

Where Are We Now?



Completed	Underway in 2024
<ul style="list-style-type: none"> • Edgewater Library expansion • Belmar Library Redesign • Ridge Recreation Center Offsite Services • Conifer Mountain Resource Center Offsite Services • Candelas Parkview Offsite Services • Express Library in Arvada • Location holds lockers in 6 locations • Green Mountain Offsite Services 	<ul style="list-style-type: none"> • Evergreen Library Redesign (Opening in April) • 30,000 sq. ft. destination library in NW Jeffco • 40,000 sq. ft. destination library in South County • Conifer Opportunity – property search • Express Library South County – property search

Findings and Recommendations

Findings & Recommendations



• Staying the Same

- 0.5-0.6 sq ft per capita space planning goal
- Increase branch capacity in the south and northern portion of the County
- Destination Library model
- Consolidation of operations (moved out)

• Updated

- New Express library in South County

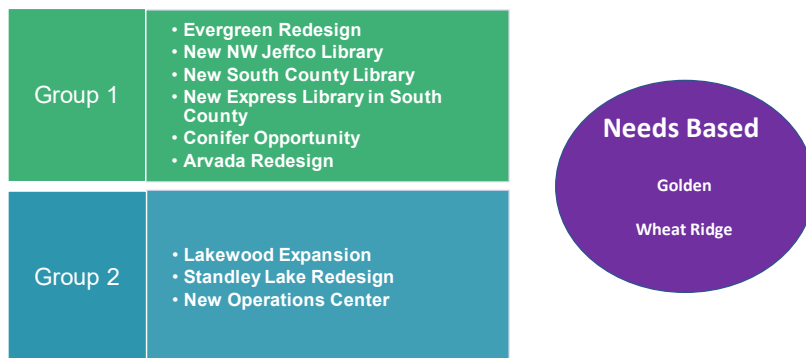


The 2018 plan had several key findings and recommendations. The 2022 update performed by Group 4 verified that most of the original findings and recommendations were still valid guideposts for JCPL.

2023 Priorities



2024 Priority Recommendation Update



In 2024, what’s changed is Conifer moved out of the needs group into Group 1. The new Express Library in South County was added, and the Arvada Library Redesign moved to 2024. Group 2 includes the Lakewood expansion, and we understand before that the Library will work on how we’re going to develop the Operations Center if administration moves. The Standley Lake redesign was moved to Group 2 due to the NW Jeffco project. JCPL will continue to plan expansions using our destination library service model for facilities other than redesigns and/or expansions of existing services. We will also continue to augment underserved areas with offsite services such as hold lockers, material returns, van and bookmobile services to ensure equitable access to library services for all of Jefferson County residents. For the Operations Center, JCPL will continue to recommend engaging a consultant to address the value proposition, including financial analysis and alternative scenarios to determine what makes the most sense.

The Chair advised the Board that this is one of the steps in the 2025 budget and is the start of that capital budget for next year. When evaluating the Facility Master Plan she asked the Trustees to think about it in those terms. The Trustees can always ask more questions next week.

In response to questions, the Board was advised that:

- A specific property for South County has not been located yet.
- With respect to the projects in Group 1, the Library has had conversations about resources and the potential need to have outside consultants like owner’s representatives depending on when projects get started. Additionally, when the Board asked the Library to accelerate the building program, the Library added some

resources and implemented a library design standard. JCPL has developed lots of efficiencies and is considering what additional resources may be needed depending on the timing of the projects in Group 1.

- The Library will bring back information on the 5-10 year financial schedule and timing for the Operations Center.

Public Services

Conifer Opportunity Update

Julianne Rist, Director of Public Services, addressed the Board and shared information on the process and where JCPL is in the site search for Conifer. When JCPL learned of the change to Jeffco Public School district hours, which would decrease the number of hours the Conifer Library could be open to the public, the Library 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. We have completed several milestones for the Conifer Opportunity.

