



Jefferson County  
**PUBLIC LIBRARY**

## **BOARD STUDY SESSION**

**DATE:** January 11, 2018

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

**PLACE:** Administration Conference Room  
10200 W. 20<sup>th</sup> Avenue  
Lakewood, CO 80215

**Topics:**

- 2018 Strategic Plan Changes & Highlights
  - Overview of Public Library Measures; Edge Initiative, Impact Survey and PLA Project Outcome
- Organizational Analysis – Next Steps
- Proposed Sunshine Resolution
- LSC – RTD Bus Stop/Property
- Standley Lake Active Outdoor Learning Environment

**NEXT BOARD STUDY SESSION**

## Public Library Measures

Jefferson County Public Library, like libraries across the country, is moving from reporting inputs and outputs to reporting outcomes and impacts. Currently JCPL tracks various quantitative and qualitative measures to assess use of, demand for, and quality of library services. Quantitative measures we collect are defined by the state and other reporting agencies. These measures include service metrics, such as circulation, hours, visitors, programs, and library card holders as well as financial metrics such as revenues, expenditures and staffing. We also evaluate qualitative use of library services with tools such as our customer satisfaction survey, program attendee surveys, computer class evaluations and patron comment cards.

As the library field as a whole continues to incorporate outcomes and impacts into its evaluative methods, several evaluation tools have been developed specifically for libraries. These tools have been developed on a national level by experts in the field. Edge Initiative, Impact Survey, and PLA Project Outcome are three separate evaluation tools that each measure slightly different concepts of library services. Each can be used independently, but when all are implemented the library has a richer and more detailed picture of its services and its community. The use of all three allows for validation of data across multiple sources and creates the opportunity for JCPL to benchmark our services against other libraries that report information. The 2017 scorecard reports the findings of both the Edge Initiative completed in December of 2016, the Impact Survey completed in February of 2017, and PLA Project Outcome survey results.

The Edge Initiative allows a library to evaluate both its technology tools and services, and make strategic decisions about areas on which they would like to focus. The Impact Survey was created so that libraries can better understand their community and how people use public technology. PLA Project Outcome allows a library to collect data on the impact of library services on the residents who use them.

In 2016 it was a strategic priority to implement all three of these tools. Implementation of recommendations and gathering of data continued in 2017. More information about each project is listed below. The information comes directly from each website, and the address is listed as well.

### Edge Initiative

Edge is a groundbreaking, first-of-its-kind management and leadership tool, helping libraries create a path for the continuous growth and development of their public technology services.

Through an easy-to-use suite of tools, Edge supports libraries in making strategic decisions and identifying areas for improvement. The [Edge Toolkit](#) provides libraries an overview of current public services and community engagement. From operations to partnerships and programming, the toolkit generates recommendations for implementing best practices to align with future growth and community priorities. It also provides useful resources to demonstrate the library's community service to community leaders.

Edge was created with the vision that all people should have opportunities to enrich and improve their lives through open access to information, communication, and technology services provided by public libraries. Led by the Urban Libraries Council, the Edge Initiative was developed by a [national coalition of leading library and local government organizations](#) and funded by the Bill and Melinda Gates Foundation.

### **Benefits of Using Edge**

Libraries are using [Edge Benchmarks](#) to assess and improve library services. Your Edge results provide a snapshot of your current public technology services along with concrete steps to make improvements. In addition, you'll have the tools necessary to work more closely with your local leaders to address community issues. There are three key benefits for participating:

1. Assess the use of public access technology;
2. Identify specific ways to strengthen or enhance public access technology; and
3. Engage with key leaders about the role for the public library in improving communities.

Learn more about these [key benefits](#).

### **Edge in your Community**

Since our national launch in 2014, Edge gained wide adoption by the library field with nearly 30% of public libraries in the U.S. registering for an Edge account and 20% of the nation's public libraries completing the Assessment portion of the Edge Toolkit.

### **Designed to Evolve to Reflect Changing Technology and Community Needs**

As libraries continue to adapt to the needs of 21st century communities, Edge will support positive change through community engagement, strategic decision making, and data-driven development.

