

**Jefferson County Public Library Board of Trustees**  
**Study Session**  
**January 14, 2021 – 5:30 pm**  
**Online Meeting via WebEx**

**TOPICS:**

- Financial Review (November 2020)
- Board review Global Ends Statements 1.0 - 1.4
- Strategic Planning Framework and Process
- 2021 Strategic Priorities and Initiatives
- South Jefferson County Expansion Project
- Standley Lake Trailhead
- HVAC Contract - Haynes Mechanical Systems Information
- Draft Sunshine Resolution
- Naming Agreement – Columbine Library Bench Information

**Call to Order**

Charles Naumer, Chair, called the Study Session to order at 5:30 p.m.

**Other Trustees present:** Pam Anderson (Secretary), John Bodnar, Jill Fellman, Jeanne Lomba and German Zarate-Bohorquez. Kim Johnson (Vice-Chair) joined the meeting at 6:47 pm.

**Trustees not present:** All Trustees were present.

**Staff present:** Donna Walker, Executive Director; Julianne Rist, Director of Libraries; Bernadette Berger, Director of Information Technology; Rex Whisman, Director of Strategy & Engagement; 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; 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.

**Guests:** Emily Sexton, Parks and Urban Design Manager, City of Arvada

## **Financial Review (November 2020)**

The Chair asked if there were any questions about the November 2020 Financials. There were no questions.

## **Board review Global Ends Statements 1.0 - 1.4**

The Chair introduced the topic and provided background information. In 2016 the Board modified the Bylaws to include the Board's role in defining Ends statements and sharing responsibility with the Executive Director on strategic planning. In 2017 the Board worked with the Executive Director to develop a plan for Board involvement in strategic planning starting with 2018 with the objective to begin work in 2020 including recognition of details in measures and what drives us forward. In 2018 a lot of work was completed on the strategic planning process as well as the mission, vision and Ends. There were a number of study sessions that included a review of the Aspen Report and discussions on measuring what matters. The Board finalized the ends statements working closely with Library leadership. The Chair shared the timeline from the March 2019 Study Session that showed all the work the Board and Library Leadership did to build a foundation for moving forward. For the most part, this foundation provided a plan for going forward and held through the pandemic and legislative issues related to the budget. There is an expectation that the Board will review the ends statements every January. The Chair stated that the intention is to keep the ends statements.

### **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.

Trustee Fellman noted that the ends statements gives us the foundation for our work. In observing the Executive Director and her team throughout the pandemic, Trustee Fellman stated that she was able to see how decisions were made based on this foundation.

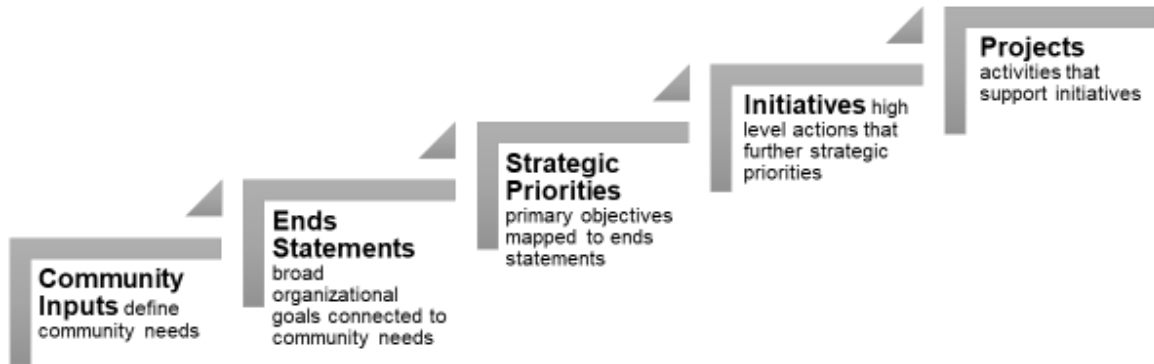
Trustee Anderson noted that it is important to review the ends statements and to see how they have stood the test of time even with as much flex we've all been in. It is a tribute to the work and that they are more values based. Trustee Anderson agreed that it is a good idea not to make any major adjustments to the ends statements.

