

Jefferson County Public Library Board of Trustees
Study Session
November 14, 2019 – 5:30 pm
Administration Conference Room

TOPICS:

- Financial Review of September 2019 Financials
- CLiC Courier Contract Information
- Document Management System Contract Information
- South County Expansion Project Input Session

Call to Order

Charles Naumer, Chair, called the Study Session to order at 5:29 p.m.

Other Trustees present: Kim Johnson (Vice-Chair), Pam Anderson (Secretary), John Bodnar, Jill Fellman and German Zarate-Bohorquez.

Trustees not present: Jeanne Lomba.

Staff present: Donna Walker, Executive Director; Julianne Rist, Director of Libraries; Bernadette Berger, Director of Information Technology; Barbara Long, Assistant Director of Finance and Budget; Sandie Coutts, Director of People and Culture; Steve Chestnut, Director of Facilities and Construction Projects; Padma Polepeddi, Assistant Director of Library Experience; Lizzie Gall, Assistant Director of Library Experience; and Amber Fisher, Executive Assistant, Office of the Executive Director.

Guests: Julianne Scherer, Managing Principal / Associate Vice President, HDR

Welcome to New Trustee German Zarate-Bohorquez

The Chair welcomed German Zarate-Bohorquez to the Board. German is a founding member of the Latino Commission at Habitat for Humanity. As the founder of the Southeast Arvada Youth soccer program, he was named a 7Everyday Hero for his work with third, fourth and fifth graders in Jefferson County. The Board and Library staff welcomed German to the Library Board of Trustees. The Chair advised the Board that German's 3-year term is September 30, 2019 to September 30, 2022.

Welcome to Rex Whisman

The Executive Director introduced Rex Whisman, Director of Strategy and Engagement. Rex has a background in brand strategy, strategic planning and communications. The Board and Library staff welcomed Rex.

Financial Review of September 2019 Financials

Barbara Long, Assistant Director of Finance and Budget addressed the Board. Due to the timing of the October Board meeting, the September financial statements are being presented at this Study Session. The October financial statements will be presented as usual at the Board meeting next week.

The September tables begin to show the Library's year-end projected position. In October, the Chair asked about the shortfall in property tax. The overall projected shortfall in property tax revenue is \$600,000. The projected saving in operations are about \$200,000 more than the projected shortfall. The projected balances for capital projects reflect timing rather than savings.

In response to questions, the Board was advised that:

- The Library aggressively budgeted for vacancy savings partially because of the hiring market.
- The Library's policy and practice is to use the County's tax projections. Every year the assessor does a preliminary projection in August and the final comes out at the end of November. The budget cycles does not allow for the final numbers so the Library uses the preliminary projection.
- In capital projects, for Belmar, expenditure of most of those funds are anticipated in the first quarter, 2020.

CLiC Courier Contract Information

Julianne Rist, Director of Libraries, introduced the topic. The Library is presenting a renewal/extension of the courier contract for next year. This service is utilized for the prospector items JCPL ships back and forth between participating libraries. In response to a question, the Board was advised that volume is up 10% and the agreement reflects an increase of 3% per item.

Document Management System Contract Information

Bernadette Berger, Director of Information Technology, addressed the Board and introduced the topic. The Library has a need for document management system (DMS) to increase our ability to respond to CORA requests and comply with archival and Colorado and Federal archival and retention regulations. The Library presented information on this project to the Board in September. Due to the high long-term cost, the Library re-scoped the project to reduce risk while maintaining efficiency requirements in high need areas.

- Records that are five years or older will be kept in cold storage and will not be stored in the DMS cloud where they would incur charges.
- The DMS system implementation includes methods to assist the Library with determining which documents will be excluded from cloud storage.

The Trustees thanked the staff for the detail in the memorandum and the effort to save money and increase efficiencies.

South County Expansion Project Board Input Session

The Chair addressed the Board and expressed appreciation to the staff for the opportunity to get the Trustees involved in the project. The Executive Director introduced Julianne Rist, Director of Libraries.

Service Area Map

Julianne shared the Library Service Area map of the entire county, which is based on the address associated with patrons' library card. The map indicates that Columbine Library is the only location for South County, which was built for a much smaller community. In the future, the Library will be bringing maps that are more detailed for the South County area. In response to a question, the Board was advised that the Library has detailed information including population statistics.