<http://www.libraryedge.org/>

## **Impact Survey**

The Impact Survey is an online survey tool designed specifically for public libraries that want to better understand their communities and how people use their public technology resources and services. Written and validated by research staff at the University of Washington Information School, the Impact Survey is designed to quickly and easily

provide busy librarians with useful data on how their patrons use library technology services. The program saves libraries the time and costs associated with writing, programming, analyzing, and reporting an in-house survey.

### **Know your community. Improve your technology services.**

Understanding your community is essential to providing patrons with the technology services they need. The Impact Survey asks patrons about how they use library technology services like public computers, wireless networks, online resources, digital literacy training, as well as outcome oriented use in the following areas: education, employment, entrepreneurship, health wellness, e government, civic engagement, e commerce social inclusions

### **Library benefits**

The Impact Survey empowers you to ask your community directly about the technology services they use and need. Specifically, the Impact Survey asks patrons about how they use library technology services like public computers, wireless networks, online resources, and digital literacy training, and helps gather information about how to improve those services to enable better patron outcomes

<https://impactsurvey.org/>

### **PLA Project Outcome**

The goal of Project Outcome is to help public libraries understand and share the true impact of essential library services and programs. While many public libraries collect data about their services and programs, what is often lacking are the data to support what good they are providing their communities, such as programs serving childhood literacy, digital and technological training, and workforce development. With Project Outcome, patron attendance and anecdotal success stories are no longer the only way libraries can demonstrate their effectiveness. Developed by library leaders, researchers, and data analysts, Project Outcome is designed to give libraries simple tools and a supportive online community of library leaders to help collect and use better data about public libraries.

### **Background**

Project Outcome is managed by the [Public Library Association](#) (PLA) and builds upon a 2013 initiative led by then-PLA president Carolyn Anthony (Director, Skokie Public Library), who established a Performance Measurement Task Force (PMTF) to [develop standardized measures](#) of effectiveness for library services and promote training and

implementation tools for using the data collected. The PMTF is comprised of a diverse group of public and state library leaders, consultants, data researchers, and analysts. After a year of collecting outcome data from PLDS survey responses and conducting pilot testing in 27 libraries, the PMTF identified seven essential library service areas for Project Outcome to assess that could be easily and directly linked to improving or changing patrons' knowledge, behavior, skills/application, and awareness:

The work of the PMTF caught the eye of the [Bill & Melinda Gates Foundation](#). Their generous funding support has enabled the PLA to accelerate and expand the reach of Project Outcome. PLA is dedicated to sustaining the project's work beyond the terms of the initial grant, and aims to add Project Outcome to the long list of other successful PLA services, such as Every Child Ready to Read and Turning the Page.

## How It Works

Project Outcome provides simple survey instruments and an easy-to-use process for public library staff to measure the outcomes of their library programs. To participate, public library staff start by setting goals for the outcomes they want to achieve through their programs, then choose the service areas where they want to measure outcomes. At the end of a library program or series, library staff administer patron surveys for the relevant service area and report their results in a simple online Survey Portal. Participating libraries can then see and analyze their survey results in a visually interactive Data Dashboard. Libraries are encouraged to use their data to support and promote future action – from allocating resources more efficiently, to advocating new resources more effectively, to providing support for future library funding, branch activity reports, and strategic planning. The PMTF that developed the surveys continues to improve Project Outcome and is currently developing more advanced methods, tools, and resources for measuring patrons' long-term behavioral outcomes. For the first time, public libraries, whether they are new to outcome measurement or advanced in data collection, will have free access to an aggregated set of performance measurement data and analysis tools they can use to affect change within their communities and beyond

<https://www.projectoutcome.org>

## administration

10200 W. 20th Ave.  
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303.235.5275

[jeffcolibrary.org](http://jeffcolibrary.org)



To: Pam Nissler, Executive Director  
From: Sandie Coutts, Director of Employee Relations & Development  
Date: January 2, 2018  
RE: Organizational Analysis – Phase 1