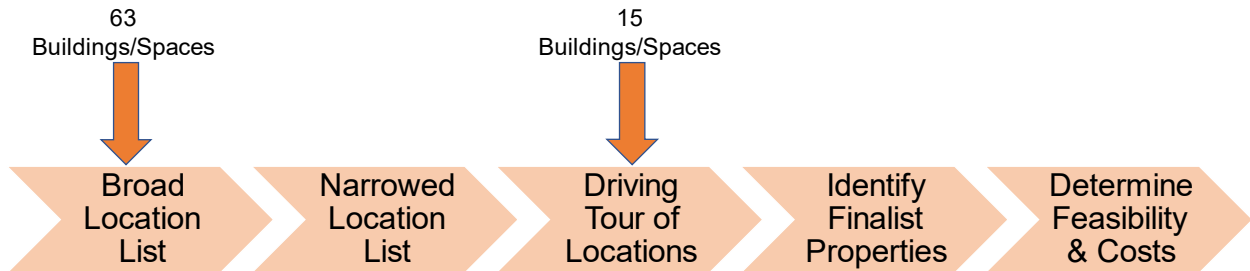
Library Service Area (LSA)

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 groups. Conifer Library is also an existing location, so JCPL has data about how cardholders use this location as well as utilizing data from the market analysis and community input. JCPL is using the Conifer LSA as the defining boundaries for this project. 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 JCPL 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.

Site Selection Process

In December 2023 JCPL began the official search for a new library space and engaged the services of Crosbie Real Estate. This slide shows the general process of how the Library gathered a large list of potential sites, and then narrowed it down. We will next take a look at what happened in each of these steps.

Site Selection Process



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

The Chair expressed appreciation to the staff for the update and noted that the Board looks forward to the next update.

People and Culture

All Staff Compensation Study

Lisa Smith, Director of People and Culture, addressed the Board and provided information on the All Staff Compensation Study. As part of JCPL's 2024 strategic plan one of JCPL's projects is the compensation study.

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



Steps

- Hire a compensation specialist
- 75 positions – 450 people
- Compare to the County’s compensation plan
- Work with County to close gaps
- Sync with 2025 budget process

JCPL created a strategic project for 2024 to complete a comprehensive market analysis to ensure JCPL is able to attract, retain, and motivate its employees. FutureSense, an Alliant company, was chosen to review JCPL jobs and conduct benchmarking and market pricing analysis for roughly 75 unique positions. There are about 450 total employees in these positions.

Benchmarking and market pricing analysis is completed annually by the County and is used to set pay grades for existing and new employees. JCPL looked for an independent, third-party expert to assist with a more comprehensive review. Seven companies were interviewed and FutureSense was chosen for their expertise and ability to meet the timeline.

The project kicked off in February and preliminary results will be available to leadership by April 1, 2024. Comparisons will be made with current County pay grades. The Library will work with County on potential changes to pay grades and incorporate changes as needed especially as we enter budget development season in April. JCPL wants to see how library specific jobs match with the data. JCPL will look for gaps and try to close those during the 2025 budget development. The Library will bring more information to the Board in the next couple of months.

In response to a question the Board was advised that the Library's 2023 turnover rate was 12.26%, and for comparison in a non-profit like the library an annual turnover average would be 9% to 10%.

Executive Director

Collective Bargaining

The Executive Director addressed the Board and noted that the Library wanted the Board to be informed of the All Staff Compensation Study project ahead of budget time and as a companion piece as we head into collective bargaining.

A portion of the agenda is to educate the board on collective bargaining in general and specifically around JCPL. This information was shared with staff during the town hall Monday morning and the Library found it helpful to go through this educational piece as we move through the process.

COBCA: Collective Bargaining by County Employees Act - Senate Bill 22-230:

Creates a statutory framework that recognizes the rights of county employees to join organizations of their own choosing, to be represented by those organizations, and to collectively bargain with their employer over wages, hours, and other terms and conditions of their employment.

Collective Bargaining Election

The results from the vote count on March 7, 2024 indicate that Jefferson County Public Library employees included in the collective bargaining unit have chosen the American Federation of State, County and Municipal Employees (or AFSCME) as their exclusive representative. There is a 7 day challenge period from the date of certification.

There are about 345 staff in the collective bargaining unit, and that number can shift as people come and go. There were 275 valid ballots which was an awesome turnout. 213 voted in favor with 62 votes opposed.

General Composition of Collective Bargaining Unit

The Collective Bargaining Unit is not all of JCPL staff, but it is most of the staff. JCPL has about 450 staff at any given time. The collective bargaining unit of about 345 employees represents about 80% of our total staff. Of that 345 almost 90% are public services staff, our front line staff serving the public. About 12% are staff in other divisions. There is only one position in People and Culture in the bargaining unit. These numbers give us a sense of which employees are included in this exclusive representation and which are not and the general make up of that unit. Understanding these numbers helps us begin to understand the potential organizational impacts of this successful vote for exclusive representation.

What is Exclusive Representation?

