

**Minutes of the Meeting of the  
JEFFERSON COUNTY PUBLIC LIBRARY  
BOARD OF TRUSTEES**

July 21, 2016

**CALL TO ORDER – REGULAR MEETING**

The regular meeting of the Jefferson County Public Library Board of Trustees was held in the Golden Library meeting room on July 21, 2016. Library Board of Trustees Chair, Brian DeLaet called the meeting to order at 5:29 p.m. Other Trustees present: Julia Hill-Nichols (Vice-Chair), John Bodnar (Secretary), Ben Davis, Brian DeLaet, Charles Naumer and Deborah Deal.

Trustees not present: All Trustees were present.

Guests: Debby Ridgell, Patron Experience Supervisor, Golden Library; Sarah Lara, Project Director with NV5 and Katie Welfare, Project Manager with NV5.

**Staff present:** Pam Nissler, Executive Director; Gloria Overholt, Director of Budget & Finance; Rebecca Winning, Director of Communications; Sandie Coutts, Director of Employee Relations and Development; Pat Klein, Director of Information Technology; Richard Sosa, Director of Budget & Finance (Incoming); Julianne Rist, Assistant Director of Public Services; Steve Chestnut, Director of Facilities & Construction Projects; Susan Wilson-Madsen, Manager Budget & Finance; and Amber Fisher, Executive Assistant, Office of the Executive Director.

**APPROVAL OF AGENDA**

**MOTION:** Julia Hill-Nichols moved that the Library Board of Trustees approve the agenda as presented. Seconded by John Bodnar the motion passed by unanimous vote of all Trustees present.

**APPROVAL OF MINUTES**

**MOTION:** John Bodnar moved approval of the minutes of the June 16, 2016 Board Meeting. Seconded by Julia Hill-Nichols the minutes were approved by unanimous vote of all Trustees present.

**PUBLIC COMMENT**

No Public comment.

**FOUNDATION REPORT**

Jo Schantz reported on the activities of the Foundation. The Foundation will be holding a book sale at the Jefferson County court house on August, 4 and 5, from 8:00 am to 3:00 pm.

Keller Williams Real Estate donated \$800 to sponsor the library to you book bags. Jo will be presenting to the City of Wheat Ridge on ways to support the Wheat Ridge Library.

## **HOST REPORT**

Debby Ridgell, Patron Experience Supervisor at the Golden Library provided the host report. Information on the Golden Library's DIY Lab program initiative was presented to the Board. The DIY Lab/makerspace was included as part of the remodel that was completed last year. With funds set aside for that program initiative the Library purchased tools, equipment and supplies to support these programs. Some of the items include sewing machines, a surger, Dremel power tools, soldering irons, Lego Mindstorms robot kits, basic digital transfer equipment (VHS to DVD), a silhouette cutter, a drone and the basic model 3-D printer received last year from a grant. Starting in January 2016, the Golden Library has held 43 programs attended by over 640 people. Attendees range from toddlers and preschooler to senior citizens. The programs vary and include demonstration programs showing the technology, open labs where people come in and try out the equipment and project programs where people can come in to complete specific projects. One of the most rewarding programs is a collaborative program with Bell Middle School involving girls from that school coming in and doing workshops for the younger, elementary age children. These collaborative programs will pick up again in the fall when school starts. This program is particularly compelling and engaging for the participants. The girls who are leading the program are impressive and helped make the program a great success. In response to questions from the Trustees, Debby advised the Board that there are more programs scheduled; other JCPL libraries do have some maker space programs, however Golden is the pilot. As other JCPL libraries are remodeled, makerspaces/DIY labs will be included in the remodel plans. There is a Thursday night program where people can come in and use the equipment. The Library is looking into a certification program where people can come in and earn certification on some of the equipment. There is also ongoing research into the feasibility of a check-out program for some of the equipment.

The Trustees expressed appreciation to the Library staff for their wonderful work.