At the December meeting of the Board of trustees, SMT made a commitment to develop a phased approach to the implementation of the recommendations of our Organizational Analysis. In careful consideration of the findings of that Organizational Analysis and the recommendations of our consultant, Government Performance Solutions Inc., I am recommending that we increase our authorized positions by 13.5 FTE in 2018 to address our most urgent staffing needs:

### **Staffing the new Edgewater Library:**

JCPL is partnering with the city of Edgewater to build a new 10,000 sq. ft. library in Edgewater, planned for opening in the fall of 2018. (The current Edgewater library is 1,500 sq. ft.) The new library will offer expanded hours consistent with JCPL's other larger libraries. **We will need 3.5 additional FTEs in 2018 to operate the new Edgewater Library.**

### **Increased Public Services staffing:**

JCPL has worked to restore services since the increased mill levy and some of our performance measures have improved; JCPL now ranks first or second vs. our peers in usage measures such as circulation and library visits. However, we continue to rank near the bottom of the peer group in key staffing measures, including staff expenditures and FTEs/1000 capita. We cannot continue to increase services, expand our collection and take on strategic initiatives without providing additional human resources. We have reached capacity as a system. **We will need 2 Public Services Managers and 6 Public Services Associates in 2018 to meet our strategic goals and provide the program and service delivery our patrons expect.**

### **Addressing the safety and security of patrons and employees:**

Over the past few years, JCPL has seen an increase in the number of incident reports filed at the libraries as our front line employees struggle to provide responsive services to patrons experiencing homelessness, substance abuse and mental health issues. The number of incidents involving law enforcement has escalated and we have addressed this by adding contract security guards at key locations, but the problem persists and is only getting worse. We will be using our 1 remaining approved FTE to add a Mental Health Specialist (Masters in Social Work) to our ERD team. This new position will provide training and support for employees and also direct services/referrals to patrons at various locations across the system, bringing much needed relief for public services employees. We plan to expand mental health services through the implementation of an MSW internship program under the management of this new position. **In 2018, we also seek to strengthen our ability to respond appropriately to patron incidents by adding 1 FTE to manage safety and security system wide.**

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### **Addressing the training and development of employees:**

In 2010 JCPL laid off 2 FTEs, reassigned 1 FTE and removed the employee training and development function as part of the reduction in staffing that was necessary to balance the budget. Since that time responsibility for training and development of JCPL employees has been shared across Public Services and Employee Relations staff who do not have the capacity to meet current and future training and development needs. **In 2018, we seek to restore comprehensive and consolidated coordination of employee training and development by adding back 1FTE to manage employee training system wide.**

**PROPOSED FOR ADOPTION AT**  
**JANUARY 18, 2018 LIBRARY BOARD MEETING**

BEFORE THE BOARD OF TRUSTEES  
OF THE JEFFERSON COUNTY PUBLIC LIBRARY

RESOLUTION NO.: LB 01-18-18

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, pursuant to Section 24-6-402(2) (c), the Board is required to give notice of meetings, which notice must be posted in a designated public place within the boundaries of the local body no less than twenty-four (24) hours prior to the meeting; 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 a public bulletin board in each branch of the Jefferson County Public Library 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, 2018





