

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

April 21, 2016

**CALL TO ORDER – REGULAR MEETING**

The regular meeting of the Jefferson County Public Library Board of Trustees was held in the Arvada Library meeting room on April 21, 2016. Library Board of Trustees Chair, Brian DeLaet, called the meeting to order at 5:30 p.m. Other Trustees present: John Bodnar (Secretary), Travis Blacketter, Ben Davis, Deborah Deal and Charles Naumer.

Trustees not present: Julia Hill-Nichols

Guests: Cindy Jaye, Manager, Arvada Library, Programming and Patron Education

**Staff present:** Pam Nissler, Executive Director; Donna Walker, Director of Public Services; Gloria Overholt, Director of Finance; Rebecca Winning, Director of Communications; Sandie Coutts, Director of Employee Relations and Development; Julianne Rist, Assistant Director of Public Services; Steve Chestnut, Manager Facilities & Construction Projects; Danny Lagage, IT Operations Supervisor, and Amber Fisher, Executive Assistant, Office of the Executive Director.

**APPROVAL OF AGENDA**

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

**APPROVAL OF MINUTES**

**MOTION:** Charles Naumer moved approval of the minutes of the March 10, 2016 Special Board meeting. Seconded by John Bodnar the minutes were approved by unanimous vote of all Trustees present.

**MOTION:** Ben Davis moved approval of the minutes of the March 17, 2016 Board Meeting. Seconded by Travis Blacketter the minutes were approved by unanimous vote of all Trustees present.

**PUBLIC COMMENT**

No Public comment.

## **FOUNDATION REPORT**

Jo Schantz, Foundation Executive Director provided an update on the activities of the Foundation. The book drives are underway; 59 boxes of books were donated from the employee-based NREL book drive and book drives are scheduled at three FirstBank locations in Jefferson County. The Foundation is also receiving lots of book donations from the general public. The Foundation ran out of space for book pallets and rented a semi-trailer to store the pallets. The Volunteer Appreciation luncheon was held on April 9 with 110 guests and volunteers in attendance. The Titanic Tea Party event had a great turnout with 130 guests. The Speakeasy series launches on Sunday. The Foundation has been presenting at Kiwanis and Rotary Club meetings to spread word about the Foundation, the book sales, and volunteer and fundraising opportunities. The Whale Sale is scheduled for June 4-5, at the Jefferson County Fairgrounds. The Applewood Kiwanis Club and Boy Scouts will be helping with the sale. This year there will be a book donation bin at the Whale Sale. General administration activities included hiring an office manager, Jenaveve Linabary; working on the annual report and anticipating the results of the annual audit. The Foundation started its own online book sales and sold its first book for \$92.00.

## **HOST REPORT**

Cindy Jaye, Manager, Arvada Library, Programming and Patron Education provided the host report. Cindy welcomed the Board and introduced Marcy James, Patron Experience Coordinator; Shelly Belleau, Patron Experience Supervisor; Erin Pepmeyer, Operations Supervisor; and Pat Lamprey, Patron Education Coordinator. The Arvada Library staff works closely with the community to partner on a number of events and activities. Over 700 people participated in the annual holiday celebration; a partnership with the City of Arvada for the annual tree lighting ceremony. The Library also participates in the farmers markets and the Friday Night Movies on the Plaza. Along with planning the system-wide literacy story times, the programming team works on programs that encourage hands-on learning experiences through our coding camps and robotic programs. The Library is always looking for community partners for our coding camps. The programming team is currently doing a program audit with the goal of creating a plan of service for programs which reflects community interests and supports community outcomes. Some of the outcomes our programs are supporting include all children ready to read for school; Jeffco is a thriving community for aging well and Jeffco employers have access to a highly skilled workforce. Our patron education team utilizes the mobile computer classroom and the computer center at the Belmar Library to provide digital literacy to the citizens of Jefferson County. Last year the Library offered 621 classes to 3,067 students. The summer reading program is a strategic initiative to promote a culture of reading in Jefferson County and encourage children to read during the summer to prevent the "summer slide" which is the tendency for students, especially those from low-income families, to lose some of the reading achievement gains they made during the previous school year. The summer reading program is from June 1 through July 31.

Trustee Blacketter noted that he may know of some professional colleagues who would be interested in assisting with the coding camps. Trustee Bodnar acknowledged the Library's efforts as a community partner and that the movies in the plaza program would not be possible without participation from the Arvada Library.

Cindy Jaye offered tours of the Arvada Library and the mobile computer classroom after the Board meeting. The Trustees thanked Cindy and her staff for the wonderful presentation.

