

BOARD MEETING

JEFFERSON COUNTY PUBLIC LIBRARY BOARD OF TRUSTEES

February 16, 2017



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Jefferson County
PUBLIC LIBRARY

APPROVAL OF AGENDA

BOARD MEETING AGENDA

Jefferson County Public Library Board of Trustees

ITEM# / ACTION	Thursday, February 16, 2017 – LAKEWOOD LIBRARY MEETING ROOM
1.	Call to order & attendance (4.5.8)
2.	Pledge of Allegiance
3. Action	Approve Agenda Call for motion and second
4. Action	Approval of Minutes for Call for motion and second <ul style="list-style-type: none"> January 12, 2017 Study Session Minutes January 19, 2017 Board Meeting Minutes
5.	Public Comment
6. Information	<ul style="list-style-type: none"> Commissioner Don Rosier Host Report: Debbi Mikash, Manager of Wheat Ridge and Collections. Foundation Report – Jo Schantz
7. Operational Updates Action as Needed	<ul style="list-style-type: none"> Executive Director Update Finance Department <u>FF&E Services – Columbine Remodel Project</u> <ul style="list-style-type: none"> Action Item: Recommend that the Library Board of Trustees authorize a payment in the amount of \$10,800, to Humphries Poli for full FF&E services provide by Gulash Designs for the Columbine Remodel Project. <u>Additional Design, Engineering and Permitting Services – Columbine Remodel Project</u> <ul style="list-style-type: none"> Action Item: Recommend that the Library Board of Trustees authorize a payment in the amount of \$20,565 to Humphries Poli for additional design, engineering and permitting services for modification of the entry are and drive up book drop for Columbine Remodel Project. <u>Pine Library Gift</u> <ul style="list-style-type: none"> Action Item: Recommend that the Library Board of Trustees authorize a gift of \$1,000 to the North Fork Library Association to support the operation of the Pine Library in 2017. The appropriation for this expenditure is included in the Library Trustees 2017 Budget.

BOARD MEETING AGENDA

Jefferson County Public Library Board of Trustees

	<ul style="list-style-type: none"> • Public Services <u>E-content Vendor Contract</u> <ul style="list-style-type: none"> • Action Item: Recommend that the Library Board of Trustees authorize the Executive Director to sign a contract with Baker and Taylor for provision of e-content in a not-to-exceed amount of \$1.5 million. The four year contract term consists of one year (2017) plus three renewal years. • Columbine Library Remodel <ul style="list-style-type: none"> ○ Community Meeting
8. Action as Needed	Consent Agenda (4.3.4) <ul style="list-style-type: none"> • Nominating Committee Reports to Board <u>Chair Appointments:</u> <ul style="list-style-type: none"> • Action Item: Chair advises Board of the appointment of Kim Johnson as the replacement committee member to review Board Bylaws (4.4.2D) • Informational Only: Adopted Sunshine Resolution
9. Emerging Issues Action as Needed	<ul style="list-style-type: none"> • Board Recruitment
10. Action as Needed	Ends <ul style="list-style-type: none"> • No items
11. Action as Needed	Governing Policies: Management Limitations (Monitoring Reports) Monitoring Executive Director's Performance Call for Motions <ul style="list-style-type: none"> • 2.0 General Management Constraints • 2.1 Treatment of Patrons • 2.2 Treatment of Staff • 2.3 Financial Condition and Activities • 2.4 Asset Protection
12. Suggest Agenda Items	BOARD SCHEDULE – NEXT MEETINGS <ul style="list-style-type: none"> • March 9 – Study Session – 5:30 pm – Administration Conference Room • March 16 – Board Meeting – 5:30 pm – Lakewood Library Meeting Room • April 13 – Study Session – 5:30 pm – Administration Conference Room • April 20 – Board Meeting – 5:30 pm – Arvada Library Meeting Room • May 11 – Study Session – 5:30 pm – Administration Conference Room • May 18 – Board Meeting – 5:30 pm – Columbine Library Meeting Room

BOARD MEETING AGENDA

Jefferson County Public Library Board of Trustees

13. Discussion	Board Questions or Comments Related to Items on the Meeting Agenda
14. Discussion	Evaluate Board Meeting (4.1.9)
15. Information	Announcements/General Information Sharing <ul style="list-style-type: none">• Report of the Chair – Correspondence, Other• Other Announcements
16. EXECUTIVE SESSION Action	EXECUTIVE SESSION: Action Item: Call for Motion: To adjourn the regular meeting of the Library Board of Trustees and reconvene in Executive Session pursuant to CRS 24-6-402(4)(f) Personnel matters to review the Executive Director’s performance and compensation (4.3.6).
17. Reconvene Regular Meeting	Executive Session Summary
18. Adjournment	

APPROVAL OF MINUTES

Jefferson County Public Library Board of Trustees
Study Session
January 12, 2017 – 5:30 p.m.
Administration Conference Room

TOPICS:

- Benchmarking Peers
- Columbine Alternative Services Location Lease
- Review of 2017 Strategic Priorities
- Recommendation of Policy Governance Committee

Call to Order

The Study Session was called to order at 5:30 p.m. by Brian DeLaet, Chair.

Other Trustees present: Julia Hill-Nichols (Vice-Chair), John Bodnar (Secretary), Ben Davis, Deborah Deal, Kim Johnson and Charles Naumer.

Trustees not present: All Trustees were present

Guests: Brigitte Lindner, Data Specialist

Staff present: Pam Nissler, Executive Director; Richard Sosa, Director of Budget & Finance; Sandie Coutts, Director of Employee Relations & Development; Steve Chestnut, Director of Facilities & Construction Projects; Pat Klein, Director of Information Technology; Julianne Rist, Assistant Director of Public Services; Brigitte Lindner, Data Specialist; and Amber Fisher, Executive Assistant, Office of the Executive Director.

Benchmarking and Peer Selection

Brigitte Lindner, Data Specialist provided information on benchmarking and peer selection. JCPL has been consistent in selecting national peers from 2012-2015, to ensure relevance of benchmarking data over time, and always comparing to similar players in the industry. Reporting to PLDS is voluntary so there are years when a peer library has not reported and there is not information from them to include in the benchmarking data. The Library applies its standard selection criteria of +/- 20% of JCPL's annual values of population size and income consistently. JCPL has chosen to benchmark annually vs. longer time spans to benefit from annually reviewing the peer group. And while the process of peer selection has been standard, the exact makeup of the peer group is volatile depending on income and population size, with income being the more volatile parameter.

For 2016 the Library will review benchmarking with JCPL's budget increase due to the successful mill levy to make sure JCPL is comparing with the median of peers in that same (+/- 20%), now higher, budget range, as more money also means more investment possibilities.

In response to questions from the Trustees, Brigitte Lindner provided the following information:

- JCPL always applies the same measures; the range is 20% plus or minus revenue per capita and population size
- Reporting to PLDS is voluntary so there are years when a peer library has not reported
- Peers that are already on the outer ends of the spectrum can be pushed outside of the range
- JCPL does not raise the bar and keeps the bar where it needs to be to include the most comparative peers. JCPL cannot influence population size and revenue per capita – they are not performance indicators.
- JCPL compares to the median not to the mean. The median is the number found at the exact middle of the set of values. The mean is computed by adding up all the value and dividing that score by the number of values.
- One exception is DPL which is outside of our range; however, they are a valuable local peer. Because JCPL compares to the median, not the mean, DPL data does not affect benchmarking results.
- If there were libraries that used JCPL in their peer group the change in revenue may push JCPL out of their peer group

Trustee Hill-Nichols noted that the Board does need to recognize that there will be flux in the peer group; other libraries will or won't fill out the report; some of the variables are outside of our control. JCPL is looking at other libraries that are similar and will give us a point to consider – are we heading in the right direction or not.

Trustee Bodnar noted that he still does not see revenue as a valuable parameter – since JCPL has more revenue it should still compare to the same libraries rather than move up to the libraries that have higher revenue.

Columbine Alternative Services Location Lease

Steve Chestnut provided information on the proposed alternative services location lease related to the Columbine Library remodel project. The Library has looked at the service options for Columbine and will be recommending an alternative services location lease. This option is the most financially sound method and is approximately 20% of the cost

of moving in mobile trailers. The month to month lease agreement would be \$2,000 per month. The Board was advised that because it's a short term lease there are some limitations to negotiating the lease conditions, including a 45 day notice to terminate the lease (if the building is sold, etc.). The lease agreement has been reviewed by County Legal and has been sent to County Risk Management for their assessment. The alternative location will provide more services than if we stayed in the building. It would also be more expensive to stay in the building and patrons would have to constantly adapt to the changes at the building during construction. In response to questions from the Board, the Library provided the following information:

- How long would it take to move in and out of the space? Moving in would take longer but moving out could be done well within the 45 days. Patron notification is a significant consideration and the Library is developing a communication plan for patrons.
- What services will be provided at the leased space? The Library is planning to offer near to full services including Wi-Fi; however there will be fewer public computers. Additionally, fewer staff would need to be relocated.
- The timeframe for the leased space is February 1 to September 2017.
- The Library does have a contingency plan (5 month alternative construction plan)
- The Library will provide more information relative to the assessment by County Risk at the January Board meeting at which time the Board can decide whether or not to accept the lease space recommendation and authorize the Executive Director to sign the lease agreement.

Recommendation of Policy Governance Committee

Julia Hill-Nichols and Charles Naumer, members of the Policy Governance Committee provided information on the work of the committee to date. As a result of the policy governance training in July 2016, there were some questions about the Board's role in the mission, vision and strategic planning. The committee has been working with Pam on the Board becoming more engaged in strategic planning, more involved in the ends statements, and how that process might work. The committee came up with some next steps:

1. The Board starts engaging in the long term planning for the Library. For this year the Board would work through the Aspen Institute's Action Guide for Re-Envisioning Your Public Library at the Study Sessions
2. On an ongoing basis the Board works on developing the ends statements and seeing how the strategic plan aligns with those ends statements

Trustee Hill-Nichols noted that the Board could start with sections 7, 8 and 9 of the Aspen Institute Action Plan and the staff has a lot of information for the other sections of the plan. The Board could take several study sessions and begin discussion on what we want our library to be in conjunction with the staff. There is an interest in the Board looking at trends and the future.

The Executive Director noted that the Aspen Institute and the Action Guide are focused on the future and how libraries need to change and adapt. It is a longer term view than just one year and looks quite a way into the future. The Library also believes that as the Board reviews the Action Guide they will see that JCPL has already begun implementing many of the items in the Guide.

Trustee Naumer noted that the Board's work would be looking at 2018 and beyond.

In response to a question from the Chair, the Executive Director noted that the next step would be for the Board to commit to the time and effort required and to extending the Study Sessions. The Chair advised the Board that each Trustee would need to make the commitment to attend Study Sessions from 5:30pm to 8:30pm to allow enough time for regular library business and this work. It was noted that it would be useful for the Board to look through the Action Guide to be more informed on what kind of work is involved.

In response to a question about the length of time it would take for the Board to go through the document, Trustee, Julia Hill-Nichols advised the Board an accurate time won't be known until the Board begins the work but committing 1.5 hours for the next three Study Sessions would be a starting point. The Trustees will review the document and bring this topic back for further discussion at the January Board meeting.

The Chair noted the following additional topics currently scheduled for the February and March study sessions: Market Analysis Findings, Brand RFP, Security Camera RFP Information, Long Term Debt Presentation, Fund Balance presentation, Edge Impact Study.

Trustee Bodnar noted that it is helpful if the Board receives study session material before the meeting. The Chair asked if the Board will have advance material for the Market Analysis Findings and the Long Term Debt presentation. The Executive Director noted that the Market Analysis topic is a presentation by the vendor and advance materials may not be available. Richard Sosa, Director of Budget and Finance advised the Board that advance materials for the Long Term Debt and Fund Balance

presentations would be provided. The Chair asked the Board to be aware that advance materials pushes the deadlines up for staff.

The Chair expressed appreciation to Trustees Naumer and Hill-Nichols for their work.

Review of 2017 Strategic Priorities

The Executive Director presented the 2017 Strategic Priorities. As the Library and Board develops a broader, longer term vision, it is important to note that the current focus will still be on stabilizing and restoring the infrastructure of the Library, addressing delayed maintenance and equipment replacement. While it is not visionary, it is important that JCPL gets back to a solid infrastructure. The 2017 Strategic Plan is an operating document that will continue to include initiatives that reflect building a strong core.

Strategic planning has been an evolutionary process. There were several separate plans, with no alignment to the ends statements and no quantifiable measures. In 2013, the Library consolidated the various plans and published the first external strategy document. In 2014 the Library and Board updated the Mission, Vision, Values and Ends and identified shared community outcomes for JCPL from various community sources, including: Mile Hi United Way, The Piton Foundation, Jeffco Schools, Jefferson County Economic Development Corporation, Aging Well Initiative and others who are utilizing shared indicators to measure progress against goals. In 2015 JCPL created a 5-year plan and 10-year forecast to prepare for the mill levy that addressed demonstrated community needs and created a plan and forecast to understand cost of delivering on our promises and set an appropriate mill levy. In 2016 the Library streamlined the strategic plan format and adopted new measures to measure outcomes and impacts. There were broad shifts including more explicit linkages to ends, more quantifiable measures and moving from outputs to outcomes and impacts. JCPL has achieved good progress and there is more work to be done

In 2016, the Library worked to streamline the 2017 plan format to:

- Continue to improve alignment between ends, plan goals, desired outcomes and success measures.
- Refine terminology to make it consistent.
- Define quantifiable success measures – both at the Board level, i.e., those top measures demonstrate progress toward the ends statements AND at the initiative level, so staff can see how they're contributing to the big drivers. This is a work in progress with continued improvements and more work to be done.
- Adopt new measurement tools – developed for public libraries to measure outcomes and provide JCPL with the tools to compare progress with others in the industry.

New measurement tools include: Edge, Impact, and PLA'S Project Outcome. These are three evaluation tools developed on a national level by experts in the library field. Each measures something unique. When they are combined, they give the library a more complete picture of its impact on the community and allow the library to benchmark itself against other libraries who participate with these tools.

- Edge Initiative is a tool that measures what technology resources JCPL offers and how we compare to other libraries.
- Impact Survey asks our residents how they use library technology and digital resources and what their needs are.
- PLA Project Outcome asks if participating in a library program or service has changed a behavior or if a customer has learned something.

Counting Opinions is a customer satisfaction survey specifically developed for public libraries. JCPL offers this survey 365 days a year, and tracks performance and comments biannually.

