

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

April 2, 2020

CALL TO ORDER – REGULAR MEETING

The regular meeting of the Jefferson County Public Library Board of Trustees was held online via WebEx on April 2, 2020. Library Board of Trustees Chair, Charles Naumer, called the meeting to order at 5:39 p.m. Other Trustees present: Kim Johnson (Vice-Chair), Pam Anderson (Secretary), John Bodnar, Jeanne Lomba and German Zarate-Bohorquez.

Trustees not present: Jill Fellman.

Staff present: Donna Walker, Executive Director; Steve Chestnut, Director of Facilities and Construction Projects; Julianne Rist, Director of Libraries; Rex Whisman, Director of Strategy and Engagement; Bernadette Berger, Director of Information Technology; Sandie Coutts, Director of People and Culture; Barbara Long, Assistant Director of Finance and Budget; Lizzie Gall, Assistant Director of Library Experience; Padma Polepeddi, Assistant Director of Library Experience; Deirdre Keating, Assistant Director of Community Engagement; Amber Oeltjenbruns, Employee Relations Manager; Brad Green, IT Security and Systems Manager; Amber Fisher, Executive Assistant, Office of the Executive Director; and Katie O'Loughlin, Administrative Coordinator.

The Chair acknowledged the Library staff and expressed appreciation for the long hours staff have been working to transition to working remotely and looking for new ways to serve the community now and in the future. The world has changed dramatically and there will be significant community need for Library services. To navigate this new terrain we tried to keep the structure for this online meeting as simple as possible. As we work with the technology we may change how the meetings are conducted. If Trustees have questions, please raise your hand. If you get disconnected, we will pause for a few minute and give you a chance to reconnect.

APPROVAL OF AGENDA

MOTION: Kim Johnson moved that the Library Board of Trustees approve the agenda as presented. Seconded by Pam Anderson the motion passed by unanimous vote of all Trustees present.

PUBLIC COMMENT

Public comments are currently being submitted to the Board via a link on the Board of Trustee's webpage. Comments will be acknowledged in the minutes of the meeting. No public comments were received.

APPROVAL OF CONSENT AGENDA

The Chair asked the Trustees if any of the items should be removed from the consent agenda. There were no requests for items to be removed.

MOTION: Jeanne Lomba moved that the Library Board of Trustees approve the items on the consent agenda. Seconded by Pam Anderson voting on the consent agenda was suspended for further discussion, the motion passed by unanimous vote of all Trustees present.

Items on the Consent Agenda for April 2, 2020

1. Minutes of the February 13, 2020 Board Study Session as presented.
2. Minutes of the February 20, 2020 Board Meeting as presented.
3. Landscape Contract Authorization – Environmental Designs
4. South County Book Drop Use Agreement Authorization
5. Board Slate of Officers – Elected as Presented

EXECUTIVE TEAM OPERATIONAL UPDATES

Amended Executive Director Report

The Executive Director addressed the Board and inquired if there were any questions about her monthly report. There were no questions from the Board.

Library Response to Covid-19

The Executive Director introduced the topic and addressed the Board.

Leadership in a Time of Crisis

In your packets, you have a memo from me that was written a week ago. A lot has changed in that week. I wanted to use this time to walk you through the Library's response to the COVID-19 pandemic.

Thank you for your support during this unprecedented time in our lives and in the history of Jefferson County Public Library. We are grateful to have a Board that cares about its community and cares about the staff of the Library

Role of Leadership

- Assess Conditions

- Make Decisions
- Communicate
- Take Action
- Reassess

The COVID-19 crisis has been and continues to be one of rapidly evolving conditions requiring constant vigilance, nimble decision-making, careful communication, decisive action, and quick reassessment as conditions change – often daily - at the local, state, and national levels.

