

**Minutes of the Meeting of the  
JEFFERSON COUNTY PUBLIC LIBRARY  
BOARD OF TRUSTEES  
April 23, 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 23, 2020. Library Board of Trustees Chair, Charles Naumer, called the meeting to order at 5:30 p.m. Other Trustees present: Kim Johnson (Vice-Chair), Pam Anderson (Secretary), John Bodnar, Jeanne Lomba and Jill Fellman.

Trustees not present: German Zarate-Bohorquez.

**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.

There were additional Library staff members attending the online WebEx meeting.

**APPROVAL OF AGENDA**

**MOTION:** Kim Johnson moved that the Library Board of Trustees approve the agenda as presented. Seconded by Jeanne Lomba 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:** Pam Anderson moved that the Library Board of Trustees approve the items on the consent agenda as presented. Seconded by Kim Johnson the motion passed by majority vote of all Trustees present with Jill Fellman abstaining from voting on the motion.

Items on the Consent Agenda for April 23, 2020

1. Minutes of the March 12, 2020 Board Study Session as presented.
2. Minutes of the April 2, 2020 Board Meeting as presented.

**FOUNDATION UPDATE**

Jo Schantz, Foundation Executive Director, provided an update on the activities of the Foundation. The spring sale was cancelled which will have an estimated loss of \$70,000 in revenue. The Denver Pen and Podium event has been rescheduled to August 24, 2020. The Foundation will receive a \$1,000 contribution from Denver Post Charities related to this event. The Foundation office remains closed. The Foundation is working on a project related to opening up a used book store at Colorado Mills Mall that will be discussed further at the Foundation finance committee meeting on Monday, April 27, to see if it is a viable operation. There are two new Foundation board members, Donald Tallman and Linda Lovin. Library Giving Day is today. The Foundation soft peddled it because of the pandemic, however, we doubled donations from 2019. There are lots of pending grants and the Foundation did receive the grant from the Golden Civic Foundation for Golden Library programs. The Foundation did hear from the paycheck protection program plan that the Foundation is approved at \$36,000 to keep staff on board and paying salaries and benefits.

Kim Johnson expressed appreciation to Jo Schantz and the Foundation staff for all they are doing during these unique circumstances. Kim acknowledged the challenges and thanked Jo for looking into funds that may be available for non-profit organizations. Kim expressed confidence that the Foundation Board would take everything into consideration as they discuss the used book store possibility.

The Chair expressed appreciation to Jo Schantz and Kim Johnson for their updates on the Foundation. The Chair noted that we are all concerned with the financial sustainability of the Foundation during these difficult times and thanks everyone for their efforts. In terms of used book sales, I know that in the past, our analysis has shown that the return the Foundation provides the library for used books sales has exceeded the return other used book store vendors could offer. Although, we have acknowledged that the Whale Sale provides social value to our community we do have a responsibility, to the tax payers of Jefferson County, who purchased the books to maximize the return back to the library of the sale of those books. If the economics of the Foundation's book sales drastically

changed I worry that it would no longer be fiscally responsible for the Library to use the services of the Foundation for book sales as opposed to using the service of other providers. This would put both JCPL and the Foundation in a difficult position. I hope the economics are carefully considered when evaluating the opening up of a book store.

## **EXECUTIVE TEAM OPERATIONAL UPDATES**

The Chair addressed the Board and noted that as the situation changes almost constantly he knows staff is working hard to navigate these changing times and complex issues. He advised the Board that he attended the Public Library Association (PLA) webinar and the more information he sees, the more he understands the complexity of the issues libraries are challenged with across the country.

### **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.

The Executive Director advised the Board that the Library had two staff on a Bibliocommons webinar on managing and promoting online library events. JCPL staff were able to participate and present at the webinar. At the West Metro Chamber Board meeting, it was acknowledged that they are having challenges and are not eligible for grants. The Board of County Commissioners briefing on the Library's budget supplemental and carryforward request went smoothly. The Library held a staff town hall meeting and had 223 staff attending. It was a great way to communicate with staff and the Library received a lot of positive feedback.

The Executive Director expressed appreciation to the Library Board for its support over these last few challenging weeks.

### Library Response to Covid-19

The Executive Director introduced the topic and addressed the Board. The Board was advised that in their information packets is a memo from the Executive Director that was written a week ago. A lot has changed in that week with new priorities that create an opportunity to emphasize the Library's plan for a gradual return to in-person service. The Executive Director thanked the Board for their support and leadership 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.