### **Strategic Planning Framework and Process**

The Executive Director introduced the topic and expressed appreciation to the Chair for providing the background information to lead into the discussion about the strategic planning process.

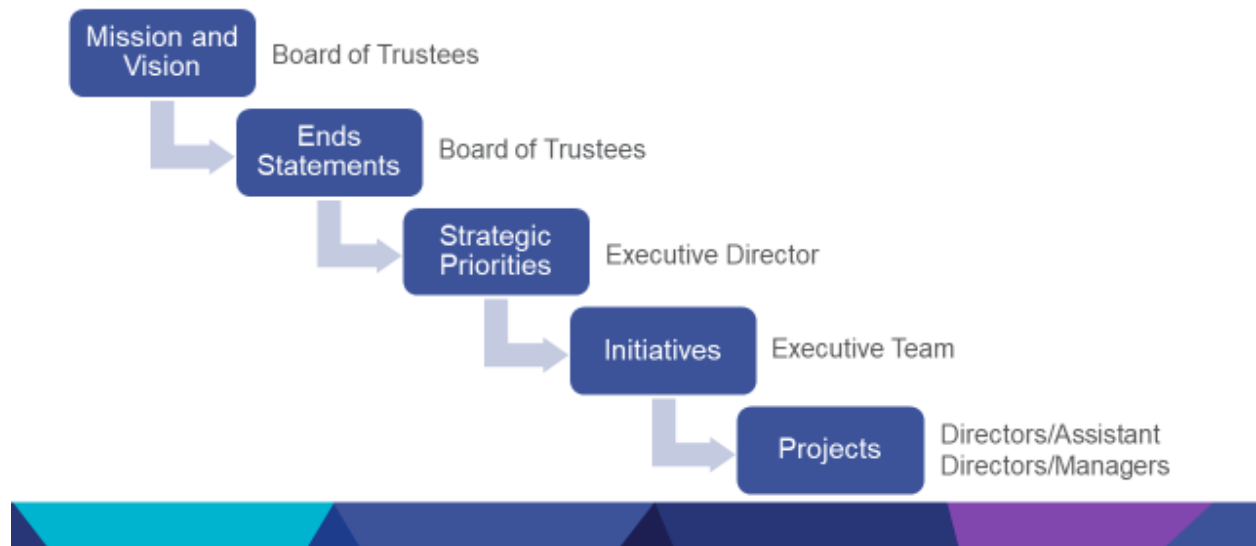
Rex Whisman, Director of Strategy, Engagement and Finance, reviewed the strategic planning process and the steps to develop the five year strategic plan and how we arrived at our strategic framework. Community inputs help us define our community needs, and connects the Board's ends statements, which are our broad organizational goals. Last year JCPL established our strategic priorities, the primary objectives that we want to accomplish over five years, and are mapped back to the Board's ends statements. Our initiatives help further our strategic priorities and those are supported by our annual strategic projects.