## **SENIOR MANAGEMENT TEAM (SMT) OPERATIONAL UPDATES**

### **Executive Director Update**

Pam Nissler, Executive Director, provided an update to the Board. The Board was advised that this was the last Board meeting for Gloria Overholt who is retiring at the end of the week. Gloria Overholt put the Library on a best business practice path and developed the budget and finance staff into a very well run department. The Library is very fortunate to have had the pleasure of working with Gloria and she will be missed. The Trustees acknowledged Gloria and expressed appreciation for her great service to the Library and the Board.

Because the July 7, quarterly update meeting with the Board of County Commissioners (BCC) was cancelled, we were not able to provide an in-person update regarding the Edgewater Library. A draft letter to the BCC was proposed. The Library will send the letter under Brian DeLaet's signature.

The Executive Director asked Steve Chestnut, Director of Facilities and Construction Projects to provide an update on the Lakewood Library/Library Administration parking lot project. Steve advised the Board that the Library has selected a contractor for the Lakewood/Administration and Library Service Center parking lots. The Library anticipates recommending that the Board authorize the Executive Director to sign the contract at the August 11, Study Session. Plans are still being finalized, however, it is anticipated that the Lakewood Library will be closed for several days with some alternate services provided. Julianne Rist and Padma Polepeddi are working on a plan to provide limited, alternative services (returns and checking out holds) for several hours the days the library will be closed. More information will be provided when the plan has been fully developed. It is also expected that the project will come in under budget. Some flatwork (repairing concrete sidewalks and the bookmobile garage area) will also take place. The project is expected to begin sometime after August 17 and before September 30. It is important to note that the weather will be a major factor in the project timeline. A full communication plan for patrons, neighbors and staff is also being developed. In response to a question, Steve advised the Board that some library staff will be in the building to handle the limited services and process materials, some library staff will be deployed to other locations and administrative staff will be working in the building.

### **Introduction to NV5 Staff**

The Board was introduced to Sarah Lara, Project Director with NV5 and Katie Welfare, Project Manager with NV5. NV5 is a nationwide, publicly traded company with 1500 employees. NV5 specializes in project management. NV5's program management philosophy involves listening and partnering with our clients, finding out what's important to the library community, and representing and advocating for the library. Both Sarah and Katie noted that they enjoyed hearing the staff's passion for providing library services and hearing about the DIY programs. In response to a question, Sarah advised the Board that both she and Katie will be attending Board meetings to provide updates; will attend every community meeting and meetings with Library Administration.

### **Finance Department – 2017 Budget**

Gloria Overholt presented information on the Library's proposed 2017 budget. The Board was advised that the budget is due to be submitted to the County tomorrow (July 22, 2016). Between the submittal tomorrow and when the budget is approved there may be some adjustments (final salary and benefit numbers). Those adjustments are not anticipated to

reflect significant changes. The Board reviewed the 2017 proposed budget summary (revenues, expenditures and use of fund balance).

Per County Budget Office instructions, business cases refer to items that may not qualify as a capital project or expenditure, but has a budgetary impact that is significant in one year or on an on-going basis. The Board reviewed the 2017 business case requests (books and materials, maintenance technician position, software maintenance agreements, temporary salaries, DIY Lab materials, audio/visual equipment, communication audit implementation and program audit implementation). In response to a question, the Board was advised that an extensive amount of information is submitted for all business cases and entered into a form in the JDE software system. That information includes the project description, justification, scope, cost, benefit to the county, alternative approaches, impact if project is delayed, proposed solution and project timeline. There was some discussion on whether or not the Board wanted to review that information for each of the business cases. The Board was advised to let the Executive Director know if they wanted to review that information.

The Board reviewed the Five-Year Capital Plan (2017 – 2021). Per instructions from the County the Five-Year Capital Improvement Plan projects include infrastructure improvements or construction, land acquisition or development, building improvements or construction, and equipment or software costing \$50,000 or more and recurring capital expenditures and one-time projects or studies.

County budget instructions also required the Library to prioritize business cases and capital projects and identify the top three organizational priorities. In keeping with the promises made to the Library's communities the top three organizational priorities are: (1) Library Books and Materials; (2) Information Technology Infrastructure; and (3) the Columbine Library remodel project.

The Trustees reviewed the budget cover letter and proposed revisions as submitted by Trustee Naumer.