- Continuing Operations
- Use of Library Services

- Influences on Our Process
- Gradual Return to Service
- Budget Impact
- Challenges and Opportunities

The Executive Director shared information on the Library's continuity of operations during this global emergency, what the Library has been doing to serve our community during the closure of our physical locations and how our community is responding to our services. Additionally, the many and varied Influences on our process will be reviewed and what we know today about our plan for an incremental return to in-person service. We're beginning to do some scenario planning for likely adjustments to revenues and expenditures in 2020 and review the challenges and opportunities for the Library in this new environment.

### **JCPL Emergency Response – Continuity of Operations**

The COVID-19 crisis has been and continues to be one of rapidly evolving conditions. Briefly, this list indicates the work of the Library over the last six weeks or so during the temporary closure of our physical buildings to the public. Pivot is a word being used all across libraries to describe the agility and flexibility we've needed to respond well to this emergency in our world.

#### **Providing Remote Service**

- Digital Downloads
- E-reference and Phone Service
- Online Library Cards
- Book A Librarian
- Programs
- Outreach
- Wi-Fi Use
- Social Engagement

While we are eager to get to what's next – the “next normal” as it's sometimes being called, it's important for us to recognize how our residents have been using library services in this remote environment. We can celebrate this access to the library and learn from it.

- At first, we rapidly expanded availability of digital materials – patrons responded – depending on the platform, we are seeing from 40-100% increase in use. 46,421 unique users using our digital products during this closure, including databases and digital materials - at least 8,000 of those unique users are new to using our digital downloads
- We stood up our E-reference and phone service and staff are responding to about 60 inquiries each day
- Online library cards: quadrupled registrations

- Almost 50 Book-A-Librarian appointments – residents are having one on one interactions with our professional librarians by phone, email and virtual.
- The Library has held dozens of remote programs, over 3,000 in attendance or viewing across a variety of platforms including both call-in, live streamed and virtual formats. More programs are being added each week
- Outreach: working with County agencies to support community needs – we hear about these needs in all our usual ways - through use of our services, email, e-reference, phone calls, social media and connections to community leaders. We hear about them in some new ways during this emergency response: through the County Emergency Operations Center (EOC) and also through our Partnerships strike team. One way we've responded to those needs is by providing wireless hotspots to students in vulnerable situations in our community, and supporting our Spanish speaking residents through the Adelante network
- Heidi Floyd, Library Services coordinator for Jeffco Public Schools: was so happy that Axis 360 is now available for schools. She shared how Axis 360 test was rolled out to four sites. When she learned the MOU was accepted by the Library Board the impact was obvious. Heidi said that she has been pointing out the Jeffco Library resources to Dr. Glass anytime he said that the schools should be looking into getting a resource for the students.
- Wi-Fi use: April month-to-date the Wi-Fi was used 5,194 times - 1,580 of those uses were just in the last week.
- Social engagement: patrons and residents are listening and engaging with an increase in followers across all our platforms – lots more use of you tube to see our programs; many people opening our emails to learn about available services
- Now let's talk about how we'll build on these remote services as we move into the "next normal"

### **Influences**

- Guidance from the State
- Jefferson County Public Health Order

It's important to note the many influences on our process. The most important influence on our plan is guidance from our Governor – we heard something new on Monday and expected more specifics over the weekend. Since Monday and up until noon today, we were using the Safer at Home date and guidance in our planning – and then we heard from Dr. Johnson at noon today at the County staff town hall meeting. Because we have a much higher rate of COVID-19 in the Denver Metro Area and unique needs compared to other areas, our public health officials are working together on regional strategies. For Jefferson County there are plans to extend the state's Stay-at-Home Order for approximately two more weeks (through May 8). Dr. Johnson shared that information with us for our own planning purposes, but please know official public information will

be coming as soon as a final decision is made (likely tomorrow). It all starts here – a public health order is a legal requirement, which is different from guidance or recommendations.

Safer at Home starts this coming Monday. What does that mean? From the Governor: “Safer-at-Home” means most Coloradans should continue to limit social interactions to the greatest extent possible to just individuals in your household and wear facial masks when you are out....”

- The goal of the Safer-at-Home phase is to maintain 60-65% physical distancing. This means:
- Vulnerable populations and older adults must stay home unless absolutely necessary. The definition of older adults has been a moving target
- No group gatherings of more than 10 people.
- Critical businesses will remain open with strict precautions (social distancing, masks for all employees, more frequent cleanings, etc.)
- Retail businesses may open for curbside delivery and phased-in public opening with strict precautions.
- Telecommuting continues for offices. Starting on May 4, up to 50% of staff can work in-person (with social distancing in place).