Priorities for the 2017 Strategic Plan include:

- Building on 2016
- Continue to deliver on our promises by restoring core services first, and planning carefully for future expansions

It will take JCPL some time to fully restore services. For example, during the downturn, the Library delayed capital maintenance projects and got behind in replacement cycles. JCPL used to update buildings every 10 years – and it will take until 2020 and beyond to get back on that schedule. JCPL's top priority is to restore and update buildings, and plan for expansions as we can. The Library has a similar challenge with Information Technology. In the near term, JCPL needs to upgrade critical IT systems and get back to industry replacement cycles and begin planning for future technology offerings. The five-year plan includes that emphasis on restoring core systems and services first, and securing the data we need to expand and respond to demonstrated needs in our communities. The Library has always noted that JCPL will try to respond to opportunities that present themselves. The new Civic Center planned for Edgewater is a perfect example. It's an offer the Library can't refuse, so JCPL is adjusting the 5-year plan and 10-year forecast to accommodate it, by completing the planning this year, and completing the project in 2018.

Finally, JCPL needs to work within the constraints of organizational capacity. To fully meet objectives, the Library will need to expand capacity – not just by adding resources,

but by training and developing staff to adapt to new ways of doing business. The Library believes the 2017 plan meets all of these objectives:

The Library prepared an executive summary of the 2017 plan to make the alignment between ends and measures explicit and clear. The Library wanted a one-page summary to help staff understand the big picture before getting into the tactical details. This serves as a companion document to the full plan. It provides a high level overview for the Board and the community, while the full plan document serves as the operational roadmap for staff.

The 2017 plan highlights, and the Library's overriding goals that grew out of the Board's Ends Statements are:

- Increase access to resources
- Attract, develop and retain a skilled and qualified workforce
- Maintain and improve facilities, equipment , grounds & IT systems
- Promote a culture of reading and support early literacy
- And improve the efficiency and effectiveness of library services.

The Executive Director provided an overview of initiatives to support these goals, covering high-level examples (as opposed to covering every initiative) and noted that the full 2017 Strategic Plan document provides more details on each initiative.

Equity of Access

To ensure that all Jefferson County residents have equal access to information, resources, ideas and technology, in 2017 JCPL is going to increase access, availability and awareness of library resources by:

- Continuing to buy more books and materials that reflect patron's interests; utilize new analytical tools to guide buying decisions; launch a more engaging website; and improve the merchandising of library materials.
- Promoting increased awareness through enhanced Readers' Advisory tools and services and improved promotions and marketing.
- Create and deliver new programs and resources that reflect community needs and interests.

The Library will track its progress through the following success measures:

- Public Service hours per 1000 capita
- Circulation per capita
- E-materials Items per capita
- E-material circulation

- Program attendance per 1000 capita
- Customer satisfaction ratings

Skilled and Qualified Workforce

To ensure that all Jeffco residents are supported in using Library resources, JCPL is going to ensure that it attracts, develops and retains a highly-skilled and well qualified workforce by:

- Increasing staff training in areas like diversity and inclusiveness, trauma care, staff support for early literacy and supervisory skills
- Continue to expand the very popular Covey All Access Pass, offered in partnership with the County to develop future leaders,
- Expand our Wellness program as a benefit to employees.
- Continue to enhance employee productivity through improved tools, such as an enhanced ticketing system, records management system, staff intranet and performance management tool and process.

The Library will track success via improved customer satisfaction ratings and staff turnover that compares favorably to public sector standards.

Great Spaces and Places

To ensure that all Jefferson County residents have safe, convenient and inviting places to go to access information and participate in community life, JCPL will:

- Complete the Columbine remodel
- Plan for a new library in Edgewater, in partnership with the City
- Develop an annual maintenance schedule to get back to optimal replacement cycles – for both facilities and IT

JCPL will measure success by tracking:

- Square footage per capita
- % uptime
- Replacement schedules
- Bandwidth utilization
- Improvement in EDGE ratings

Support for Literacy

To ensure that Jefferson County will thrive as the library understands and supports community aspirations with the goal of advancing community outcomes, JCPL will focus attention on Literacy in 2017 by expanding our Summer Reading, 1,000 Books Before Kindergarten and Raise a Reader programs. This doesn't mean JCPL is ignoring other community outcomes – rather, it means that the Library is focusing on core

services while planning for expansion in other areas. This is where JCPL will work to show improvement in outcomes, through PLA's Project outcome scores, while tracking increases in participation across the board.

Stewardship

To ensure that all Jefferson County residents receive maximum return on their shared investment in Library services, JCPL will continue to improve the efficiency and effectiveness of Library services. Major initiatives in 2017 include a continued emphasis on effective long-range planning including:

- An analysis of the Library's organizational structure to make sure JCPL has the right positions in the right places to achieve the organizational objectives
- Annual updates to the 5-year plan and 10 year forecast to include an FTE analysis. The Library will need to add staff for Edgewater in 2018, and is substantially understaffed in other areas as well. When JCPL compares to peers, it's evident that there is a lot work to do in this area, and the Library wants to do it carefully and well.
- Make sure the plans are based on community inputs and data, by analyzing the results of the 2016 market analysis and using the data to develop a long-range master facilities plan
- Expand alternative sources of revenue by implementing naming programs with the Columbine remodel and the new library in Edgewater.

The Library will track success by ensuring JCPL has sufficient resources appropriately allocated to fund the strategic goals, including long-range improvements in FTEs per 1000 capita.

The full 2017 Strategic Plan was provided to the Trustees. The Executive Director advised the Board of the next steps including Trustee feedback and staff implementation of the 2017 plan. In February, the Library will start working on updates to the 5-year plan and 10-year forecast. In March the Library will begin working on the 2018 Strategic Plan and 2018 Budget.

Trustee Hill-Nichols noted that it would be helpful to have a listing of all the acronyms used throughout the plan and their definitions. Trustee Hill-Nichols noted that going through the full details in the 2017 strategic plan was truly amazing and very rewarding to see everything that is being done.

Trustee Johnson asked what the target would have been at full capacity on the per capita circulation if not for closing the Columbine Library. Julianne Rist, Assistant

Director of Public Services advised the Board that she would run the numbers (normalize) for that measure and provide that information. Trustee Johnson noted that the milestones for increasing access to online resources are impressive and she is excited to see implementation of Learning Ally in the 2017 plan.

In response to a question from the Board, Pat Klein, Director of Information Technology advised the Board that the Library's 2017 information technology initiatives will be managed by the Library's IT staff and they are not reliant on County IT to accomplish.

In response to a question from Trustee Naumer, Julianne Rist and Pat Klein advised the Board that the Edge Survey Team is meeting to identify the recommendations for 2018 and the Edge Impact Study presentation is scheduled for the March Study Session.

Trustee Bodnar asked for more information on the trauma training and the cost associated with the training. The Executive Director advised the Board that the training is designed to help staff deal with the range of people who come into the library and is based on awareness, understanding and responsiveness to the impact of trauma. Front line staff deals with a lot of mental health issues and it's important to provide staff with training. Sandie Coutts, Director of Employee Relations and Development noted that the goal is to have our staff fully equipped and prepared to deal with patrons who are going through some trauma and work through any issues as staff might absorb some of the trauma from patrons. The cost of the training is included in the \$15,000 training budget.

In response to a question from Trustee Deal, Sandie Coutts advised the Board that the County Sheriff's Office is running the active shooter training and the Library is sending staff to that training.

Trustee Johnson noted that the strategic plan was easy to follow and to tie together from the goal down to the measures. Rebecca Winning, Director of Communications noted that the Library publishes a strategy document every year and the 2017 plan will be included.

In response to a question from Trustee Bodnar regarding the expansion of wellness programs and the cost involved with that initiative, Sandie Coutts advised the Board that half of Library staff is not eligible for County benefits. The initiative is to look for ways to build resources internally to offer those benefits to the entire staff. The initiative focuses on physical and mental wellness. Examples include programs like Walk to Work Day, Bike to Work Day and Weight Loss. It was noted that the 2017 budget for this initiative is \$10,000.

In response to a question from Trustee Bodnar regarding the staff intranet initiative, Pat Klein advised the Board that the current staff intranet is a very old and very static site. The goal is to make the intranet more interactive and a center for information and communication for the staff. The intranet is the communication delivery system and part of the goal is to include tools like records management. A good intranet can reinforce and drive staff. The complete discovery for this initiative has not been completed; however, the Library does not believe it will require hardware. The Library is looking at off the shelf software.

The Trustees were asked to send any additional questions to Amber Fisher and advised that the 2017 plan is on the agenda for further discussion at the Board meeting next week (January 19).

SCHEDULES

The Chair asked the Trustees to review their schedules and sign up to attend the upcoming state of the library meetings and Columbine community meetings. The Trustees were asked to limit attendance to no more than two Trustees at any meeting.

ADJOURNMENT

The study session was adjourned at 6:59 p.m.

John Bodnar, Secretary

Minutes of the Meeting of the
JEFFERSON COUNTY PUBLIC LIBRARY
BOARD OF TRUSTEES
January 19, 2017

CALL TO ORDER – REGULAR MEETING

The regular meeting of the Jefferson County Public Library Board of Trustees was held in the Lakewood Library meeting room on January 19, 2017. Library Board of Trustees Chair, Brian DeLaet called the meeting to order at 5:29p.m. Other Trustees present: Julia Hill-Nichols (Vice-Chair), John Bodnar (Secretary), Ben Davis, Deborah Deal, Kim Johnson and Charles Naumer.

Trustees not present: All Trustees were present.

Guests: Owners Representative: Sara Lara, Project Director, NV5

Staff present: Pam Nissler, Executive Director; Donna Walker, Director of Public Services; Richard Sosa, Director of Budget and Finance; Pat Klein, Director of Information Technology; Sandie Coutts, Director of Employee Relations & Development; Julianne Rist, Assistant Director of Public Services; Steve Chestnut, Director of Facilities & Construction Projects; and Amber Fisher, Executive Assistant, Office of the Executive Director.

APPROVAL OF AGENDA

MOTION: Deborah Deal moved that the Trustees approve the agenda as presented. Seconded by Kim Johnson the motion passed by unanimous vote of all Trustees present.

APPROVAL OF MINUTES

MOTION: John Bodnar moved approval of the minutes of the December 8, 2016 Board Meeting. Seconded by Ben Davis the minutes were approved by unanimous vote of all Trustees present.

PUBLIC COMMENT

Tom Atkins, a resident of Golden, stated that he was pleased to see the performance statistics in the board report for tonight. To see visitors at Golden increasing in 2016 and looking at the relative size of the Golden Library, shows just how important that library is to the community. Mr. Atkins expressed appreciation for everything the staff and Board are doing and providing an attractive library for people to go to. The Board thanked Mr. Atkins for his comments.

FOUNDATION REPORT

Jo Schantz, Foundation Executive Director provided an update on the activities of the Foundation. The Foundation wound down a wonderful year in 2016; last month there were a couple of huge fundraising endeavors – Colorado Gives Day and the Year-End Direct Mail Campaign raised almost \$24,000. The Foundation is working on events for March and April; the Friends Annual breakfast meeting on March 17, at the Wheat Ridge Recreation Center and the 2017 Volunteer and Awards reception in April. The part time warehouse coordinator position has been increased to a full time position. The Friends of the Library is undertaking a reconstitution of the organization and Trustee Deborah Deal is taking the lead in helping with that effort. There is a meeting in February and the Foundation is hoping to revitalize and reenergize the group. There is more information on that meeting on the Foundation website.

SENIOR MANAGEMENT TEAM (SMT) OPERATIONAL UPDATES

Executive Director Update

Pam Nissler, Executive Director, provided an update to the Board. The Executive Director advised the Board that she met with Jacqueline Murphy with the Colorado State Library and Ms. Murphy is interested in working as a facilitator for the Board's work with the Aspen Institute Action Plan and strategic planning. Ms. Murphy is very familiar with the goals of the Action Plan and is also willing to do policy governance training. The Aspen Institute has selected five states to hold focus groups regarding the Action Plan and Colorado is one of the five states. More details and information are not yet available but the Library will be following this closely. In response to a request from a Trustee, the Executive Director noted that she will provide Ms. Murphy's biography to the Board.

Budget and Finance Department

Richard Sosa, Director of Budget and Finance reported on the activities of the Finance department.

Columbine Alternative Services Location Lease

MOTION: Kim Johnson moved that the Library Board of Trustees authorize the Executive Director to sign the lease agreement between Vestar Bowles Crossing LLC and Jefferson County Public Library for Suite # 2T in the Bowles Crossing Shopping Center, for a term of seven (7) months at a rental fee of \$2,000 (two thousand dollars) per month. The motion was seconded by Julia Hill-Nichols. The vote was suspended for additional discussion.

The Trustees held additional discussion regarding the lease space. In response to questions from the Trustees, Steve Chestnut, Director of Facilities and Construction Projects advised the Board of the following:

- The space does have a fire system, emergency lights, and meets ADA standards for entrances and bathrooms.
- The space has two unisex bathrooms
- The Library does feel that conditions of the lease that may imply risks can be mitigated
- The 45 day notice of termination is still a condition in the lease and is one of the conditions the Library will require
- The County Attorney brought three conditions in the lease to the attention of the Library:
 1. If something happens the Library cannot seek money damages beyond the licensor's rents and profits arising solely out of this shopping center
 2. If they sell, the licensor's mortgagee or other successor-in-interest would not be liable to the Library for basically anything, including: a claim against licensor, security deposit, casualty repair, modification of the agreement, etc. Essentially, the licensor could transfer the license to another party and cut off any of the Library's rights that arose against the original licensor.
 3. If they sell or transfer the property; the original licensor transfers its interests, the original licensor is also not liable for any of Library's rights or claims that arose against the original licensor. This essentially cuts off any of the Library's rights in the event of a transfer of the license - they don't extend any rights of this lease – the Library would have to renegotiate with the new owners.

The Chair called for a vote on the motion before the Board.

MOTION: Kim Johnson moved that the Library Board of Trustees authorize the Executive Director to sign the lease agreement between Vestar Bowles Crossing LLC and Jefferson County Public Library for Suite # 2T in the Bowles Crossing Shopping Center, for a term of seven (7) months at a rental fee of \$2,000 (two thousand dollars) per month. Seconded by Julia Hill-Nichols the motion passed by unanimous vote of all Trustees present.

Financial Report

Richard Sosa, Director of Budget and Finance advised the Board that final 2016 financial reports will be provided as soon as County closes the books and posts all journal entries. For example, the journal entry for the Library's debt service was posted just yesterday. In response to a question from a Trustee, Richard advised the Board that the fund balance reporting will include a projection column and will also include a list of the items included. There will also be a presentation on the Library's fund balance at the March Study Session.