**MOTION:** John Bodnar moved that the Library Board of Trustees authorize the Executive Director to submit the 2017 Proposed Budget Plan, including Business Cases, to the Board of County Commissioners (4.2.5 C) as presented. Seconded by Julia Hill-Nichols the motion passed by unanimous vote of all Trustees present.

**MOTION:** John Bodnar moved that the Library Board of Trustees authorize the Executive Director to submit the 2017 5-Year Capital Plan request to the Board of County Commissioners (4.2.5 C) as presented. Seconded by Ben Davis the motion passed by unanimous vote of all Trustees present.

**MOTION:** Julia Hill-Nichols moved that the Library Board of Trustees accept the budget cover letter including the revisions as presented. Seconded by Deborah Deal the motion passed by unanimous vote of all Trustees present.

### **Monthly Financial Report**

Richard Sosa, Director of Finance and Budget reported on the activities of the Finance department. Financial data for June (Table 1) is a summary of all financial data for the month including revenues and expenditures. The Library's property tax revenue collection is at 98%; collecting ahead of budget. It is expected that revenues and expenditures will even out as the Library incurs and records expenses. Fines and fees which include copier and lost book fees is projecting below budget. Library fines collection (late fees) is on track. The Library will continue to review these items. The fund balance projection is \$13.2 million; a strong position to move forward and continue to make plans for the future. In response to a question, Richard advised the Trustees that vacancy savings are tracking as projected.

### **Facilities and Construction Projects – Evergreen Hillside Update**

Steve Chestnut, Director of Facilities and Construction Projects advised the Board that the Library had a geo-technical firm and a County geologist look at the hillside behind the Evergreen Library. The geo-technical firm representative advised the Library that there is a possibility that something in addition to erosion is occurring. The Library is issuing a purchase order to Martin and Martin, a full service engineering firm to deal with the erosion issue and mitigate water building up behind the Evergreen Library. The scope of this project includes design, specifications and construction. Martin and Martin will also manage the geo-technical contractor who will perform tests and analysis on the hillside. The total cost of the project is \$28,000. The Board was advised that anything needed to address any identified potential hillside movement beyond the erosion/water mitigation will be beyond the scope of the current project. The Library will keep the Board informed. In response to a question, Steve advised the Board that the land that will be tested is Library property. The County geologist was invited to look at the county-owned hillside property next to the library hillside property as it was reasonable to assume that if the hillside is moving it would include the county's hillside property. It is the Library's understanding that the County department on that property will be vacating and the County may be reluctant to address any potential issue in a timeframe that includes the Library's immediate need to mitigate water buildup behind the Evergreen Library.

### **Public Services – 2<sup>nd</sup> Quarter 2016 Statistics**

Julianne Rist, Assistant Director of Public Services provided information on the 2<sup>nd</sup> Quarter Statistics. The Board was advised that this report reflects the expanded hours. The comparison to last year second quarter 2016 is influenced and skewed by the temporary closure of the Golden Library (GN) due to remodeling in Q2 2015. In an effort to gauge the

real change year-over-year for Q2, the main system Key Performance Indicators (KPI's) have been adjusted to not include GN. This information will be shown in addition to the unadjusted system numbers (with GN included) for a more meaningful comparison. The adjusted numbers will generally show lower percentage increases for the main KPI's but illustrate even more clearly that the expansion of open hours has brought all key performance indicators to new higher levels. As expected numbers have trended up and usage has spread out among the longer hours, making a library visit or program attendance a more enjoyable and quality experience for our customer. The second quarter of 2016 shows the results of the expansion of public service hours. Public access to our facilities was scheduled to increase by 25% (117.5 hours per week) for the 10 library branches on April 4th, 2016. This increase will show as a 35% rise in the attached report in comparison to 2015 due to the GN closure during this time period. With increased access to facilities, the number of library visits rose by 16% with a total of 721,030 physical visits in Q2 2016. JCPL posts an 8% increase when adjusting for the Golden closure.

Circulations increased by 14% in comparison to last year, and by 9% when adjusted to not include GN for Q2. Again, the circulation of e-materials and the number of renewals contributed clearly to the overall rise in addition to increases experienced at the branches. This trend is further supported by a corresponding increase in web visits by 9%. The average circulations per visit were higher in comparison to last year's second quarter when adjusted to not include GN, with a 3.0 ratio (vs. 2.9 in 2015, and 2.8 in 2016 unadjusted for GN).