# STRATEGIC PLANNING STEPS

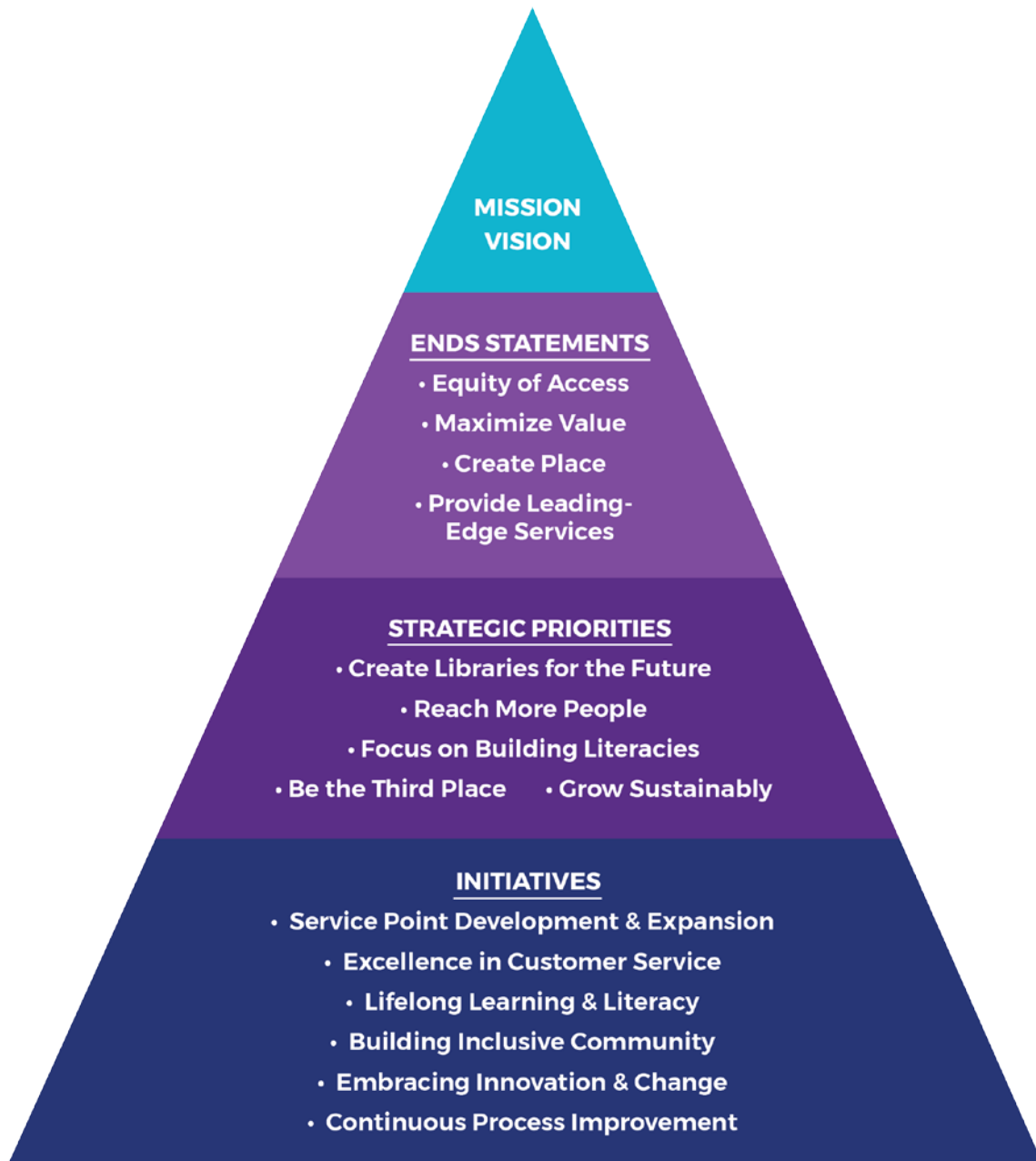


The Strategic framework is the structured method we use to define our initiatives and projects to support strategic priorities and ends statements. The chart illustrates the direction and the responsible teams.

# STRATEGIC FRAMEWORK



The pyramid embraced by the board at this time last year shows the strategic framework built out containing our ends statements, strategic priorities and initiatives for the 2020-2025 five-year strategic plan. Since this time last year, we have updated our initiatives, which Donna will speak to later in the meeting.



2020 was year one of applying our five-year plan. Last year at this time, we presented the five-year plan at the January board meeting. At that same time we started our budget development process and planning for 2021. In March, the pandemic hit Colorado. Much of the next several months were devoted to utilizing our Continuity of Operations Plan (COOP) to guide our tactical decision making, creating new projects and making the necessary adjustments to other projects to support the COOP and respond to public health orders. Our leadership teams have assessed our 2020 annual plan and developed the 2021 annual plan which Donna will be sharing this evening.

Trustee Zarate-Bohorquez expressed appreciation for the opportunity to have input into the strategic plans and noted that he is interested in hearing more about the strategic priorities.