Jefferson County  
PUBLIC LIBRARY

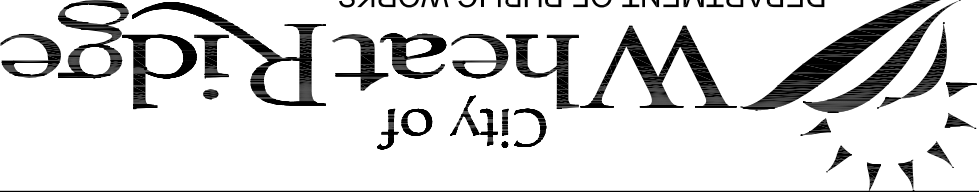
## memorandum

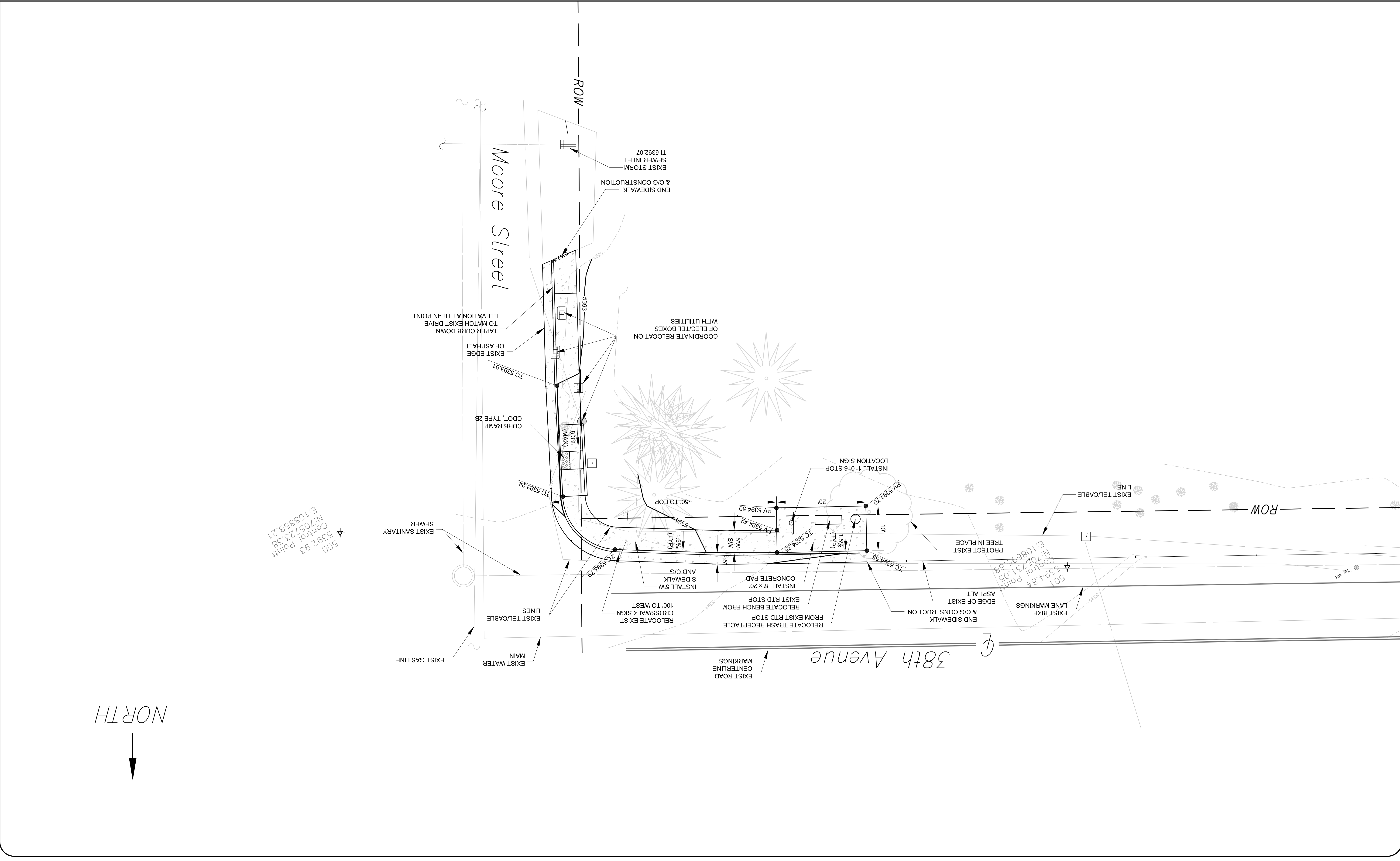
To: Pam Nissler, Executive Director JCPL  
From: Steve Chestnut, Director of Facilities and Construction  
Re: Library Service Center RTD Stop  
Date: January 2, 2018

Hi Pam,

We've been approached by the City of Wheat Ridge requesting our cooperation in placing a RTD stop at the corner of 38<sup>th</sup> and Moore which is the northeast corner of our LSC property. I have attached a drawing of the proposed stop and as you can see it will encroach on our property line by a couple of feet.