This is what the leadership of the Library has been doing day in, day out, nearly non-stop over these last two and a half weeks as we band together with our community, as the Public Library, in the service of public health and well-being in Jefferson County

Crisis Management

- Continuity of Operations (COOP)
- Pandemic Planning
- Executive Leadership – Incident Command Structure
- Pandemic Tactical Team
- Strike Teams
- Emergency Operations Center

The Executive Director provided the Board with some background on how, specifically, the Library is managing the crisis.

It is part of the Board’s Policy Governance to have a disaster response plan (2.4.2) The Library’s compliance is in the form of a Continuity of Operations Plan – commonly known as a COOP. This plan was created with guidance from the Jefferson County Sheriff’s office and had particular requirements to meet the standards for a COOP. Since then staff does regular updating of information in our COOP, mostly about key personnel.

While many of the Library staff were involved in its creation, it is a Field Manual we had never used. By design, a COOP has a section for pandemic planning. Within days we went from planning in theory for a potential pandemic to activation of an internal incident command structure that in some ways overrode our organizational chart –how it is operating looks something like this:

- Daily, the Executive Team sets the strategic priorities for the Pandemic Team. We identify our priorities based on the mission essential functions identified in our COOP that need to be accomplished that day. Switching our brains from long-term thinking to mission essential functions was one of our first challenges.

- For example, the executive team aligned around a priority to work with our community partners.
- The Pandemic Team Chief, Julianne Rist, Director of Libraries, takes those “orders” from the Executive Team to the Pandemic Team for execution of that tactical response
- For example, with Community Partners, she creates a Partnerships Strike team and gives them their instruction. They have the “order” to reach out to community partners and learn needs they have that the library can support. For example Jeffco Schools, the business chambers, and Jeffco Human services
- The Strike Team carries out their orders and then reports back on progress, resource needs, communication plan and obstacles.
- All the while, there are daily situation reports from the Library Pandemic Team, Jeffco Public Health and the County Emergency Operations Center (EOC) to review, digest and create a response. The Library also has a representative on the EOC. Resource needs come to the Library through the EOC – requests can come at any time and could include a request for use of any library resource from the bookmobile to a building to our staff.

This is a summary of the comprehensive nature of the Library’s approach to running the library in emergency response, all within a matter of days.

Mission Essential Functions

Providing Library Service

- Access to Materials
- Access to Staff
- Access to Programs
- Access to Services
- Community Supports

Infrastructure

- Remote Work Environment
- Network and Building Security
- Staff Supports
- Financial Transactions
- Strategic Communications

Essential services are included in the Board report memo. In the COOP there are what we call Mission Essential Functions, listed in priority order and based on the length of the emergency. One day, one day to one week, and one week to one month (tier three). Following is a generalization of what’s encompassed in those essential functions. And then we have mission essential staff who get activated to carry out those functions.

From week one to week two to week three, we went from two strike teams to eight to handle our tactical response to these mission essential functions summarized above. Some other examples are a strike team to handle patron accounts, deliveries, programming, call center, communications, remote programming, and the online Board meeting, and other strike teams are created almost daily. This is when and how we activate staff to work. New

staff are activated to work almost daily. We activated staff today to address new priorities that were identified by the Executive Team at its daily morning meeting.

In addition, one mission essential function is to continue projects (tier two) but we have a big project in progress. Belmar construction, shelving install, sorter installation, etc. This kind of project may take different staff being activated on different days.

As you might imagine, there are challenges and opportunities for providing service and managing infrastructure. There are complicating factors like stay at home orders, at risk staff, and communicating in a remote work environment. Even simple things like having a Board meeting take on degrees of difficulty and additional hours of staff and staff time to execute.

Use of Library Services

- Digital Downloads
- E-reference
- Online Library Cards
- Phone Service
- Programs
- Wi-Fi Use
- Social Engagement

Here's our reward for those efforts:

- Digital downloads: 36% increase with almost 4000 new users to the service in two weeks (books, movies, comics, use by the school)
- E-ref: averaging 46 questions a day, most are about accounts and how to download. Some are book-a-Librarian which we are ramping up
- Online library cards: 200% increase (about 600 more)
- Phone service: will start answering calls next Monday with different hours
- Programs: doubled our average attendance for our call in programs; other virtual programs for kids, teens and adults started this week.
- Wi-Fi use: hundreds of people using the Wi-Fi outside our buildings. The Library is keeping an eye on this activity through cameras, to make sure that people are not congregating outside
- Social engagement: patrons and residents are listening and engaging with us on social media more than ever during this time. More people are opening their email blasts. We have 500 new followers on our three primary social media platforms, and on Facebook we doubled the comments from the previous month (900).