Programming recorded an increase in both the number of programs as well as the number of people attending the programs. When the increase in programs (32% or 24% when adjusted to not include GN) exceeded the increase in attendance (10% or 9% when adjusted to not include GN), it was anticipated that the average attendance of JCPL programs would decrease. The decrease in average attendance by 17% (6 attendees less per program) is welcome and desired. Overcrowded storytimes and children's programs have been seen as a creating a less than satisfactory experience in the past. A more comfortable size on the other hand will foster a quality experience and increase the impact of our programs.

In reference to our End Statement #2, the second quarter report focuses on residents having convenient access to physical and digital services. With the expansion of public service hours by 25% and new library schedules in all 10 locations, patrons finally received what they had long asked for, longer and more convenient open hours. The expansion of open hours was flanked by our efforts to continuously add more items to our collection (61,835 new items in Q2). 32% more programs (24% more when adjusted to not include GN) were added to increase the options for patrons to participate and to spread out the historically high average attendance numbers for children's programs. Q2 typically kicks off our Summer Reading Program (June), and summer reading registrations were 19% higher than

last year's second quarter, which shows the reach we can gain this year with the new public service hours.

Visits and Circulations both rose in response to the new open hours, visits by 16% (8% when adjusted to not include GN), and circulations by 14% (9% when adjusted to not include GN). The new ratios introduced in Q1 responded with a decrease which shows that patron activity was allowed to not only to grow with the increased access to JCPL's community services, but it was able to spread out across the new range of public service hours, giving patrons the leeway to choose their most convenient time to come into the library. As a result, the number of Visits per Open Hour decreased by 8% to 97 visits per open hour in Q2. Equally, the number of Circulations per Open Hour decreased by 8% to 287 circulations per open hour.

The introduction of the new open hours increased access to our publicly available computers. While the number of wireless connections continues to be on the rise with a 25% increase in comparison to last year's second quarter, the number of public sessions on a library computer experienced a turnaround from a 5% drop in Q1 to a 5% rise in Q2, which we relate to the additional open hours offered. Also the usage hours of our library computers by patrons have increased by 12%.

As part of Ends #2, we wanted to highlight the usage of our digital library services (website). Showing how people access our website, browse our catalog from any desktop, tablet, mobile phone or computer available at the libraries for the public. Our web visits increased by 9% to 787,317 sessions in Q2. While the State defines web visits to exclude any catalog sessions (i.e. when patrons browse our catalog to find items, read reviews and item descriptions, or want to put items on hold), we log this number internally to track catalog activity and use. In comparison to the web visits (787,317 sessions), the number of catalog sessions was 677,457, which shows the use of this tool on our website. 35% of the web visits are carried out by new visitors, 65% by returning visitors of the [jeffcolibrary.org](http://jeffcolibrary.org) website. While desktop/tablet usage prevails as the dominating means to accessing our website, mobile access has increased by 17% over last year's second quarter.

## **EMERGING ISSUES**

### **Follow-up from Policy Governance Training**

Trustees Naumer and Hill-Nichols expressed appreciation for the very valuable policy governance training program. They noted that there were many points made at the training that triggered some thoughts on the role of board, agenda structuring, agenda items, and the role of the staff vs. the role of the Board. After some discussion the Chair formed a committee to work on the Board's policy governance. Trustees Naumer and Hill-Nichols will serve on the committee and will bring forward an outline and timeline for the Board to review at the August 18, Board meeting.

## **Review Policies**

The Executive Director and Trustee Hill-Nichols attended the final audit committee meeting. Subsequent to that meeting a member of the audit committee submitted some suggestions and emphasized that the Library and Library Board are responsible for their policies and controls. The policies discussed include the Library's Election Financing Policy/De-accessioned Library Materials and the Board's Governance Policy 4.1. The Board reviewed the suggestions to expand on what the Board had adopted at the May 19, 2016 Library Board meeting. The Board was advised that the Foundation Board has adopted a policy that no moneys gained from de-accessioned Library materials be used for political activities. The Foundation will be setting up a separate restricted account for political activities. Additionally, the Foundation's 501H designation has been incorporated into their Bylaws. The Board discussed the suggested additions and will take formal action at the August 11, Study Session.