### **2021 Strategic Priorities and Initiatives**

The Executive Director addressed the Board and introduced the topic. JCPL is in year two of this five year strategic plan. Last February when we started our 2021 budget process, we were just hearing inklings of a virus that might make its way to the U.S. Since then, we have been on this wild ride together, adjusting services, plans and dreams to respond to the new realities and new needs in our community. What is encouraging for us is how much our visioning for the 5 year strategic plan has served as a reliable rudder in these unsteady waters. The Board has already approved spending plan and there will be another opportunity for input at the Board meeting.

Tonight we'll share the next evolution of this 5 year plan, including what the Library believes are the strategic priorities, initiatives and projects for Board advocacy, engagement and focus. You've already approved the spending plan to support this work. This portion of our agenda is intended for Board input so that the Library can make any needed adjustments to our priorities and initiatives and bring them back to you next week.

### Priorities for the 2020-2025 Strategic Plan

Despite the many changes in our world and library services this year, we feel that the strategic priorities we created for this 5 year plan continue to connect directly to the Board's Ends statements to provide equity of access, create place, provide leading edge services and maximize value for our taxpayers. For the remaining years of our 5 year plan, the library intends to achieve these ends through these priorities:

**Create Libraries for the future:** throughout the County through expansion, redesign and construction

**Reach More People:** through strategic partnerships, alternative services and offsite services, customer experience, inclusion efforts, community engagement and outreach, and customer experience.

**Focus on Building Literacies:** through patron-interest-focused materials selection, creative technologies, digital literacy services, school and workforce readiness, programs that help our young people develop skills in early adulthood, small business support and financial literacy initiatives.

**Be the Third Place:** by facilitating civil, civic conversation, develop collaborative community discovery spaces, and serve as the place to be for out-of-school time and not-to-miss events. Programming is virtual now and someday soon will be in person.

**Grow Sustainably:** manage financial resources to meet our planned capital and service build-out within our current mill levy rate of 4.5 and account for a variety of economic conditions. This priority serves us well with the uncertainties of Covid and Gallagher and their impact on the budget.

In response to a question, the Board was advised that the strategic priorities will serve as guideposts moving forward.



In order to focus our efforts the library created broader multiyear initiatives – they are high level actions that derive from the strategic priorities and set the direction for projects. In 2020 we had 8 of these initiatives. For the second year of our plan in 2021 we condensed and reduced them a bit to make them more action-oriented and to have broader impact. These initiatives are the work of the Library’s leadership team. Each of these initiatives have multiple projects.

## STRATEGIC PRIORITIES & INITIATIVES



The Chair noted that he likes the theme of sustainability and how it is described. It is not only financial, but includes the systems the Library uses.

In response to questions, the Board was advised that:

- Their input last year included a request for an annual plan to assess the organization’s performance over the year and included milestones to see where we were making progress. The annual plan is the next piece of this presentation.
- Library leadership has been debating condensing initiatives for more clarity. We have we put so many resources into building the 5 year plan and each step along the way included many consultants and community inputs . Each one of these segments leads us up and down our framework and it helped to hear from the Board about those particular projects that they can connect back to the initiatives. The next section demonstrates how things are connecting

In terms of an annual organizational performance plan, in the following chart on the right are the strategic projects that the Library believes to be our 2021 priorities.



# STRATEGIC INITIATIVES AND PROJECTS



## INITIATIVES

- Service Point Development & Expansion
- Excellence in Customer Service
- Lifelong Learning & Literacy
- Building Inclusive Community
- Embracing Innovation & Change
- Continuous Process Improvement

## STRATEGIC PROJECTS

- COVID-19 Service & Staffing Response
- South County Expansion
- Philanthropy Development

### Covid-19 Service and Staffing Response

The service and staffing impacts of COVID will continue well into 2021. The many uncertainties associated with the pandemic create exciting opportunities for service and staffing, and also challenges. In conversations with staff and all the input people provided, Covid service response and the staffing response that goes with it, exposures and quarantining and who can work where, is a lot of work. Every adjustment and the hours that go into those adjustments is a really heavy lift. Covid service and staffing response will go on through most of 2021. When we looked at the capacity for myself and my team it was clear that this is a strategic project continuing from 2020.