I spoke with Russ Higgins with Wheat Ridge and explained that anything to do with conveying approvals for land owned by the Library must be authorized by the Board of Trustees. I discussed any potential issues of utility outages and parking and he has addressed my concerns satisfactorily so I find the construction acceptable and it has been approved by RTD. I recommended to Russ that the City of Wheat Ridge make a formal written request to the Board of Trustees and he stated that they would proceed with that request. This is just an informational item that you may wish to include in your January study session. I will be happy to address any questions the BOT may have and follow up as necessary.

SHEETS	RTD STREET IMPROVEMENTS 38TH AVE @ MOORE ST CIVIL	 <p>DEPARTMENT OF PUBLIC WORKS 7500 WEST 29TH AVENUE 80033 WHEAT RIDGE, COLORADO TELEPHONE: (303) 235-2861 FAX: (303) 235-2857</p>	<p>CALL UTILITY NOTIFICATION CENTER OF COLORADO 1-800-922-1987 CALL 2-BUSINESS DAYS IN ADVANCE BEFORE YOU DIG. GRADE OR EXCAVATE FOR THE MARKING OF UNDERGROUND MEMBER UTILITIES.</p>	<p>APPROVED _____</p> <p>CHK'D BY _____</p> <p>DESIGN BY JCU</p> <p>10/17</p>	<p>SCALE</p> <p>HORIZ. 1" = 10'</p> <p>VERT. _____</p>	<p>NO. _____</p> <p>REVISIONS</p> <p>A PRELIMINARY DESIGN</p> <p>DATE 10-9-17</p> <p>INIT. JCU</p>
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To: Pam Nissler  
From: Donna Walker, Barbara Yeutter Roig, Robyn Lupa  
Re: 2018 Capital Project, Foundation-funded Standley Lake Active Outdoor Learning Environment

Over the course of several months in late 2016 and 2017, donations totaling \$45,000 were received by the Jefferson County Library Foundation for use at the Standley Lake Library. After conversation with the donors and with your approval, we decided to pilot a variation on the indoor active learning environment theme and use the funds to design and build an outdoor active learning environment for kids and their families at Standley Lake. The contracting and design for the project started in earnest in 2017. Now the project has spanned over several budget years and into 2018. I neglected to include this capital project in the 2018 budget and would like to rectify that omission with this memo.

For many years now, public libraries, including JCPL, have been installing active learning environments to encourage conversation and play between kids and their caregivers as a way to increase literacy skills. Our biggest installations at JCPL are inside of the Columbine and Golden Libraries. Play is often considered the “work” of childhood – the way kids explore, experiment and understand the world. Unstructured play is vital for kids to gain skills such as socialization, fine and gross motor skills and creativity. The health benefits of spending time outside are many. Outdoor unstructured play in an environment full of teachable moments and discoveries allows kids to be active, absorbed and motivated to learn through movement.

Research was conducted by Robyn Lupa, our Coordinator of Services to Kids & Families, on firms around the country who specialize in connecting kids to a natural environment through discovery and play. As part of a bid process, [Learning Landscapes Design](#), a full-service landscape architecture and design firm, was selected as our vendor in March, 2017 with contracting finalized in August.

A design team was formed, including representation from Jeffco Open Space. An initial design was drafted in late 2017. Throughout the design process, donations for this project to the Foundation increased from the original \$10,000 to \$45,000 at last count, thus affecting the scope of work for the designer. The project will be developed in phases. Current funding allows for the design and build of [phase one](#), which includes such elements as a willow dome, sensory garden, log tunnel and steppers, benches for caregivers, balance logs, fairy stumps, insect hotel, habitat garden and loose parts.

The next step in the project, with Board approval, will be to bid for a contractor, with the goal of breaking ground this spring. The design team is working concurrently with the Foundation, Promotions & Marketing, and Standley Lake staff on donor acknowledgement, naming and marketing the space, communication during construction, hours and usage guidelines and soliciting donations for future phases. They will also be forging collaborations with the community and Jeffco Open Space, ranging from donations of materials, gardening support, volunteers to help create and maintain the space and nature-based programming.