## **Future Board Meeting Schedule**

The Chair asked the Board and Library staff to consider moving the regular Board meetings back a week to allow more time for the Board to review the monthly financials. Because financial information is not posted and available from the County, Library staff cannot provide the information earlier. In response to a question about receiving the financial information the morning of the Board meeting, Richard Sosa confirmed that the Library received June financial information on July 19, and that did not provide the time he would like to have to do an analysis and provide the kind of report he would like to even at the Board meeting. The Trustees discussed several options including moving Study Sessions up a week and, for example, reviewing June financials at the August Study Session. Amber Fisher offered to provide the Board with some meeting schedule options to review at the August 11, Study Session.

## **ENDS**

### **Review of 2<sup>nd</sup> Quarter 2016 Strategic Priorities**

The Executive Director introduced the topic and advised the Board that each of the Senior Management Team members will address their department initiatives and report on progress. The Trustees were advised that the full document is provided in their Board report and the presentation will cover the highlights of those initiatives that had a start date in the first half of the year; others initiatives will be highlighted later. All of the statistics represent year-to-date data unless otherwise noted.

### **Ends 1: All Jefferson County residents have equal opportunity to access information, resources, ideas and technology, and they are supported in using these resources.**

Julianne Rist, Assistant Director of Public Services provided information on access to books and materials. The increase to the collection has enabled us to purchase almost 120,000 items so far this year an increase of over 25,000 items from this point last year. The new



material is appreciated by our community as is illustrated in the increase in circulation both in physical and digital materials. E-materials still saw the largest increase in circulation 21% in the second quarter, and 18% year to date and represent about 8% of the total circulation. The Collections Department spends about 13.5% of the books and materials budget on digital items. At the last quarterly update the Board had some questions about the number of patrons who check out digital materials. There are about 60,000 out of 345,000 JCPL card holders that have accounts with the Library's four digital vendors. Overdrive and 3M are the most active vendors with 20,000 cardholders who have checked out something in the first quarter. JCPL has about 1000 cardholders who check out 10 items or more a month with these two vendors.

Donna Walker, Director of Public Services provided information on the FindIt state-wide mobile app. JCPL has been testing the app since January 2016. The Library will not be participating in the FindIT Colorado app after July 31, of this year. The Board received a demonstration of the app earlier this year. The Library has been testing the FindIt app to see if it could support the 2016 strategic goal to "Increase access to books, materials and services" by providing a mobile access point for our patrons. Unfortunately, there were major functional issues that could not be resolved related to stability, volume level holds and overall user experience. The app was sponsored by the Colorado State Library for one year, making it free for JCPL to try it out and see if it would work. Since there would be a cost after this first year – which ends in August, the Library does not feel it is fiscally responsible to move forward. While this particular app turned out to not be the best solution for JCPL, this project has helped JCPL learn a great deal about what patrons need from a mobile library experience. JCPL will use this information to look at other ways to enhance our mobile experience. There is a communication plan in place for staff and patrons about the transition to turn off access to the app.

Sandie Coutts, Director of Employee Relations and Development provided information on the staff training initiative and the recruit and retain a qualified workforce initiative. Some key progress has been made in staff training in Q2, 2016. The Diversity Campaign continues to gather momentum as JCPL invites staff to attend Open House discussion sessions, provide continued training and information to our Combined Management Team and work in partnership with County Human Resources, Human Services and JCMH on the County Wide Diversity Summit scheduled for October 6. Location Awareness training is now underway with the first three Library locations completed in June. After a lengthy hiatus, CPR and AED Training is once again available to staff and there are plans to install these devices at two additional locations. The Covey All Access pass pilot program started and half of the Library's supervisors and managers are now attending regular workshops, taking assessments and completing online learning modules. Coaching Skills training for all supervisors was completed in Q2. Recruitment efforts did not slowdown in Q2 either: the Library recruited a Director of Budget & Finance, attended the Mountain Area Job Fair and

participated in the County Open House Event. The Library is currently actively recruiting to fill 15 open positions. Since the relaunch of the New Employee Orientation program in early 2016, the Library has held six events to date and the program now includes a meet and greet with the Senior Management Team. The research phase of the Employee Recognition initiative is complete and a task force is ready to redevelop the program and pilot some new ideas. The Library hopes to test some of those ideas at the All Staff Event on October 10.