### South County Expansion

The Board has indicated South County Expansion as a priority. COVID and budget uncertainties delayed this project last year, but as we'll talk about later, we're ready to restart this project, carrying forward much of the work already completed. This is a big project that is very different from projects we've done before in Jefferson County.

### Philanthropy Development

This is also a continuing project that took on new structure in 2020 with strategic impact related to the Board end of maximizing value to the taxpayers and the strategic priority of growing sustainably.

When thinking about the annual plan for the Library, leadership would like for the Board to consider these as the main projects for the year.

The Chair stated that all three are big projects and reasonable for the annual plan.

Trustee Fellman noted that every one of those projects are a balance between being proactive and reactive at a time when that is required. She stated that these are huge projects and she likes the approach to be very proactive in thinking about how we can do things differently.

Trustee Anderson noted that it is the ultimate in understatement about Covid and it is remarkable what the Library has been able to accomplish over the last year.

Trustee Lomba noted that she was glad to only see three as they are all large in nature and each one will need adaptability and creativity. With the response to Covid, much of that work is dictated from elsewhere in terms of where we are in the public health orders – red, orange, etc. Those three projects will keep the Library busy.

In response to questions, the Board was advised that:

- The service response to Covid has resulted in a pandemic perk which is the acceleration of things the Library may have taken longer to try.
- To help us determine what changes in service might be permanent or temporary and what patrons like now about the services that they might not like two years from now the Library is using the net promoter score. JCPL sends a weekly email to a group of patrons asking these questions. We do have a way to be checking in with patrons along this journey so we can keep shifting to provide the services our patrons want. For example, digital reading is higher now, it might shift back and we are watching for those shifts. It is a challenge when we look at success measures. We will look at this again in March. It is important to maximize value and serve community needs that are shifting in ways we have never experienced before.

There are other strategic projects that derive from initiatives and many of them are in process. There are projects underneath these projects. Next week when the Board receives the December financials, the Board will see this topic again and have the opportunity for further discussion. This is the big work of our directors and managers as well.

# STRATEGIC INITIATIVES AND PROJECTS



## INITIATIVES

- Service Point Development & Expansion
- Excellence in Customer Service
- Lifelong Learning & Literacy
- Building Inclusive Community
- Embracing Innovation & Change
- Continuous Process Improvement

## STRATEGIC PROJECTS

- Offsite Services Expansion
- Organizational Staffing Assessment
- Emerging Technology Integration
- Customer & Core Service Development & Implementation
- Project Management Implementation
- Engagement Plan Development & Execution
- Literacy Services Expansion
- Diversity, Equity and Inclusion Strategy Development
- Partnership Visioning

## Next Steps

- Finalize 2021
- 2020 Year End Report
- Update 2020-2025 Strategic Plan
- 2022 budget
- 5-year Capital Improvement Plan and 10-year forecast

The next steps include finalizing the organization's 2021 annual plan. The Library will bring the 2020 year-end report to the Board and update the 2020-2025 plan. JCPL is also participating in conversations about the future of libraries that will help us as we move into planning for 2022. JCPL will start the 2022 budget with staff in a couple of weeks and then with the Board in April or May. The big work for the Board includes updating the 5-year capital plan and 10-year forecast.

The Board indicated their "thumbs up" to the strategic planning information that was provided.

## **South Jefferson County Expansion Project**

The Executive Director introduced the topic and addressed the Board. It is time to restart our South Jefferson County Library Expansion Project. Before the pandemic, the Library and Board had already invested many hours and resources towards this project. With the repeal of the Gallagher Amendment and the Board's re-commitment to

budgeting for this capital investment, we are ready to move forward with our community to expand library services in the southern area of Jefferson County

### Work Completed

The Board's involvement in this project so far was outlined in the memo that went out with the study session packet. It is helpful to remind us all of the work already completed and use this time to check in to see if we're still in alignment and have clarity on the project and our next steps.