The Board's Role in the South County Expansion Project

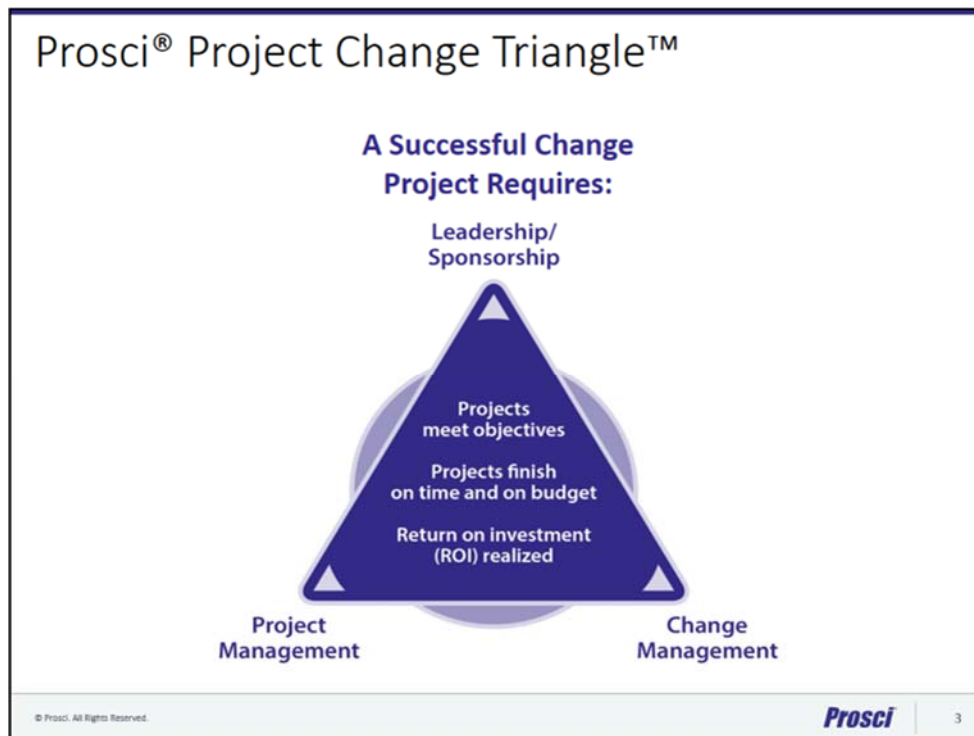
Sandie Coutts, Director of People and Culture, addressed the Board and noted that she would be facilitating a discussion to reach a shared understanding of the Board's important role in the South County Expansion Project.

When the future of JCPL was secured through a successful mill levy initiative we knew that there would be an exciting period of change and expansion ahead of us. We wanted to execute the changes well so we engaged in a lot of careful research and planning. We also identified the need to determine our organization's readiness and competency for change.

In the spring of 2018, JCPL made an investment to bring the expertise needed on board to develop our organizational competency. We selected PROSCI, one of the most widely known and highly recommended resources for the past 20 years. A worldwide provider of change management expertise, based right here in Colorado. We were already doing a good job of managing change, thanks to the expertise on this team. Over the past 12 months, we have been designing and building that common approach through training, assessment, coaching and the strategic deployment of evidence based practices and tools.

Here is what 20 years of research has confirmed: change initiatives succeed when the foundational elements of leadership, project management and change management are in place. This is the Prosci PCT™ Model . It provides a framework and an assessment tool for ensuring that projects are positioned for success.

The executive team directs the work of teams, managers and vendors to make sure that the technical side of the change and the people side of the change are executed. They are equally important and happen side by side.



The research shows that sponsors are often the decision makers. They have the power and influence to ensure adequate time, effort and resources are available for the project. Great sponsors embrace an active and visible role during change, communicate directly with stakeholders and engage with the project team. When sponsorship is strong the success rate of the project increases. Prosci talks about the sponsors creating a coalition of sponsorship by engaging other key stakeholders. Communication is key.

The most effective communications plans identify the impacted groups and create key messages appropriate for that group. Research shows that stakeholders prefer to hear strategic messages from their executive leaders. Those are messages about why the change is being made and how it aligns with the vision and mission.

The Board participated in a discussion and provided input to the following questions:

- What do you see as the role of the Library Board with the south county project?
- As leaders/sponsors of this change, how will you play an active and visible role?
- What will you communicate with whom?
- How will you provide leadership to ensure a successful project?