Public Services - 2016 Year-End Statistics

Julianne Rist, Assistant Director of Public Services, provided highlights of the 2016 year end statistics report that was provided in the board packets. The Library purchased an additional 264,837 physical items for the collection and 20,561 downloadable items. Open hours to the public were increased by 25 percent (with 117.5 additional weekly hours scheduled). The number of programs was also increased by 25 percent in comparison with 2015 (a total of 2,003 programs were added throughout 2016). This was to fulfill a long promise to the Jefferson County community to increase access to library services. New cards issued had a 5 percent increase with 30,842 Jeffco residents signing up for library cards. Public computer use increased in all three measures (number of hours of public computer use up by 9 percent, internet sessions up by 1 percent and the number of wireless sessions grew 16 percent). Even though computer use rose, the number of sessions may decrease. This is a result of a new reservation system with a longer session time (from 30 minutes to one hour). In response to questions, the Trustees were provided with the following information:

- There is no consistency between vendors and platforms with regard to downloadable items and the number of times the item can be downloaded (used). The Library deals with these items on a case-by-case basis.
- By law, the Library does not disclose any record or other information that identifies a person as having requested or obtained specific materials or service or as otherwise having used the library. Therefore there is no tracking or data available regarding whether or not the same people are using library computers over and over.
- The Library is tracking computer use and has not experienced lines for computer use because of the increased session time.
- There have not been any incidents of overbooking in the book a librarian program.
- The customer satisfaction survey is continually available
- The Library has reviewed the new Colorado State Library Public Library Standards and is very pleased with where JCPL lines up. The Executive Director noted that the Board may want to consider the standards in their strategic planning discussions.
- The Library believes that the increase in cardholders is directly related to the increase in public service hours.
- JCPL ranks very high nationally at 63% of Jeffco residents currently holding a library card.

Columbine Library Remodel

Sara Lara, Project Director with NV5 provided an update on the Columbine Library remodel project. The Board was advised that Katie Welfare was offered a fellowship and has started a PHD program and introduced Dan Killian, Senior Project Manager who will serve on the team. The project has progressed to the design development drawings which were issued earlier in the month. The general contractor is pricing those drawings and the team will meet next week to make sure we are still in budget. There is an RFP for a

replacement sorter at Columbine. The design of the new drive-up book drop, which was a high priority for the community, required modifications to the existing sorter. After researching the modifications needed, it was determined that the current sorter could not be expanded as needed due to parts being unavailable. JCPL staff will be dismantling the sorter and saving those parts to be used for the other sorters in the system. It was noted that parts for the sorter series the Library has throughout the system are no longer being manufactured. The Library has noted this in the past and, with Board approval, has been allocating money to a sorter replacement fund. In response to questions regarding the sorter and drive-up book drop, the Board was advised of the following:

- The parts from the Columbine sorter will be used to extend the life of other sorters.
- The Library has not broken out the specific cost of the drive up book drop, however, the project, including the drive up book drop is within budget. The Owners Representative will ask for a breakout of the construction of that piece of the project.
- The drive up book drop was one of the highest priorities noted by the community during the community meetings.
- The entry way relocation was one of the highest priorities noted by the community during the community meetings.
- By moving the entrance the sorter will have to be modified; however, parts are not available so the sorter must be replaced. This is indicative of the fact that the Library will have to eventually replace all the sorters.
- Whether or not there is a book drop the sorter will have to be replaced.
- The Library anticipates issuing the RFP for the sorter next week. The RFP is currently under legal review.

The Board was advised that the Library will make two recommendations at the next regularly scheduled Board meeting. Those recommendations are for the following services from Humphries Poli for the Columbine remodel:

- 1) Full FF&E services for Gulash Designs to handle the integration, purchase, and shipping and set up of FF&E. This scope has always been anticipated and is budgeted within the original remodel budget. It was not included in the architectural RFP because at the time of RFP development we didn't know who would be awarded the contract and JCPL wanted the ability to choose who would be doing the FF&E design integration. The total cost of this additional service is \$10,800.
- 2) Additional design, engineering and permitting services for modification of the entry area and the drive up book drop. This scope was not included in the architectural RFP because it was not known what the design would look like. The total cost of this additional service is \$20,565 and covered by the remodel budget.

In response to questions, the Trustees were provided with the following information:

- The costs will be covered by the project preconstruction contingency fund that was set aside for these types of modifications to the project and will not go beyond the previously approved budget.
- The project has a 5% contingency fund with 2% of that allocated to preconstruction
- The Board authorized a not to exceed contract and any services beyond the not to exceed amount will be brought before the Board

The project team has requested additional HVAC review of the Columbine Library. Fransen Pittman has assisted with coordinating a mechanical subcontractor to do investigative work to measure airflow values at VAV boxes, measure outside air values, verify hot water flow, verify control operation sequence, verify VAV/Fan powered box operation and if needed, add \$750 for drain camera video for the main underground drain.

The project team is scheduling a meeting with the Foothills Parks and Recreation District regarding their thought process on any future paths planned in the immediate area.

The material and furniture selection process has begun and will take approximately four to six weeks to work through. The project budget is maintained at a not to exceed amount of \$4 million. Community meeting dates are being evaluated and finalized.

CONSENT AGENDA

Trustees Adopt the Sunshine Resolution

MOTION: Julia Hill-Nichols moved that the Library Board of Trustees adopt the Sunshine Resolution LB-01-19-17. Seconded by Deborah Deal the motion passed by unanimous vote of all Trustees present.

Bylaws Committee Appointments

The Chair announced the appointments of Ben Davis and Charles Naumer to serve on the committee to review the By-Laws.

Nominating Committee Appointments

The Chair announced the appointments of John Bodnar and Deborah Deal to serve on the committee to nominate board officers. The committee will report back to the Board in February, 2017. The Trustees will elect officers at the March, 2017 board meeting.

Chair appoints Trustee representative to Foundation Board

The Chair announced the appointment of Julia Hill Nichols as the Trustee representative to the Foundation Board.

Emerging Issues

Policy Governance Committee

Trustee Naumer advised the Board that the Committee is recommending that the Board use some of the study sessions to work through the Aspen Institute Action Guide and entrust staff to work this into the Study Session schedule. The Executive Director noted that the Board focus could be on sections seven through ten; and the staff will be working simultaneously on the other sections. Trustee Hill-Nichols suggested that every Trustee take the time to go through the Action Guide with the intention of starting work at the April Study Session.

ENDS

2017 Strategic Plan

There were no comments or questions regarding the 2017 Strategic Plan. The Executive Director advised the Board that one of the revisions to the Bylaws adopted by the Board last year included adoption of the strategic plan.

MOTION: Julia Hill-Nichols moved that the Library Board of Trustees adopt the 2017 Strategic Plan. Seconded by Deborah Deal the motion passed by unanimous vote of all Trustees present.

2016 Year End Strategic Plan – Keeping Our Promises – Year End Results

The Executive Director reviewed highlights of the 2016 year end strategic plan. The entire strategic plan document was provided to the Board. The Library met or exceeded expectations on the majority of initiatives and some initiatives were moved out to 2017. The highlights of the year show how JCPL is keeping its promises to the voters.

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

Increase Access to Books and Materials: For the last three years, JCPL has been using patron use and demand data to make purchasing decisions. With the increase in the budget this year the Library was able to buy more eMaterials and more high interest materials. The public has responded with a 10% increase in circulation of materials year-to-date which equates to 740,013 more items circulated this year.

Recruitment, Retention and Development of Employees: The Library successfully completed 60 recruitments in 2016, representing JCPL at several job fairs and utilizing social media to attract highly skilled and well qualified applicants. The Library's annual turnover rate decreased significantly from the 2015 rate of 15.15% to 11.54%; one of the reasons for this is the number of additional positions added due to expanded hours, another is the

number of positions filled internally through promotion - indicating improved retention of current highly qualified employees. Training efforts in 2016 focused on developing the skills of supervisors and future leaders. The Combined Management Team received intensive training on all four pillars of diversity – Awareness, Knowledge, Tools and Advocacy. The entire team attended the inaugural County Diversity & Inclusion Summit in October.

All Staff Day 2016 was a huge success, with more than 300 employees attending a full day of training, wellness and recognition activities. Twenty-four JCPL supervisors are on target to graduate from the Covey All Access Pass program in February and all supervisors received training on coaching skills and managing performance in 2016. The Library's Performance Evaluation completion rate at the close of 2016 was 100%. In December the Library learned that three JCPL supervisors had been accepted in the new Jefferson County Leadership Academy and will represent the Library at the first County wide program of its kind.

Ends Statement #2: All Jefferson County residents have safe, convenient and inviting places to go to access information and resources and participate in community life.

Visits per Capita: Before the mill levy passed, patrons were telling the Library that limited open hours was affecting their use of the Library. At year end the Library had 2,668,834 visits to physical locations (over 200,000 more visits than in 2015). JCPL is confident that the increase in open hours made it possible for more people to visit the library more frequently.

Columbine Library Remodel: The project is on schedule and on budget. JCPL held two community meetings in November, where Humphries Poli presented their ideas for the remodel. 105 residents came to hear about the Library's plans and provide input on ideas. The plans were well received. The schematic design has been completed and a second round of cost estimates will be done in January to ensure the construction costs are within budget. Staff has found an alternative site for library services.

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

New Literacy Initiatives: One of the ways the Library was able to support its community's aspiration to have all our kids ready to start kindergarten was with the expansion of efforts to support early literacy. In addition to a gang-busters Summer Reading program, JCPL built on the success of the Raise-A-Reader event held in the fall. With improved planning, coordination and promotion in 2016, JCPL tripled the number of kids and their grown-ups reached with this event. Because of the growing success of the program, it is designated as a signature event in 2017. JCPL also started something new in Jefferson County that only a few libraries in the country are doing – a program called 1000 Books Before Kindergarten. In order to build this into a program with long-term sustainability JCPL piloted the program at three libraries in the highest need communities: Edgewater, Wheat Ridge and Lakewood.

Almost 300 children have signed up, many already nearing the finish mark. An evaluation is planned for January so the Library can roll out this innovative program to the rest of the libraries in 2017. Another way JCPL is setting a trend is that this program has been added to the Public Library Association's *Project Outcome* survey for all libraries in the country to use to measure the impact of the 1000 Books Before Kindergarten programs on individuals in its communities. It feels great for JCPL to be making a contribution to the larger world of public libraries as the Library makes strides in early literacy programs and services.

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

Critical IT Systems: For JCPL's Information Technology Department, 2016 was a very busy time with many accomplishments. A full list of accomplishments was provided to the Board. Some of the highlights noted were:

- Replaced Sierra (ILS) Servers
- Replaced Core Network Equipment
- Increased Bandwidth
- Replaced PC Reservation System
- Replaced 221 Computers and 16 Laptops
- Replaced Information Display System

2017 will again be a busy year beginning with some items purchased in end of 2016 that will be implemented in the first and second quarter of 2017. Including: 24 New Self-checks; 216 Computers; 256 monitors; a VM Server and Backup Server and 60 RFID Pads. Network Upgrade Phase II Planning includes Arvada, Conifer, Edgewater, Golden, Lakewood, Wheat Ridge and Columbine. For the security camera upgrades, two vendors are being vetted for final selection. The Document Management RFP was developed to go out in January 2017. Self-Check Kiosks were received and will be installed in January and February. Patron and Staff Computers have been received and IT is finishing distribution in the first quarter of 2017.

The Trustees expressed appreciation to the staff for their remarkable accomplishments.

Governing Policies: Management Limitations (Monitoring Reports)

Monitoring Executive Director's Performance

The Chair called for a consensus of the Board to delay the Executive Director's performance and compensation review (4.3.6) to the February 16, 2017 Library Board Meeting. The Board reached consensus.

BOARD SCHEDULE – NEXT MEETINGS

- January 26 – Chair & Vice Chair New Trustee Orientation – 11:00 am to 1:00 pm – Administration Conference Room
- February 9 – Study Session – 5:30 pm –Administration Conference Room
- February 16 - Board Meeting – 5:30 pm – Lakewood Library Meeting Room
- March 9 – Study Session – 5:30 pm – Administration Conference Room
- March 16 – Board Meeting – 5:30 pm – Lakewood Library Meeting Room
- April 13 – Study Session – 5:30 pm – Administration Conference Room
- April 20 – Board Meeting – 5:30 pm – Arvada Library Meeting Room

ANNOUNCEMENTS/GENERAL INFORMATION SHARING

Trustee Bodnar asked for clarification on the fund balance and was advised that the presentation on the fund balance and debt service is scheduled for the March study session.

Trustee Davis advised the Board that he visited the Golden Library and took a tour of the DIY lab and was very impressed with the program and the partnerships with the School of Mines and the DECTech program. Trustee Davis expressed appreciation to the Golden staff.

Amber Fisher, Coordinator for the Library Board, provided information to the members of the Bylaws Committee and Nominating Committee regarding reporting requirements and guidelines related to the work of their committees.

The Executive Director clarified that the current sorters were financed through COPs offered to the Library by the County because the sorter implementation represented a significant savings in staffing costs.

AJOURNMENT

The Board meeting was adjourned at 7:03 p.m.

John Bodnar, Secretary

FOUNDATION REPORT

FOUNDATION EXECUTIVE DIRECTOR REPORT
FEBRUARY 2017 (JAN. 20 – FEBRUARY 16)
By Jo Schantz

1) Fundraising and special events (past and upcoming)

- a. **Friends membership meeting** (new effort to recruit Friends) – Wed., Feb. 15, 6:15 p.m., Golden Library
- b. **Friends Annual Meeting** – Friday, March 17, 7:30 a.m. at Wheat Ridge Rec Center
- c. **Rocky Mountain Literary Festival** – discussion re: a joint fundraising event this spring/summer
- d. **Madhatter Tea Party** – spring 2017 at Table Mountain Inn in Golden
- e. **Volunteer Appreciation Luncheon** – Saturday, April 29, Rock Room at Red Rocks Amphitheatre

2) Meetings and networking

- a. Jan. 20 – Meeting with JCPL Communications staff re: sponsorships and events for 2017
- b. Jan. 23 – meeting with McKinstry company representatives re: event sponsorships and volunteer opportunities
- c. Jan. 24 – meeting with Lynn Sierras-Krone (Arvada Chamber of Commerce) re: upcoming Chamber events and volunteer opportunities at JCLF
- d. Jan. 25 – site visit at Fairgrounds re: fall Whale of a Used Book Sale (possible venue change)
- e. Jan. 25 – meeting with representatives from Table Mountain Inn re: potential special events in 2017
- f. Jan. 25 – Staff meeting with Mike Stahl (High Point Financial) re: retirement funds and matching funds via JCLF for Foundation employees
- g. Jan. 27 – meeting with Virgil Scott, nonprofit consultant, re: endowment campaigns and planned giving
- h. Feb. 2 – Senior Management Team meeting at Lakewood Library
- i. Feb. 7 – participated in Organizations Serving Arvada (OSA) meeting and networking at Community First Foundation
- j. Feb. 7 – phone conference with Deb Deal-Blackwell re: plans for revitalizing the Friends organization
- k. Feb. 8 – participated in Good News Breakfast Steering Committee meeting
- l. Feb. 8 – attended Golden Chamber of Commerce awards dinner (with Board member Ron Marquez)
- m. Feb. 9 – attended Applewood Business Assn. luncheon at RHCC (guest of Leslie Hord, Citywide Bank)
- n. Feb. 10 – attended Chairman's Inaugural dinner (for West Chamber)

3) Communications and outreach

- a. Presentations:
 - 1. February 15 – Mountain Area Rotary Club (at Mt. Vernon Country Club)
 - 2. February 27 – Wheat Ridge Rotary Club (at Wheat Ridge Recreation Center)

4) General Administration

- a. Winter 2017 *Footnotes* newsletter printed and mailed
- b. Signed new contract with Ben and Heather Mack (for online book sales)
- c. Signed contract with new vendor, Farm for Good (recycled books)
- d. New book recycling pilot project underway at the Arvada Library (with contractor Tim Warfel)

Operational Updates

Executive Director Update

administration

10200 W. 20th Ave.
Lakewood, CO 80215
303.235.5275

jeffcolibrary.org



To: Library Board of Trustees
From: Pam Nissler, Executive Director
Re: Executive Director Update – February, 2017

This past month has been busy with some non-routine activities.