- ✓ Budget (Board authorized at just over \$11 million)
- ✓ Key Messages (fact sheet)
- ✓ South County Expansion Boundaries (Library Service Area)
- ✓ Trustee Role (included in information packet)
- ✓ Supplemental Budget Request (Board approved and on 01/26 BCC consent agenda)

### Trustee Role

The Board engaged in a facilitated conversation a while back and the Board landed on agreement with the following:

- ✓ Budget: Be responsible for resource allocation and capital oversight. Focus on long-term impact of project and return on investment for "ownership" (residents) by representing the taxpayers.
- ✓ Advocacy, Outreach and Engagement: Be the conduit linking the ownership (residents) to the operational by being ambassadors, defining and communicating the message, being able to explain the "why" of the project.
- ✓ Strategy: Assess and represent the needs of the community through your public process and defining a vision for the successful outcome of the project

The Executive Director requested a check for alignment and understanding of the Board's role. The Board indicated their "thumbs up" approval.

### Boundaries

In December 2019, Julianne Rist, Director of Libraries, walked the Board through the process for determining the general boundaries for what we are calling South County. These boundaries were then reflected in the fact sheet. This is where we think people live who will use the new South County location. The Library Service Area (LSA) is an official designation. It is geographically large area where the population density drops off dramatically south and west of C470 as it becomes more rural or is made up of national forest. The total population of this LSA is 66,402.

## Fact Sheet

The fact sheet is a tool, a document with key messages from the Board and the Library to support awareness of the project, educate stakeholders and help us as we solicit feedback from the public. We did some minor updating of the language and timeline, but otherwise it reflects the Board's key messages from last year. The minor edits included adding the offsite services at the Ridge Center and Mountain Resource Center and shows JCPL's additional investment in services in that part of the County.

The Chair noted that this work and the fact sheet have stood the test of time as well as the work on strategic planning.

## Timeline

In the timeline on the fact sheet, the years are not included. The Executive Director noted that the timeline in being displayed for the Board at this meeting are provided to give a sense of what the project might look like in a best case scenario.

The community input is restarting here with the Board, then we create the vision for the library based on that community input. The big unknown will be finding a site, the condition of the site and any challenges with acquisition. Once all that gets settled, the design and construction take 18-24 months. The best case scenario places this library opening in 2024.

The Executive Director requested and received a thumbs up from the Board regarding the reality check on the timeline.

The Chair expressed appreciation for the hard work that went into the initial planning and noted that it is exciting to get started on this project again.

## **Standley Lake Trailhead**

The Chair introduced the topic and noted that this item has been before the Board previously and is returning due to a new grant opportunity. The Executive Director noted that Emily Sexton, Parks and Urban Design Manager for the City of Arvada would present information to the Board. Emily Sexton expressed appreciation for the opportunity to discuss a partnership between the City of Arvada and JCPL for the trailhead project that would be located just west of the Standley Lake Library. There have been several efforts in the past to bring this project to fruition. In 2013 the trailhead project was envisioned as part of the Rocky Mountain Greenway feasibility study. Unfortunately due to funding issues the trailhead plan was eliminated. There were efforts in 2015 and 2016 to get a trailhead built. Sara Washburn worked with the library to get grants that included the path to parks and outdoor recreation grant. The JCPL Board included letters of support for both of those previous effort that included public

outreach efforts and parking studies. A portion of the trail was completed by the Federal Government and there is still a huge need for this trailhead. Right now there is no formal access to the Rocky Mountain Greenway which is something the community wants. Where we are now is that in the fall/winter of 2020 Jeffco announced a program for matched funding. This program won't be quite as competitive as were the GoCo grants. The City of Arvada has submitted an application in hope of getting the trailhead built. Jeffco Open Space accepted the application with the understanding that we would submit a resolution from the Arvada City Council and a letter of support from the Library Board. Emily noted that she would be happy to share the grant application if the Board wanted to see all the details and provided an overall description, map and trailhead concept. The proposal includes a kiosk for weather protection, maps and trail use rules, a drinking fountain, trashcans, potential for a xeriscape garden, new lighting for safety, 1500 feet of ADA accessible route and other improvements to bring great value to the community. Other improvements include connections between community facilities, parks in and outside of Arvada and schools. As part of the 2016 grant application we had begun to draft an IGA/MOU (intergovernmental agreement/memorandum of understanding) regarding maintenance and other issues. If the Library Board provides a letter of support and the grant is received there would be discussions between the City of Arvada and the Library. The grant application awards will be announced in March 2021.