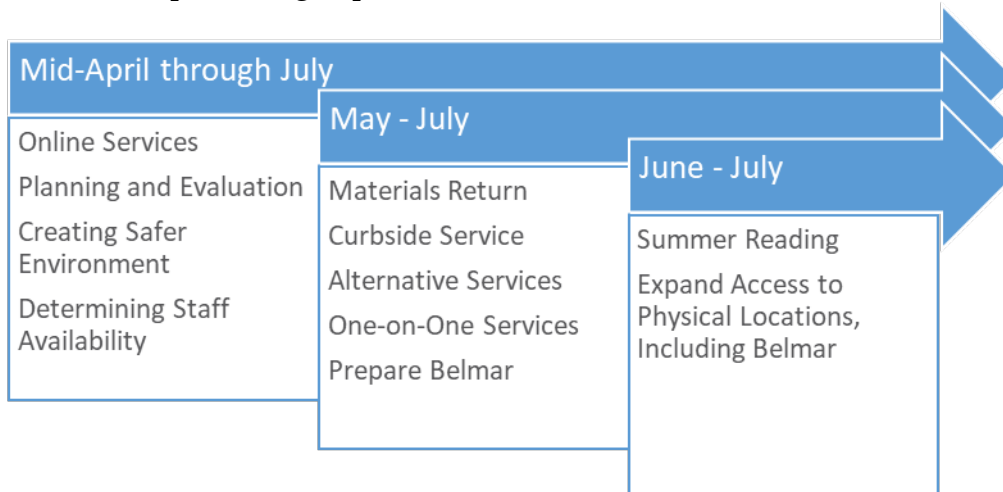
A public health order is different from guidance and is one level of influence. Collaboration with County agencies and cooperating with County agencies, and other neighboring library systems is another level of influence and will create clarity by working together. The Library is a trusted institution – and we are careful with our reputation as a trusted source – using valid information for our decisions and avoiding confusion for our public about what is safe. The County is planning for a June 1 date for their offices and will also be starting a 4-day work week which the Library is not doing. You will see that in our plan that we’re not waiting for June 1. Other influences are engagement with metro area libraries in a collaborative effort including timeline and safety measures. We are going to be as complementary and aligned as possible so we don’t confuse our residents and communities about what the library is saying is safe. We are also being advised by national Library Associations on providing safe and equitable service. All of these are really impacting our planning.

### **Gradual Return to In-Person Service**

JCPL will base our strategy for a gradual return to in-person services based on our Board’s Ends and our strategic priorities to create a vision for gradually and incrementally introducing different elements of services so that we meet our staff and community’s needs in an effective, safer, and sustainable way. We have successfully created relevant and useful services for patrons in a remote environment. Those services will continue for the

foreseeable future and many of them will become the new normal. We've designed this plan to build on what we have in the remote environment, slowly increasing access to physical materials, technology, space and staff so that residents are able to gain access to a full spectrum of library resources as it becomes safer to do so.

Julianne Rist, Director of Libraries, created a detailed plan for moving forward. JCPL's incremental return to serving the public in-person will include the following elements in addition to providing expanded online services.



With JCPL, everything starts with planning and evaluation, then we move into creating a safer environment for staff and the public

- By making sure our buildings and cleaning crew are ready for them
- By making sure staff are trained in safety procedures and have the PPE required in order to be on site
- By making sure we have the building set up to accommodate social distancing
- By making sure we know who is well enough to work and what to do if they are not

Next we'll be Piloting an incremental deployment of one-on-one Services in all available locations. Conifer may not be available.

- Including the ability to return materials
- Access to materials through Curbside pick-up.

The safe handling of library materials has been a great concern during this pandemic. There is a group working with IMLS (Institute of Museum and Library Services), OCLC, (a global library cooperative) and Battelle Labs. The group will be able to provide libraries with the best research available to determine best practices for handling materials, and protecting the health and safety of staff and patrons. It is important to note that this project will likely not answer all our concerns around reopening, nor will it supersede our community health guidance.

### **Piloting an Incremental Deployment of One-on-One Services in all available locations**

- Vending and hold lockers,
- Library 2 you
- Appointments for browsing the stacks – limited one-on-one interactions
- Preparing Belmar and staff in this new environment for public interactions

Eventually providing a remote summer learning experience and, if all goes well with the virus, expanding access to physical locations, including Access to computers, study rooms, and other library resources.