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

### **Executive Director Update**

Pam Nissler, Executive Director, provided an update to the Board. The preliminary cost allocation meeting with the County went well, the proposals seemed fair and an explanation of the formulas used to determine the cost allocations was provided. There will be additional meetings and the Library anticipates having more substantial cost allocation information to present to the Board in May.

### **Finance Department**

Gloria Overholt, Director of Finance and Budget reported on the activities of the Finance department. Budget to actual tables through March 31, 2016 indicate that revenues and expenditures are on target with budget. Now that the additional staff has been hired, the Library will be monitoring vacancy savings every month. The Library anticipates presenting the findings of the fixed asset audit to the Library Board in May.

### **Carpet and Upholstery Cleaning Contract**

**MOTION:** Charles Naumer moved that the Library Board of Trustees authorize the Executive Director to sign a contract with Kleen Tech in the amount of \$91,783 to provide carpet and upholstery cleaning services to the Library. Seconded by Deborah Deal the motion passed by unanimous vote of all trustees present.

### **Financial Policies**

At the April 14, Study Session the Trustees were presented with three draft financial policies. There were no suggested revisions to the Budget Cover Letter and Capital and Controlled Asset Management policies. The Trustees suggested revisions to the Library Books and Materials Budget policy have been incorporated.

### **Budget Cover Letter Policy**

**MOTION:** Charles Naumer moved that the Library Board of Trustees adopt the Budget Cover Letter Policy as presented. Seconded by Travis Blacketter the motion passed by unanimous vote of all Trustees present.

### **Capital and Controlled Asset Management Policy**

**MOTION:** Charles Naumer moved that the Library Board of Trustees adopt the Capital and Controlled Asset Management Policy as presented. Seconded by Ben Davis the motion passed by unanimous vote of all Trustees present.

### **Library Books and Materials Budget Policy**

**MOTION:** Charles Naumer moved that the Library Board of Trustees adopt the Library Books and Materials Budget Policy as presented. Seconded by John Bodnar the motion passed by unanimous vote of all Trustees present.

### **Public Services Department – First Quarter 2016 Statistics**

Julianne Rist presented information on the first quarter 2016 statistics report. The report has been reformatted and comments and questions from the Board on the format and content were encouraged. In response to a question from the Trustees, Julianne advised the Board that the Library does look at the volume per hour to determine peak hours at each location. That information was used to determine staffing levels for the restored operating hours and will continue to be monitored. In response to a question from the Trustees regarding the holds list, the Board was advised that the collections department utilizes a holds ratio to purchase materials and that with the increased materials budget it is anticipated that there will be improvement in the number of holds per item. In response to a question from the Trustees, Julianne advised the Board that “internal use” indicates items that were checked out from other sources like staff computers in the staff workrooms versus the self-checks or public accounts desk computers. In response to a question from the Trustees, Julianne advised the Board that JCPL, the State Library and libraries across the country are working with vendors to provide consistent data. In response to a question from the Trustees about the number of card holders that use the digital resources, Julianne advised the Board that she would investigate.

### **CONSENT AGENDA**

#### **Trustees review, amend as needed and approve Board Bylaws.**

Committee members Charles Naumer, John Bodnar and Travis Blacketter presented the proposed Board Bylaws for adoption. Trustee Naumer advised the Board that there were three basic categories of suggested revisions: (1) making voting requirements more consistent; (2) a strategic planning purpose statement; and (3) extending the term for the board chair position.

**MOTION:** Deborah Deal moved that the Library Board of Trustees adopt the Board Bylaws as presented. Seconded by Ben Davis the motion passed by unanimous vote of all Trustees present.

## **Review Proposed 2017 Governance Budget**

The Trustees reviewed the proposed 2017 Governance Budget for adoption at the May 19, 2017 Board meeting (4.8.2). The Chair advised the Trustees to contact him if they had any questions or comments about the proposed 2017 governance budget.

## **EMERGING ISSUES**

No issues were brought forward.

## **ENDS – 1.1-1.4 - Global Ends Statements: Review of 2016 Strategic Priorities**

The Senior Management Team presented information on the 2016 initiatives that had a first quarter start date.

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

Donna Walker, Director of Public Services provided the Board with information on the Library's initiatives to support the Board's Ends Statement 1. The collections department carefully and quickly started purchasing to the new books and materials budget. The first quarter 2016 statistics presented earlier indicated an increase in items of 35% over first quarter 2015 purchasing and an increase in the number of eMaterials of 311% over first quarter 2015. Circulation in the first quarter of 2016 increased by 3% over first quarter 2015 with a 5% increase in circulations per visit. The Library utilizes data from its Integrated Library System database to track patron use statistics and uses that data to determine high interest items and gaps in the collection that need to be filled.