I participated on the interview team for a project manager for the Edgewater Civic Building. The team unanimously selected MV5 as their choice. The team that will work on Edgewater is composed of entirely different people than our Columbine team.

Edgewater's City Attorney has submitted a proposed Intergovernmental Agreement and Lease. It is under review by our County Attorney. He has promised to prepare a document with any revisions and his recommendations in time for your review at the March 9th study session.

I signed the lease for the Columbine Alternative space and the staff is planning for services, programs and hours. As soon as they submit their report, I will share the information with you.

I'd like you to be aware of the following meetings that we have scheduled. You are welcome to attend any and all. Please let Rebecca know if you plan to attend. They are as follows:

March 22 Update on State of the Library for the Citizens' Advisory Committee 4:30 -6:00 p.m. in the Administrative Conference Room

April 5 State of the Library Community Meeting 6:00 – 7:00 p.m. in the Lakewood Library Meeting Room (the 4 March State of the Library Meetings have been cancelled to eliminate confusion with Columbine Library Community Meeting dates in March)

April 12 Brown Bag Lunch with Jeffco Legislators Noon- 1:30 p.m. State Capital, House Committee Room 0111. This will be an update on how we are keeping our ballot measure promises and a general Q&A session.

In addition, I participated in the following meetings:

- A breakfast meeting with the Foundation
- A breakfast meeting with Brian and Julia
- The CYLC Child Welfare sub-committee meeting
- Meeting with the Jefferson Success Pathway Leadership group
- Monthly meeting with Ralph Schell
- The Elected Officials Personnel Board Meeting

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

Budget & Finance Department

memorandum



to: Pam Nissler, Executive Director
from: Richard Sosa, Director of Finance & Budget
re: Finance Monthly Report

- Financial Report
- Columbine renovation additional services
- Northfork Library Association

date: February 9, 2017

A. Financial Report

A financial report ending December 31, 2016 was provided to the Board of Trustees in Board materials for January 19th. County finance is currently posting year-end transactions through February and the County JDE financials are anticipated to close in late February or mid-March. Finance is anticipating being able to have a final 2016 financial report, at the latest, in the April Board of Trustee report.

B. Columbine renovation additional services authorization

An update of additional costs and services was presented to the Board of Trustees and discussed at their January 19th meeting. These additional services and costs are covered by the project budget. Staff recommends is requesting authorization to fund the following additional services:

1. \$10,800 to Humphries-Poli for the FF&E management and design integration.
2. \$20,565 to Humphries-Poli for the design, engineering and permitting services for exterior modification of the entry area and book drop.

C. Northfork Library Association support for Pine Library 2017

Recommend that the Library Board of Trustees authorize a gift of \$1,000 to the North Fork Library Association to support operating expenses of the Pine Library in 2017. This amount is included in the 2017 Jefferson County Public Library budget.



Jefferson County
PUBLIC LIBRARY

memorandum

to: Pam Nissler, Executive Director
from: Richard Sosa, Director of Finance & Budget
re: Finance Monthly Report

- A. Financial Report

date: February 16, 2017

A. **Financial Report**

This financial report presents year-to-date actual revenue (sources), expenses (uses) and financial comparative year over year through January 31, 2017, for Jefferson County Public Library (JCPL). The information presented is from the Library general fund in JDE (Jefferson County Financial System) and includes both operating and capital transactions. This report is composed a narrative and five Tables. A Total Fund Summary, comparing adopted budget to actual year-to-date (Table 1); Changes to Library Fund Balance (currently still being updated) (Table 2A); Library operating sources and uses actual year-to-date with projected year-end balances (Table 3); Library debt service with actual year-to-date and projected year-end balances (Table 4) and Library capital projects and annual maintenance and repair (ARMs) actual year-to-date and projected year-end balances (Table 5).

Summary

Transactions for January are minimal. No property tax revenue was posted for January and total revenue was \$34,650, mostly from fines. Payroll salary and benefits totaled \$920,400 and Library Books and Materials was \$579,900. Capital expenses were \$136,600. Total uses of \$1.8 million compared to minimal revenue for January results in a net negative (expense over revenues) of \$1.7 million.

Fund Balance

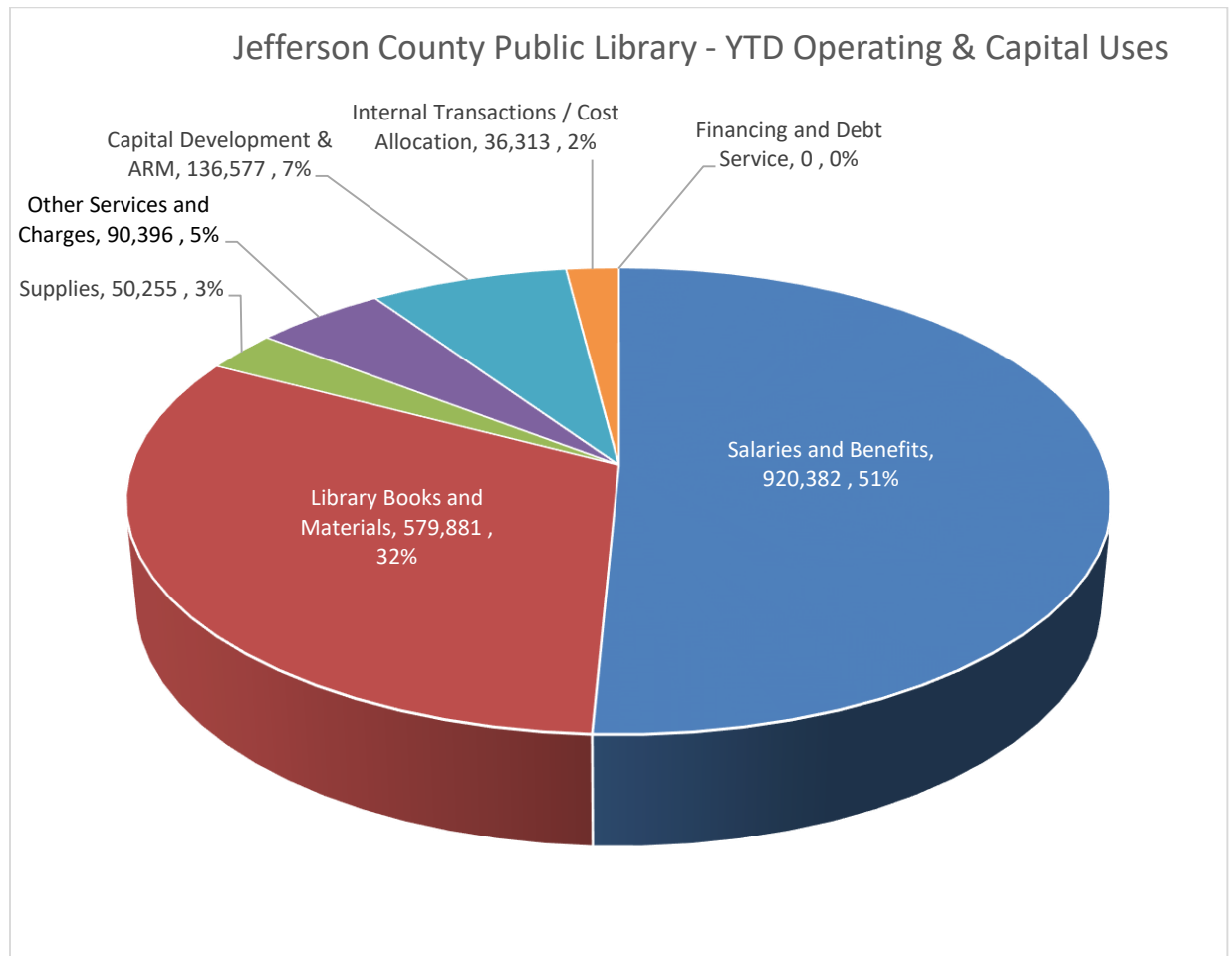
Table 2A provides the detail for the Library Fund Balance and is currently being updated to reconcile all year-to-date actuals with monthly year-end projections to provide an improved estimated year-end Fund Balance.

Operating Revenues (sources) and Expenses (uses)

Operating revenues through January totaled \$34,650. Total expenses were \$1.7 million. How does this compare to January 2016? Revenues in 2016 were higher by 82%, due primarily to receipt of our State grant for \$131,100, which is not collected in January 2017. The grant for a similar amount is budgeted in 2017. Salaries and benefits are 5 percent higher than 2016 (\$920,400 compared to \$879,300). Books and Materials were \$863,700 in 2016 compared to \$579,900 in 2017. In the 2017 budget Books and Materials budget anticipates a significant increase in spending over 2016.

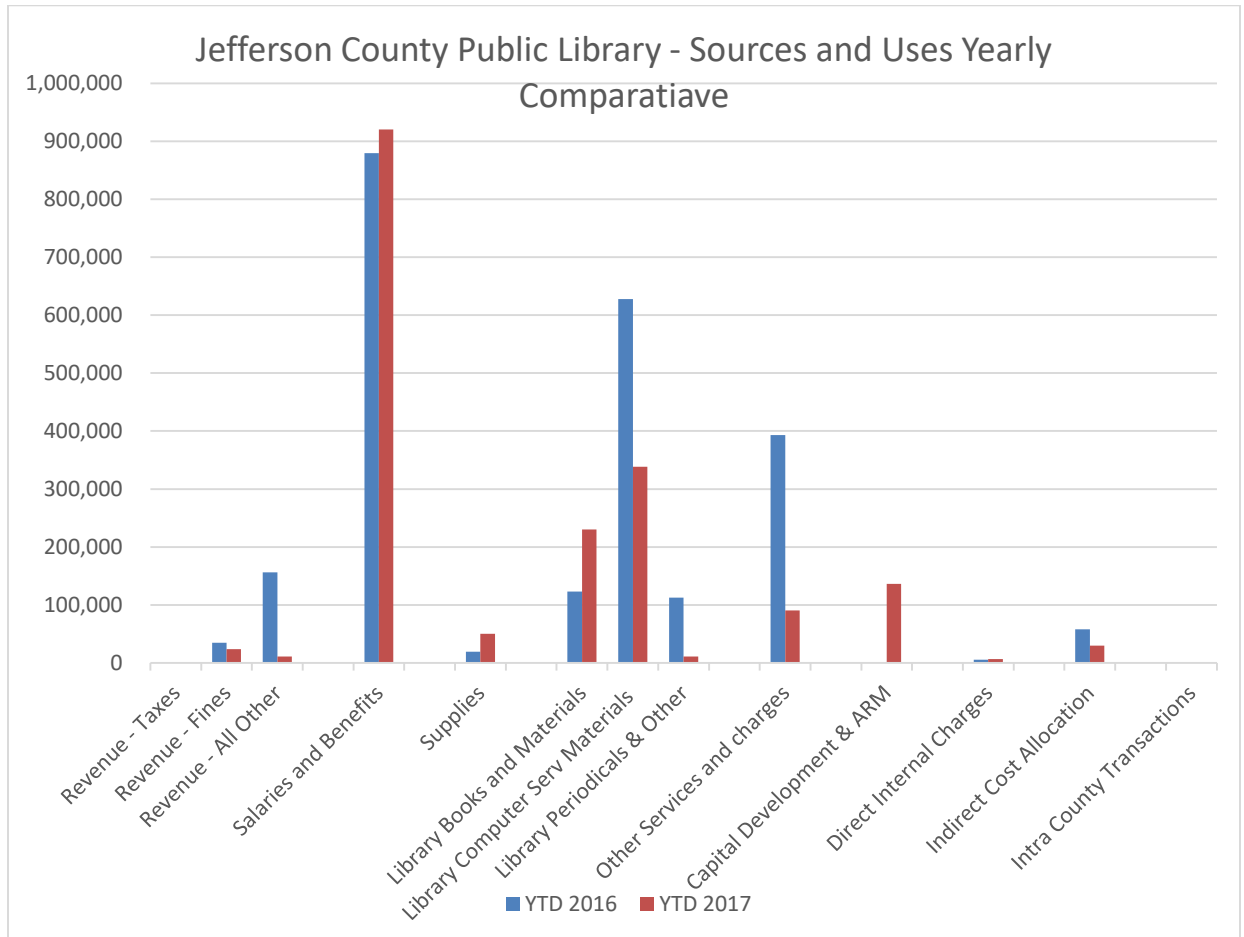
The following Chart includes both operating and capital expenses (uses).

memorandum



A comparative year over year 2016 to 2017 revenues and expenses is below.

memorandum



Revenues year-to-date through January 2017 is lower than 2016 primarily due to our State grant funds not received in January 2017. Charges for services were higher in January 2016 compared to this year, due primarily to professional services and consulting costs,

Debt Service

Table 4 provides the detail for Library debt service. Through January 31, there were no transactions to report. The Library has a 2017 budget of \$1.5 million for these payments, which reflect the County audited debt service schedule. The Library debt service payment for principal and interest covers two debt instruments:

1. Build America Bonds 2011-2020, \$6,886,000 used for Lakewood HVAC; Energy conservation, book sorters and Library Service Center (LSC) remodel.
2. Certificate of Participation (COP) Refunding term 2014-2020, \$995,000 used for Belmar roof replacement; Columbine HVAC; Columbine and Standley Lake parking lot repairs.
County bond debt 2005-2024, \$8,886,000 used for the acquisition and construction of the Arvada library facility.

memorandum

Capital Projects

Capital projects are detailed in Table 5. A total of \$136,577 was spent on planned capital projects and annual capital maintenance projects. There were three areas, IT software, Columbine Library renovation and RFID Self Check replacements. The RFID Shelf Check replacements is a 2016 project budget carry forward, to complete in 2017. All capital projects are assigned a business unit in the budget to segregate and track the capital expenses. In 2017, the Library has a dedicated property tax allocation of \$1.6 million and operating funds for capital projects of \$4.6 million, totaling \$6.4 million. The 2017 budget is a 163% increase over 2016 (\$6,361,500 compared to \$2,416,525). 2017 has a number of large projects on deck and intentional reduced 2016 spending shifted resources to 2017 for the planned projects.