Rebecca Winning, Director of Communication provided information on increasing awareness. A critical part of ensuring equal access to resources and opportunities is informing Jeffco residents of their availability. The Communications Team has three strategic initiatives to support this objective. The first initiative is to communicate information about the budget and the impacts of the recent mill levy initiative. The Library wants to assure Jeffco residents that we're delivering on our promises. In the 2Q, the Library distributed a press release on technology improvements related to the mill levy, which was picked up across the County and resulted in a nice feature story in the Golden Transcript. The Library also included mill levy messaging in the South County communications. The Library presented the plan for a distributed social media team to the Public Services Management Team. Based on their recommendations, the Library plans to begin implementation this quarter, with the goal of having the team in place, with local channels identified and guidelines around content by the end of this year, and having team members posting to those channels in 2018. Success will be measured by tracking attendance at the events shared on social media to see if there's a discernible increase. The Bring 'em Back team has re-engaged and is defining targets for this campaign. Target implementation is scheduled for the fall.

**Ends 2: All Jefferson County residents have safe, convenient and inviting places to go to access information and resources and participate in community life.**

Julianne Rist presented information on expanded hours and staffing. As noted in the quarterly statistic report, all key performance measures show an increase in the second quarter. Per capita use has increased 6% year to date. Julianne highlighted how the restored hours have affected computer and internet use in the Library's buildings. For the past year, and even in the first quarter of 2016, the Library had been seeing a downturn in the use of public computers both in number of hours and number of sessions while wireless continued to grow. The Library had identified lack of accessibility as one of the primary causes of the downturn and the growth of personal devices as one of the reasons Wi-Fi continued to increase. With the expanded hours in the second quarter the negative has turned into a positive, the number of sessions are up 5% and hours of use are up 12%. Wi-Fi also shows a significance increase in growth in the second quarter 25%, more than double the first quarter increase of 12%. It can safely be assumed the leading cause of the growth of these numbers is the increase in hours (or accessibility) at our locations. The group hire was completed in the first quarter. When expanded hours started in the second quarter the

libraries were fully staffed, and the staff on the floor were trained and able to help customers on April 4<sup>th</sup>. The group hire represented 25 associates who have been working for 120 days now. The retention of staff from this process is 100% for the English team and 92% for the bilingual staff. This is an incredible success rate, and the Library is working on incorporating parts of the group hire into standard best practices for future placements.

Steve Chestnut, Director of Facilities and Construction Projects provided an update on the second quarter capital maintenance projects. Landscape improvements are underway and purchase orders placed to address trees and library grounds. Included are the Columbine tree-trimming and tree replacement project and Standley Lake tree care and landscape. The Evergreen Library hillside mitigation is progressing as reported earlier. Belmar carpet repairs are complete. The project was under taken to replace normal wear and tear to the carpet. Wheat Ridge HVAC replacement is underway; this is a roof top unit that is at 170% of its serviceable life. The Library is seeking information on prices and costs to replace the unit in the same configuration (roof top). Evergreen (EV) HVAC condensing unit contract is currently at the County for contract review. The contract is expected to be ready for Board authorization in August and the Library will initiate work, utilizing Building Tech Systems as the vendor. Parking lot design engineering for Lakewood and the Library Service Center is complete.

Julianne Rist presented information on 2<sup>nd</sup> quarter activities for the planning of the Columbine library. Responses from three Community meetings and the Library's survey were used to create a report for what residents would like to see in library services in South County which was shared with the Board in June. This information became the basis for the building program of services which is a narrative about what the Columbine library should look and feel like as planning for the remodel begins. This document is part of the RFP for an architect and will help guide the Library through the planning process. NV5, who were introduced at the beginning of the meeting, was selected as the Library's owner's representative, and they helped staff write and post an RFP for an architect. The Library will be reviewing responses to the RFP and interviewing firms. It is expected that the Board will be asked to authorize the Executive Director to sign a contract with an architect. Next steps include issuing an RFP for a general contractor.