Sandie Coutts, Director of Employee Relations and Development (ERD) presented information on her departments strategic initiatives. The Diversity Campaign that was launched in the fall of 2015 will move JCPL towards its goal of being a welcoming environment for all members of our diverse communities. Highlights of this plan include: Cross Cultural Communication Skills training for all Public Services staff and a series of interactive training sessions for our leaders at Combined Management Team meetings, culminating in the County Wide Diversity Summit in October. ERD staff met with leadership teams at every Library location, gathering information about the unique workplace safety challenges that exist across the organization. Location specific Situational Awareness training will be delivered in the second quarter of 2016. The Library is working with the Jefferson County Sheriff's Office to develop a plan for Active Shooter training for all JCPL staff later in the year. The Library has streamlined its recruitment processes to save time, improve compliance and enhance recruitment strategies through the use of social media and hiring events.

Rebecca Winning, Director of Communications provided information on her department's strategic initiatives. 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 Library's budget and the impacts of the recent mill levy initiative to assure Jeffco residents that the Library is delivering on its promises. In the first quarter the Library delivered presentations to all JCPL staff; held four community meetings and distributed the 2015 annual report, and 2016 budget and strategy documents. In addition, the Library publicized their availability on the web – through the Library's website carousel, library news blog and director's blog. The Board's budget request letter was also posted to help clarify roles in establishing our annual mill levy, per the Commissioner's request.

Ends Statement 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, Assistant Director of Public Services provided information on the Library's first quarter 2016 activities to support the Board's Ends Statement 2. Planning for expanded hours began in the fall of 2015. Two sets of hiring processes were coordinated; one for Patron Experience Associates, and one for pages. Knowing that new positions and staff were going to be hired, in December of 2015 current staff was offered the opportunity to express interest in changing locations or hours (full time to part time). Once the internal transfers were finalized new positions were posted the first week of January. Two staff panels conducted interviews the last week of January. The first two weeks of February were spent making reference checks, placing individual staff into specific positions and making job offers. The new patron experience associates started on March 7 to begin four weeks of on the job training. The page hiring process followed closely behind with interviews conducted in February, and new pages starting on March 21 for two weeks of training. Expanded hours began on April 4, with celebrations at all locations.

Planning for Columbine and South County has already started. In March, meetings were held with the staffs of the Columbine Library and Library-2-You to explain the process. 2016 is a year of planning to prepare for construction in 2017. Last night the Library held the first of three community meetings. The Library received the following comment from an attendee at the meeting, "I attended this meeting last night and found it was a great opportunity to make my opinions known about the Columbine library and library service in this area. Strongly recommend that people attend one of the other two similar meetings they will hold in April." There is an online survey on the Library's website for anyone who can't make a community meeting. The Library has received a good response from the online survey with 104 responses in two weeks.

Steve Chestnut, Manager Facilities & Construction Projects reported on the first quarter 2016 capital maintenance projects. The Library has completed the battery work required on

the UPS at Arvada. The UPS protects the data stream on patron computers and maintains constant power to our life safety systems which are critical to protecting our patrons and our buildings. We've also completed our security system upgrades which allow us to better access control, an audit log of who enters and leaves our buildings and improve efficiencies by centralizing what used to be a manual task at each location.

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

Donna Walker provided the Board with information on the Library's initiatives to support the Board's Ends Statement 3. The Library added more storytimes at every location- aiming for more storytimes in the mornings where we couldn't provide them before. The intended outcome is to spread out the demand to improve patron experience rather than necessarily increasing the overall number of attendees. The programming audit is making good progress. In addition to looking at statistics on the number of programs and attendees, the Library interviewed core service experts at JCPL and other libraries on their vision for excellence in programming for each age group. All of this data is being distilled into best practices so a recommendation for a new approach to system-wide programming can be drafted and shared for input. The 2015 Summer Reading program was a success but it also was an experiment. The team received input from over 700 staff and patrons. Adjustments to the 2016 program are based on patron and staff feedback: fewer but better-timed prizes, local end of program events, an improved online experience and a participation contest between R1 schools are the main upgrades to the program.

Rebecca Winning, Director of Communications reported that the Communications team has produced materials for the program including 80,000 school fliers; 1,000 school posters; five tee-shirts per school (for Summer Reading ambassadors); 400 teen recruitment fliers. Everything has been packaged for school deliveries. Next in line for production are enhancements to the online program registration (in English and Spanish this year); ten building banners, thirty 11x 17 posters, 5,250 Baby/Toddler tracking sheets, 29,965 Reader tracking sheets and 4,200 quarterly program brochures for in-library promotions.