The chart below shows capital projects, comparing the amended budget to actual capital expenses YTD, Finance analysis of active projects with commitments including encumbrances, contracts, POs, and departmental commitments of funds to a project; active projects that will be completed in 2017 (carry forward) and a non-active project total, which is \$200,000 set aside annually in Fund Balance for future major sorter equipment capital replacement.

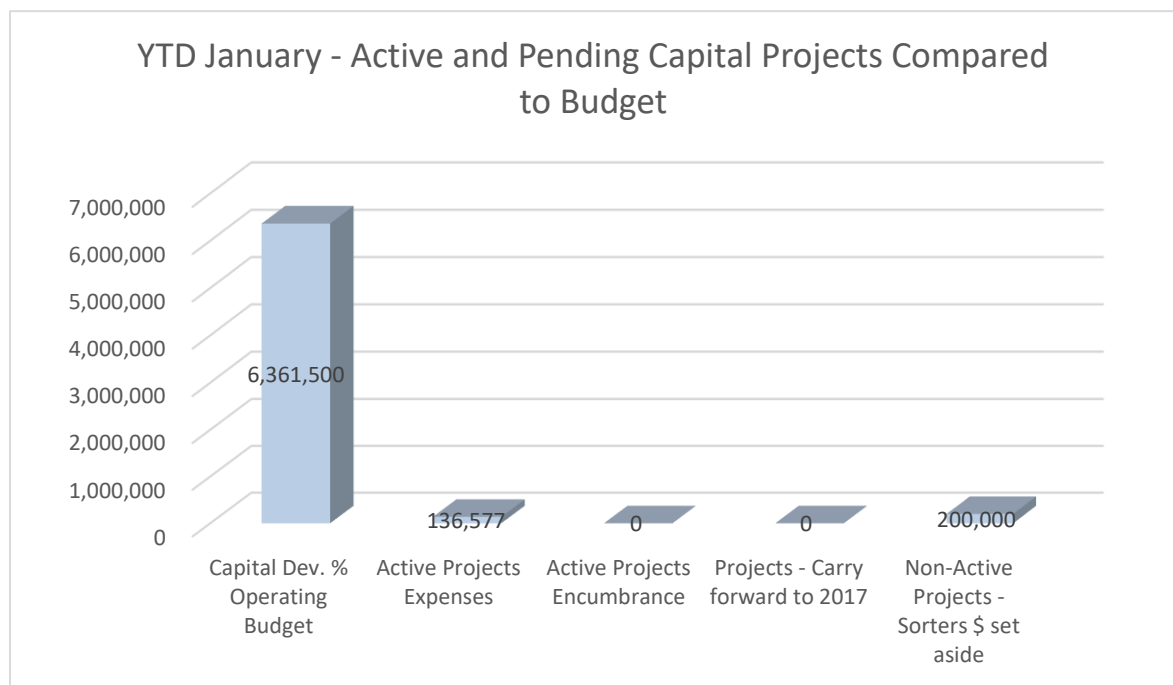


TABLE 1
JEFFERSON COUNTY PUBLIC LIBRARY
TOTAL FUND SUMMARY
2017 BUDGET TO ACUTAL

Sources and Uses of Funds	Final 2016 Budget	Preliminary 2016 Actual	Adopted 2017 Budget	YTD Actual	YTD Actual to 2017 Budget	Budget to Actual %
<i>Sources of Funds</i>						
Revenues						
Taxes						
Property Tax (net of adjustments)	33,078,021	32,889,707	36,392,968	-	3,503,261	10.65%
Total Taxes	\$ 33,078,021	\$ 32,889,707	\$ 36,392,968	\$ -	\$ 3,503,261	10.65%
Federal & State Grants	\$ 126,734	\$ 132,787	\$ 130,000	\$ -	\$ (2,787)	-2.10%
Fines & Fees	799,000	701,101	792,970	31,521	91,869	13.10%
Other Revenue	450,021	300,836	546,220	3,129	245,384	81.57%
Total Other Revenues	1,375,755	1,134,724	1,469,190	34,650	334,466	29.48%
Sub Total Revenues	\$ 34,453,776	\$ 34,024,431	\$ 37,862,158	\$ 34,650	\$ 3,837,727	11.28%
Transfer from Fund Balance	\$ -	\$ -	\$ 1,436,716		\$ 1,436,716	N/A
Transfer to Fund Balance	(2,057,647)	-	-		-	N/A
Total Sources of Funds	\$ 32,396,129	\$ 34,024,431	\$ 39,298,874	\$ 34,650	\$ 3,837,727	15.50%
<i>Uses of Funds</i>						
Operating Expenditures						
Salaries & Employee Benefits						
Salaries	\$ 12,623,293	\$ 11,926,753	\$ 12,522,392	\$ 706,369	\$ 595,639	4.99%
Benefits	3,846,731	3,441,236	3,793,380	214,014	352,144	10.23%
Total Salaries & Benefits	\$ 16,470,024	\$ 15,367,990	\$ 16,315,772	\$ 920,382	\$ 947,782	6.17%
Library Books & Materials	\$ 5,854,776	\$ 5,816,450	\$ 8,205,413	\$ 579,881	\$ 2,388,963	41.07%
Supplies	1,035,874	964,499	1,247,585	50,255	283,086	29.35%
Operating Capital	60,000	-	40,000	-	40,000	100.00%
Other Services & Charges	3,255,354	2,737,835	4,008,650	90,396	1,270,815	46.42%
Internal Transactions /Cost Allocation	1,450,848	1,352,697	1,571,551	36,313	218,854	16.18%
Total Operating Expenditures	\$ 28,126,876	\$ 26,239,471	\$ 31,388,971	\$ 1,677,228	\$ 5,149,500	19.63%
Financing & Debt Service	\$ 1,584,388	\$ 1,554,199	\$ 1,548,403	\$ -	\$ 1,548,403	-0.37%
Capital Development Fund	\$ 2,684,865	\$ 2,684,865	\$ 6,361,500	\$ 136,577	\$ 3,676,635	136.94%
Total Uses of Funds	\$ 32,396,129	\$ 30,478,534	\$ 39,298,874	\$ 1,813,805	\$ 8,820,340	28.94%
Net	\$ -	3,545,897	-	(1,779,155)		

TABLE 2A
JEFFERSON COUNTY PUBLIC LIBRARY
FUND BALANCE SUMMARY
2017 BUDGET TO ACTUAL

	Final 2016 Budget	Preliminary 2016 Actual	Adopted 2017 Budget	\$ Incre(Decr) 2016 Actual to 2017 Adopted
Beginning Fund Balance	\$ 13,108,503	\$ 13,108,502	\$ 17,528,791	
Revenues	32,933,778	32,544,443	36,197,327	
Capital Funding	1,519,998	1,479,988	1,664,831	
Total Revenues	34,453,776	34,024,431	37,862,158	
Expenditures				
Operating Expenditures	28,126,876	26,239,471	31,388,971	
Debt Service	1,584,388	1,554,199	1,548,403	
Capital Projects	2,684,865	1,810,473	6,361,500	
Total Expenditures	32,396,129	29,604,142	39,298,874	
Ending Fund Balance	\$ 15,166,150	\$ 17,528,791	\$ 16,092,075	
Increase/(Decrease) in Fund Balance	\$ 2,057,647	\$ 4,420,289	\$ (1,436,716)	
Above/(Below) Minimum	\$ 6,552,706	\$ 8,915,347	\$ 6,626,535	
Above/(Below) Maximum	\$ (2,060,738)	\$ 301,903	\$ (2,839,004)	

Fund Balance Policy				
16% of Current Year Revenues	\$ 5,512,604		\$ 6,057,945	
9% of Current Year Revenues - Uncertainty	3,100,840		3,407,594	
Total Minimum F/B Reserve Requirements	\$ 8,613,444		\$ 9,465,540	
50% of Current Year Budgeted Reserves	17,226,888		18,931,079	
Total Maximum F/B Reserve Requirements	\$ 17,226,888		\$ 18,931,079	

TABLE 3
JEFFERSON COUNTY PUBLIC LIBRARY
OPERATING EXPENDITURES
2017 BUDGET TO ACTUAL

Sources and Uses of Funds	Final 2016 Budget	Preliminary 2016 Actual	Adopted 2017 Budget	YTD Actual	Projected Year-End 2017
Sources of Funds					
Revenues					
Taxes					
Property Taxes	\$ 32,257,736	\$ 31,385,462	\$ 35,331,413	\$ -	\$ 35,331,413
Delinquent Taxes	45,241	-	50,124	-	50,124
Prior Year Cancellations	(116,244)	-	(76,556)	-	(76,556)
Urban Renewal	(667,853)	(167)	(606,610)	-	(606,610)
Penalties & Interest	39,143	24,424	29,766	-	29,766
Total Taxes	\$ 31,558,023	\$ 31,409,719	\$ 34,728,137	\$ -	\$ 34,728,137
Federal & State Grants	\$ 126,734	\$ 132,787	\$ 130,000	\$ -	\$ 130,000
Library Fines	650,000	586,067	639,500	23,868	639,500
Charges for Services	149,000	115,034	153,470	7,653	153,470
Investment Income	149,021	191,706	149,200	-	149,200
Contributions from Private Sources	200,000	142,969	200,000	3,006	200,000
Other Revenue	101,000	(33,840)	197,020	123	197,020
Total Revenues	\$ 32,933,778	\$ 32,544,443	\$ 36,197,327	\$ 34,650	\$ 36,197,327
Uses of Funds					
Operating Expenditures					
Salaries & Employee Benefits					
Salaries	\$ 11,222,688	\$ 10,300,739	\$ 11,398,213	\$ 614,235	11,398,213
Awards & Bonuses	\$ 83,796	\$ 48,519	\$ 100,000	\$ -	100,000
Termination Pay	-	113,718	-	1,432	-
Temporary Salaries	1,806,537	1,462,528	1,876,245	90,703	1,876,245
Overtime	8,900	1,249	13,900	-	13,900
Vacancy Savings	(498,628)	-	(865,966)	-	(865,966)
Benefits	3,846,731	3,441,236	3,793,380	214,014	3,793,380
Total Salaries & Benefits	\$ 16,470,024	\$ 15,367,990	\$ 16,315,772	\$ 920,382	\$ 16,315,772
Library Books & Materials	\$ 4,822,476	\$ 4,584,052	\$ 6,900,603	\$ 230,350	\$ 6,900,603
Library Computer Materials	901,650	1,115,396	1,173,430	338,580	1,173,430
Library Periodicals	130,650	117,002	131,380	10,951	131,380
Sub-Total Library Collections	5,854,776	5,816,450	8,205,413	579,881	8,205,413
Supplies	1,035,874	964,499	1,247,585	50,255	1,247,585
Other Services & Charges	3,255,354	2,737,835	4,008,650	90,396	4,008,650
Operating Capital	60,000	-	40,000	-	40,000
Direct Internal Charges	127,061	102,636	150,688	6,812	150,688
Indirect Cost Allocation	696,338	696,338	758,653	29,501	758,653
Intra County Transactions	627,449	553,723	662,210	-	662,210
Total Operating Expenditures	\$ 28,126,876	\$ 26,239,471	\$ 31,388,971	\$ 1,677,228	\$ 31,388,971
Transfer to Capital	\$ 1,164,867	\$ 1,810,473	\$ 4,696,669		
Total Uses of Funds	\$ 29,291,743	\$ 28,049,944	\$ 36,085,640	\$ 1,677,228	\$ 31,388,971

TABLE 4
JEFFERSON COUNTY PUBLIC LIBRARY
DEBT SERVICE DETAIL
2017 BUDGET TO ACTUAL

Sources and Uses of Funds	Final 2016 Budget	Preliminary 2016 Actual	Adopted 2017 Budget	YTD Actual	Projected Year- End 2017
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Debt Service					
Total Debt Service	\$ 1,584,388	\$ 1,554,199	\$ 1,548,403	\$ -	\$ 1,548,403

Arvada
Total Issue \$8,886,000
Term 2005-2024
Use - Arvada Library Facility

Build America Bonds
Total Issue \$6,293,000
Original Term 2011-2020
Refunding Term 2013-2024
Use - Lakewood HVAC
Energy Conservation
Book Sorters
Library Service Center Remodel

Certificates of Participation (COP)
Total Issue \$995,000
Term 2014-2020
Use - Belmar Roof Replacement
Columbine HVAC
Columbine Parking Lot
Standley Lake Parking Lot

TABLE 5
JEFFERSON COUNTY PUBLIC LIBRARY
CAPITAL IMPROVEMENT PROJECTS
2017 BUDGET TO ACTUAL

Sources and Uses of Funds	Final 2016 Budget	Preliminary 2016 Actual	Adopted 2017 Budget	YTD Actual	Projected Year-End 2017
Sources of Funds					
Property Tax - Capital - 4.5%	\$ 1,519,998	\$ 1,479,988	\$ 1,664,831		
Total Property Tax	\$ 1,519,998		\$ 1,664,831		
Transfer from Operating	\$1,164,867	\$1,810,473	\$4,696,669		
Total Sources of Funds	\$ 2,684,865	\$ 1,810,473	\$ 6,361,500	\$ -	
Uses of Funds					
Annual Replacement & Maintenance Program (ARM)					
ARM-01 Capital Maintenance	\$ 160,000	\$ 160,517	\$ 250,000		
ARM-02 Furniture & Equipment	64,550	63,964	56,000		
ARM-03 Computer Replacement Plan	250,000	218,476	250,000		
ARM-04 Book Sorter Sinking Fund	200,000	-	200,000		
ARM-05 IT Infrastructure Replacement	369,000	316,658	462,000		
2016 Projects					
16-01 Lakewood Parking Lot	\$ 288,975	\$ 274,922			
16-02 LSC Parking Lot	69,000	67,699			
16-03 Evergreen AHU Rebuild	140,000	54,204			
16-04 Wheat Ridge HVAC Replacement	48,000	-			
16-05 Standley Lake Boiler Replacement	62,800	62,781			
16-06 Admin Space Plan/Reconfiguration	10,000	8,031			
16-07 Belmar Carpet Repair	6,000	5,939			
16-08 Columbine Tree & Sidewalk Replacement	25,000	27,807			
16-09 Implement Wireless Upgrade	35,000	8,221			
16-10 Records Management Software	-	-	50,000		
16-11 Increase Wireless Access Points	60,000	16,614			
16-12 IT Software Projects	71,000	26,499		11,809	
16-13 III Database Server	56,000	92,780			
16-14 High Availability Internet Redundancy	38,000	-			
16-15 Replace DVD/Disk Washer	8,000	7,990	8,000		
16-16 Columbine Remodel	385,800	99,027	4,250,000	84,643	
16-17 South County - Phase 1 Planning	-	-			
16-18 IT Erate Data Cabeling	-	26,344			
2017 Projects					
17-01 Evergreen HVAC Rebuild	\$ -		\$ 135,000		
17-02 Entry Door Replacement	-		36,800		
17-03 Virtual Servers upgrades	-		91,000		
17-04 Encore Server	-		37,000		
17-05 Implement RFID/Self Check	337,740	272,000	250,000	40,125	
17-06 Belmar Remodel	-		-		
17-07 Edgewater Library	-		80,000		
17-08 Large Format Printer	-		10,000		
17-09 JCPL Mobile Experience	-		15,700		
17-10 Mobility Solution	-		25,000		
17-11 Long-Range Facility Master Plan	-		75,000		
17-12 Current Year Facility Expansion	-		80,000		
Total Capital Projects	\$ 2,684,865	\$ 1,810,473	\$ 6,361,500	\$ 136,577	\$ -
Book Sorter Sinking Fund Reserve					
Beginning Balance	\$ -		\$ 200,000		
Source	200,000		200,000		
Use	-		-		
Balance	\$ 200,000		\$ 400,000	\$ -	\$ -

Operational Updates

Public Services

administration

10200 W. 20th Ave.
Lakewood, CO 80215
303.235.5275

jeffcolibrary.org



To: Pam Nissler, Executive Director
From: Donna Walker, Director of Public Services
Re: E-content Vendor Contract Authorization
Date: February 16th, 2017

JCPL has chosen Baker and Taylor for provision of e-content and is requesting approval of a contract in a not-to-exceed amount of \$1.5 million. This will be a 4 year contract – 2017 plus three renewal years.