Donna Walker presented information on the Enhanced Digital Spaces initiative. When the Library first started thinking about digital discovery and engagement last year, there were some examples in from a vendor that inspired the Library to create strategic initiatives around those experiences. That vendor was Bibliocommons. The Library called this particular strategic initiative "bibliocommons" to start. As JCPL made progress with the team and vendor demonstrations, JCPL wanted to rename this initiative to reflect the patron experience JCPL is aiming for rather than for a vendor. The new name of this initiative is Digital Discovery and Engagement. The purpose of this project is to explore ways to

enhance discoverability among JCPL's digital properties. To that end, the goals of the project are to: (1) Enhance the discovery and presentation of library resources and services across the catalog, website, and event calendar; and (2) Improve the consistency of brand, identity and functionality between JCPL's digital experiences. The next steps for the team are finalizing the high level requirements and determining the best way to move forward to achieve goals. JCPL is on track to meet the Q3 timeline for a go/no go decision.

As with the "bibliocommons" initiative, JCPL started out using vendor-related terms to name what we set out to accomplish: Libhub/Bibframe. As research progressed, and as this service progressed in the industry, a new term emerged as a better descriptor: Linked Data. What linked data does is expose library catalog holdings on the web using MARC (catalog) records converted to a new format called BIBFRAME. The vendor who provides this data conversion service now only offers it through a contract with JCPL's ILS vendor, III. This change affects our cost and our risk. While some libraries have been on the leading edge of the linked data experiment, we have not yet found another library who has converted their data using III. This new information has given us reason to continue to reach out to peer libraries and dig deeper into other approaches JCPL might consider. As progress was made with the digital discovery project, JCPL found other ways libraries were exposing their catalog records on the web. The Library is linking these two initiatives together since the solutions with Digital discovery may provide enough exposure of the JCPL catalog to the web to meet short term goals while this process matures.

### **Ends 3: Jefferson County will thrive as the library understands and supports community aspirations with the goal of advancing positive community outcomes**

Donna provided information on three of the Library's initiatives: (1) support early literacy; (2) Develop a new program and events model; and (3) Create a Culture of Reading. The signature program for JCPL's Kindergarten readiness initiative is going to be 1000 Books Before Kindergarten. The team of staff dedicated to developing services for kids and families has been waiting 3 years to have the capacity and budget to begin this program. Three locations have been selected for the pilot with the projected start date in September with a big launch through community literacy events planned for all JCPL libraries in September and October. The Library has expanded story times and the increase in the number of story times delivered is up 33% over last year. The other big numbers associated with this increase in programming is the attendance: over 6000 more kids and their grownups have been able to experience this early literacy activity at JCPL in 2016 than last year. And the other encouraging number is average program attendance for storytimes: Average attendance has decreased by 15% for the quarter – which is what JCPL was aiming for – a more quality experience by having a more manageable number of little people at the program. The strategic initiative: Program Audit and Recalibration is building from this year to next into an entirely new model. As expected, the audit revealed not only the need to change, but how to change our approach to programming at JCPL. The new Vision: JCPL will create a rich complement of programs and events as part of a yearly programming

plan. Programs and events will create a premium personal experience which reflects the JCPL brand; all connected to the Board's ends statements 1 and 3. The Summer Reading Program is the Library's cherished event because of the resources it takes and the impact on the communities. Last year JCPL experimented with a new approach and this year JCPL is reaping the benefits of the adjustments made to the inaugural year. There were three main internal goals: (1) Exceed the number of participants from 2015 by expanding our reach into the community; (2) exceed the number of finishers; and (3) exceed the number of minutes read. JCPL has now met all three of the goals and there are still two weeks to go.