Taking Care

- Of Business
- Of Staffing
- Of Planning
- Of Each Other
- Of Our Community

The Executive Director advised the Board that the intent is to inform the Trustees and provide some comfort that the leadership of the Library is taking care of business in these uncertain times.

The Library is taking care of business. Residents are using the services we're providing – we were effectively positioned to take advantage of current conditions.

The Library is taking care of staffing. The Executive Director's job is to make sure the Library is staffed for each tier of the COOP and for remobilization when the time comes. We know it will be a phased effort with many complicating factors like social distancing that will require creativity and innovation.

Remobilization planning begins on Monday since we're currently holding with the date of April 17 as directed by the Jefferson County Public Health department. There are staff not working this week that we might activate next week, more the next week, and more the week after that.

The Library has received positive responses from patrons. On behalf of the Library staff, the Executive Director expressed appreciation to the Board for policy governance that led to making sure we were ready for this emergency.

The Library is responding to changing conditions, making decisions, communicating, and taking action in response to a situation none of us is seen in our lifetime. I'm proud of how we've come together, taking care of each other while we take care of our community through the work of the Library.

The Chair noted that when this started and the order was issued to close buildings to the public and staff, the Executive Director advised him that the Library first had to transition to work remotely and the next step would be working on providing services to the community. The infrastructure had to be in place in order to move forward.

The Vice-Chair expressed appreciation to the Executive Director and Library staff for meeting the challenge to pivot so quickly.

In response to a question about community partners, the Board was advised that the Library received a request from the Emergency Operations Center (EOC) for a Wi-Fi hotspot. The Library has a representative on the EOC, and a strike team working with the schools and providing resources to provide connections for online learning. The Chamber reached out this week for supports for small business before the stimulus package is executed and how to operate now. There have not been any needs reported to us from social services, and the Library may not be able to provide supports in that area. Emergency operations is a different way of operating. The Executive Team provides the priorities and strategic direction and the Pandemic Team and strike teams execute those without having to bring those things back through the Executive Team.

In response to a question about Wi-Fi in the parking lots, the Board was advised that the Library has cameras that are monitored to see what is going on in the parking lots. The Library is not staffing all the parking lots. In addition, Bernadette Berger, Director of Information Technology, tracks and reports the public Wi-Fi statistics so we know the usage of that service and to make sure people are not congregating in violation of current Health Department orders.

In response to a question about staffing, the Board was advised that the Library does have some staff in the buildings, primarily IT staff at Belmar, some staff at Administration and LSC, and facilities staff doing building walk-throughs. The Library is also looking at activating staff for the warehouse to handle deliveries. Safety and security practices are in place to comply with Health Department orders through a process that requires approval from Steve Chestnut, Director of Facilities and Construction Projects, to receive authorization to enter a Library building.

In response to a question about the Library being governed by the State Library Law and whether or not the Library has to answer to Commissioners and Health Departments, the Board was advised that there is a Library Law, JCPL is a component unit of Jefferson County and the Commissioners appropriate the Library's spending plan. In the beginning, without the Public Health Order, the Library was receiving recommendations from Dr. Johnson, Executive Director, of Jefferson County Public Health. Once there was a Public Health Order from Jefferson County Public Health and the Governor's Stay at Home Order the Library was required to follow those orders. The Public Health and Governor's orders are the law.