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

Gloria Overholt, Director of Finance reported on activities to support the Board's Ends Statement 4. 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 current five year projected plan has been updated, and will continue to be updated as the 2017 budget requests are evaluated. The 2017 budget process is underway, budget requests were due on April 15, and meetings with Directors and their staff have been scheduled and will take place May 4 to May 18. Decision packages will be reviewed, and a preliminary 2017 budget will be presented to the Board at its June study session. Several financial policies have been

developed, and are in the process of fine-tuning, reviewing, and adoption by the Board of Trustees. These policies are: Maximum Fund Balance Policy, Library Books and Material Budget Policy, Fixed and Controlled Asset Management Policy and the Board of Trustees Budget Cover Letter Policy. The fixed and controlled asset audit is complete and the Library is in the reconciliation and analysis phase of the project. Items have been tagged, counted and tallied by the vendor. Staff will reconcile the list from the vendor to what is in our system now and determine if items are missing or incomplete. This step is an important piece in order to insure that all assets of the Library are accounted for, properly used and provides for the maintenance, replacement and disposal.

Danny Lagage, IT Operations Supervisor reported on the activities to support the Board's Ends Statement 4. Most of the IT initiatives begin in the second half of the year. However, the Library accomplished the following projects related to critical IT systems in the first quarter: Sophos next generation firewall; 93 public access computer replacements; and installation of 12 new children's literacy computers. Additionally the Point of Sale system has been implemented. The hardware has been installed and configured and all Libraries are now on the new system. This system eliminates the duplication of effort when recording cash and fines paid by patrons. The system also makes uploading the weekly cash receipts to the accounting system easier and faster.

Rebecca Winning reported that the Communications team is involved in a number of these initiatives as well. The software and system used to deliver promotional content to the LCD screens in our libraries is inefficient and outdated. The Library reviewed alternatives, selected and piloted a new system (in two libraries), and is now working to upgrade all 10 libraries to the new system by June 1. In addition, the Library's current ticketing software and system used to log and complete jobs for promotions and marketing, IT related help requests, digital experience (website) requests, and facilities issues is woefully inadequate. The current system has not been updated for years; in fact, the current version is 9.2, versus the current available version, which is 16.2. The Library is working to upgrade this system to increase efficiencies. The Library has issued an RFP to solicit alternatives; has completed the vendor interviews, and will be submitting a request for a new ticketing system with the 2017 budget. In the meantime, the Library is working to test the upgraded version of the current system to see if it's worth completing the updates while we wait for the new ticketing system. The Library has implemented a system wide communications audit to understand how our patrons want to receive information and determine how best to allocate resources in the promotions and marketing of our programs. The Library has completed the RFP process and selected an outside vendor to help complete an objective analysis. The vendor has completed stakeholder interviews, researched best practices, and is collecting survey data from users and non-users. The Library is on track to complete this initiative in the second quarter. The Library is also embarking on an initiative to streamline the promotions and marketing request process. The Communications department supports



corporate marketing initiatives as well as more than 5,700 programs and prints more than 750,000 pieces of collateral a year. Demand for communication services continues to grow and the Library is making every effort to ensure that projects are prioritized and resources are allocated approximately. Most of this work will be done in the second half of the year, when the Library can factor in the results of the programming audit.

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

- May 2-5 – National Library Legislative Day (NLLD), Washington, DC
- May 12 – Study Session – 5:30 pm – Administration Conference Room
- May 19 – Board Meeting – 5:30 pm – Columbine Library Meeting Room, 7706 West Bowles Avenue
- June 9 – Study Session – 5:30 pm – Administration Conference Room
- June 16 – Board Meeting – 5:30 pm – Evergreen Library Meeting Room, 5000 Highway 73
- July 7 – Library Board and Board of County Commissioners Quarterly meeting – 10:00 – 11:00 am, 5<sup>th</sup> Floor Conference Room
- July 14 – Study Session – 5:30 pm – Administration Conference Room
- July 21 – Board Meeting – 5:30 pm – Golden Library Meeting Room, 1019 10<sup>th</sup> Street

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

The Trustees shared their experiences at the Public Library Association conference which was held in Denver April 6 – 9. Trustee Deal expressed interest in the division of the American Library Association specifically for library trustees, advocates, friends and foundations. Trustee DeLaet noted that during conversations with people in the exhibition hall it was apparent to him that JCPL was on the right path. Trustee Naumer noted his appreciation of where JCPL is headed and shared a theme from the conference that resonated: “it’s less what we have and more what we do for people”.

Trustee Davis expressed appreciation to the Arvada staff for hosting the Board meeting and noted that during his visit for the community meeting he observed Arvada library staff providing excellent customer service.

#### **ADJOURNMENT**

The Board meeting was adjourned at 7:28 p.m.



John Bodnar, Secretary