**Ends 4: All Jefferson County residents receive maximum return on their shared investment in library services.**

Richard Sosa, Director of Budget and Finance provided information on the long range planning initiative. To support this ends statement the Library strives to ensure efficient and cost effective operations to meet the needs of residents while delivering a maximum return on their investment. The 2017 Library Budget is in its final proposed status and the Trustees will be recommending submission to the BCC. Financial Policies relative to fund balance have been formally adopted and efforts to refine outcomes and measures are an ongoing project. The Library started with a session on strategic planning during the Senior Management Team retreat, working with Susan Spero to clarify plan terminology and refine the Library's approach to success measures. This has led to some recommended format changes to the plan document. The Library will continue to refine these changes, with the goal of launching a revised document with the 2017 plan.

Donna Walker provided an update on the demographic study initiative. A demographic study has been included as a strategic initiative as part of the long range planning. The Library moved this initiative forward from Q 4 to Q2. JCPL felt that getting this study done sooner rather than later would help with decision making around planning library services, building programming and design. This community assessment is intended to provide the Library with a complete market analysis of the JCPL service area to include integration of ILS and demographic data, market segmentation and penetration, library service area definition, and identification of service use and gaps. The Library anticipates releasing the RFP this week for contracting with a vendor by the end of August.

Pat Klein, Director of Information Technology provided information on critical IT systems, implementing County security standards, workflow ticketing system and RFID self-check/security gates. Many of the Critical IT Systems scheduled for upgrades are currently in progress. The Sophos devices which provide Internet filtering, email spam filtering and broadband management have been installed and are performing their functions. The core switches that were purchased in late 2015 have been installed but the Library decided to incorporate their implementation with the larger e-Rate Network upgrade. That project was started in July and the core switches along with new firewalls will be fully installed and configured on August 15. The County Security Standards have been updated in many areas through the work of the Information Security Advisory Committee (ISAC) of which Pat is a

member. These include credit card (PCI) standards as well as user and system administration policies. This is a continuing process because there are numerous policies that need to be updated or will require update as the security landscape changes. The process of finding a new workflow ticketing system has reached the point of final selection, however, with the proposals the Library has discovered that the cost is outside the 2016 budget. The Library is currently looking at an upgrade of the current product to determine if going to the latest version will be sufficient to meet needs. The RFID/Self Check/Security Gates committee consisting of IT, Patron Experience and Finance personnel has met several times, going through requirements and drafting the RFP. This project is being expedited due to the requirements of PCI. The County has been granted PCI Certification with one exception, that being our Self Check stations. We are requesting time enough to complete this project so that the Library can meet PCI requirements by completing the replacements.

Rebecca Winning provided an update on the communications audit initiative and enhanced promotions and marketing processes. - The communication audit is substantially complete. It includes great data from patrons and peers and gives JCPL the information needed to better focus efforts going forward. The Library expects the final report in late July/early August. A key priority for the second half of the year is to streamline promotions and marketing processes. To that end, the Library has been active participants in the initiative to implement a new ticketing process by participating in demos and developing requirements for workflow. Other process improvements are on hold pending final results from the programming and communications audits; however the Library expects to complete them by the end of the year.

The Trustees thanked the Senior Management Team for the presentation and for a job very well done.

#### **BOARD SCHEDULE – NEXT MEETINGS**

- August 11 – Study Session – 5:30 pm – Administration Conference Room
- August 18 – Board Meeting – 5:30 pm – Standley Lake Library Meeting Room, 8485 Kipling Street, Arvada
- August 29 – Library Budget Presentation – 1:15-2:15 – BCC Board Room
- September 1 – BCC & BOT Quarterly Meeting – 10:00-11:00 – 5th Floor
- September 8 – Study Session – 5:30 pm – Administration Conference Room
- September 15 – Board Meeting – 5:30 pm – Belmar Library Meeting Room, 555 S. Allison Parkway, Lakewood
- October 13 – Study Session – 5:30 pm – Administration Conference Room
- October 20 – Board Meeting – 5:30 pm – Lakewood Library Meeting Room

#### **ANNOUNCEMENTS/GENERAL INFORMATION SHARING**

The Chair reminded the Board of the Pine Library event on July 30.

**ADJOURNMENT**

The Board meeting was adjourned at 7:59 p.m.

A handwritten signature in black ink, appearing to be 'J. Bodnar', written in a cursive style.

John Bodnar, Secretary