In response to a question whether the Library had received an order to close from the Governor, the Board was advised that the Library considers the orders from Public Health and the Governor as legal orders to close to the public and non-essential staff. Both Jefferson County Public Health and the Governor have identified essential services and what critical services are allowed. The Executive Director interpreted those orders to

include the Library as a critical government service so we could operate with those essential functions and essential staff. The Executive Director further advised the Board that she sent her interpretation to Dr. Johnson that the Library is considered an essential function and that we would continue to have some limited staffing in the buildings.

Trustee Bodnar made the following requests of the Library:

- Work with a strike team to get back open to serve patrons
- Do social distancing like they do in grocery stores
- Do not take the extreme and keep everybody out but move computers farther apart and limit how many people can come into the buildings

Trustee Anderson addressed the Board and stated that while she agrees with the sentiment of transitioning services, the Library should follow Public Health orders and advice on public facing services. She further stated that Public Health advice is that if you are essential services, you want to do it remotely for now versus public facing. The idea of social distancing and the Library's public facing services are not essential and unless the Library receives other guidance from Dr. Johnson the public facing services should follow the stay at home order.

Trustee Johnson addressed the Board and stated that she is in agreement with Trustee Anderson. She further stated that she would like the Library to get back to helping our patrons, but it is really important that it is remote and not in person. She noted that she can understand the reaction of it appearing extreme, but it is not in our best interest for us to be the ones pushing back on that Public Health order. The American Library Association (ALA) has recommended closing all libraries. Wi-Fi is a piece of the services being offered now and there are many other services being provided. She expressed concern about putting our staff in harm's way with in person services.

The Chair addressed the Board and stated that Donna Walker has done a great job staying in touch with Public Health and they are the experts on these issues and how long the virus can last on a book. They are actively supporting our decision making. He further stated that his strong preference would be to follow the guidance and advice from the County Health Department.

Trustee Bodnar addressed the Board and expressed appreciation to his fellow Board members for giving their opinions. He further stated that he has a hard time as our mission statement is to be there and when this pandemic started everyone's first reaction is to close doors and protect yourself. Somebody has to take the lead and open those doors and work within those guidelines. The library is in that position. The resources we have are what the public wants. We want to be the third place – community partner. If any staff didn't want to work, I could see that they didn't have to work. The restaurants found

ways. Come up with a way to deliver books in plastic bags. Have Steve move computers around for the distance.

The Chair noted that the Executive Director and staff are closely watching what's happening and many libraries are watching and thinking of ways to serve. Could we have pick up of holds, and what other options there might be. They are actively working on options. There is also a significant public health risk and we have to look at the benefits and the risks and rely on what the experts are telling us.

Trustee Bodnar addressed the Board and stated that staffing is working overtime and putting in a lot of hours and it bothers him to have staff on administrative leave. Staff are being paid to not work and he's had comments about being closed and not providing services and paying staff with tax dollars that are not working.

The Executive Director addressed the Board and stated that what the Library is operating on now is part of the Board's Policy Governance. Compliance with that policy is that the Library follows the County Personnel Rules. The County has issued a temporary policy for administrative leave during this declared emergency period. That April 16 date matches the stay at home order from the Governor. The Library is tracking what staff is working and when they are not working. When they are not working it's recorded as emergency administrative leave. The Library is eager to start more services when it is safe to do so. Regarding Public Health guidelines and not handling materials. There is a risk to staff and patrons around physical materials. Next week, the Library will have its next level of staff activation. The Executive Director has an inquiry in to the County Manager to see if he has an idea of whether or not the emergency order would be extended. She further advised the Board that she is on the County Personnel Board and is kept informed. Administrative leave was part of the County's emergency declaration.

The Chair advised the Board that the Library is a component unit of the County and has used their personnel services. He stated further that as part of the County he sees no reason why we wouldn't follow the County's guidance. It would be a huge deviation to move away from that at this point.

Trustee Anderson addressed the Board and noted that we need to see the impact from federal level legislation that was just passed and how some of that will impact staffing.