Project Purpose:

Provide the best value for Jefferson County residents in the provision of e-content: best content, best experience at the best cost.

Project history:

An RFP was posted in September for vendors providing e-content. This process was undertaken in order to be in compliance with the county's finance rules. Six vendors responded to the RFP but only three of them; Cloud Library, OverDrive and Axis 360, had e-content that would fit the needs of our patrons.

The evaluation team scored bid responses on the following criteria:

- Mobile App User Experience
- Patron website User Experience
- Selection tool
- Reports
- Catalog records
- Total content available
- Invoicing
- Customer service
- References
- Migration plan
- Patron migration
- Cost
- Overall RFP

JEFFERSON COUNTY
PUBLIC LIBRARY

COLUMBINE REMODEL

November 2016
Community Input Report



Jefferson County
PUBLIC LIBRARY



“We’re thrilled with the feedback we’ve received from area residents. Their input is invaluable to us as we plan for the Columbine Library remodel.”

Pam Nissler, executive director, JCPL



On November 9 and 12, 2016, 105 area residents attended community meetings to preview preliminary designs for the upcoming Columbine Library remodel. Humphries Poli Architects presented design ideas, showed samples of other library designs and asked residents for their feedback. A condensed version of their presentation is posted on the website (<https://jeffcolibrary.org/locations/columbine-remodel>).

Humphries Poli Architect started with a vision based on the Columbine Library building program of services. It grew out of input from a series of community meetings and an online survey completed in April 2016. It defines the following vision for the Columbine Library remodel:

- The Library is a **customizable experience**. It fits our customers just right.
- They can use the library alone or **engage with each other**.
- They find **just the right help** at just the right time and place.
- The vision also reflects our end statements of providing **equal access** to resources and technologies, encouraging a sense of community **participation and collaboration**, advancing community **education/outcomes**, maximizing the return on the communities shared **investment**, and **creating safe and inviting spaces** for the residents of Jefferson County.



At the two November, 2016 meetings Humphries Poli Architects showed pictures from over 100 libraries as ideas for different types of furniture, shelving, lighting and uses of spaces. Those attending the meetings were then asked to provide feedback about what they liked or did not like. A third meeting with the Teen Advisory Board for Columbine was held on December 1st to gather input from the teens about their space in the library. We gathered valuable feedback from the community on twelve areas of the library which will be used in the next phase of designing the remodel.



While each meeting was different there were several common themes about the library expressed in all the meetings. These general themes also echoed the feedback we gathered at the April 2016 meetings and in the survey. Books were again the most repeated comment in the meetings.

- The library will be ensuring that we have items that reflect the community not only in terms of quantity, but also interest. Material will remain a focus for the remodeled building.
- Making the library less institutional was a request. Residents said it is important to have spaces for conversation or collaboration as well as spaces for quiet study; both are being designed by Humphries Poli Architects.
- The community told us to “preserve the view of the lake, park and foothills” and that the building needs comfortable seating by the view, not just tables and chairs. Comfortable and flexible seating was also a wish throughout the building. The library is ensuring there is a mix of tables, chairs and comfortable reading chairs that will fit people of all sizes.
- Space for community art had 10 comments, and an art display area is being planned.
- We heard that people want to be sure we have plenty of electrical outlets in the building.
- We were also asked to think about those with vision issues or dementia when selecting flooring or installing glass walls.

No single idea was liked by all; some people liked an idea, while others did not like the same idea. Fireplaces, community gardens, and covered bike parking are just a few things that individuals at the meetings both liked and disliked. The library’s goal will be to find a balance between all these different opinions and create a space that reflects the community overall. What we did hear from everyone in the community is that they would like us to spend wisely, choose furnishings that will last, be conscious of energy use and ensure there is flexibility in the space and design.



CHILDREN'S AREAS

The wall around children's was called a "GREAT" idea. Those there wanted to be sure the area was still open and flexible. Several ideas that were well received were window seats, including an activity area, and incorporating a story time space into the children's area. We also heard that story times are very popular so there was a concern that the space would be large enough.

TEEN AREA

There were four comments from the community meetings about the library getting input directly from the teens. A separate teen meeting was held in December 2016 with the Columbine Teen Advisory Board. There were several similarities between the teen meeting and the community meetings. Both groups liked "diner" booths and the idea of having the space easily identified. The teens also liked the idea of having a large monitor where they could work together on a project. While the teens liked the music chairs, there were mixed feelings at the community meeting regarding these chairs. Both groups wanted more study spaces. The teens expressed a reluctance to use the current study rooms at Columbine because there are only two and they felt others needed them more. The teens also thought it "would be cool if there were games (board games, card games, etc.) on a shelf that could be used in the library like they have at coffee shops."

A word cloud featuring various study space amenities. The words are arranged in a circular pattern. The largest words are 'collaborative seating' in purple, 'glass walls' in teal, and 'individual study space' in orange. Other words include 'computer access' (vertical, red), 'fireplace' (teal), 'staircase seating' (vertical, blue), 'study rooms' (vertical, red), 'writable surfaces' (horizontal, blue), and 'phone booth' (horizontal, orange).

computer access collaborative seating fireplace
glass walls staircase seating study rooms
individual study space writable surfaces phone booth

STUDY SPACES

At the community meetings we heard that study rooms should be enclosed so they are quiet and have a view of the outside. Many liked the idea of glass walls, and being able to collaborate around a monitor. A need for more study rooms that are smaller was expressed at all three meetings.





MAKERSPACE/MEETING ROOM

There were many comments about the makerspace and what it should be. There was some concern expressed that it “needs to have a focus, can’t be everything”, and that it is not “duplicating things available elsewhere”. There were also many positive comments such as “a maker space would make the library more community inclusive- relevant over the years- awesome ideas!!” People wanted to be sure it is a flexible space with lots of electrical outlets, The equipment that had the most comments were sound recording (3), 3-d printers (5), and sewing (6). There were comments about ensuring that sound was addressed in the meeting room, since currently it is hard to hear when there is a group larger than 30. People liked the idea of making the meeting room more of “a multipurpose room so it does not sit empty”.



OUTDOOR/PARKING

We had several comments about solar panels or electrical charging stations for vehicles. Residents want to be sure the drive up book return is easy to reach for the driver's side, also that the road is one way, and discourages parking for any length of time. One specific comment was that they "like the drive up book drop – this was a high priority from the community when Columbine was originally built." We heard again to keep the view; many asked for outdoor seating both covered and uncovered, and practical bike racks. Covered bike parking got mixed reviews with equal comments from people who liked or did not like the idea. There were several comments that they wanted the parking to be close to the entrance.

LIGHTING

Ensuring we maximize natural light was the most frequent comment. Otherwise there were many requests to have better; brighter lighting.

SOUND

Residents were happy to hear an acoustical engineer will be part of the project to assist in minimizing noise issues in the building, and that there will be a wall as a sound barrier for the children's area. Other ideas suggested were to ensure we have softer surfaces to absorb sound, hang banners, and be aware of the hard surfaces that reflect sound. There were also several requests for designated quiet areas with seating.

Consent Agenda

Adopted January 19, 2017

BEFORE THE BOARD OF TRUSTEES
OF THE JEFFERSON COUNTY PUBLIC LIBRARY

RESOLUTION NO.: LB 01-19-17

WHEREAS, effective June 1, 1991, the Board of Trustees of the Jefferson County Public Library is subject to the provisions of Senate Bill 91-33 (the "Colorado Sunshine Act"); and

WHEREAS, pursuant to Section 24-6-402(2) (c), the Board is required to give notice of meetings, which notice must be posted in a designated public place within the boundaries of the local body no less than twenty-four (24) hours prior to the meeting; and

WHEREAS, the public place in which such notice will be posted must be designated annually.

WHEREAS, the notice must include specific agenda information where possible.

NOW, THEREFORE, BE IT RESOLVED that the Board of Trustees of the Jefferson County Public Library hereby designates a public bulletin board in each branch of the Jefferson County Public Library as the location where notice and agenda information for public meetings of the Board of Trustees of the Jefferson County Public Library will be posted.

Date: January 19, 2017

Governing Policies
Monitoring Reports

GOVERNING POLICY OF THE JEFFERSON COUNTY PUBLIC LIBRARY BOARD OF TRUSTEES

POLICY TYPE: MANAGEMENT LIMITATIONS

POLICY 2.0

POLICY TITLE: *GENERAL MANAGEMENT CONSTRAINT*

MANAGEMENT LIMITATIONS

Initial Monitoring on *Policy 2.0: GENERAL MANAGEMENT CONSTRAINT*

I hereby present my monitoring report on your Management Limitations policy 2.0 “General Management Constraint”, in accordance with the monitoring schedule set forth in Board policy. I certify that the information contained in this report is true.

Signed: _____, Executive Director

Date: February 16, 2017

BROADEST POLICY PROVISION

The Executive Director shall not cause or allow any practice, activity, decision or organizational circumstance that is unlawful, imprudent, or in violation of commonly accepted professional ethics and best practices for public library management.

EXECUTIVE DIRECTOR’S INTERPRETATION: I understand this constraint to include all operational activities that occur within the Library. It does not include activities or decisions occurring or made at the Board level.

I interpret “unlawful” to mean I will not fail to insure that all operational activities are within legal requirements as imposed by all relevant governing bodies, including federal, state, county and city statutes and ordinances.

In matters of prudence and ethics, the Board has comprehensively interpreted these concerns throughout the “Management Limitations”. In areas where no specific Board policy exists; I will use the test of “reasonable and prudent” to evaluate the circumstances. In addition, I understand that “commonly accepted professional ethics and best practices for public library management” is an additional qualifier of the Board’s intentions. By this, if an issue arises which I believe my response would be judged ethical and prudent but for some reason inconsistent with common practices in public libraries; I would not necessarily have the authority to proceed.

REPORT (COMPLIANT): The implementation of the above measures is incorporated into specific monitoring reports provided to the Board on each of the other Management Limitations policies. I therefore am focusing this response on this policy provision proscribing against any “unlawful” actions or situations.

I can report compliance.

GOVERNING POLICY OF THE JEFFERSON COUNTY PUBLIC LIBRARY BOARD OF TRUSTEES

POLICY TYPE: MANAGEMENT LIMITATIONS
POLICY TITLE: *TREATMENT OF PATRONS*

POLICY 2.1

MANAGEMENT LIMITATIONS

Initial Monitoring on **Policy 2.1: *TREATMENT OF PATRONS***

I hereby present my monitoring report on your Management Limitations policy 2.1 “Treatment of Patrons”, in accordance with the monitoring schedule set forth in Board policy. I certify that the information contained in this report is true.

Signed: _____, Executive Director

Date: February 16, 2017

BROADEST POLICY PROVISION

With respect to interactions with patrons, the Executive Director shall not cause or allow conditions or procedures which are unfair, unsafe, undignified, unnecessarily intrusive, or which fail to provide confidentiality in use of facilities and resources, and a high level of customer service.

EXECUTIVE DIRECTOR’S INTERPRETATION: I understand this to mean that the Library may not operate without having and enforcing specific policies that clarify patron rights and staff actions toward patrons. The Executive Director, staff and legal counsel review the policies as needed.

REPORT: Library policy requires regular reporting from all units on these elements. Initial and follow-up reports are issued to the Senior Management Team for review or action.

1. I shall not elicit and maintain patron information for which there is no clear necessity.

EXECUTIVE DIRECTOR’S INTERPRETATION: It is our responsibility to protect the patron’s privacy in their use of the library, its programs or services, neither requesting nor maintaining information (visual, written or otherwise) about our patrons beyond that either required by law or business necessity, **without the patron’s express consent**.

REPORT (COMPLIANT): Patron data is primarily collected within the Circulation module of the Integrated Library System. Patron-usage information is automatically deleted when use transactions are complete. Patrons may opt to preserve a record of the items they have borrowed through a feature of the Integrated Library System.

I can report compliance.

2. I shall not collect, review, transmit, store or destroy patron information in a manner that fails to protect against loss of or improper access to that information.

EXECUTIVE DIRECTOR’S INTERPRETATION: It is my interpretation that we must ensure that the documents or on-line gathering of patron data are handled in a manner, from collection until destruction that avoids inappropriate access or loss of such data.

GOVERNING POLICY OF THE JEFFERSON COUNTY PUBLIC LIBRARY BOARD OF TRUSTEES

REPORT (COMPLIANT): Patron information is collected and accessible for reasonable business use only. The electronic storage of this information is secured and print materials containing patron information are properly shredded and destroyed. **In some cases, patron contact information is collected and used for direct patron communications. This information is protected and used only with the patron's consent.**

I can report compliance.