The responses from the Board included:

- Budget
- Scope and size
- Time period for this to take place
- Community outreach
- Ambassadorship – why it is so important to have these services in the south
- Listeners – what do folks want and need
- Communication – the hub
- Vision and strategy support and supporting leadership team and community
- Being nimble when necessary
- Community and stakeholder communication
- Critical eye on resources allocation – where to be nimble and where to navigate
- Short term, midterm and long term. Short term –engage media /social media. Long term – people trust the library – need to listen to them
- Different cultures in the community – another way to engage – be open to their language – we are always learning from other cultures
- Strategic plan – important to adjust and revise
- Financial oversight – capital investment and ongoing operating impact
- Community engagement – our involvement – participate and support that process
- Evaluate – final location – evaluate options and be a sounding board for the team and our representation of the taxpayers
- Defining the vision for success – if we’re going to knock this out of the park – how are we best serving the needs of the community –
- How do we define return on investment (ROI) and how do we know we are achieving that?

Sandie thanked the Board for their participation and noted that their responses and comments will be compiled for alignment around their role in the South County Expansion project.

Key Messaging from the Board and the Fact Sheet

Julianne Scherer, Managing Principal / Associate Vice President, HDR, addressed the Board and introduced Whitney Grant, Design Coordinator and Katie Angell, strategic communications. The Board engaged in activities to gather input on key messaging from the Board to be used in the creation of the Fact Sheet.

The exercise began with sharing library memories and a review of the Vision, Mission and Global Ends Statements.

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

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

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.

Additional Board input for information to be reflected in the Fact Sheet included:

- Promises made, promises kept
- Convenient Access
- Service Area
- Most likely area for conflict – so background on location is important “the why”
- High growth
- Facts and figures – the hard data
- Use county GIS

Board input on information they would like to see and/or discuss at future meetings included:

- Want to know what data was used – not deep dive – but what data was used and more of an understanding of that data
- Timeline and risk assessment
- Maybe more of a process – what are the steps we will take to get there as opposed to when those steps will take place
- Maybe the timeline for the community engagement
- Multi-year process – this should be included
- Public engagement
- Budget

<p><u>Vision</u></p> <ul style="list-style-type: none"> • All generations – connect, discover, create • South County Jeffco is a place for growth for all generations 	<p><u>South County Library</u></p> <p><u>Purpose</u></p> <ul style="list-style-type: none"> • Promises made, promises kept (provide promises made when levy passed) • Convenient Access • Look into the future. Plan for growth, adaptability 	<p><u>Service Area</u></p> <p><u>Background</u></p> <ul style="list-style-type: none"> • Most likely area for conflict so background on location is important. “The Why” • High growth in this area – many might not remember • Good category for facts & figures – census data • What does the Board agree is South County 	<ul style="list-style-type: none"> • Density does not necessarily indicate need – drive times, etc. – lead to convenient access • Utilize County GIS – available building stock with population data analysis • Most densely populated unincorporated area in the County
<p><u>Criteria of Location Selection</u></p> <ul style="list-style-type: none"> • Board prefers to see backup data to support selection • Top line criteria 	<p><u>Timeline</u></p> <ul style="list-style-type: none"> • Risk assessment of level of detail • Align with budget timeline • Provide community engagement timeline • Multi-year process 	<p><u>Public Engagement</u></p> <ul style="list-style-type: none"> • How do you get more engaged – And tell them • Communication that JCPL and the Board want to do this right – we want real feedback • Quantify number and types 	<p><u>Budget</u></p> <ul style="list-style-type: none"> • Tie into mil levy language • Transparency

Stakeholder Identification

The Board provided their thoughts on identifying stakeholders. Following are the responses:

- HOAs in South County - strong network
- Schools, PTAs, school groups
- Megachurches
- Lockheed Martin (partnership)
- Political figures
- Key influencers
- House District State Legislature (incumbent and house dist.)
- JCPL non users and current users
- Small businesses
- Clubs, recreation
- Government entities
- Botanic gardens

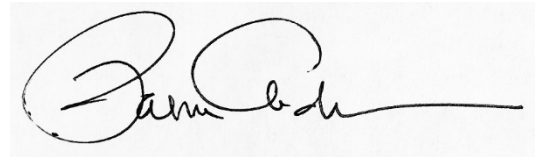
The Board was advised that the next steps include a follow-up session at the December Board meeting where a draft fact sheet, a combination of graphics and words, will be reviewed.

The fact sheet is a tool, a document with key messages to support the awareness of the project, educate the stakeholders and solicit feedback from the public.

The Board expressed appreciation to the staff and guests from HDR.

ADJOURNMENT

The Study Session was adjourned at 7:12 p.m.

A handwritten signature in black ink, appearing to read "Pam Anderson", with a long horizontal flourish extending to the right.

Pam Anderson, Secretary