- A union that has the exclusive right to negotiate with an employer on behalf of a group of employees.
- Other organizations and groups may not negotiate on behalf of that same group of employees.
- JCPL employees in the collective bargaining unit have chosen exclusive representation by American Federation of State, County and Municipal Employees (or AFSCME).

This means that AFSCME is the exclusive union for the Library and there won't be another union in the Library. Other organizations may not negotiate on behalf of that group of library employees. There may be other unions in the County.

Six Key Obligations of Jefferson County

JCPL has 6 key obligations based on COBCA. This information is being fleshed out and has been condensed for this presentation, but these are the basics as JCPL understands them.

1. Annually inform employees of their rights re: exclusive representation
2. Implement this right
3. Give AFSCME reasonable access to employees at work
4. Provide specific information to AFSCME quarterly about the employees in this unit
5. Provide AFSCME the opportunity to meet with new employees within 30 days
6. Make authorized payroll deductions on behalf of employees

The Library has a list of information that has to be provided quarterly and Lisa Smith is working with the County on a process for how to do that. AFSCME will have the opportunity to meet with new employees within 30 days of being onboarded. JCPL may authorize payroll deductions on behalf of employees if the employee pays dues and the Library will have to facilitate that process through the system.

Next Steps

- Create an FAQ for all staff
- Work with County on training
- Follow the rules of the law

The Library is working on a FAQ for all staff on what we've heard so far. There were no questions from staff during the town hall on Monday. The FAQ is under review with the County Attorney's Office. The Library feels that training is needed for those of us administering this and for supervisors. There is a lot the Library doesn't know right now. JCPL will follow the rules of the law, is committed to working in good faith with AFSCME and to maintain the culture of team JCPL. The Library wants to keep our culture and continue serving our patrons together.

The Chair expressed appreciation for the information and noted that it was helpful. There were no questions from the Board.

EMERGING ISSUES

No issues.

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.

2024 Board Meeting Schedule

- March 21, 2024 – Board Meeting – 5:30 pm Hybrid: Virtual via ZOOM. In-Person
Location: Lakewood Library Meeting Room
- April 11, 2024 – Study Session – 5:30 pm Hybrid: Virtual via ZOOM. In-Person
Location: Lakewood Library Meeting Room
- April 18, 2024 – Board Meeting – 5:30 pm Hybrid: Virtual via ZOOM. In-Person
Location: Lakewood Library Meeting Room
- May 9, 2024 – Study Session – 5:30 pm Hybrid: Virtual via ZOOM. In-Person
Location: Lakewood Library Meeting Room
- May 16, 2024 – Board Meeting – 5:30 pm Hybrid: Virtual via ZOOM. In-Person
Location: Lakewood Library Meeting Room

ANNOUNCEMENTS/GENERAL INFORMATION SHARING

There were no announcements.

EXECUTIVE SESSION:

At 6:32 pm, the Chair called for a motion to adjourn the special meeting, reconvene in Executive Session regarding Collective Bargaining and adjourn the special board meeting at the conclusion of the Executive Session.

MOTION: Pam Anderson moved to adjourn the special meeting of the Library Board of Trustees, reconvene in Executive Session regarding Collective Bargaining, AND adjourn the special meeting at the conclusion of the Executive Session. Statutory citation authorizing an executive session for this topic is:

- 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 10 minute break to allow the Board and staff time to leave the existing ZOOM meeting and then join the Executive Session at 6:45 pm.

The Chair called the Executive Session to order at 6:44 pm with the following Trustees present, Charles Jones, Jill Fellman, Stanley Harsha, Pam Anderson, Jeanne Lomba and Emelda Walker. Also present were Donna Walker, Executive Director; Julianne Rist, Director of Public Services; Bernadette Berger, Director of Technology and Innovation; Matt Griffin, Director of Business Strategy and Finance; Lisa Smith, Director of People and Culture; Elise Penington, Director of Communications and Engagement; Steve Chestnut, Director of Facilities and Construction Projects and Amber Fisher, Executive Assistant, Office of the Executive Director.

It is noted that the session was recorded and that the recording will be retained for the required 90 days.

CALL FOR ADJOURNMENT OF EXECUTIVE SESSION AND SPECIAL MEETING

MOTION: At 7:26 pm Pam Anderson moved to adjourn the Executive Session and special meeting of the Library Board. Seconded by Jill Fellman the motion passed by unanimous vote of all Trustees present.

It is noted that the Library Board of Trustees met in Executive Session for discussion of strategy and instructions to negotiators with respect to Collective Bargaining. The Trustees held those discussions, and this summary is provided as required by Colorado Statute.

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

Jill Fellman, Secretary