- 3. I shall not fail to maintain facilities that provide a reasonable level of privacy, both aural and visual, and that are reasonably free from public distraction and disturbance.**

EXECUTIVE DIRECTOR'S INTERPRETATION: Our libraries are designed and managed to serve large populations of users at one time. As such, the library provides many venues for quiet reading and study, computer privacy, individual and group study space, etc. All libraries have spaces and/or equipment to assist with this and staff is instructed to assist patrons with finding a suitable work environment that meets their needs.

REPORT (COMPLIANT): Library programs and services are designed to ensure patron privacy in the use of the library. As new technologies and services are added to our program of service, operational activities are vetted between library staff and the Director of Public Services. When space limitations exist, every effort is made to ensure as much patron privacy as possible.

I can report compliance.

- 4. I shall not fail to maintain the confidentiality of a patron's use of the JCPL and patron record except as required by law. Patron information may be shared for marketing purposes, but only with the patron's consent.**

EXECUTIVE DIRECTOR'S INTERPRETATION: Records of patrons' usage of the Library will not be divulged except when necessary for normal library operations or as provided for in CRS 24-90-119, "Privacy of User Records." I have been designated "Custodian of Library Records" by the Board and can make reasonable exception to this requirement upon **application by a patron a patron's request or by the law.**

REPORT (COMPLIANT): All staff receives training as part of their Orientation regarding patron confidentiality and the processes and steps they should follow when requests for patron information are made. The Library worked with law enforcement of area municipalities and jurisdictions, the District Attorney's and the County Attorney's offices to ensure that our processes were in compliance with, and defensible by law. All staff receives training on this as a part of New Employee Orientation and a DVD has been provided to law enforcement explaining the law and how the Library can be of assistance.

I can report compliance.

- 5. I shall not fail to ensure that patrons receive prompt, courteous service from competent, well-trained staff.**

GOVERNING POLICY OF THE JEFFERSON COUNTY PUBLIC LIBRARY BOARD OF TRUSTEES

EXECUTIVE DIRECTOR'S INTERPRETATION: Educational and training requirements for knowledge, skills and customer service are required and provided to effect useful and respectful service toward our patrons.

REPORT (COMPLIANT): The Library's Employee Relations and Development and Public Services Staff Training units ensure that all hires possess the required education, training and experience for their jobs and have the training required to successfully fulfill their job requirements. The library's customer comment cards and other such avenues for receiving comment on our service characteristically show a pleased patron base.

I can report compliance.

- 6. I shall not fail to set and convey the policies for the use and circulation of library materials; fines/charges for damaged or lost items; a fee schedule for non-basic Library services; and policies for the use of bulletin boards and meeting/study rooms.**

EXECUTIVE DIRECTOR'S INTERPRETATION: Policies are in place that effectively direct public use of materials, resources, and facilities, such that all patrons can use our libraries and resources in a reasonable and responsible manner. We inform patrons of these policies so they understand and follow the rules these policies define without significant comment or complaint. Staff is also versed in the policies such that they can address and discuss them with patrons.

REPORT (COMPLIANT): All of the library policies regarding library use are reviewed and updated as needed by library managers and then by senior management.

I can report compliance.

- 7. I shall not fail to enforce clearly articulated policies regarding content and control standards for Internet use and safety.**

EXECUTIVE DIRECTOR'S INTERPRETATION: Internet use policies derive largely from state law, as interpreted by the Library and attorney. Access to internet sites complies with filtering as required by law and Board directed library policy. Staff and the public are made aware of these policies so that user and staff expectations are clear. Staff is trained to recognize non-compliant use and intervene if necessary.

REPORT (COMPLIANT): Our principal responsibility is to be compliant with state statute and Library Board direction within the limits of technology.

I can report compliance.

- 8. I shall not fail to convey that parents, guardians or caretakers are responsible for monitoring the activities and library use, and controlling the behavior of children or other persons requiring supervision during their library visit.**

GOVERNING POLICY OF THE JEFFERSON COUNTY PUBLIC LIBRARY BOARD OF TRUSTEES

EXECUTIVE DIRECTOR'S INTERPRETATION: It is my understanding that we have a responsibility to inform parents/guardians/caretakers that it is their responsibility, not the Library's, to control use and provide reasonable supervision to their children or charges when visiting/using the library. Staff is directed to intervene when inappropriate or when illegal behaviors or actions interfere with other's use of the library and its resources.

REPORT (COMPLIANT): It is always difficult for staff to maintain awareness of or judge the level of inappropriate behavior and the necessity for intervention in a very busy and active public library such as ours, however, norms and practices in the Library's Code of Conduct have been developed to assist them in making these decisions. As well we make the Code of Conduct available in our libraries and on our website.

I can report compliance.

9. I shall not fail to inform patrons, as appropriate, of this policy, and to provide an open, accessible patron comment process.

EXECUTIVE DIRECTOR'S INTERPRETATION: It is my understanding that we must inform patrons of library policies that concern and/or protect their use and rights in the library. As well, we must provide a patron comment process so that patrons have the opportunity to express their concerns to administration and management.

REPORT (COMPLIANT): The library uses several means by which to solicit and engage in patron comment including personal interactions with staff, electronic and print comment forms, an open-door process for the public to speak with management or administration, electronic and telephone communications and electronic options on the website. We also have our policies posted on our website and will print them when asked by our public.

I can report compliance.

10. I shall not fail to take appropriate steps to safeguard the safety of library patrons.

EXECUTIVE DIRECTOR'S INTERPRETATION: I understand that this provision requires me to develop and implement policies and practices to ensure patron safety.

REPORT (COMPLIANT): We maintain a very high level of patron safety conditions. To confirm our safety standards, key staff (facilities, public services, information technology, library manager, etc.); along with local law enforcement conduct safety audits of public use areas. We also maintain and use safety/emergency mechanisms such as fire extinguishers and sprinklers, detection and alarm systems and surveillance cameras. As well, each library establishes a working relationship with their local law enforcement agencies. The library's Person-In-Charge program trains staff to assist with patron safety be it physical safety, threat or medical.

I can report compliance.

GOVERNING POLICY OF THE JEFFERSON COUNTY PUBLIC LIBRARY BOARD OF TRUSTEES

POLICY TYPE: MANAGEMENT LIMITATIONS
POLICY TITLE: *TREATMENT OF STAFF*

POLICY 2.2

MANAGEMENT LIMITATIONS

Initial Monitoring on **Policy 2.2: *TREATMENT OF STAFF***

I hereby present my monitoring report on your Management Limitations policy 2.2 “Treatment of Staff”, in accordance with the monitoring schedule set forth in Board policy. I certify that the information contained in this report is true.

Signed: _____, Executive Director

Date: February 16, 2017

BROADEST POLICY PROVISION

With respect to the treatment of staff and volunteers, the Executive Director shall not cause or allow conditions that are unfair, unsafe, undignified or inconsistent with the Jefferson County Personnel Rules, by which the Library abides.

EXECUTIVE DIRECTOR INTERPRETATION: The Board has comprehensively addressed this policy in the provisions below. My interpretations and reporting data are appended below.

Accordingly, pertaining to staff, I shall not:

1. **Operate without a written personnel manual, which clarifies personnel rules for staff.**

EXECUTIVE DIRECTOR INTERPRETATION: The Library must have in place a personnel manual that sets forth the rules and policies regarding employment with the Library.

REPORT (COMPLIANT): The Library uses the Jefferson County Personnel Rules ~~as the basis~~ for our personnel manual.

I can report compliance.

2. **Fail to provide staff with avenues for non-disruptive, internal expression of opinions.**

EXECUTIVE DIRECTOR INTERPRETATION: I understand this policy to mean that staff must know and be allowed to freely express their support, opposition, and concerns with the Library’s policies and practices without fear of reprisal, as long as their dissent is expressed internally, respectfully and in a manner that does not disrupt operations.

REPORT (COMPLIANT): New Library staff members are made aware that open and honest communication is encouraged at Jefferson County Public Library during their orientation process, and long-standing staff members are aware of this through administrative and management messaging. Jefferson County Public Library is an Equal Opportunity Employer and strongly disapproves of discrimination and harassment. The Library recruits, hires, trains and promotes employees without regard to race, color, religion, sex, national origin, age, disability, sexual orientation or any other status protected by Federal or State law. The Library will not tolerate

GOVERNING POLICY OF THE JEFFERSON COUNTY PUBLIC LIBRARY BOARD OF TRUSTEES

retaliation for opposing discrimination and harassment. The Library adheres to a formal complaint process, which is available to staff, through Jefferson County Personnel Rules.

I can report compliance.

3. Fail to acquaint staff with these governing policies.

EXECUTIVE DIRECTOR INTERPRETATION: It is my responsibility to ensure that all staff is informed of this policy.

REPORT (COMPLIANT): All monitoring reports are online and staff has access to them. As well, awareness of this policy has been incorporated into the New Employee Orientation for all new staff.

I can report compliance.

4. Allow staff to be unprepared to deal with emergency situations.

EXECUTIVE DIRECTOR INTERPRETATION: I understand this to mean that staff will be informed and trained on emergency policies and practices and appropriate staff will be trained to deal with all emergency situations.

REPORT (COMPLIANT): The Library schedules regular Person-In-Charge (PIC) trainings where staff receives additional training for emergency situations. In turn, all libraries have a trained “Person in Charge” (PIC) on duty during hours of operations. The ~~Senior Management Team~~ **Director of Public Services** ~~also~~ serves as the ~~System~~ **Senior** PIC where immediate assistance and direction is provided to the location/library PIC, staff and law enforcement. Further, all incidents are reported and evaluated, for revision. Additional training is provided as needed to prepare staff to respond to specific circumstances.

I can report compliance.

GOVERNING POLICY OF THE JEFFERSON COUNTY PUBLIC LIBRARY BOARD OF TRUSTEES

POLICY TYPE: MANAGEMENT LIMITATIONS

POLICY 2.3

POLICY TITLE: *FINANCIAL CONDITION AND ACTIVITIES*

MANAGEMENT LIMITATIONS

Initial Monitoring on *Policy 2.3: FINANCIAL CONDITION AND ACTIVITIES*

I hereby present my monitoring report on your Management Limitations policy 2.3 “Financial Condition and Activities”, in accordance with the monitoring schedule set forth in Board policy. I certify that the information contained in this report is true.

Signed: _____, Executive Director

Date: February 16, 2017

BROADEST POLICY PROVISION

With respect to financial condition and activities, the Executive Director shall not cause or allow the development of fiscal jeopardy, or a material deviation of actual expenditures from the Library Board’s Ends priorities.

EXECUTIVE DIRECTOR INTERPRETATION: The Board has comprehensively interpreted this policy in the provisions below. My interpretations and reporting data are appended below.

Accordingly, I shall not:

1. Exceed the Library’s total expenditure authorization for operations or capital development.

EXECUTIVE DIRECTOR INTERPRETATION: This requirement prohibits my spending on behalf of the library above the pre-set operations and/or capital development authorizations established by the Library Board and approved by the Board of County Commissioners during the budget approval process. If circumstances arise where expenditure above the appropriated level is necessary, I must follow the budget transfer process or the supplemental appropriation process, outlined in the Library’s Budget Expenditure policy or the provisions of 4 below.

REPORT (COMPLIANT): The Library’s expenditure is reviewed monthly against the total amount authorized and reported in the financial statement. This report discloses year-to-date and projected expenses to the end of the year and is included in the monthly Board reports for informational and review purposes. It also includes any required requests and processes for budget transfers when circumstances arise that require expenditures above the appropriated amount.

I can report compliance.

2. Incur debt (with exception of procurement cards, which are to be paid in full when due).

EXECUTIVE DIRECTOR INTERPRETATION: I understand that no library debt can be incurred without the approval of the Library Board other than short-term procurement card debt, which must always be paid when due. The Library Board can authorize debt as defined in the “Library Law,” or by entering into long-term capital debt by means of Certificates of Participation.

REPORT (COMPLIANT): Monthly financial statements issued by the Library’s Director of Finance demonstrate all outstanding obligations which would show any debt as part of the report.

GOVERNING POLICY OF THE JEFFERSON COUNTY PUBLIC LIBRARY BOARD OF TRUSTEES

These reports are compiled and reviewed monthly by the Library Board.

I can report compliance.

3. Fail to get Library Board approval for:

A. Use of the Library Fund

EXECUTIVE DIRECTOR INTERPRETATION: Accordingly, expenditures that have not been approved by the Board cannot be made in advance.

REPORT (COMPLIANT): Annual internal and external audits look for and report any expense not approved. Also, monthly reports from the Director of Finance regularly report compliance with this limitation and posts requests to the Board when Board approval is required for an expense change.

I can report compliance.

B. Use of Designated and Undesignated Reserves

EXECUTIVE DIRECTOR INTERPRETATION: This limitation requires Board review and approval before any use of reserves can take place, with the exception of automatic working capital drawdowns until tax collection proceeds are posted to our fund.

REPORT (COMPLIANT): All use of reserves (and requests for use of reserves) is shown on budget development plans or financial reports, which are reviewed and approved by the Board.

I can report compliance.

C. Adding any salaried staff positions. This means that no new standard FTE positions beyond currently authorized positions can be added unless they are recommended by me and approved by the Library Board. The Board of County Commissioners approves the addition of FTEs (Full Time Equivalents).

EXECUTIVE DIRECTOR INTERPRETATION: This means that no new salaried positions can be added unless they are recommended by me and approved by the Library Board. The Board of County Commissioners approves the addition of FTEs (Full Time Equivalents).

REPORT (COMPLIANT): I review and act upon all requests for staffing changes which are reported in my monthly reports and in the annual budgeting process.

I can report compliance.

4. Authorize transfers of greater than \$50,000 among line items and categories within the operational fund.

EXECUTIVE DIRECTOR INTERPRETATION: Budget transfers less than \$50,000 between

GOVERNING POLICY OF THE JEFFERSON COUNTY PUBLIC LIBRARY BOARD OF TRUSTEES

expense lines are allowed without board approval but non-emergency transfers greater than \$50,000 require Board authorization. The Executive Director may authorize transfers in excess of \$50,000 when an emergency situation exists and must inform the Board about all emergency transfers as soon as practical.

REPORT (COMPLIANT): All budget transfers follow the above guidelines and any significant transfers are reported in the monthly financial statements. Transfers within capital funds are generally limited by the conditions of those funds, not this policy.

I can report compliance.

5. Fail to settle payroll obligations and payables in a timely manner.

EXECUTIVE DIRECTOR INTERPRETATION: This means that we must process all payables in as timely a manner as possible if not in accordance with the vendor's dictates. Payrolls are processed in accordance with county policy.

REPORT (COMPLIANT): Payables are processed on a daily basis, with warrants written weekly. With regard to payroll, all staff is paid bi-weekly, pay periods end every other Saturday and pay days are every other Friday. There are twenty-six (26) pay periods per year.

I can report compliance.

6. Allow payroll or other tax payments or other government ordered payments or filings to be overdue or inaccurately filed.