The Executive Director advised the Board that the Library activated a strike team yesterday to look into the Cares Act, Families First, and federal family law medical leave. According to the Board's policy governance, the Library is required to have a Continuity of Operations Plan (COOP). In the COOP are mission essential functions and part of that is to make sure the Library works and has the staffing to work. The team may have two

weeks to start ramping up when we might still be under a social distancing order. For something like curbside pickup and phasing into that we need our staff. It seems like the most prudent course of action is to not layoff or furlough staff if we are going to need them the next week or the week after. The laws around this are quite complicated and we are looking at how they affect the Library.

Trustee Anderson addressed the Board and noted that it is another complicated layer and with the school closures extended we need to see the impacts for family support. Determining time off and essential need is quite the task.

The Executive Director advised the Board that compliance with the Board's governing policies and the COOP is making sure we have enough staff to provide those essential services. The Library is watching that carefully. Right now, all of Facilities and Administrative Support are activated. We have to make sure that if something happens, or people get sick, that we have people to step in. As soon as the Governor came out with the closure of schools to April 30, the Library reached out to Dr. Johnson to see if the state of declared emergency would be extended. There is uncertainty and things are constantly changing.

Trustee Anderson addressed the Board and noted that the uncertainty of everything is what makes it so commendable of the Library and everything the Executive Director has been doing so quickly.

The Executive Director acknowledged the quickly changing environment and that as soon as something is communicated out it changes. The Library is trying to reach as many people as possible. 50 more Wi-Fi hotspots were ordered and the Library is trying to figure out how to get them to people without touching them.

Trustee Bodnar addressed the Board and stated that he appreciates the viewpoints. He further noted that being the longest serving member on board, we fought hard to separate ourselves from the County and he doesn't like trying to buddy up to the County now. He was in a lot of meetings when the County didn't want us to do something. We have the library law and have a lot of power. We share some services with the County – it's time for us to stand alone and be accountable to taxpayers. A lot of people who use the library aren't getting paid. We should be judicious on our expenses and we won't get our mil levy and taxes and we need to look at everything from the taxpayers view. Companies have had to let people go and we shouldn't be above them. Safety for employees – I'm conscious of that as well.

The Chair addressed the Board and stated that it would be a huge operational change for the Library to move to something new regarding the personnel rules.

Finance and Budget Department

Financial Report

Barbara Long, Assistant Director of Finance and Budget, addressed the Board and asked if there were any questions about the financial reports in the packet.

In response to a question, the Board was advised that:

- The Library has not received any projections from County regarding property tax revenue. The Library is in close contact with colleagues at County and it is on everyone's mind.

Belmar Project Financial Report

There were no questions about the Belmar project financial report.

Facilities & Construction Projects

Belmar Library Renovation Project Update

Steve Chestnut, Director of Facilities and Construction Projects addressed Board and asked if there were any questions about the update in the report.

In response to a question the Board was advised that:

- At this time the Library is planning on opening Belmar in the spring. The schedule has been pushed out a bit due to social distancing and limiting the number of people in the building. Our first priority is protecting the people who are working.

The Chair addressed the Board and asked for consensus with moving forward with motions today on the Intergovernmental Memorandum of Understanding with Jefferson County Public Schools and the contract renewal with Axis 360, the Library's primary E-Material vendor. The Trustees indicated agreement to move forward with authorizing the two items by formal motion.

Intergovernmental Memorandum of Understanding with Jefferson County Public Schools

Julianne Rist, Director of Libraries, introduced the topic and asked the Board if there were any questions. There were no questions from the Board.

MOTION: Pam Anderson moved that the Library Board of Trustees authorize the Executive Director to sign the Intergovernmental Memorandum of Understanding between the Jefferson County Public Schools and the Jefferson County Public Library, to provide student access, through school computers, to access JCPL's Community Shares EBook and EAudiobook. Seconded by Kim Johnson the motion passed by unanimous vote of all Trustees present.

Axis360 – Primary E-Material Vendor

Julianne Rist, Director of Libraries, introduced the topic and asked the Board if there were any questions. There were no questions from the Board.

