



Jefferson County

PUBLIC LIBRARY

BOARD STUDY SESSION

DATE: January 9, 2025

TIME: 5:30 P.M.

PLACE: Hybrid Public Meeting

- **Online via ZOOM**
- **In-Person at Lakewood Library meeting room, 10200 W. 20th Avenue, Lakewood 80215**

Board Governance - Strategy

- Board Reviews Global Ends Statements 1.0-1.4
- Strategic Planning Framework & Process
- 2025 Annual Plan: Strategic Priorities, Initiatives, Programs & Projects
- 2026+ Strategic Planning

Board Governance

- Board Reviews Draft Sunshine Resolution LB-01-16-25

Contracts & Agreements

- Baker & Taylor Boundless Contract Renewal
- Midwest Tape Hoopla Amendment to Extend and Renew Contract
- 2025 Operating Agreement for Digital Literacy Training Partner Site, Jefferson County Public School

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

<https://jeffcolibrary.org/board-of-trustees/2025-study-sessions/>

NEXT BOARD STUDY SESSION

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



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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 9, 2025

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 for the 2025 annual plan. 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*

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: Donna Walker, Executive Director
From: Matt Griffin, Director of Business Strategy & Finance
Re: Strategic Planning Framework & Process
Date: January 9, 2025

In 2025, Jefferson County Public Library (JCPL) enters year six 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

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underscores our commitment to excellence and positions us well for continued success in the upcoming year.

2024

Year Five Execution

In 2024, as JCPL entered the fifth year of executing its five-year strategic plan, we once again validated that our strategic priorities and initiatives continued to lead towards achieving the Board Ends.

JCPL enhanced its project management practices by adopting an advanced framework, marking a significant move towards industry best practices in project management. Projects were organized into programs, each aligned with a specific portfolio corresponding to one of JCPL's six initiatives. This approach showed a clear linkage, demonstrating how each project directly aligned with an initiative and contributed to the overarching JCPL strategy.

2025

Year Six Execution

As JCPL heads into the final year of its strategic plan, we have once again validated that our strategic priorities and initiatives continue to lead toward the achievement of the Board Ends. In 2025, the focus will be on finishing strong by continuing to align all projects with JCPL's six strategic initiatives.

At the same time, JCPL will begin preparing for the next strategic plan, set to launch in 2026. This preparation will involve evaluating the outcomes of the current plan, engaging stakeholders, and identifying priorities that will shape our future direction.

By maintaining momentum and focusing on thoughtful planning, JCPL is positioned to not only achieve its 2025 objectives but also set a strong foundation for the next phase of strategic growth.

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To: Donna Walker, Executive Director

From: Matt Griffin, Director of Business Strategy & Finance

Re: 2025 Annual Plan: Strategic Priorities, Initiatives, Programs & Projects

Date: January 9, 2025

Heading into 2025, 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.

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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
Service Point Development & Expansion	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.
Excellence in Customer Service	JCPL demonstrates a deep understanding of individual, community, and organizational needs in the way we serve each other and our residents.
Lifelong Learning & Literacy	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.
Building Inclusive Community	Equitable and inclusive practices are embedded in policy, decision-making and partnership development.
Embracing Innovation & Change	Modernization of JCPL is achieved through proactive pursuit of positive change by exploring new technologies, structures, approaches, and systems.
Continuous Process Improvement	Systems are improved in order to maximize organizational effectiveness, advance services, and increase efficiency.

Building on the project management framework introduced last year, we continue to use the program-based structure that organizes related projects into cohesive programs. These programs align with broader portfolios named after our key initiatives, directly connecting each project to its strategic impact.

This approach remains integral to how we manage and prioritize efforts across JCPL, keeping a clear focus on the initiatives outlined in our 2020-2025 Strategic Plan.

Outlined below are the projects that form the 2025 JCPL Annual Plan, along with their anticipated deliverables for the year:

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Portfolio: Service Point Development & Expansion

Program: New Construction

Project: **South County Library**

Deliverables:

- Finalize Program of Service
- Complete Design Development phase
- Develop recommendations for interim uses
- Investigate partnership opportunities
- Initiate naming opportunities solicitation

Portfolio: Service Point Development & Expansion

Program: New Construction

Project: **South County Express Library**

Deliverables:

- Finalize site location
- Define services
- Complete design
- Initiate construction

Portfolio: Service Point Development & Expansion

Program: New Construction

Project: **Northwest Jeffco Library**

Deliverables:

- Finalize Program of Service
- Complete Design Development phase
- Investigate partnership opportunities
- Initiate grant & naming opportunities solicitation

Portfolio: Service Point Development & Expansion

Program: Building Redesign

Project: **Arvada Library**

Deliverables:

- Finalize Design Development
- Complete construction drawings with guaranteed maximum price (GMP)
- Implement alternative service options
- Begin construction
- Initiate naming opportunities solicitation

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Portfolio: Service Point Development & Expansion

Program: Tenant Finish

Project: **Conifer Library**

Deliverables:

- Finalize construction documents with guaranteed maximum price (GMP)
- Conclude intergovernmental agreement (IGA) with Conifer High School
- Open new Conifer Library

Portfolio: Excellence in Customer Service

Program: **A Radically Welcoming User Experience**

Deliverables:

- Develop standardized new patron onboarding process
- Implement new patron onboarding plan
- Identify tools for personalized patron experience
- Implement tools for personalized patron experience

Portfolio: Lifelong Learning & Literacy

Program: Creative Technologies

Project: **Creative Tech Mobile**

Deliverables:

- Finalize mobile lab design
- Create mobile STEM curriculum
- Investigate partnership opportunities

Portfolio: Building Inclusive Community

Program: Create a Radically Welcoming JCPL - Staff

Project: **All Staff Compensation Strategy**

Deliverables:

- Complete compensation analysis
- Integrate findings into Collective Bargaining Agreement (CBA)
- Integrate findings into 2026 budget

Portfolio: Building Inclusive Community

Program: **Digital Accessibility**

Deliverables:

- Create JCPL-specific digital accessibility guidelines
- Meet 2025 digital accessibility requirements across platforms

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Portfolio: Embracing Innovation & Change
Program: Artificial Intelligence (AI) Strategy
Project: **AI Strategy Development**
Deliverables:

- Finalize AI Strategy
- Initiate strategy implementation

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

- Complete 2024-2025 Fundraising Plan
- Develop a 3-5 year fundraising plan
- Create a fundraising plan for 2026

Portfolio: Continuous Process Improvement
Program: Collective Bargaining
Project: **Collective Bargaining Agreement**
Deliverables:

- Integrate economic impacts into 2026 budget
- Finalize CBA
- Obtain BOT approval of CBA
- Obtain BCC approval of CBA

Portfolio: Continuous Process Improvement
Program: JCPL Long Term Plan
Project: **2026+ Strategic Plan**
Deliverables:

- Refined Mission, Vision, and Broad Goals framework
- Finalize 2026+ strategic plan

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BUDGET AND STRATEGIC PLANNING CALENDAR	
Month	Output
January	Review Ends Statements Consensus on 2025 Strategic Priorities, Initiatives, Projects
February	Review of Final 2024 Strategic Plan Achievements
March	Direction on 2020-2025 Strategic Plan, year six
May	Direction on 2026 Budget Direction on 5 Year CIP and 10 Year Financial Forecast
June	Authorize submission of 2026 Budget
August – September	Review 2026 Budget Highlights with Board of County Commissioners
November	Review 2026 Budget
December	Authorize 2026 Spending Plan

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To: Donna Walker, Executive Director
From: Matt Griffin, Director of Business Strategy & Finance
Re: 2026+ Strategic Planning
Date: January 9, 2025

Introduction

The Jefferson County Public Library (JCPL) has undertaken a comprehensive stakeholder engagement initiative as part of developing our 2026+ Strategic Plan. This work, conducted throughout 2024, represents one of the most extensive community listening efforts in our history.

Our goal was to gather insights from a broad spectrum of stakeholders—patrons, staff, and external partners—to align the strategic plan with evolving community needs and aspirations. The results highlight how JCPL is valued, uncovering strengths and identifying opportunities to expand and elevate our role in the community. This memo provides a summary of the key findings and outlines the Board's role in the process.

Data Input

Our engagement combined multiple approaches to gather data:

- **Surveys:** Over 8,000 responses provided a wealth of insights on service usage, priorities, and future aspirations.
 - **Internal Interviews:** Twelve JCPL leaders shared internal perspectives on organizational strengths and areas for growth.
 - **External Stakeholder Interviews:** Thirty-two partners, including civic leaders and community organizations, contributed broad insights on the library's role and impact.
 - **Hypothesis Development:** Collaborative work with CMT and Supervisors helped identify potential themes and validate key findings, aligning the strategic plan with stakeholder input and operational realities.
-

Results

The stakeholder engagement process revealed a variety of insights, categorized into key areas:

- **Library Services:**
 - Physical materials are the most valued resource, cited by 34% of survey respondents, reflecting enduring community interest in traditional formats like books and DVDs.
 - Digital resources, while growing in importance, require improvement in usability and awareness. Feedback highlighted challenges with certain platforms compared to other user-friendly options.
- **Programs and Events:**
 - Expanded programming is in high demand, particularly for adults and seniors, with specific requests for technology training, career development workshops, and intergenerational activities.
 - Community members emphasized the importance of libraries as places for connection and learning, with tailored programming seen as a key way to support this.
- **Facilities and Accessibility:**
 - Patrons identified the need for modernized spaces, expanded locations, and extended hours to improve access. Noise levels and the division of quiet and social areas were also noted as areas for enhancement.
 - Innovative off-site services, such as express libraries and holds lockers, were praised for improving accessibility.
- **Community Vision:**
 - Libraries are increasingly viewed as hubs for lifelong learning, community connection, and safety during times of crisis.
 - JCPL's adaptability to changing demographics and socio-political climates emerged as a factor for its future success.
- **JCPL Staff and Leadership:**
 - The library's staff is one of its greatest strengths, receiving consistent praise for their dedication and expertise.