EXECUTIVE DIRECTOR INTERPRETATION: The schedules of tax payments to other government units are strictly observed. The two principal payments are payroll taxes and state and local sales tax payments.

REPORT (COMPLIANT): Payroll taxes are paid by the County as part of normal payroll practice and are reflected in our financial statements. Sales tax activity is recorded in the general ledger and the liability is relieved either quarterly or at year end as required by the appropriate jurisdictions.

I can report compliance.

7. Expend more on a capital project than the amount previously authorized by the Board.

EXECUTIVE DIRECTOR INTERPRETATION: This means that capital project expenditures greater than approved must not occur. However, small transfers (being no more than 10% of the total cost of the project or \$50,000, whichever is less) between individual project funds may be necessary, as they are completed.

REPORT (COMPLIANT): Each month, the Director of Finance issues a capital projects report that shows the comparison between budgeted and actual expense of each project.

GOVERNING POLICY OF THE JEFFERSON COUNTY PUBLIC LIBRARY BOARD OF TRUSTEES

I can report compliance.

8. Acquire, encumber, lease or dispose of real property.

EXECUTIVE DIRECTOR INTERPRETATION: By statute, the Library Board is the only authority empowered to hold and acquire property. This means that all decisions regarding real property and buildings, whether owned or leased, must be reviewed and approved by the Board.

REPORT (COMPLIANT): The Library Board holds the authority for acquiring property. As such, the Director of Finance maintains a comprehensive file on our 12 locations and regularly issues updates to that inventory, which are reviewed by me and reported to the Board. The Director of Finance recommends any necessary action to the Board when due.

I can report compliance.

9. Accept gifts or grants from sources that are not, in fact and appearance, legal and consistent with the mission and values of the library.

EXECUTIVE DIRECTOR INTERPRETATION: This means that the Library (nor I on behalf of the Library), cannot accept any gifts or grants when they appear to be inconsistent with our mission and role.

REPORT (COMPLIANT): Through the ~~Operational~~ Agreement between the Library and the Jefferson County Library Foundation, all gifts to the library are processed ~~by~~ through the Foundation. In so doing, we have a level of review and the library retains the right to specify the disposition of any gift.

I can report compliance.

10. Fail to pursue material receivables after a reasonable grace period.

EXECUTIVE DIRECTOR INTERPRETATION: This means that we must take action to recover material receivables. We have very few material receivables, with the exception of unpaid overdue fines. Material receivables are defined as patron accounts with an accumulation of overdue fines in the amount greater than \$25.00 for over 28 days.

REPORT (COMPLIANT): Patrons whose accounts have a balance of outstanding fines and fees in excess of \$10 may no longer check out library materials until the balance falls below \$10. The library uses several methods for notification and recovery of library materials and monies owed and patrons have several options for payment of these fines. The Library may also pursue outstanding fines via a collection agency.

I can report compliance.

11. Fail to exercise adequate internal controls over receipts and disbursements to avoid unauthorized payments or material dissipation of assets.

GOVERNING POLICY OF THE JEFFERSON COUNTY PUBLIC LIBRARY BOARD OF TRUSTEES

EXECUTIVE DIRECTOR INTERPRETATION: This means that we must have in place a process of checks and balances to maintain accountability both for payments and for inventory control.

REPORT (COMPLIANT): All payments by the Library are subject to multiple reviews by staff so that payments are only made for goods and services that the library has decided upon. If there are discrepancies in the paperwork, processing stops until a review can determine the validity of the claim. Inventories of equipment and supplies are carefully evaluated on a regular basis to ensure proper disposition of those assets.

I can report compliance.

GOVERNING POLICY OF THE JEFFERSON COUNTY PUBLIC LIBRARY BOARD OF TRUSTEES

POLICY TYPE: MANAGEMENT LIMITATIONS
POLICY TITLE: ASSET PROTECTION

POLICY 2.4

MANAGEMENT LIMITATIONS

Initial Monitoring on **Policy 2.4: ASSET PROTECTION**

Signed: _____, Executive Director

Date: February 16, 2017

BROADEST POLICY PROVISION

The Executive Director shall not allow the Library's assets to be unprotected, inadequately maintained or unnecessarily risked.

EXECUTIVE DIRECTOR INTERPRETATION: The Board has comprehensively interpreted this policy in the provisions below. My interpretations and reporting data are appended below.

- 1. I shall not fail to ensure against theft and casualty losses to at least replacement value, including coverage for Library materials, works of art, mechanical systems, computer equipment and systems, property while in transit, donated items, items not owned by the Library on exhibit/display and all Library facilities, including those buildings not open to the public (Administration, the Library Service Center and Support Services).**

EXECUTIVE DIRECTOR INTERPRETATION: I understand this provision to mean that the library must have in place, a means to ensure against significant loss as expressed in any of the manners above. As well, we must be responsive to the changing value of said items, to changing conditions of risk, and to changes in insurance practices and law.

REPORT (COMPLIANT): The library's insurance program is part of the County's Risk Management program and we contribute to the pool of coverages as specified by that Department. Some of those coverages are self-insured within the pool and some are purchased from agencies, as appropriate. The Library can direct our specific requirements so the Director of Finance periodically commissions an independent consulting assessment of our needs and adjusts the county pool coverages as necessary.

I can report compliance.

- 2. I shall not fail to ensure against loss or damage to library facilities by implementing a disaster response plan.**

EXECUTIVE DIRECTOR INTERPRETATION: I understand this provision to mean that we must maintain a comprehensive program of disaster response to ensure that the Library facilities are protected from significant loss from natural or man-made disasters.

REPORT (COMPLIANT): The Library has a Continuity of Operations (COOP) plan in place that identifies goals and objectives during emergency situations and clearly defines the roles and responsibilities of each director and each department within the organization during an emergency. This plan insures protection of the library's assets, continuity of operations as well as a rapid

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response and recovery. The plan identifies resources and establishes back-up systems required to maintain internal and external communications, business functions and library operations. The Continuity of Operations Plan (COOP) is reviewed and updated annually. Additionally, the Library is part of the County's Emergency Operations Center's plan.

This provision has one associated implication in Monitoring report 2.3 that establishes emergency spending limits in excess of \$50,000 for the executive director during a disaster.

I can report compliance.

3. **I shall not fail to ensure against loss or damage to library computers, technology equipment and systems by implementing a security and replacement plan.**

EXECUTIVE DIRECTOR INTERPRETATION: In order to be compliant on this measure, we must have in place a security and replacement plan to ensure against loss or damage to the library's technological and communication resources and network.

REPORT (COMPLIANT): The IT department has created a plan for technological protection and replacement of the library's communication resources and network in the event of theft, catastrophic event, and or accidental or malicious contamination.

I can report compliance.

4. **I shall not fail to ensure against liability losses to Library Board members, staff and the Library itself, including directors' and officers' liability and errors and omissions coverage, in an amount equal to or greater than the average for comparable organizations.**

EXECUTIVE DIRECTOR INTERPRETATION: This means maintaining a level of protection for Trustees and staff against liability claims while doing the work of the Library.

REPORT (COMPLIANT): Errors and Omissions coverage is a standard element in the Risk Management pool and provides protection for the Trustees and staff.

I can report compliance.

5. **I shall not fail to ensure for general comprehensive on the Library's vehicles.**

EXECUTIVE DIRECTOR INTERPRETATION: I understand this to mean that we must have complete insurance protection for all vehicle operations.

REPORT (COMPLIANT): Complete vehicle operations insurance coverage is in place as part of the county pool and includes comprehensive, collision and liability coverage.

I can report compliance.

6. **I shall not fail to ensure against employee theft and dishonesty, and/or have bonding in place for all employees who handle cash.**

GOVERNING POLICY OF THE JEFFERSON COUNTY PUBLIC LIBRARY BOARD OF TRUSTEES

EXECUTIVE DIRECTOR INTERPRETATION: I understand this to mean that all library employees who handle cash or warrants must be bonded to protect the library from such loss from actions by the bonded employee. The coverage should be all-risk.

REPORT (COMPLIANT): All employees who handle significant amounts of cash or warrants are covered under the County's crime policy which the Library participates in as part of the Risk Management pool.

I can report compliance.

7. **I shall not fail to maintain a system for the management of fixed and controlled assets that provides sufficient information for preparation of financial statements, ensures proper use, and provides for their maintenance, replacement and disposal.**

EXECUTIVE DIRECTOR INTERPRETATION: It is my understanding that this provision requires an asset management system that provides a high level of accountability and gives us the necessary information so that we can reflect an accurate value for fixed assets in our financial statements, track material controlled assets, dispose of fixed and controlled assets in conformance with CRS 24-90-109 (1) (i), and make good decisions about the use and management of library assets.

REPORT (COMPLIANT): The Library's Finance department has a procedure and process to ensure that all the Library's fixed assets with a value over \$5,000 are inventoried and accounted for with regard to use, accession and de-accession, and disposal. This requirement is covered under our asset management policy, Jefferson County asset valuation and inventory control practices, and CRS 24-90-109 (1) (i).

I can report compliance.

8. **I shall not fail to maintain and utilize guidelines for the acquisition, lending and de-accession of art.**

EXECUTIVE DIRECTOR INTERPRETATION: It is my interpretation that the library must maintain art guidelines covering acquisition, lending, maintenance and care, and de-accession of art, which is a distinct and separate collection or asset from library equipment materials.

REPORT (COMPLIANT): The library's art policy recognizes the special nature of the library's art collection. It provides for acquisition, inventory, insurance and maintenance. It also addresses conditions of loaning and displaying.

I can report compliance.

9. **I shall not fail to employ risk management practices to minimize exposure of the organization, its Board or staff to claims of liability.**

EXECUTIVE DIRECTOR INTERPRETATION: It is my interpretation that the library must

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maintain risk management practices that minimize and / or limit claims of liability against the library itself.

REPORT (COMPLIANT): Risk management practices that work to reduce liability are part of the service we receive from County Risk Management. We implement those as directed and appropriate.

I can report compliance.

10. **I shall not allow any purchase wherein normally prudent protection has not been given against conflict of interest.**

EXECUTIVE DIRECTOR INTERPRETATION: I take this to mean that we must have practices in place that guard against staff and board members personally profiting from a procurement decision in which they participated.

REPORT (COMPLIANT): The Library's procurement processes have oversight procedures to minimize the possibility of conflict of interest. Our processes are careful enough to ensure that conflict would be an uncommon event. Our procurement policy reflects this provision and it is posted on the Library's intranet. Also, Jefferson County has as part of the Personnel Rules, a "Conflict of Interest" policy which covers most significant issues of conflict and which is applicable to all library staff. The library's Policy Governance practices ensure this same oversight for board members.

I can report compliance.

11. **I shall not allow a purchase of \$10,000 or more without using either a negotiated procurement or a competitive bid process, whichever best serves the interests of the Library.**

EXECUTIVE DIRECTOR INTERPRETATION: This provision requires that significant procurement decisions be competitive or otherwise made in the best interest of the library. Each such decision must demonstrate, as part of the procurement documents, to have been compliant.

REPORT (COMPLIANT): All procurements and purchases conform to this requirement and are documented in the procurement paperwork.

I can report compliance.

12. **I shall not fail to store and preserve Library records in accordance with a Records Retention schedule and program under the direction of the Jefferson County Records Management department.**

EXECUTIVE DIRECTOR INTERPRETATION: The library, as part of its normal practices must carefully preserve its operational history as reflected in its files and records.

REPORT (COMPLIANT): The library works with the County's Records Management department to develop retention schedules that are consistent with applicable statute and good

GOVERNING POLICY OF THE JEFFERSON COUNTY PUBLIC LIBRARY BOARD OF TRUSTEES

business practices.

I can report compliance.

13. I shall not fail to protect intellectual property, information and files from loss, improper access or significant damage

EXECUTIVE DIRECTOR INTERPRETATION: I understand this provision to mean that internal documents, files and other operational information must be carefully protected from loss or damage and that access is limited to the terms of public records' statutes and business practices of confidentiality.

REPORT (COMPLIANT): Operational materials, records and resources are managed under basic business practices of confidentiality and security using available means to do so including locked files, electronic controls, password protection, document and data destruction, etc. Confidential files are kept under careful limits of access. Statutes define much of this process for us and we maintain an active understanding of applicable law.

I can report compliance.

14. I shall not receive, process or disburse funds under controls insufficient to meet the County appointed auditor's standards (as set forth in Management Letter and/or other correspondence).

EXECUTIVE DIRECTOR INTERPRETATION: This means that our financial controls and practices must be conducted in a manner consistent with applicable standards of accountability as required by law and County practices. These standards are typically part of our routine audit reports or new standards from authorities such as GASB or GAAP.

REPORT (COMPLIANT): Our financial practices are directed by law and County practices and our Director of Finance and staff follows these structures accordingly.

I can report compliance.

15. I shall not compromise the independence of the financial auditor or the Board's other external monitoring or advice, such as by engaging parties already chosen by the Board as consultants or advisors.

EXECUTIVE DIRECTOR INTERPRETATION: This provision serves to prevent audit contractors from auditing their own work. This is a practice that can diminish the value and the accuracy of audits and other financial reports. I understand that I must make such financial reporting decisions in a way that ensures independent and accurate audits.

REPORT (COMPLIANT): The County selects our external auditor; auditors that then proceed to evaluate our financial practices under commonly accepted standards and the terms of their contract. We have, from time to time, requested County approval for additional auditing services from the auditors, to help us document the value of some of our practices or to provide the Board with

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additional information. These requests are made and handled to ensure independent and accurate audits and are not in conflict with this policy provision.

I can report compliance.

16. I shall not endanger the organization's public image, its credibility, or its ability to accomplish Ends.

EXECUTIVE DIRECTOR INTERPRETATION: The Library's public image and credibility are among its most valuable assets. I understand that a significant part of my work is protecting that asset, taking into account all of our fiscal, technical, informational, service and public relations activities.

REPORT (COMPLIANT): Much thoughtful work goes into our processes of service and support for the goals the community sets for itself. We can point to service output growth, productive partnerships, invitations to participate as players, high satisfaction approvals and general acceptance that we promote and maintain a positive image in the community.

I can report compliance.

17. I shall not change the organization's name or substantially alter its identity.

EXECUTIVE DIRECTOR INTERPRETATION: The name of this organization is the Jefferson County Public Library. In this provision, the Board has determined that identity changes to the Jefferson County Public Library of any kind must be reviewed and approved by the Board. I further take this to mean that the naming of individual buildings or significant elements of buildings is the Board's prerogative.

REPORT (COMPLIANT): We maintain a careful observance of Board-established names and identities, while investigating the value of selective name changes when such changes can enhance the community's understanding and/or support of our role and our work. In all cases the Library adheres to the Board's naming policy.

I can report compliance.

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