Alternative services like vending and hold lockers is dependent on safe handling of materials. The Library is also considering that some people may not want to come in the buildings and might want to continue curbside services. Some of these services will go on maybe much longer than July. We're taking it a piece at a time.

### **Staffing and Staff Support**

- Administrative Leave Transition
- Workforce Planning
- Change Management and Training

These next few weeks are ones of transition and planning. The successful implementation of this plan hinges on staffing and staff support. At this point we have a lot of data to gather and staff to check in with to help them make choices about what works best for them. Confirming who is available to work on site and preparing and training our staff to work on site. We're ramping up, planning services, preparing our buildings and training staff on this "next normal".

The change management of going from six weeks of closure to an incremental return to in-person service will be as challenging a change management strategy as the pivot from in-person to totally remote services was. This will take some time over the next two weeks. There will also be a transitioning away from paid administrative leave. In essence, we're paying people who are able to work to be ready to work.

### **Budget Impacts**

- Potential Revenue Impacts
- Expense Reductions

The Executive Director advised the Board that in addition to the hard work going on behind the scenes planning for an incremental return to in-person service, Library leadership is also looking at potential impacts to our 2020 budget and beyond.



The library gets 98% of its funding through property taxes, which are based on the assessed valuation of properties in Jefferson County, both residential and commercial. The second half of property tax collection for 2020 looks different from normal. The deadline is the same but late fees are waived and payment plans are being offered. We'll learn more on May 1, about levels of property tax collection this year compared to the previous year. In the meantime, Library Leadership is looking at various scenarios to help us predict what kind of decline we might see in our revenues this year and in the years to come. In addition to using models based on what we saw in the 2008 recession, we're also looking at potential revenue reductions of 2.5%, 5% and 10% to start. We'll know more each month about our revenue outlook. We'll bring that discussion forward to the Board in May.

Of course we are also looking at 2020 Expenses – we'll be looking at what expenses we can reduce, making decisions about what we might stop doing and what needs to continue in these new conditions. We'll use our 5 strategic priorities and governance from our Board as our guide in making these decision as well.

In addition, there are other areas of funding authorized in the CARES act that could provide support to JCPL including appropriations to the Institute for Museum and Library Services (IMLS) and Department of Education.

### **Challenges and Opportunities**

In this time of rapid change and unpredictability, it's helpful to acknowledge our challenges and opportunities.

- Availability of staff to work in buildings
- Constantly changing public health orders
- Coordinating with other County agencies and other library systems
- Recommendations for service and protocols approved by County Legal and JCPH
- Securing appropriate PPE and cleaning supplies critical to safely reopen buildings to the public
- Compliance with new regulations for personnel
- Safety

### **Stakeholder Engagement**

Things will be different for a while. It's important that our residents and stakeholders know we are following guidelines and prioritizing their safety and the safety of our staff.

Communicating with our residents so that:

- They understand that things will be different for awhile
- That we are following state or local guidelines

- They understand that we are prioritizing their safety and the safety of our staff
- What we have ready for them now
- What is coming next

The Executive Director expressed appreciation to the Board for the time they put into being on the Library Board.

In response to questions, the Board was advised that:

- The Library has gathered some good examples of curbside service that we can learn from. We are also working with the metro area library directors group and sharing information. For example, making an appointment. More details will come.
- The Library is watching and considering the impact of closed schools in terms of increased usage for the library. It will be a challenge on how to manage social distancing if it goes on for a long time. The Library is also considering access for vulnerable populations, students who are suffering in the remote environment and people looking for jobs. The Library has a partnership strike team working with the schools everyday including looking at summer camps and the YMCA. A big part of consideration is not creating a problem with too many people at the library.

At 6:22 p.m., Pam Anderson excused herself from the Board meeting.