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Board's Role in the Process

Over the next three months, the Board will focus on shaping the Mission, Vision, and Broad Goals (End Statements). The current versions are included in the Appendix for reference. Key responsibilities include:

- **Providing Input:** Offering insights and recommendations to align these elements with overarching priorities and community needs.
- **Collaborative Refinement:** Reviewing and revising drafts based on feedback, with updated versions presented for discussion.
- **Ongoing Engagement:** Participating in discussions informed by additional data and updates to guide JCPL's strategic direction.

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Appendix:

Mission:

Jefferson County Public Library helps to build an educated and vibrant community by providing equal access to information and opportunities.

Vision:

Jefferson County Public Library will be the essential destination where all generations connect, discover, and create.

Broad Goals (End Statements)

- Equity of Access
- Maximize Value
- Create Place
- Provide Leading-Edge Services

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TO: Donna Walker, Executive Director

FROM: Amber Fisher, Executive Assistant

DATE: January 9, 2025

RE: Resolution No. LB-01-16-25 "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 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 9, 2025 Study Session and will be placed on the consent agenda for the January 16, 2025 Library Board meeting unless otherwise instructed by the Board.

Attachment: Resolution LB-01-16-25

PROPOSED: 01-16-25

BEFORE THE BOARD OF TRUSTEES
OF THE JEFFERSON COUNTY PUBLIC LIBRARY
RESOLUTION NO.: **LB 01-16-25**

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 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 16, 2025

This item will be placed on the consent agenda for the January 16, 2025 Library Board meeting unless otherwise instructed by the Board.

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TO: Donna Walker, Executive Director

FROM: Julianne Rist, Director of Libraries
Lizzie Gall, Assistant Director of Public Services for Resources & Programs

DATE: January 9, 2025

RE: Baker & Taylor, Boundless Contract, Second 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 e-book/audiobook platform for four additional one-year terms. In September of that year the Axis 360 platform was rebranded as Boundless, but the contract name remains unchanged. 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, 2025 through February 28, 2026. 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 2025 budget.

Next Actions:

We request that the Library Board of Trustees authorize the Executive Director to sign a one-year contract renewal with Baker & Taylor for Boundless as an e-book and audiobooks materials vendor. **This item will be placed on the consent agenda for the January 16, 2025 board meeting unless otherwise instructed by the Board.**

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TO: Donna Walker, Executive Director

FROM: Julianne Rist, Director of Public Services
Lizzie Gall, Assistant Director of Public Services for Resources and Programs

DATE: January 9, 2025

RE: Midwest Tape Hoopla Amendment to Extend and Renew

History of Agreement:

Since 2015 Jefferson County Public Library has subscribed to Hoopla from Midwest Tape. Hoopla is a streaming platform for e-books, audiobooks, music, TV series, movies and comics. The platform is very popular with JCPL patrons and has over one million titles available. Our Hoopla subscription runs from January to December. We would like to renew the subscription with Hoopla as a sole source product due to its extensive and varied catalog of available materials for which there is no close competitor in the market. We are satisfied with the performance of this vendor.

Hoopla was last brought to the Board in January 2023 as a 2-year agreement which will expire in March 2025. We recommend signing an amendment to the 2023 agreement for an initial one-year term from 2025-2026. This amendment will also allow us to renew the agreement for five additional one-year terms.

Total Cost:

The not to exceed amount for the upcoming 12 months is \$504,000.

Budget:

This expenditure is within the approved 2025 budget.

Next Actions:

We recommend that the Library Board of Trustees grant authorization for the Executive Director to proceed with the extension and renewal of the agreement with Midwest Tape for the Hoopla streaming platform. **This item will be placed on the consent agenda for the January 16, 2025 board meeting unless otherwise instructed by the Board**

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TO: Donna Walker, Executive Director

FROM: Bernadette Berger, Director of Technology & Innovation

DATE: January 9, 2025

RE: 2025 First Renewal of the IGA Amendment for Digital Literacy Partner Site, Jeffco Public Schools

Background

Under a 2024 operating agreement, the Library and Jeffco Public Schools jointly offered the Library's Digital Literacy program, targeting first-time computer users and Spanish speakers. This program aims to ensure that all individuals and communities, particularly the most disadvantaged, have access to information and communication technologies. The one-year agreement expired in December 2024, and both the Library and Jeffco Public Schools seek to amend the agreement to extend operations for another year. This is a first renewal of the amendment.

Current Status:

The Library will continue to provide digital literacy courses to Jeffco Public Schools families under an amendment to the original agreement.

Next Actions:

We are asking that the Board of Trustees authorize the Executive Director to sign the one-year IGA amendment with Jeffco Public Schools to act as a community partner site for our digital literacy training program. There is no cost associated with this first renewal of the amendment. **This item will be placed on the consent agenda for the January 16, 2025, board meeting unless otherwise instructed by the Board**