In response to questions, the Board was advised that:

- There have not been any substantial changes since the last time this was brought to the Library Board. There used to be additional access points to Rocky Mountain Greenway. The challenge with past grant submittals is that we had to make sure the trailhead improvements surpassed an acre as that would require a lengthy process including a drainage report to meet state requirements.
- Sarah Washburn (Emily Sexton's predecessor), completed a parking study of peak parking use and future parking needs. This study was pre-Covid and indicated that there are approximately 159 existing parking spaces and the parking lot is generally at 50% capacity with 80 vacant parking spots at any time. At peak demand with 100 visitors, there were 59 vacant parking spaces. The anticipated use is 10 spaces per hour and that the new trailhead should not have negative impacts. However, if it is found that we need to expand parking due to issues with library patrons, the design does allow for an additional 15 parking spaces and if the Library wants to keep all others for library use only that could be made clear with signage. Based on that parking study the lot is much larger than the peak capacity needs.

- While it may be possible to put parking spaces in the land next to Kipling it might make the most sense to have them closest to the trailhead. There also would be additional costs associated with putting parking spaces in that area.
- The improvements are at approximately \$609,000. If we were to get this grant it would be split. The City of Arvada would pay \$300,000 and has that budgeted if the grant comes through. Parking has not been calculated into that. If we build the trailhead and parking becomes a need it can be written into the IGA/MOU that the City of Arvada needs to find funds to build additional parking. However, our study shows it is unnecessary.
- The trailhead project is currently at the conceptual level. If we get the grant in March, we could spend April finalizing an IGA/MOU. A lot of the details, like the timing of adding parking spaces if needed, can be worked out at that point. We would have a design consultant and we could do another parking study that is more up to date. We would have to go through the procurement process for a design consultant. There are also utilities issues. Until the project gets engineered, it's hard to know the timeline for parking spaces and other details at this point.

The Chair expressed appreciation to Emily Sexton for the information and noted that the letter of support is on the consent agenda for the January 21, Board meeting.

Trustee Johnson joined the meeting at 6:47 pm.

#### **HVAC Contract - Haynes Mechanical Systems Information**

There were no questions from the Board regarding the HVAC contract. It was noted that this item is on the consent agenda for the January 21, Board meeting.

#### **Draft Sunshine Resolution**

There were no questions about the Sunshine Resolution. It was noted that this item is on the consent agenda for the January 21, Board meeting.

#### **Naming Agreement – Columbine Library Bench Information**

The Executive Director addressed the Board and introduced the topic. Andrew Yale reached out to the Foundation about available naming opportunities to honor his aunt, Carole Croft, who was a kindergarten teacher who used the Columbine Library.

- The Library does have naming opportunities with specific amounts designated for each opportunity. The family selected the \$1,000 naming opportunity for a bench at Columbine Library.

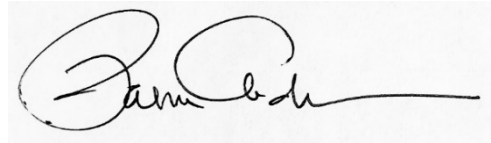
- The Foundation does have a vetting process for naming opportunity applications and the Executive Director reached out to Jo Schantz, Foundation Executive Director to confirm that the vetting process was done.

The Chair stated that these naming agreements shows the community's engagement with the Library. The Board was advised that this item is on the consent agenda for the January 21 Board meeting.

The Chair advised the Board that Bylaws and nominating committee appointments are on the agenda for the January 21, Board meeting and that he would be contacting Trustees regarding their interest in serving on the committees.

### **ADJOURNMENT**

The Study Session was adjourned at 6:53 p.m.

A handwritten signature in black ink, appearing to read "Pam Anderson", written over a light gray rectangular background.

Pam Anderson, Secretary