MOTION: Kim Johnson moved that the Library Board of Trustees authorize the Executive Director to sign the third renewal of the contract with Axis 360 to purchase e-book and downloadable audio books within the approved and budgeted amount of \$2,500,000. Seconded by German Zarate the motion passed by unanimous vote of all Trustees present.

Strategy and Engagement

The Executive Director introduced the topic and asked if the Board had any questions about the naming agreements.

In response to a question, the Board was advised that both Bank of Colorado and Fransen Pittman, were vetted by Jo Schantz, Foundation Executive Director, and both are in good standing. Also, Fransen Pittman is a Library vendor and was vetted through the Library's process.

Naming Agreement – Belmar Library – Bank of Colorado

MOTION: Jeanne Lomba moved that the Library Board of Trustees authorize the Executive Director to sign the donation and naming agreement for the small study room the between the Jefferson County Public Library, the Jefferson County Library Foundation and Bank of Colorado. Seconded by John Bodnar the motion passed by unanimous vote of all Trustees present.

Naming Agreement – Belmar Library – Fransen Pittman

MOTION: Kim Johnson moved that the Library Board of Trustees authorize the Executive Director to sign the donation and naming agreement between the Jefferson County Public Library, the Jefferson County Library Foundation and Fransen Pittman. Seconded by John Bodnar the motion passed by unanimous vote of all Trustees present.

The Chair expressed appreciation to the two donors for their support of the Jefferson County Public Library and the Foundation.

ITEMS REMOVED FROM THE CONSENT AGENDA

No items were removed from the consent agenda.

EMERGING ISSUES

There were no emerging issues.

ENDS

No items.

BOARD GOVERNANCE

No items.

BOARD SCHEDULE – NEXT MEETINGS

The Chair advised the Board that the Library has recommended cancelling or rescheduling the April 16, 2020 Board meeting. There are no contracts or agreements scheduled to come before the Board for that meeting. If something were to emerge, the Chair could call for a Special Meeting if necessary.

The Board discussed the recommendation. In response to questions, the Board was advised that:

- If there were an April Board meeting the agenda would include financials, the Executive Director report and may include other operational updates as appropriate.
- The reason for the recommendation to cancel or reschedule to a later date was to provide Library staff with more time to prepare, receive information on any updates or extensions to current Public Health orders and in general, provide for a more substantive meeting.
- The Board would continue to receive communications from the Executive Director on Library operations between Board meetings.
- If a Trustee were to see something in a communication, or any item that they wanted to bring before the Board they could contact the Chair. According to the Bylaws, the Chair may call a special meeting of the Library Board at any time with 24 hours prior notice to all Trustees and with adequate advance notice to allow for public posting. The Library would need 48 hours notice to prepare for the meeting and post the notice.

MOTION: Pam Anderson moved that the Library Board of Trustees move the April 16, 2020 Library Board Meeting to April 23, 2020 and cancel the April 16, 2020 meeting. Seconded by Kim Johnson the motion passed by majority vote of all Trustees present with John Bodnar voting against the motion.

ANNOUNCEMENTS/GENERAL INFORMATION SHARING

There were no announcements.

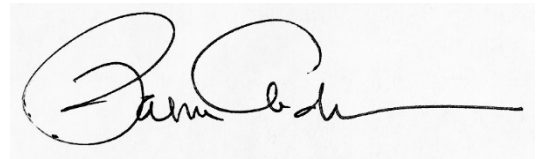
EVALUATE BOARD MEETING (4.1.9)

Trustee Bodnar expressed appreciation to the Board for the opportunity to present his topics and comments and the opportunity for discussion.

The Chair expressed appreciation to Trustee Bodnar for sharing his thoughts and to the Library for their commendable efforts during this challenging time.

ADJOURNMENT

The Board meeting was adjourned at 7:10 pm.

A handwritten signature in black ink, appearing to read "Pam Anderson", is displayed on a light gray rectangular background.

Pam Anderson, Secretary