- The Library purchased 50 additional hotspots on top of those on hold for people. 47 hotspots went out through our partnership team. The hotspots were new, so the potential contamination issues were lessened. Hotspots were delivered to the principal of Jefferson High who distributed them to students who do not have internet access and students experiencing homelessness. Two were distributed to the Family Tree SafeCare program so they can distribute to families who have children for online school access.
- The Library made the decision not to promote Wi-Fi in the parking lots so we weren't encouraging people to congregate. The high usage indicates that there is some level of community understanding about that library service.
- Dr. Johnson has the authority to issue a public order on his own and is in communication with the Board of County Commissioners.
- The Library is not up in the air in the planning process. There were hard dates and when orders shifted those dates were reviewed again. If things shift to that May 8 date we would be ready if we have good information on safe handling of materials, staff lined up and trained, cleaning and PPE supplies on hand. The caveat – the Library will do a check in with Dr. Johnson and other libraries in the area to make sure we're complimenting each other and not confusing the public. That's the date we're looking at, however, in these constantly changing conditions, we would ask

not to be held to that date as there are many elements outside the Library's control that need to be in place.

- What the Library knows so far about safe handling of materials is that various sources say different things about how long the virus lives on the different kinds of library materials (paper, plastic, Mylar, discs, etc.). The library is also looking at information about quarantining materials when they are returned, for how long and how to clean the different materials and with what cleaning solution. There is some information that a type of UV light may degrade materials. The group working with IMLS (Institute of Museum and Library Services), OCLC, (a global library cooperative) and Battelle Labs are testing library materials for us. We want to make sure they are safe to handle and distribute out to patrons.
- The Library has reached out to Dr. Johnson for guidance, including in the very beginning before the public health order was issued. The Library does not believe that Dr. Johnson and JCPH has the time or resources to determine the lifespan of the virus on the variety of different library materials. The group working with Battelle Labs is a credible source and the Library would present that information to Dr. Johnson along with any proposed process for safe handling of library materials. Asking Dr. Johnson and JCPH to perform the testing process would be reinventing the wheel and far outside what they are currently doing.

The Chair advised the Board that the questions around staff safety and handling materials is a big issue for libraries across the country and was a topic of discussion during the Public Library Association (PLA) webinar. There are lots of people working on these issues and the Library's plan to see what happens with Battelle Labs makes sense.

In closing, the Chair stated that these topics have been on everyone's minds - public health and making sure there is a safe environment for our staff, patrons and the larger community. JCPH has been a great resource and from the public health perspective, we will have constraints that will be defined by the experts in the public health department. Once we understand those constraints the question is how we create the most value to residents and how do we provide safe services and materials. In looking at what libraries are doing around the country I realized that we are doing all of those things and maybe even leading in delivering those services. The Chair thanked the Executive Director and library staff for all the work they are doing and noted that there is no other profession that cares as much about the community and always looks for ways to give back.

## **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 questions, the Board was advised that:

- The library received the \$143,000 grant was that appropriated by the State for libraries. The grant is larger this year and is received every year as part of the State's grant to libraries through the IMLS.
- Property tax revenue to date is in line with the Library's budget. Impact from the current situation has not yet shown up in the financial statements.
- It is possible that the Library will see the impact in the April statements, however, that may be too soon. The Library expects to see some revenue trends through the summer and may have a good idea by the end of July, and most certainly by August.

#### 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 questions, the Board was advised that:

- Costs incurred for delays, including weather delays, are contained within the contingency budget for the project.
- The Library would be happy to arrange for a walk through for the Board when public health orders allow.
- Work on the project has been able to continue with procedures and processes for safe distancing and sign-in sheets so we know who is in the building.

##### Library Service Center (LSC) Garage

Steve Chestnut, Director of Facilities and Construction Projects addressed Board and asked if there were any questions about the project. There were no questions.

#### **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**

- May 14, 2020 – Study Session – 5:30 pm – To be determined - Pam Nissler Conference Room at Library Administration or Online via WebEx
- May 21, 2020 – Board Meeting – 5:30 pm – To be determined - Columbine Library Meeting Room or Online via WebEx
- June 11, 2020 – Study Session – 5:30 pm – To be determined - Pam Nissler Conference Room at Library Administration or Online via WebEx
- June 18, 2020 – Board Meeting – 5:30 pm – To be determined - Evergreen Library Meeting Room or Online via WebEx
- July 9, 2020 – Study Session – 5:30 pm – To be determined - Pam Nissler Conference Room at Library Administration or Online via WebEx
- July 16, 2020 – Board Meeting – 5:30 pm – To be determined - Golden Library Meeting Room or Online via WebEx

## **ANNOUNCEMENTS/GENERAL INFORMATION SHARING**

The Chair advised the Board that a response to the questions and comments that were sent via email to the Board will be sent to the Trustees for review.

## **ADJOURNMENT**

The Board meeting was adjourned at 6:53 pm.



For: Pam Anderson, Secretary